



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

2023 / 24

# Sustainability Report



\* For identification purposes only 僅供參考



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## Message from Chairman

I am pleased to share with you Café de Coral Group's latest Sustainability Report, which highlights the strides we have made in the past year towards a more sustainable and inclusive future. Built upon the four pillars of Catering to Customers, Empowering our Employees, Focusing on Food and Preserving the Planet, our sustainability strategy not only drives continuous business development but also creates lasting value for all of our stakeholders.

Fostering the long-term development and growth of the Group, we have made a strategic move last year to transition our business from owner management to a more sustainable leadership model. Through a comprehensive 10-year succession plan, Piony Leung, who possesses extensive managerial experience, has been appointed to be the Chief Executive Officer of the Group to steer the sustainable development of our business. Furthering our ongoing efforts to create an inclusive workplace and nurture talents of all genders, we are proud to support our first female CEO and entrust the operations of the Group to her.

We have remained steadfast in our pursuit of sustainability goals. These principles form the very essence of our business, guiding us through both favourable and challenging times. With the unwavering support of our valued customers, dedicated staff, trusted partners, loyal investors and the wider community, we will continue to strive for excellence, safeguarding the interests of our shareholders and ensuring lasting success.

**Lo Hoi Kwong, Sunny**

**Chairman of Café de Coral Group**

## Message from the Chairperson of the Group Sustainability Committee

Pioneering the concept of local-styled quick service restaurants, Café de Coral Group has been growing with Hong Kongers for over half a century. As one of the leading brands in the local catering scene, we are strongly committed to creating a positive impact on the environment, society and our stakeholders. Recognising our wide-ranging customer base and influence in the industry, we have always prioritised our responsibility to promote and implement sustainability initiatives, cater for the diverse needs of customers and drive social changes.

We are proud to announce that in the fiscal year of 2023/24, we have overachieved our sustainability targets in our Hong Kong operations, as we have met our reduction goals set for 2024/25 in four major aspects, namely energy consumption, greenhouse gas emissions, water usage and food waste, one year ahead of the original timeline. We have been tirelessly working towards meeting these targets, by closely monitoring our use of resources and continuously enhancing our efficiency with advanced technologies and refined procedures.

Our performance in sustainability has been acknowledged by recognised organisations, receiving various awards including the Diamond Award under the ESG Benchmark Awards 2022/23 by the Institute of ESG & Benchmark and the Employer of Choice 2023 by JobMarket.

In particular, remarkable progress has been made in our journey to reduce food waste. Since our implementation of food waste segregation at all our outlets in 2020/21, we have been actively seeking recycling opportunities. In this fiscal year, we have successfully expanded our recycling network, increasing the recycling rate of the food waste produced from our Hong Kong operations to 40%, which is equivalent to 2,643 tonnes of food waste.

These outstanding accomplishments are the result of the Group's collective devotion to promoting sustainability, which has been showcased in our latest plastic-free campaign, bringing together for the very first time six restaurant brands under the Group to encourage customers to opt for reusable tableware and green dishes for a greener future. The campaign, in close collaboration with the beloved classic character, Hello Kitty, leveraged the extensive reach of the six brands and Hello Kitty's popularity and launched a limited-edition reusable cutlery set and accessories, which was very well received, successfully amplifying our impact on the sustainability front.

We are eager to offer sustainable and healthy menu options to our customers. Since 2021, we have introduced a range of green dishes and our brands are committed to further developing and launching additional products, including vegetarian dishes and low-carbohydrate and high-protein products, to provide a wider selection of delicacies. Our achievements in this aspect have been evident in our campaigns to launch dishes made with sustainable fish fillets certified by the Marine Stewardship Council (MSC) and plant-based fish fillets. By doing so, we aspire to foster a green lifestyle and build a sustainable future in partnership with our valued customers.

Keeping firmly in mind our deep roots in Hong Kong, we are dedicated to reciprocating the trust that the community has bestowed on us for over half a century. As one of our major efforts to contribute to the community, we are delighted to witness the incredible impact of our flagship food assistance initiative "Bon Appétit Café". Entering its second year, the programme expanded its scope in 2023 and has reached 4,000 beneficiaries in this fiscal year, offering a total subsidy of HK\$12 million, with an emphasis on supporting caregivers.

Internally, we continue our commitment to cultivating an inclusive and diverse team. We are glad to have 440 ethnic minorities and 237 individuals with physical and learning challenges to be members of our staff, while 66% of the latter group has been with us for five years or above. In addition, as we highly value the wellbeing of our employees and their families, the Lo Tang Seong Educational Foundation has allocated over HK\$3 million in this fiscal year to support the university education of 180 children of our staff members.

In face of the immense social and economic changes after the pandemic, we are truly grateful for the dedication and commitment of our staff to support the Group across various aspects to overcome challenges. Together, we are devoted to contributing to the sustainability of our community through our expertise — to make healthy and nutritious food, to engage people through quality service and to give stakeholders a taste of togetherness.

Sustainable development relies on the collective participation and efforts of everyone. With a mindset of accumulating small victories to achieve greater success, by persistently taking one step at a time, we will eventually reap the rewards.

For and on behalf of the Group Sustainability Committee

**Leung Ho-ting, Piony**  
**Chief Executive Officer**



## About Café de Coral Group

Café de Coral Group established the first branch in Hong Kong in 1968, introducing Hong Kong-style fast food to the city. Since becoming publicly traded on the Hong Kong Stock Exchange in 1986, the Group has grown to operate 551 dining establishments, with 380 in Hong Kong and 171 in 11 cities across Mainland China and a workforce of 19,569 employees. Four of our food processing plants in Hong Kong and Mainland China are ISO-certified to ensure the highest quality and consistency of our products.

By blending Chinese and Western culinary traditions, the Group has been a trailblazer in the Chinese fast food industry, earning the reputation of being “Hong Konger’s Canteen”. Our commitment to sharing this ethos is reflected in our diverse business portfolio, which includes quick service restaurants, casual dining chains, institutional catering and food processing. We take pride in maintaining and enhancing our competitive advantage as the prominent leader in the restaurant and catering sector in Asia.

## Business Performance Overview

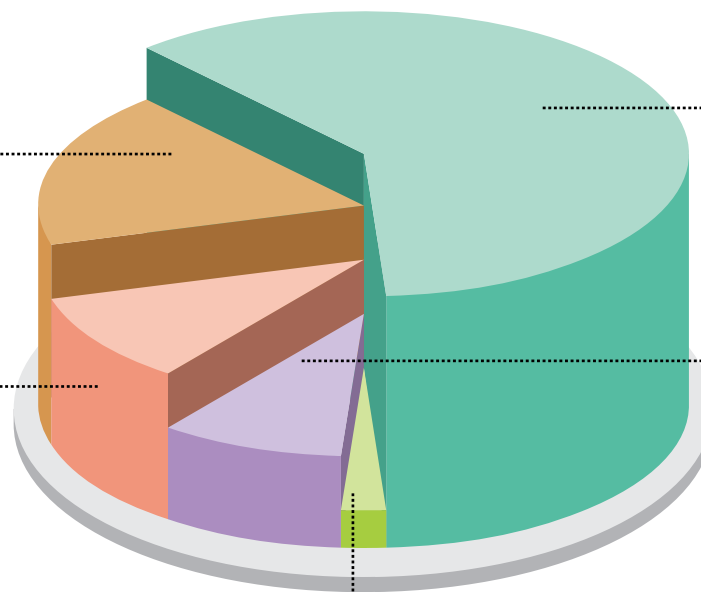
17.4%

Mainland China (171 units)



10.1%

Hong Kong Casual Dining (62 units)



59.1%

Hong Kong Quick Service Restaurants (219 units)



11.7%

Hong Kong Institutional Catering (99 units)



1.6%

Others

Revenue Distribution

For the 12 months ended 31 March 2024

## Performance Highlights

### Corporate

(Hong Kong and Mainland China)

**HK\$8,691**  
million  
total revenue

**19,569**  
employees

**551**  
stores

**AA** rating  
constituent of  
Hang Seng Corporate  
Sustainability Index Series

### Social and Community

More than  
**HK\$12 million**  
worth of donations  
Hong Kong & Mainland China

**Zero**  
work-related fatalities  
Hong Kong & Mainland China

**1.6 million**  
Club100  
registered members  
Hong Kong

**833**  
digital kiosks  
Hong Kong & Mainland China

**1.6**  
million hours  
of training undertaken by  
employees  
Hong Kong & Mainland China

**677**  
ethnic minorities and  
individuals with physical  
and learning challenges  
employed  
Hong Kong

**4.9 million**  
registered members for  
Wechat CRM mini  
programme  
Mainland China

### Environment

**4**  
key reduction targets achieved  
ahead of 2024/25 timeline (GHG emission, energy and  
water consumption, food waste)  
Hong Kong

**100%**  
of our stores have  
installed energy-saving  
dishwashers  
Mainland China

**72.4%**  
sustainable seafood  
procurement rate  
Hong Kong

**100%**  
of our stores  
implemented  
food waste separation  
Hong Kong

**40%**  
food waste recycled at  
O·PARK  
Hong Kong

## Key Actions and Achievements

### Catering to Customers



Continue to upgrade our service and menu to provide safe, hygienic, convenient and comfortable dining experiences.



Enhance digitalisation in various touchpoints, including digital kiosks and online and mobile ordering systems, for a seamless and personalised customer experience.



“Bon Appetit Café” programme entered its second year, providing food assistance of HK\$12 million to over 4,000 beneficiaries.

### Empowering our Employees



Extending our care to employees' children through our Lo Tang Seong Education Foundation, with over HK\$3 million in academic support.



Ensure safety at work through strict compliance with the Occupation Safety and Health Policy, maintained zero work-related fatalities.



Maintain a multi-ethnic workforce that include non-Chinese and people with physical and intellectual challenges.



## Key Actions and Achievements (continued)

### Focusing on Food



All our main food processing facilities in Hong Kong and China and some of our Asia Pacific Catering outlets hold ISO 22000, HACCP certification.



Continue to expand our selection of healthy and sustainable food to satisfy the rising market demand for a nutritious and green diet.



Source ingredients that are produced responsibly and sustainably, with 72% of the seafood sourced for our Hong Kong operations certified sustainable.

### Preserving the Planet



Invest in new and innovative technology to improve energy and water efficiency, resulting in the early achievement of 4 key environmental reduction targets in Hong Kong.



Minimise plastic waste by reducing unnecessary packaging waste and single-use plastic and promote the use of sustainable alternatives for disposable items.



Implement food waste separation at all our Hong Kong stores and manufacturing plants and work closely with landlords to support recycling.

## Awards and Recognitions



Hang Seng Corporate  
Sustainability Index  
Series Member 2023-2024

**AA**

**Hang Seng Corporate Sustainability Benchmark Index  
9 Years (2015-2023), with “AA” rating**

Hang Seng Indexes

**MSCI**  
ESG RATINGS



CCC	B	BB	<b>BBB</b>	A	AA	AAA
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**MSCI ESG Rating “BBB”**

MSCI



**Caring Company 2022/23  
13 Years (2011-2023)**

Café de Coral Group,  
Luncheon Star, Café de Coral Fast Food,  
Super Super Congee & Noodles,  
The Spaghetti House,  
Oliver's Super Sandwiches, Mixian Sense,  
Shanghai Lao Lao, Asia Pacific Catering  
The Hong Kong Council of Social Service



**ESG Excellence Awards 2023**

EDigest & Centre for Business Sustainability  
of CUHK Business School



ESG ACHIEVEMENT AWARDS

**ESG Benchmark Awards 2022/23**

Diamond Award  
Winner of Outstanding Performance in  
ESG Governance

Institute of ESG & Benchmark

## Awards and Recognitions (continued)

### Catering to Customers (continued)



#### Kam Fan Awards 2023

Hong Kong Roots - Culture Roots (Bronze)  
Hong Kong Roots - Language Roots (Bronze)

The Association of  
Accredited Advertising Agencies of  
Hong Kong



#### MARKies Awards 2023

Best Idea - Video (Gold)

#### MARKies Awards 2024

Best Idea - Integrated Marketing (Bronze)

Best Idea - Social Media (Bronze)

#### Marketing-Interactive Awards

Best Acquisition Strategy (Silver)

Best Loyalty Program - F&B (Silver)

Marketing-interactive



#### HKIM Market Leadership Award 2022/23

Greater Bay Area Power Brand  
Marketing Campaign of the Year

#### HKIM Market Leadership Award 2023/24

Marketing Campaign of the Year

Hong Kong Institute of Marketing



#### 14th TIGER ROAR Awards 2022/23

Dining and Service (Silver)

Content Marketing (Bronze)

Social Media Marketing (Bronze)

TIGER ROAR Awards Organizing  
Committee / Hooxiao Media / CAAC

Mainland China



#### East Week Hong Kong Service Awards 2024

Luncheon Star, Café de Coral Fast Food,  
Super Super Congee & Noodles, The  
Spaghetti House, Oliver's Super  
Sandwiches, Mixian Sense, Shanghai Lao  
Lao, Asia Pacific Catering

#### Hong Kong Classic Brands 2023

Prestigious Brand

East Week



#### 2023 Quality Service Retailers of the Year 8 Years (2016-2023)

Fast food / Restaurants Category Award  
(The Spaghetti House)

Hong Kong Retail Management Association



#### Digital Ex 2023

Best Use of Mobile Strategy

Best of Viral Marketing

Top 10 O+O Retailers (Finalist & Top 10)

Metro Finance



#### 01 Parent-Child Favorite Lifestyle Brand Award 2023

Favorite Fast Food Chain Brand -  
Café de Coral Fast Food

HK01



## Awards and Recognitions (continued)

### Empowering our Employees



**Employer of Choice 2023  
3 Years (2018, 2022-2023)**

Job Market



**Best HR Awards 2023  
3 Years (2021-2023)**

Best Corporate Social Responsibility Award (Gold)  
Best Diversity, Equity & Inclusion Strategy Award (Gold)  
Best Employee Health & Safety Programme Award (Gold)

CTgoodjobs



**Asian Social Caring Female Leadership Award**

Piony Leung,  
Managing Director (Hong Kong)  
of Café de Coral Group

Social Enterprise Research Academy



**Happy Company  
5 Years (2020-2024)**

Chinese Manufacturers' Association  
of Hong Kong



**QF Star Supporter  
Signatory of "Support QF" Charter**

Education Bureau

## Awards and Recognitions (continued)

### Focusing on Food



**Quality Food Scheme 2023**  
**6 Years (2018-2023)**  
Diamond Enterprise Winner  
GS1 Hong Kong



**EatSmart Restaurant Star+**  
26 outlets of Asia Pacific Catering  
Department of Health



**Hong Kong Quality Veggie Awards**  
Outstanding Corporate Brand Award for  
Promoting Green Lifestyle  
Vegetarian Food Asia

### Preserving the Planet



**Swire Properties Green Kitchen Initiative**  
Three Leaf rating: Jolly Congee & Noodle  
Two Leaf rating: The Spaghetti House (Cityplaza)  
Oliver's Super Sandwiches (Cityplaza)  
Oliver's Super Sandwiches (Tung Chung Crescent)  
Swire Properties



**MTR Malls Food Waste Reduction Pledge**  
Silver Award:  
Super Super Congee & Noodles (Hanford Plaza)  
Bronze Award:  
Mixian Sense (CityLink Plaza)  
MTR



**Friends of EcoPark 2023**  
Environmental Protection Department

# Sustainability in Café de Coral Group

## Sustainability Strategy

We are fully committed to integrating sustainability principles into our core business operations. We strive to stay up-to-date with the latest trends and developments in sustainability and we are dedicated to building a sustainable enterprise. This commitment is driven by our mission to provide the best possible service and to promote happiness among our customers, employees and shareholders. Our strategic approach enables us to grow sustainably while maintaining exceptional standards of service and product quality.

We actively engage with stakeholders, including suppliers and business partners, to assess the significance of sustainability-related issues. Their valuable input is incorporated into our sustainability strategy and is documented in our annual Sustainability Report, which accurately reflects our performance and progress.

Upholding sustainability and delivering long-term value to our stakeholders are crucial to our growth. Our sustainable business strategy is built upon four pillars.

In line with our commitment to global sustainable development, we have integrated nine United Nations Sustainable Development Goals (UNSDGs) that align most closely with our strategies into our sustainability approach. The selected SDGs are interconnected with one or more of our four pillars, enabling us to maximise our contribution towards achieving them.

## Sustainability Goals and Targets

The Group has officially announced the mid-term and long-term sustainability goals and Key Performance Indicators (KPIs) for 2030 with the full endorsement of the management. The goals and KPIs established specifically target our energy and water consumption, as well as our efforts to reduce food waste. We reaffirm our strong commitment to creating sustainable value and demonstrating our dedication to protecting the environment through setting these targets.

## Four Pillars of the Sustainability Strategy

### Catering to Customers

We strive to ensure a seamless and enjoyable dining experience for our customers while remaining connected to the communities we serve.



### Empowering our Employees

We are committed to promoting a safe, healthy and inclusive workplace that fosters personal and professional growth, as well as gratitude among our employees.



### Focusing on Food

We prioritise responsible sourcing practices and place a strong emphasis on food safety and quality control.



### Preserving the Planet

We continuously optimise our resource utilisation and work towards minimising our environmental impact along our value chain.





# Sustainability Governance

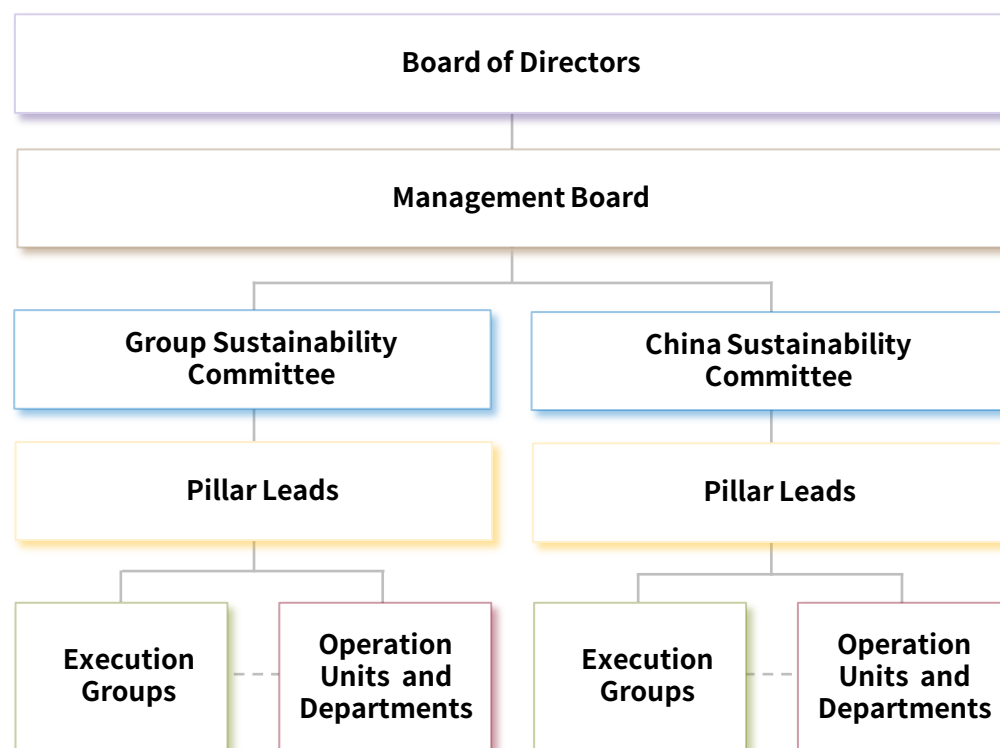
## Sustainability Governance Structure

The Board of Directors (“the Board”) serves as the highest governing body of Café de Coral and is responsible for overseeing our business operations and sustainability efforts including managing and mitigating sustainability-related risks. The Board also monitors and assesses the Group’s sustainability-related issues.

Led by the Chief Executive Officer and mandated by the Board, the Management Board is responsible for overseeing sustainability-related matters. The Management Board conducts regular meetings to assess and prioritise significant sustainability issues, approves essential policies, provides recommendations to the Board and evaluates the Group’s performance and progress towards sustainability targets. This collaboration enables the Board to enhance our sustainability strategy and approach.

The Group established the Group Sustainability Committee and China Sustainability Committee in 2021 to supervise strategies and initiatives in Hong Kong and Mainland China. These committees set objectives and goals, develop action plans and ensure effective implementation of strategies under the guidance of the Management Board. They also ensure that relevant policies adhere to industry best practices and local regulations. During the reporting period, the Group Sustainability Committee and China Sustainability Committee conducted three and two meetings, respectively, to ensure timely communication on ESG issues.

At the operational level, Pillar Leads are appointed for each sustainability pillar, while Execution Groups consisting of representatives from each department, assist Units and Departments in implementing initiatives, policies and action plans. Furthermore, these groups monitor sustainability performance and identify areas for improvement. The responsibilities and duties of all parties involved are regularly reviewed to ensure alignment with our sustainability strategy.



## Feature Story

# Successful CEO Transition: Ushering in a new era of sustainable corporate governance

In 2023, the Group announced the appointment of Piony Leung, then Managing Director of Hong Kong, to become the new Chief Executive Officer, effective from April 1, 2024. In her new role, Piony oversees the businesses in both Hong Kong and Mainland China, with overall accountability of management and operations of the company. Meanwhile, Peter Lo, who is retiring from his position as CEO, will transition to the role of Executive Director within the Group.

With Piony's proven track record of success in senior management roles at leading multinational corporations and over 25 years of experience across the Asia Pacific region in retail and fast-moving consumer goods industries, she brings to the Group profound knowledge and business acumen that will steer us towards sustainable growth.

This appointment is the fruition of our long-term succession plan for development and growth, paving way for the transformation of our company from owner management to a more sustainable model. Under this new model, business owners will continue to serve as decision-makers on the Board of Directors, while the daily operations of the Group will be entrusted to an experienced

professional management team. This segregation ensures a clear distinction between the Board of Director's responsibility to make decisions and the Chief Executive Officer's responsibility to manage the Group's business.

Through our combined efforts, we aim to guide the Group to achieve new heights in sustainable growth, always prioritising the best interests of our shareholders and ensuring our long-term success.



## Policies and Guidelines

The formulation of sustainability-related policies and guidelines is the responsibility of the Group Sustainability Committee and China Sustainability Committee. These policies and guidelines are applicable to all business units within the organisation. Policy approvals are performed by the Management Board while project execution and initiatives based on the strategic agenda of these sustainability-related policies are carried out by the Execution Groups and overseen by Pillar Leads. The implementation of sustainability-related policies and guidelines allows us to standardise and regulate our actions, providing guidance for the Group’s long-term sustainability direction. To ensure alignment with stakeholder expectations, industry standards, megatrends, international conventions and market demands, the Group Sustainability Committee and China Sustainability Committee conduct regular reviews and updates of these policies and guidelines. Our employees receive regular training to enhance their understanding of these policies and ensure their proper implementation.

### Sustainability-related policies

 <b>Sustainability Policy</b>	 <b>Whistleblowing Policy</b>
 <b>Climate Change Policy</b>	 <b>Conflict of Interest Policy</b>
 <b>Sustainable Procurement Policy</b>	 <b>Equal Opportunities Policy</b>
 <b>Occupational Safety Policy</b>	 <b>Privacy Policy</b>

## Compliance

Our corporate compliance policy guarantees that business units are well-informed about their responsibilities and obligations, enabling them to adhere to all relevant laws and regulations. Our legal team maintains regular communication with designated employees across our units and functions, all of whom undergo routine assessments. This ensures that all parties are aware of the latest legislations and guidelines.

No significant instances of non-compliance related to corrupt practices were reported during the reporting period. Also, the Group was not aware of any breaches of regulations or legislations about non-compliance.

## Intellectual Property

We highly value intellectual property (“IP”) rights and prioritise safeguarding these assets. Our employees are explicitly instructed, through our comprehensive employee handbook, to refrain from engaging in any activities that may infringe upon intellectual property. Furthermore, we diligently ensure that our advertising materials strictly adhere to copyright laws and do not violate any intellectual property rights.

No significant instances of non-compliance related to IP rights were reported during the reporting period. Also, the Group was not aware of any breaches of regulations concerning IP rights.



## Anti-Bribery and Anti-Corruption

We uphold a strict zero-tolerance principle towards any form of misconduct or unethical behaviour. All employees are required to adhere to our Best Practice and Guidance on Occupational Code of Ethics, which sets out our ethical standards, beliefs and legal requirements including but not limited to the Prevention of Bribery Ordinance (Cap.201 of the Laws of Hong Kong). New hires undergo anti-corruption training when they are onboard and ongoing communication and awareness efforts ensure alignment across all levels of the organisation. Regular anti-corruption training sessions are also conducted for the Board of Directors.

All permanent and part-time employees in Hong Kong are required to familiarise themselves with the case studies pertaining to the catering industry produced by the Hong Kong Business Ethics Development Centre. This webpage falls under the purview of the Community Relations Department of the Independent Commission Against Corruption (“ICAC”). In addition, all staff in Hong Kong are required to complete the video training on “Corruption Prevention”, which was developed by the ICAC specifically for the catering industry. This initiative served as a strong reinforcement of our unwavering commitment to combat bribery and corruption.

No significant instances of non-compliance related to corrupt practices were reported during the reporting period. The Group was also not aware about any breaches of regulations concerning bribery, corruption or money laundering.

## Whistleblowing

The Group is dedicated to establishing and upholding the highest standards of corporate governance. All directors, employees and associated third parties are required to behave with integrity, impartiality and honesty, with no tolerance for unethical conduct. A reporting system has been put in place for both internal stakeholders (including employees and directors) and external stakeholders

(such as suppliers and customers) to seek guidance and raise serious concerns regarding suspected or actual wrongdoings, misconduct, malpractice or other irregularities that should be reported.

The Group acknowledges that whistleblowers may prefer to anonymously report their concerns, so we are committed to safeguarding the privacy of these individuals who report in good faith to avoid any unfair treatment, including protection against retaliation, unwarranted disciplinary actions or unfair dismissal. Stringent measures are implemented to protect the identity of whistleblowers and the information collected with limited access granted only to necessary parties.

Specified informants may raise their concern by sending their malpractice reports to the Head of Internal Audit. For malpractice reports concerning the Chief Executive Officer, Chief Financial Officer and/or any members of the Management Board of the Company, informants may make direct reports to the Chairman of the Audit Committee. Upon receipt of any malpractice report, the Head of Internal Audit will inform the Chief Executive Officer and/or the Chief Financial Officer, or the Chairman of the Audit Committee shall circulate the reports to the Audit Committee, who subsequently will arrange an investigation by an appropriate party to ensure consistent, objective and impartial handling of all complaints. Remedial actions are taken based on the final investigation findings, with results reported to the Audit Committee. The Whistleblowing Policy undergoes regular reviews and is communicated to all stakeholders through various channels, such as websites, circulars, training sessions, tender documents and contract terms. The complete Whistleblowing Policy is also accessible on the corporate website.

During the reporting period, 3 valid or partially valid whistleblowing cases were reported, one of which involved misappropriation of assets. Measures to enhance internal control has been implemented by the management team to address the cases. There were no convicted cases of corruption.

## Information Security and Privacy

Data privacy is of utmost importance to us. We are fully dedicated to protecting the personal and sensitive information of our valued customers, employees and business partners. Through our state-of-the-art technologies, we effectively prevent, detect and manage evolving cyber threats. Our ISO 27001-certified Information Security Management System in Hong Kong incorporates stringent policies, robust data access controls, internal audits and third-party evaluations.

Continuous cybersecurity awareness training programmes are conducted to enhance employees' awareness of information security and privacy, keeping them well-informed about any relevant updates in our information management practices, including but not limited to topics about internet safety, phishing awareness and best practices for remote working. Our Privacy Policy provides clear and precise guidelines on how we acquire, store, transmit and handle personal data obtained through our daily operations. This policy is designed in accordance with local data privacy laws, including but not limited to the Personal Data (Privacy) Ordinance, to ensure strict compliance.

## Supply Chain Management

The Group has implemented a Sustainable Procurement Policy to ensure that our procurement decisions are sustainable with minimal environmental impact and to maximise the positive social outcomes. We recognise the significance of comprehensive supply chain management and regularly evaluate our supply chain in accordance with our sustainable procurement commitments, as well as environmental and social standards. For further details on our supply chain management, please refer to the [“Focusing on Food”](#) section.

## Risk Management

The oversight of sustainability-related risks is carried out by both the Board of Directors and the Management Board. These risks are carefully identified, assessed and given priority. Our Enterprise Risk Management (“ERM”) framework effectively incorporates and monitors significant sustainability-related risks, including food safety and quality, supply chain management, customer satisfaction and talent retention. For further details on our risk management and internal controls, please refer to the Corporate Governance Report section of our Annual Report 2023/24.



## Stakeholder Engagement and Materiality Assessment

Café de Coral is dedicated to fostering open, transparent, consistent and timely communication with our stakeholders where we are readily available to address their concerns to cultivate trust and confidence.

### Stakeholder Engagement

Our commitment to sustainability is actively integrated into our daily operations in a systematic and consolidated manner.

We regularly engage with stakeholders to gain insights into their perspectives on sustainability and ensure that their input is effectively communicated to our management. To ensure that our sustainability focus aligns with industry

developments, we conduct comprehensive research on trends and best practices among our peers. Feedback on our sustainability strategy and performance is regularly gathered to better understand the needs and expectations of our stakeholders through various communication channels. The results of these efforts enable us to evaluate our performance, refine our sustainability goals and address pressing issues that require attention. Our key stakeholders consist of both internal and external individuals, as well as organisations, that have a significant impact on our company or are affected by our operations. Through continuous communication, we maintain active engagement with our stakeholders.

#### Case Study

### Engaging stakeholders through public sharing

As part of our ongoing efforts to engage our stakeholders, Piony Leung, then Managing Director (Hong Kong) of the Group, was invited to be one of the panellists at the ESG Consortium Forum on the United Nations' Micro-, Small and Medium-sized Enterprises Day to exchange insights with business leaders of various industries on how enterprises can achieve a sustainable future.

Piony also shared at the Partner Employer Award 2023 organised by the Hong Kong General Chamber of Small and Medium Business, the Group's achievements in building an inclusive workplace and programmes to enhance the wellbeing of our staff and the community.



## Stakeholder Engagement

We actively engage with various stakeholders and carefully consider integrating constructive feedback and suggestions into the future trajectory of our sustainability initiatives. Twelve key stakeholder groups have been identified, each with distinct engagement approaches.

### Customers

- Official website and social media
- Mobile apps and WeChat mini programme
- Menu
- Customer surveys
- Interviews and focus groups
- Customer loyalty programmes
- Regular meetings with Catering Committee
- Marketing campaign and advertisement
- Customer service hotline
- Whistleblowing channel

### Customers (Institutional)

- Official website
- Mobile apps (Luncheon Star)
- Menu
- Tender document and vendor interview
- Customer surveys
- Interviews and focus groups
- Regular meetings with Catering Committee
- Customer service hotline
- Whistleblowing channel

### Shareholders and Investors

- Shareholder meetings
- Financial reports
- Regular announcements and circulars
- Corporate website
- Investor Relations enquiry channel

### Employees

- Training and workshops
- Business strategy and review meeting
- Engagement surveys
- Meetings and communications
- Internal newsletter and publications
- Employee engagement activities and events
- Whistleblowing channel

### Landlords

- Regular meetings
- Forums
- Landlord-tenant communication events
- Shopping mall festival events
- Opening ceremonies for new shops

### Non-governmental Organisations and Charitable Organisations

- Community investment programmes
- Regular meetings
- Community engagement events
- Official website and social media
- Organisational memberships
- Partnering of volunteering events

### Academia

- Recruitment talk and recruitment fair
- Community engagement events
- Forums

### Suppliers and Vendors

- Factory visits and performance reviews
- Forums
- Tender document and vendor interview
- Regular meetings
- Whistleblowing channel

### Government

- Community engagement events
- Project collaborations
- Regular and special meetings
- Signatories of government campaign
- Restaurant license application
- Recruitment roadshow

### Media

- Official website and social media
- Press releases
- Press conferences and briefings

### Community

- Community investment programmes
- Community engagement events
- Official website and social media
- Marketing campaign and advertisement

### Chambers and Associations

- Sharing sessions
- Regular and special meetings
- Project collaborations
- Organisational memberships



## Materiality Assessment

Our stakeholders' responses play a crucial role in our process of categorising and ranking material topics. In compiling our list of material topics, we consider various factors including capital market research, peer practice, Management Board comments and both local and international standards. The Board and the Management Board thoroughly assess and endorse these issues to form our materiality matrix.

### Process of materiality assessment

#### 1. Identification

Utilised a comprehensive 4-step analysis that examined industry benchmarks, industry competitors, ESG ratings and the Group's findings from the previous year to identify a list of material sustainability issues that are deemed relevant and significant to our company and stakeholders.

#### 2. Evaluation

Whilst a comprehensive stakeholder engagement exercise for ESG impacts is to take place no less than every three years, we engaged with internal stakeholders via meetings to receive input on material topics and align with sustainability priorities during the reporting period.

#### 3. Prioritisation

Prioritised key concerns that have a substantial impact on the Group's ability to establish long-term and sustainable value, based on the findings of stakeholder engagement and desktop research.

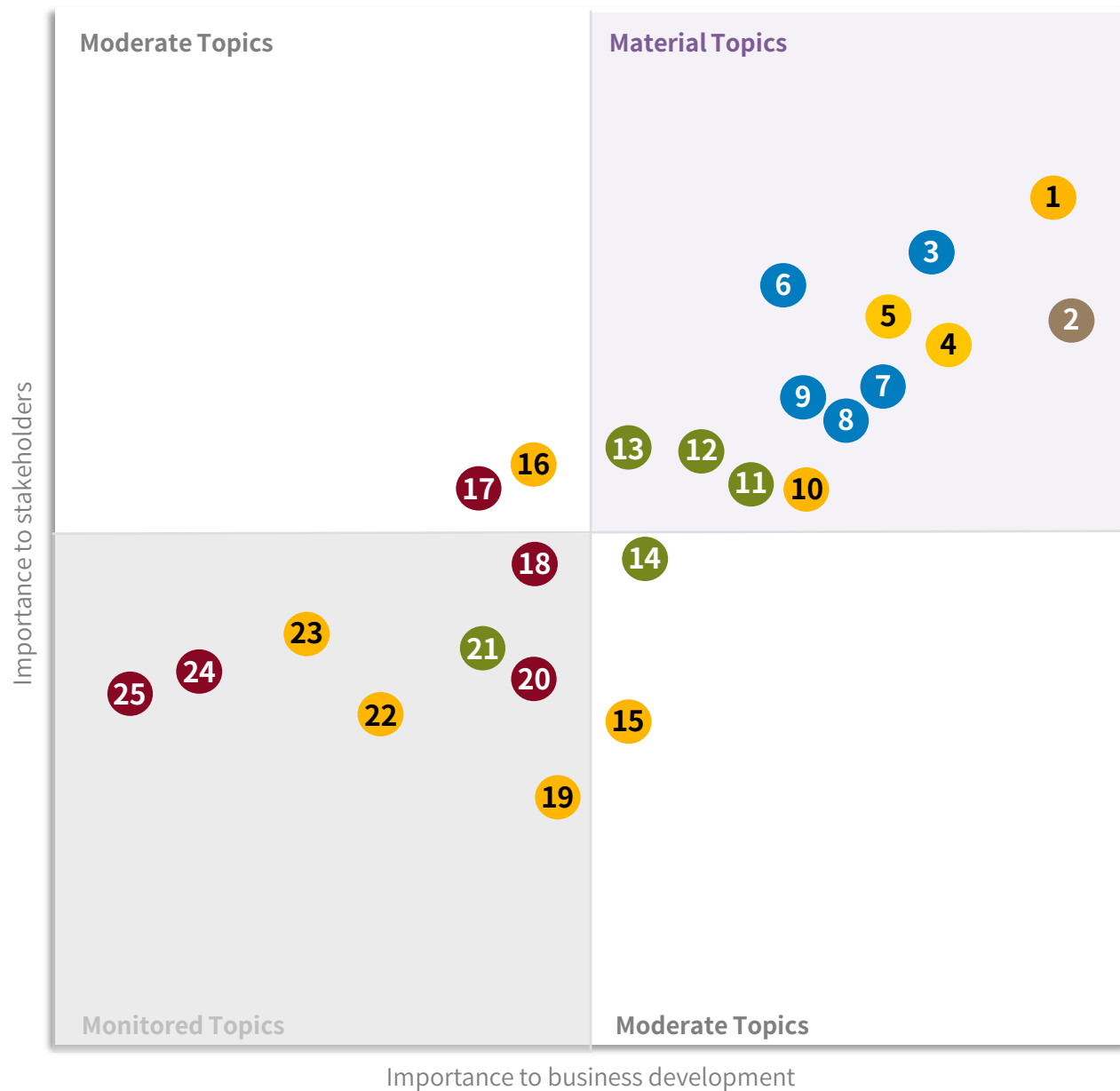
#### 4. Validation

The identified material topics are validated and reviewed by the Group Sustainability Committee and China Sustainability Committee. The Board and the Management Board then assess and endorse the validated list of material topics.

To align with recommended guidance from esteemed organisations such as the International Financial Reporting Standards ("IFRS"), Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards"), COSO and WBCSD, as well as to adhere to the evolving HKEX ESG guide, we are considering enhancing our materiality approach. This approach will help us identify ESG topics that are financially significant to our business, as well as topics that have a substantial impact on people, the environment and the economy.

We wholeheartedly support the long-term objectives of the Paris Agreement, which aims to limit the global average temperature increase to 1.5°C above pre-industrial levels. Additionally, we endorse the HKSAR Government's target of achieving carbon neutrality by 2050 and we fully back the Chinese government's commitment to reaching the peak of carbon emissions by 2030 and working towards carbon neutrality by 2060.

Community investment is a pivotal aspect of our sustainability plan. We are committed to meeting the needs and expectations of our community and we will allocate our resources to address the most pressing concerns, particularly as we navigate the challenges posed by the post-pandemic period. Guided by our sustainability strategy, we will leverage our resources and network to support all stakeholders, including our employees, customers and the wider community.



### Material Topics

1	Food quality and safety	Customers
2	Business integrity	Operations
3	Occupational safety and health	Employment
4	Customer experience	Customers
5	Information security and privacy	Customers
6	Talent development	Employment
7	Fair labour practices	Employment
8	Employee well-being	Employment
9	Equal opportunities	Employment
10	Customer engagement	Customers
11	Water stewardship	Environment
12	Waste management	Environment
13	Sustainable packaging	Environment

### Moderate Topics

14	Energy efficiency	Environment
15	Community engagement	Community
16	Responsible marketing	Operations
17	Food nutrition and health	Customers

### Monitored Topics

18	Responsible sourcing	Operations
19	Smart dining	Customers
20	Food and technology innovation	Operations
21	Carbon emissions and climate change	Environment
22	Building social capital	Community
23	Serving people in need	Community
24	Healthy lifestyle	Community
25	Animal health and welfare	Operations

### Sustainability Pillar / Chapter:

● Catering to Customers 
 ● Empowering our Employees 
 ● Focusing on Food 
 ● Preserving our Planet 
 ● Sustainability Governance

# Catering to Customers

Our commitment lies in serving the communities in which we operate, offering a delightful and intelligent dining experience. Through our wide range of brands and extensive network of outlets, we ensure the delivery of high-quality products and services that cater to the diverse needs of individuals from all walks of life. Upholding our principles of quality, service and cleanliness, we strive to contribute to the well-being of the community by collaborating with our customers. Together, we aim to make every meal we serve not only appetising, but also meaningful.

## Relevant Sustainable Development Goals



## Focus Areas

- Customer experience
- Customer engagement
- Community engagement and collaboration





## Enhancing Uniqueness and Satisfaction of Customer Experiences

Our primary goal is to provide exceptional value and satisfaction to all our customers when they visit our restaurants. We have invested in various technologies to enhance and digitised the dining experience, making the process of ordering and dining more convenient. Our customer service team has also ensured that each customer leaves with a memorable experience and a sense of being valued.

By actively listening to the feedback of our customers and the wider community, we continuously improve our products and create a smart, comfortable and accessible dining environment. Our menu is designed to cater to diverse tastes and preferences, ensuring inclusivity and satisfying the appetites of everyone. This holistic approach fosters a customer-centric culture that drives long-term success.





## Digitalising the dining experience

Digitalising the dining experience is a key focus for us to enhance customer service and convenience. By embracing digitalisation, we ensure quality service for our customers amid the widespread challenge of labour shortage in the catering industry in Hong Kong.

### Online ordering and mobile applications



The Group offers mobile ordering services and digital payment gateways for dine-ins and takeaway to enhance convenience for customers. Currently, there are 464 restaurants in Hong Kong and Mainland China that offer mobile ordering. At The Spaghetti House, Oliver's Super Sandwiches, Shanghai Lao Lao and Mixian Sense, dine-in customers can simply scan the QR code at their table to place orders, make personalised requests and enjoy their food served directly to them. Takeaway customers will receive an estimated collection time after placing their order online, allowing them to better plan their schedule.

Café de Coral fast food has introduced the Club 100 mobile application and eatCDC.com eCommerce Platform, allowing customers to place online orders and enjoy a variety of special offers, while also accepts mobile ordering via WeChat mini programmes to enhance convenience for tourists.

For institutional catering, Luncheon Star has developed a mobile application for parents to view the menu, place orders and make payments online. Asia Pacific Catering also provides a mobile application for lunch box ordering of primary students with e-payment functions.

### Food ordering kiosks



833 ordering kiosks across our outlets in Hong Kong and Mainland China are adopted to enhance the dining experience. These kiosks have been installed to provide a user-friendly interface that mirrors the service traditionally provided by our staff. They are particularly valuable during peak hours, significantly reducing waiting time and allowing our customers to enjoy their meals more promptly. This technology not only streamlines our service, but also ensures an efficient and satisfying dining experience for our customers.



## Delivery and collection robots



Food ordering and delivery process is an area we prioritise in. With delivery robots, we revolutionised the way meals are delivered at Super Super Congee & Noodles, Oliver's Super Sandwiches and Asia Pacific Catering. These robots utilise wireless location detection technology to bring food directly to customers, eliminating the need for customers to carry meals from the counters. This not only enhances convenience, but also ensures the freshness and hygiene of our food.

In addition to food delivery, our "Little Robots" at Café de Coral fast food outlets assist staff in collecting trays, thereby improving the efficiency of store cleaning. The adoption of robots also helps reduce the workload of frontline staff and provides excitement to the overall dining experience. We are continuously exploring the feasibility of incorporating robots into our outlets to further enhance our operations.

We have adopted 275 delivery and collection robots across 132 outlets in Hong Kong and Mainland China. Through our investment in technologies and digitalisation, we are committed to providing an exceptional dining experience to our customers while ensuring their safety and satisfaction.



## Improving the in-store customer experience

Our success is built upon providing an exquisite customer experience. A multifaceted strategy on customer experience has been implemented to continuously improve the quality of customer service, including a well-structured training curriculum for all frontline staff, a seasoned customer service team, as well as management oversight on customer sentiment through mystery shopper programmes and regular customer engagement exercises.

We have implemented mystery shopper programmes to monitor the service standards of our stores. Additional training is provided to stores that show areas for improvement based on performance evaluations. This year, the performance score achieved by Café de Coral fast food was 8.77, surpassing the goal of 8.4. Online training videos are available to assist managers in guiding their colleagues to enhance service quality.

In order to further motivate our frontline staff to improve customer satisfaction, we introduced an internal "100-Day Programme". This programme provides capacity building support to our staff to ensure product quality, service and cleanliness at our restaurants. Stores that achieve outstanding results, as evaluated by management, are rewarded for their efforts.

Our customer service at our Mainland China outlets is driven by our "Be 100 Fun" philosophy. We renovated 11 outlets in Mainland China during the reporting year to enhance the dining experience. During weekends, welcome gifts as well as special menus are offered to families with little ones. Our menu is refreshed every fortnight to offer fresh and enticing options, along with accurate and detailed information.

## Enhancing accessibility

We firmly support the right to accessibility and we strive to provide an inclusive, barrier-free environment for all customers with different needs. Hardware (retrofitting) and software (staff training and amenities) of our restaurant outlets in Hong Kong are precisely planned in respect of the Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong) to enhance convenience, comfort and accessibility. Guide dogs are welcome at all of our restaurant outlets and we provide amenities such as priority seating at by Café de Coral fast food and Super Super Congee & Noodles.

### Hardware Barrier-free and universal outlet design



During the planning stage of retrofitting and renovating our restaurant outlets, our in-house project manager takes reference to the latest guidelines or practices about barrier-free and universal design for catering industries worldwide, such as the “How to Support Persons with Disabilities: Practical Guide on Universal Design for Catering Services” published by the Equal Opportunities Commission, to ensure adequate and just hardware support.

### Software Specialised training for frontline staff on supporting customers with special needs

Our frontline staff undergo training regularly to offer necessary support to those in need, ensuring every customer can enjoy our offerings and services without any hindrances. For our comprehensive training plan addressing the needs of staff members of different ranks, please refer to the learning and development section. In our Mainland China outlets, toddler-friendly utensils are offered to family guests by request.

## Responsible marketing

We are committed to upholding the regulations set forth in the Trade Description Ordinance (Cap. 362 of the Laws of Hong Kong), providing accurate and trustworthy narratives to empower customers to make well-informed decisions regarding our food. For individuals with allergies or dietary restrictions, our menus feature clear labels such as “contains nuts” and “made with beef” and sustainable seafood is also clearly addressed. Grab & Go menus at Oliver’s Super Sandwiches display key ingredients, dietary information and nutritional facts, enabling customers to make health-conscious choices.

For institutional catering, all ingredients are detailed in school lunch menus to assist parents in planning meals for their children and address concerns about food allergies and nutrition. Calorie information is prominently displayed on digital menus at our 18 hospital outlets and special dietary options such as halal and vegan are clearly identified.

We prioritise upholding integrity in our marketing endeavors, guaranteeing that we steer clear of making exaggerated or unsupported assertions regarding the positive social or environmental effects of our products and services. Additionally, we abstain from offering misleading information. To remain well-informed about the most recent advancements in applicable laws and regulations, we promptly distribute responsible marketing information to our employees involved in marketing activities.



## Feature Story

# Grand Opening of “WOW!” Dining Hub at Admiralty: Offering customers a refreshing culinary experience

The Group proudly launched the “WOW!” dining hub at Admiralty Centre in August 2023, which spans over 10,000 square feet, incorporating three of our major brands, namely Café de Coral fast food, Oliver’s Super Sandwiches and Mixian Sense, to offer customers a delightful experience and cater to their diverse needs.

Located in one of the busiest commercial districts in the city, this premise is equipped with brand new digital amenities to provide a smooth and convenient customer journey, so as to synchronise with the hustle and bustle of the area, especially during rush hours. Apart from ordering at the counters, customers

could place their orders via our digital kiosks, mobile application or the newly introduced self-service “Grab & Go” counters for a faster checkout.

Notably, to enhance the dining environment, the Café de Coral fast food outlet expanded from 4,000 to 5,600 square feet with upgraded interior designs. Mixian Sense also expanded its premise and underwent renovations, further elevating the dining experience. Oliver’s Super Sandwiches has revamped its store layout, as well as introduced a salad bar to meet the customers’ demand for a healthier diet.





## Case Study Luncheon Star



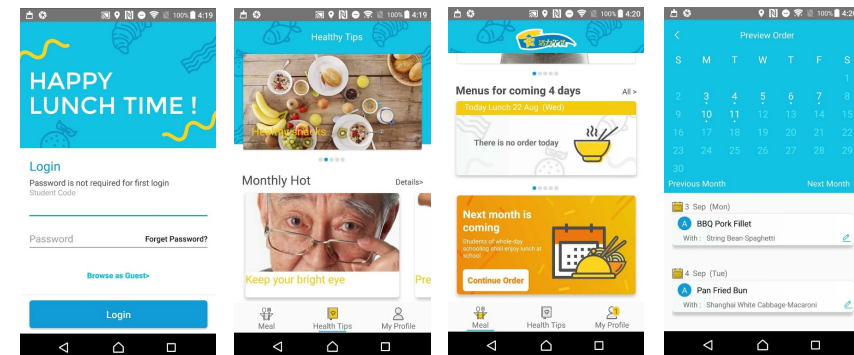
Luncheon Star is the leading provider of student lunch services in Hong Kong, offering healthy, fresh and nourishing meals to primary and secondary school students across the city.

Our meal plans are meticulously crafted by nutritionists to ensure optimal nutrition for students at different stages of growth. As the top lunch service provider for educational institutions, Luncheon Star takes pride in being the first to introduce mobile ordering services.

We are proud to have received ISO 22000, ISO 9001 and HACCP certifications, which is a testament to our commitment to maintaining high standards in food handling, preparation and distribution. These certifications demonstrate our adherence to strict international standards.

As schools return to normalcy after the pandemic, Luncheon Star, continues to provide quality, nutritionally balanced and delicious meals for students. The brand's core values of **"SQN - Safety, Quality, Nutrition"** is the foundation for all the work that we do:

During the reporting period, a mobile ordering app with electronic payment function has been introduced to further enhance the customer ordering experience.



To engage stakeholders, a new introductory video has been produced to demonstrate the meticulous procedures we follow to prepare student meals while adhering to stringent standards of hygiene, safety and food quality.

### Safety



Awarded with international food safety and quality certifications, including ISO 22000, HACCP, ISO 9001, ISO 14001.

### Quality



"Cook-chill" technology for rapid food cooling to preserve the freshness and nutritional value of the food, as well as to reduce bacterial growth.

### Nutrition



Menus are carefully designed by in-house nutritionists based on the salt reduction scheme and nutrition guidelines developed by the Department of Health to promote a healthy diet.

## Engaging our Customers

Customer feedback plays a crucial role in improving our services and developing our products. Our customer engagement interventions include different communication channels, such as online surveys and loyalty programmes, with an aim to actively engage with our customers and gain insights into their preferences.

### Listening to our customers

We proactively listen to our customers through a range of platforms, including online surveys, customer service hotlines, emails, websites, social media and in-store feedback cards.

For institutional catering, we conduct regular meetings with school representatives, parents, parent-teacher associations, hospitals and commercial clients to better understand their expectations and establish a stronger relationship.

All feedback received from our customers and stakeholders is systematically consolidated, allowing us to promptly address any concerns and continuously review the quality of our food and services. We have set internal targets to ensure the maintenance of high customer service standards and provide monthly reports for management's review.

For our Mainland China operations, we have enhanced our methods in engaging with our customers by incorporating Alipay, WeChat and on-site ordering kiosks into our customer feedback channels. These accessible and convenient channels have proven to be effective in increasing survey response rates. We also regularly

update our internal systems to ensure the reliability and accuracy of the feedback we collect. The collected feedback will inform our analysis of market trends and consumer preferences in relation to our products, services and brand positioning. They will be discussed and used to formulate action plans in weekly management meetings.

Throughout the reporting period, we received 44 and 8 complaints related to our products and services filed to government departments in Hong Kong and China respectively. These complaints have been duly filed and investigated and proactively responded to our customers, providing them with detailed explanations and resolving any issues that have arisen.

During the reporting period, our Mainland China operations achieved an impressive overall customer satisfaction rate of 92.6%. Our takeaway and delivery services specifically received a remarkable rating of 4.7 out of 5.





## Enhancing customer loyalty

In our efforts to enhance customer loyalty, we have undertaken a comprehensive review of the entire customer journey. This includes ensuring the quality and convenience of our services. Café de Coral fast food, for example, has recently upgraded its Club 100 membership mobile application, introduced new features and refined the user interface to provide a seamless ordering and dining experience. During the reporting period, there was a 17% increase in the number of members, reaching a total of 1.6 million members. The brand has also launched promotional campaigns featuring young idols and cartoon characters to attract new customers while retaining our existing ones.

Super Super Congee & Noodles focused on driving brand awareness by highlighting their variety of Hero products – congee dishes, claypot dishes and claypot rice. Combined with value-for-money offers such as a Hainan chicken rice promotion, refreshed media and communication strategies with key influencers have successfully targeted younger customer segments. At the same time, in-store activation initiatives and seasonal items including a chicken mascot tour, wonton lucky draw campaign, claypot-rice-man performances and red packet premiums and events have driven additional sales.

In Mainland China, we engaged with our customers through brand campaigns and developed new menus to meet ever-changing consumer preferences.



## Case Study

# TikTok 23-day challenge campaign

Furthering our ongoing efforts to enhance our market presence in Mainland China, we launched a nationwide brand campaign, “Enjoy happiness at Café de Coral” across Mainland China on TikTok. This year, we introduced a 23-day hashtag challenge on TikTok, encouraging users to create and share videos featuring Café de Coral-branded stickers and elements. During the reporting period, the challenge garnered impressive engagement, with over 110 million views recorded for videos created under this initiative and over 200 million views accumulated since the previous year's TikTok challenge.

This campaign has also been recognised by the 2024 12<sup>th</sup> TopDigital Innovative Marketing Award. Buoyed by the success of this campaign, we are committed to continuing our efforts to boost brand awareness in Mainland China and to delivering high-quality meals to our customers.

Ensuring effective oversight of customer engagement, we have deployed a comprehensive customer relationship management system to gain a better understanding of our customers' preferences and consumption patterns.





## Sharing Warmth with Our Communities

With “A Taste of Togetherness” as a guiding motto, we actively utilise our resources to serve the local community and make a positive impact. Through a diverse range of community programmes, we collaborate with different NGO partners to promote social cohesion, offering assistance to those in need, creating a lasting impact.

### Feature Story

## Bon Appétit Café 2023: Supporting city's carers

The Group launched its flagship community project “Bon Appétit Café” food assistance programme in 2022. In the reporting year, the total funding for this project was HK\$12 million, benefitting 4,000 individuals. Beneficiaries can enjoy complimentary meals at Café de Coral fast food outlets by presenting their “Bon Appétit Card” within three months.

Offering a familial dining atmosphere, “Bon Appétit Café” has garnered positive feedback for addressing beneficiaries’ meal needs and enhancing their mental well-being. Tony Yen, the Vice President of the Neighbourhood Advice-Action Council (NAAC), recognised the programme’s contribution to the community, highlighting its support for the elderly, families and caregivers and fostering a community spirit of care and attention to needs of those around us.

# 大家開飯

BON APPÉTIT CAFÉ 2023



## Feature Story

# Bon Appétit Café 2023: Supporting city's carers (continued)

Introducing a new element to this year's programme, a Lunar New Year celebration feast was held for the beneficiaries at Super Super Congee & Noodles, spreading warmth and holiday cheer throughout the community. At the event, two beneficiaries shared how the programme has positively impacted their lives. Ms. Lee, who is supporting a family of four on her husband's income, has found relief from financial stress and more time for rest, thanks to the programme's provision of free meals, which also allows for enjoyable family outings to Café de Coral.

Similarly, Ms. Au, a busy mother of a child with special needs, has been able to enjoy more spare time because of the programme, as it relieved her of her cooking duties and enabled her to enjoy meals with her family, enhancing their relationship and allowing her to focus on her well-being and volunteering for the community.



## 大家開飯

BON APPÉTIT CAFÉ 2023

In 2023, the programme was extended to Mainland China, focusing on providing food assistance to underprivileged members of the community. From August 2023, we launched a series of charity events titled "Joyful Meal for Kids" across various cities, including Zhongshan, Shenzhen and Guangzhou.

We formed partnerships with local institutions such as the Guangdong Province Zhongshan Children's Home and Guangzhou Social Children's Home, which allowed us to provide meals for children under these organisations at our outlets. This initiative not only offered the children a joyful outdoor dining experience, but also improved their social skills, showing them warmth and care in the community. Moving forward, we are committed to organising more charity events in Mainland China, continuing our efforts to share the joy of great food and enhance the well-being of the community.





## Case Study

# Project WeCan - Never alone: Supporting DSE students all the way

With an aim to support students preparing for the HKDSE Examination, we have implemented several measures during their study periods:



**Priority seating** was designated in 19 of our outlets, ensuring that candidates have a dedicated space to dine and study without disturbance.



Recognising the financial pressures on students, we offer various **meal discounts at our outlets**, making it more affordable for DSE candidates to enjoy nutritious meals.



For every purchase over \$55 from our Chinese barbecue lines, we donate HK\$3 to **Project WeCan**, an initiative led by The Wharf Holdings. This not only supports the students financially, but also encourages our customers to participate in this worthy cause.

**A total of HK\$328,000 was donated to Project WeCan to provide scholarships for DSE candidates from 82 schools.** The students each received a subsidy of HK\$4,000 to support their educational expenses.

Through these initiatives, we aim to alleviate some of the stress faced by students during their studies and continue our long-standing commitment to supporting the community and educational development of the younger generation.







# Empowering our Employees

We are committed to promoting a safe, healthy and inclusive workplace that fosters personal and professional growth, as well as gratitude among our employees.

## Relevant Sustainable Development Goals



## Focus Areas

- Talent development and employee engagement
- Employee well-being
- Occupational safety and health
- Equal opportunities





**Employer of Choice Award 2023  
(3 Years – 2018, 2022-2023)**

Job Market



**Happy Company  
(5 Years – 2020-2024)**

Chinese Manufacturers' Association  
of Hong Kong



**Best HR Awards 2023  
(3 Years – 2021-2023)**

Best Corporate Social Responsibility Award (Gold)  
Best Diversity, Equity & Inclusion Strategy Award (Gold)  
Best Employee Health & Safety Programme Award (Gold)  
CTgoodjobs

Café de Coral Group is dedicated to establishing a diverse and inclusive workplace that fosters competitiveness and achievement. We uphold fair and equitable employment practices, strictly adhering to all relevant laws and regulations, including but not limited to the Employment Ordinance (Cap. 57 of the Laws of Hong Kong), the Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong), the Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong), the Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong), the Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong), the Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong), the Family Status Discrimination Ordinance (Cap. 527 of the Laws of Hong Kong), the Race Discrimination Ordinance (Cap. 602 of the Laws of Hong Kong), the Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong), as well as the Labour Law of the People's Republic of China. Our internal policies and guidelines including our Human Resources Management Policies and staff handbook ensure the protection of our

employees' rights and benefits, while also offering ample opportunities for career progression. We strictly prohibit unlawful employment, discrimination, child labour and forced labour. All recruits must meet the minimum age requirement. We take reference to globally acknowledged human rights standards as outlined in the United Nations Guiding Principles on Business and Human Rights, International Bill of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

During the reporting year, our efforts have been recognised by various organisations and institutions. We have been awarded the Happy Company label, CTgoodjobs' Best HR Awards 2023 and JobMarket's Employer of Choice 2023.

## Promoting the Success of Our Talents

Our workforce plays a crucial role in ensuring our long-term success by consistently delivering high-quality food and services. In order to support the professional and personal growth of our employees, we allocate significant resources and provide comprehensive training.

### Building and maintaining our talent pool

Through **empowering, inspiring, leading and nurturing**, we are proactively establishing and maintaining a strong talent pool, which is the foundation of our success and growth. We have implemented various schemes and programmes for employees at all levels to cultivate and nurture potential talents. For instance, apart from various operational training for frontline staff, our Continuous Leadership Development Programme is designed to prepare talents for

managerial roles. Fostering a healthy pipeline, we conduct development assessment and succession planning with functional heads on a regularly basis. Through establishing connection and partnership with selected institutes, we let students gain insights into our restaurant operations and the catering industry.

To foster the growth and development of our management team in Mainland China, we have also undertaken a comprehensive evaluation of their skills and potentials. This evaluation process involved gathering feedback from various sources including their supervisors, department heads, colleagues, the Human Resources department and the individuals themselves. Subsequently, tailored training programmes were designed based on the insights gained from this assessment.

## Development and training – Performance data

	Hong Kong						Mainland China					
	Employees trained (%)			Average training hours per employee			Employees trained (%)			Average training hours per employee		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
<b>By Employee Category</b>												
Senior management	100%	100%	100%	13	19	27.3	100%	100%	100%	51	25	22
Middle management	100%	100%	100%	59	60	63.7	95%	95.7%	83%	71	69	82
General staff and frontline staff	100%	99.98%	100%	83	84	87.7	69%	99.4%	99%	147	94	91
<b>By Gender</b>												
Male	100%	99.97%	100%	78	79	79	79%	99%	97%	135	101	97.2
Female	100%	99.98%	100%	82	82	82	66%	99.3%	99%	144	87	86.2

## Talent development

Café de Coral Group is committed to realising the complete capabilities of our staff members. We offer training programmes to support their career development. Through sponsorships, we motivate our employees to enhance their expertise in both professional and personal aspects.

The training and educational opportunities provided for all employees are organised into four distinct categories – Leadership, Customer Service and Product Quality, Compliance and Policy and Occupational Safety and Health.

Customer Service and  
Product Quality

Objective

Improve the overall customer experience by enhancing the quality of our food and services.

Programme

Standard branch training provides employees with an understanding of food quality, safety and sanitation, along with the abilities to deliver exceptional customer service.

Leadership

Objective

Equip our team with necessary leadership skills to lead a diverse workforce.

Programme

Leadership training and team collaboration initiatives to improve our employees' skills and teamwork. During this reporting period, we organised the following:

350

store managers attended "Positive leadership" workshop in nine sessions to facilitate team building

40

senior managers and directors attended situational leadership training to enhance team communications



Area Management  
Training Programme

for business units



Forums

to facilitate employees' experience and knowledge sharing

Compliance and Policy

Objective

Ensure that all employees adhere to our stringent compliance regulations.

Programme

Our employees are provided with training sessions and informative talks to enhance their knowledge on Café de Coral's governance and adherence to regulations. These sessions cover various important topics such as equal opportunities, anti-corruption measures, anti-discrimination policies and personal data and privacy protection. Additionally, we conduct regular online quizzes to evaluate our employees' comprehension of anti-corruption compliance.

Occupational Safety  
and Health

Objective

Foster a culture of safety within our daily activities and enhance employees' understanding of occupational safety and health.

Programme

Tailored training sessions designed or organised for employees, focusing on emergency protocols, accident prevention and response, basic first aid and fire safety.



## Professional and management skills

In 2023, the management team across different business units in Hong Kong and Mainland China convened a week-long **Goals and Objectives Meeting**, with training activities including site visits in the Greater Bay Area market, expert sharing and focus group.

The **Area Management Training Programme** is designed to elevate the capabilities of senior store managers for regional roles, encompassing a comprehensive year-long training across four of our brands. Launched in October 2023, the programme includes nine modules focused on operations, management and general skills, facilitated by experienced advisors. It emphasises practical application through an “Improvement Plan” project, where

participants devise and report strategies for store enhancement. This initiative is part of the Group’s commitment to talent development, ensuring a robust pipeline of skilled managers for sustainable organisational growth.

For our Mainland China operations, **skills development workshops** and courses are regularly organised to strengthen professional and managerial skills of our employees, such as “Talent Pipeline and Coaching Skills”, “Primary/Intermediate Duty Management” and “Restaurant Management”. These workshops cover topics such as brand customer profiling, service innovation and brand deconstruction, which enhance our team’s comprehension of our brand and core values.





## Case Study

# “Positive Leadership” workshop

We understand the importance of maintaining a positive mindset and a can-do attitude in a challenging and fast-paced work environment. During the reporting period, we organised the “Positive Leadership” workshop 2023 with the purpose of equipping our outlet managers with the principles of positive leadership and methods for cultivating an energetic and efficient work environment. The workshop took place at the Breakthrough Youth Village, providing a relaxing outdoor setting for the participants. Through interactive sessions, they gained valuable skills in communication and stress management. Engaging workshops, team building activities and the opportunity to express their thoughts on the “Recognition Wall” fostered a sense of camaraderie among colleagues.

Through this training, our outlet managers learned to be a team player, a positive leader and an appreciative colleague. The experience was both enjoyable and educational, further enhancing their ability to navigate the demands of their roles with confidence and resilience.



## Feature Story

# Qualifications Framework and talent training programme to promote development and professionalism



Our Group recognises the significance of human resources and has invested extensively in cultivating a strong and sustainable team. We have made significant efforts to nurture talent and build a workforce that is capable and skilled. Since 2016, we have been actively participating in the Qualification Framework (QF) Programme Accreditation. Our internal training courses have undergone evaluation by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) and have been successfully certified as QF Level 3 and 4. Additionally, Café de Coral Group holds the distinction for being the first catering group to attain QF Level 4. To date, more than 700 staff members have completed QF-certified courses at different levels and more than 30,000 hours of face-to-face training have been delivered, providing continuous learning opportunities for staff members with potentials.

During the reporting period, two of our QF Level 3 courses, namely "Certificate in Restaurant Operations" and "Certificate in Restaurant Management", have successfully passed the re-accreditation process. This achievement is a testament to our unwavering commitment to delivering high-quality training programmes. Through these courses, our employees have been equipped with invaluable management skills and comprehensive operational knowledge, enabling them to excel both professionally and personally. Last year, among the around 100 graduates of these QF courses, nearly 40% were able to secure promotion opportunities. In addition, we also organised courses on frontline and kitchen operation management to prepare for the continuous development of our frontline management team through a six-month training and internship.

## Award Scheme for Learning Experiences

Two of our colleagues at Café de Coral fast food and Oliver's Super Sandwiches participated in the Award Scheme for Learning Experiences organised by the Hong Kong Qualifications Framework. The two awarded colleagues were invited to visit a coffee exhibition in Shenzhen.

The scheme is designed to motivate professionals who have demonstrated exceptional commitment to continuous learning in their respective industries.

It encourages them to participate in learning activities across various locations, with the aim of expanding their knowledge and establishing connections with industry partners both locally and internationally. These awardees will serve as inspiring examples of lifelong learners within the industry, inspiring the younger generation to pursue careers in the field. Ultimately, the scheme aims to promote the idea of achieving mastery in a trade through diverse pathways.



**CHEUNG Heung Wing**  
**Business Training Manager, Café de Coral Fast Food**

"We learned about the characteristics of coffee beans from various regions during the exhibition. Additionally, we gained insights into the features and importance of new equipment and takeaway beverage utensils. We received a lot of market information, such as the preference of Mainland Chinese consumers for using coconut milk or coconut juice to brew coffee."



**POON Chi Shing**  
**Branch Manager, Oliver's Super Sandwiches**

"The most surprising exhibitor at this coffee exhibition was the one with a water filter, as water quality plays a crucial role in coffee brewing. Participating in this event not only made me more aware of the details I used to overlook when making coffee, but also deepened my understanding and interest in coffee."



## Putting Our Employees' Well-being First

Employee well-being is a key factor in creating a thriving workplace. Café de Coral Group places great importance on the overall well-being of our employees and we strive to maintain rewarding and positive work environments across all our operations. In order to fortify the strength and wellness of our team, we actively promote employee engagement through open and transparent communication. Through implementing a series of activities, initiatives and programmes, we aim to build a supportive environment where employees feel at home and can thrive both personally and professionally.

Encouraging a healthy work-life balance, we encourage teams to organise social events to cultivate a sense of belonging, while our Staff Fun Club with cross-functional team representatives leads regular social and recreational events to promote positive relationships within the workplace.

### Activities, initiatives and programmes focusing on employee well-being in Hong Kong

Celebration of important events and moments including Christmas party, Lunar New Year party and annual dinner.





Events organised by the Staff Fun Club for all employees including outing at amusement park, workshops and interest classes (e.g., popular figure creation, yoga and music box making) and staff discounts fairs. In addition, 4 sessions of barbeque event were well organised with over 1,800 staff, covering office and frontline workforce, and their families participating.





## Long Service Award

We express our gratitude for the dedication, commitment and loyalty shown by our long-serving staff members. In honour of their contributions and important role in shaping our organisation, we present the “Give Me Five” long service award to employees who have served the company for five years or more. In the past year, 1,225 and 348 employees in Hong Kong and China respectively received this award, among which more than 287 (Hong Kong) and 27 (China) individuals have dedicated 15 years or more to our company.

We also have a unique Recognition and Reward programme for employees aged 60, showing our heartfelt appreciation to their contributions.



## Feature Story

# 40 Years of Dedication

At Café de Coral Group, we are grateful for employees that have been contributing to our business and development for decades. Their dedication and commitment form the foundation of our success. Four of these incredible staff members shared stories about their 40 years at the Group:

## Leung Cho Shing (Joe),

Advisor to CEO

Joe worked in bank sales before he joined the Group. He took up diverse roles over the past 40 years in various business units, including fast food, casual dining and institutional catering. He also spent a decade to manage our business in the East China market, implementing strategic adjustments to adapt to the local culture, successfully driving our growth. Facing challenges such as the launch of the internal service quality assurance scheme “100-Day Programme”, he demonstrated remarkable leadership and adaptability.



## Chu Kim Ping (Miss Chu),

Operation Director,  
Café de Coral fast food

Miss Chu's role in the Group progressed from frontline customer service to branch manager and Operation Director. She fondly recalls her challenging yet fulfilling days at the Central and airport branches. In recent years, Miss Chu has transitioned from managing branch operations to overseeing product quality control and operating staff training, a crucial role in which she is able to share her experiences with colleagues and witness their growth.





## Feature Story

# 40 Years of Dedication (continued)

## Tsang Kwok Wah (Wah)

Operation Director,  
Café de Coral fast food

Wah's commitment and adaptability propelled him through various roles in the Group, from team leader to manager. He later excelled in training development, fostering new management teams. Wah also juggled roles in Asia Pacific Catering, contributing to the enhancement of student lunch services. The ESG initiatives implemented by him has significantly improved our operations.



## Lau Chung Fai (Fai)

Senior Chef,  
Café de Coral fast food

Fai started his career in the Group as an apprentice chef and has now become a Senior Chef and Training Consultant. Embracing early mornings and late nights, he has thrived in the demanding kitchen environment, valuing the fullness of life it brings. As a mentor, he shares skills and experiences with his colleagues, ensuring they can apply their knowledge beyond the workplace. Despite the challenges, including the pandemic's impact on staffing and operations, Fai's commitment to his team remains unwavering.





## Lo Tang Seong Educational Foundation

The Lo Tang Seong Educational Foundation has been providing financial assistance to children of our employees since 1999. In the past year, over HK\$3 million was allocated to support the university education of 180 children of our staff members. We are committed to easing the financial burdens of our employees' families through this foundation.



## Employee Assistance Programme

Our Employee Assistance Programme provides psychological counselling to individuals who are experiencing difficulties in their personal or work lives. We have a 24/7 Care Express hotline that offers professional counselling and referrals for clinical psychological consultations, along with ongoing mental health support. Moreover, we regularly disseminate information about mental well-being through internal newsletters and online presentations.



## Case Study

# Key human resources strategy of Café de Coral China

The overarching talent strategy in the Mainland China operations of the Group is to attract and retain talents, continuously enhance their capabilities to bolster our competitiveness in the market and support our rapid expansion strategy through new store openings. The primary approach is **internal talent development, supplemented by external recruitment**.

## Internal Talent Development

- Conducted **talent calibration** and **succession planning**.
- Identified **26 high potential employees** for mid-level positions.
- Implemented **management trainee programmes** for different levels (e.g., chefs, supply chain, digital projects).

## External Recruitment

- Recruited external experts to **fill skill gaps**.
- Identified **capability gaps** through market analysis and internal assessments.
- Notably improved the Information Technology team and staff's **digital capabilities**.





## Case Study

# Key human resources strategy of Café de Coral China (continued)

Our talent development programme in Mainland China has effectively promoted succession and career growth. This programme evaluates the competencies of our employees and the assessment results serve as valuable references for the consideration of promoting them to managerial positions.

### Frontline leadership pipeline

- Deliver internal training sessions to improve management and leadership abilities.
- Create training programmes that are in line with the professional aspirations of the participants.

### Dedicated taskforce comprised of training specialists and experienced staff

- Monitor knowledge management system.
- Share expertise with our regional management team.

### Individual development plans

- Tailor development plans for trainees according to essential performance metrics.
- Offer guidance to new employees on a quarterly basis.

## Cultivating young talents

To attract the best talents to join our operations in Mainland China, we specifically designed and implemented our **Management Trainee and Supply Chain Management Trainee** programmes for highly skilled graduates. Our **Chef Development Programme** also provides internship opportunities for students to acquire practical experience in the catering industry. In addition, in a bid to enhance our competitiveness, preserve skilled workers in our production line and minimise the impact of labour scarcity, we have streamlined our salary framework and revised our internal referral policies and incentives.



## Case Study

# Key human resources strategy of Café de Coral China (continued)

## Digitalisation training

Training sessions were organised for all staff members at our three factories and employees located in Mainland China on various digital platforms, such as our corporate WeChat, Office Automation and Learning Management System (LMS). Additionally, a workshop focusing on data analysis was held to enhance the business mindset of the employees. Valuable tips on utilising the data analysis platform effectively and sharing of best practices were also provided.



## Building and growing a strong team

To foster the growth and development of our management team in Mainland China, we have also undertaken a comprehensive evaluation of their skills and potentials. This evaluation process involved gathering feedback from various sources including their supervisors, department heads, colleagues, the Human Resources department and the individuals themselves. Subsequently, tailored training programmes were designed based on the insights gained from this assessment.

## Comprehensive Learning Framework

- Leadership development with competency models to develop future leaders.
- Core business skills training to build competitive advantage.
- Functional professional skills development to enhance professionalism.
- General skills training via an online platform.

By the end of the reporting period:

**60** learning resources  
available online

**1,580** active  
learners

**678** learners having  
completed the online  
courses  
and a total of

**1,105** hours spent on  
online learning

## Forging a Safe and Healthy Work Environment

Occupational safety and health (OSH) is a crucial aspect of our operations. We adhere to all relevant laws and regulations, including but not limited to the Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong), the Occupiers Liability Ordinance (Cap. 314 of the Laws of Hong Kong), the Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong), as well as the Occupational Safety and Health Regulation (Cap. 509A of the Laws of Hong Kong). In addition, our Mainland China operations adhere to the Work Safety Law for the People's Republic of China, ensuring compliance with OSH regulations. Our dedicated team is responsible for implementing OSH policies and effectively managing associated risks to safeguard the well-being of our workers. The implementation of an OSH management system and OSH policies ensures that our workplace safety practices are standardised.

Formed by representatives of each business unit that meet regularly every two months, our OSH Committee is responsible for developing and overseeing our overall OSH strategy. Each business unit has its own OSH representative and subcommittees to enforce our policies. During the reporting period, the OSH Committee conducted six meetings. We regularly carry out internal and third-party assessments as well as safety audits to identify, address and minimise safety and health risks.

We have an established OSH Policy and incident handling guideline, with clear reporting mechanisms and review and investigation protocols. For instance, serious incidents are reported immediately by a crisis management team comprised of representatives from different departments and appropriate corrective measures are discussed at bi-monthly OSH meetings. For any accidents related to machinery, the affected machinery will be sealed for further expert investigation.

We offer regular OSH training and assessment, along with monthly newsletters for all employees in Hong Kong, to ensure they possess the necessary knowledge. Throughout the reporting period, 99.97% of our employees participated in safety and health training. Employees from various business units completed the Certificate for Safety and Health Supervisors (Catering) programme to enhance their understanding of workplace OSH practices. Additionally, we provide personal protective equipment to our frontline staff.



**Lost days<sup>1</sup>**  
**Hong Kong: 11,224.5**  
**Mainland China: 641**



**Lost day rate<sup>2</sup>**  
**Hong Kong: 0.24%**  
**Mainland China: 0.03%**

<sup>1</sup> Lost days refers to the number of sick days caused by various work-related injuries during the reporting year.

<sup>2</sup> Lost days rate refers to the ratio of the number of sick days caused by various work-related injuries to the number of scheduled workdays for all employees in the reporting year.

For our operations in Mainland China, we offer first aid training, place safety signs at our facilities, recognise outlets with strong safety performance and consistently share OSH information on our WeChat platform. Audits and inspections are carried out at our branches and factories to pinpoint and minimise risks. Our anti-pinch devices and non-slip surfaces are routinely tested to prevent hazards. Furthermore, our quality control department's laboratory successfully completed and passed the occupational hazards test and occupational health examinations are conducted at our laboratories on an annual basis.

In order to promote a culture of workplace safety, we recognise branches that have had zero work-related injuries. In the reporting period, 280 branches in Hong Kong (75.9%) and 151 branches in China (88.3%) were recorded with zero injuries.

There has been no work-related deaths reported in both Hong Kong and Mainland China during the previous five years.



**Work-related fatalities  
(number of people)**  
**Hong Kong: 0 / Mainland China: 0**



**Outlets that recorded zero injuries**  
**Hong Kong: 280 (75.9%)**  
**Mainland China: 151 (88.3%)**



## Embracing a Diverse and Inclusive Workforce

Our dedication to promoting inclusivity, diversity and equal opportunities goes beyond what is required by law. We focused on removing employment barriers for disadvantaged, vulnerable and minority individuals. Discrimination and harassment based on age, gender, ethnicity, nationality, sexual orientation or other characteristics irrelevant to professional performance are not tolerated. We have a strict policy against child and forced labour (as detailed in our recruitment policies) and all employees must meet legal age requirements. We also expect our suppliers to adhere to the same standards.

### Café de Coral Group provides equal opportunities for:

#### All age groups

We advocate for diversity and inclusivity by inviting “Active Seniors”, middle-aged individuals and retirees to join our workforce. Our flexible working schedules exceed regulatory standards.

#### All racial groups

We strive to create opportunities for individuals from diverse ethnic backgrounds to adapt to and make valuable contributions to the community. In the past year, we recruited 440 employees of non-Chinese descent originating from countries such as Pakistan, Bangladesh, Nepal, India, Indonesia and the Philippines.

#### People with physical and learning challenges

Throughout the reporting period, we collaborated with NGOs, educational institutions and government bodies to offer assistance to individuals facing physical and learning difficulties. From this group, a total of 237 individuals were employed by the company.



Café de Coral Group’s “**all racial**” and “**people with physical and learning challenges**” workforce in Hong Kong operations during the reporting period:

**440** Employees of non-Chinese ethnicities

**237** Employees with physical and learning challenges

## Promoting equal opportunities

Our commitment to fair recruitment is clearly outlined in our policies and guidelines, such as the Human Resources Management Policy, Performance Management System Policy, Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy. These policies are regularly reviewed to ensure their effectiveness.

We established long-standing partnerships with various NGOs, educational institutions and government authorities to ensure a strong talent pipeline. In fact, we have a strategic partnership with over 80 NGOs. Throughout the year, we organised recruitment sessions in collaboration with organisations such as Caritas, Heep Hong Society, Hong Chi Association and Hong Kong PHAB Association.

In order to expand our workforce, we regularly hold recruitment days at all of our Café de Coral fast food outlets. Additionally, we implemented a programme specifically designed to hire talented individuals for catering manager and assistant catering manager positions.

We strongly believe in the effectiveness of employee referrals as a recruiting strategy. Hence, we implemented the Crew Referral Bonus Scheme, which incentivises our employees to recommend suitable candidates for open positions.

## Engaging Our Employees and Promoting Communication

We advocate for a workplace that is open and inclusive, placing high importance on the input of our employees. Feedback and opinions are gathered consistently through various channels including **letters from management, newsletters, mobile apps, meetings with senior management, town hall meetings, monthly branch visits, focus groups and questionnaires**. We engage with our employees through the sharing of company information and employee stories on social media, “Communications 100” staff newsletters (published every quarter since 2018) and a mobile application. In addition, our initiative, “Have Your Say”, which was implemented last year, has been in place to gather regular feedback from staff on outlet operations, sales and management.

### Business Strategy and Review Meeting

In 2023, **over 600 colleagues from Hong Kong and Mainland China** convened in person for the annual Business Strategy and Review Meeting. We extended our heartfelt appreciation to the teams for their unwavering commitment to delivering exceptional service to our valued customers, while also sharing our future development objectives and business plans.





## Team Profile (as of 31 March 2024)

	Hong Kong				Mainland China			
	Size of workforce (per employment contract)		Average monthly turnover <sup>3</sup>		Size of workforce (per employment contract)		Average monthly turnover	
	Full-time	Part-time	2022/2023	2023/2024	Full-time	Part-time	2022/2023	2023/2024
<b>Total</b>	<b>6,436</b>	<b>6,639</b>			<b>3,952</b>	<b>2,542</b>		
<b>By gender</b>								
Male	2,202	1,125	6.67%	<b>6.12%</b>	1,603	698	6.10%	<b>7.08%</b>
Female	4,234	5,514	5.06%	<b>5.31%</b>	2,349	1,844	4.33%	<b>5.19%</b>
<b>By age</b>								
30 or below	441	916	10.82%	<b>11.34%</b>	1,401	854	7.66%	<b>9.23%</b>
31-50	2,736	2,440	5.06%	<b>5.16%</b>	1,981	1,334	3.35%	<b>3.93%</b>
51 or above	3,259	3,283	4.57%	<b>4.52%</b>	570	354	4.29%	<b>4.94%</b>

<sup>3</sup> 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.







# Focusing on Food

We prioritise responsible sourcing practices and place a strong emphasis on food safety and quality control.

## Relevant Sustainable Development Goals



## Focus Areas

- Responsible sourcing
- Food quality and safety
- Food nutrition and health



## Adopting Responsible Sourcing

We place a strong emphasis on sustainability, safety and quality throughout our supply chain. We strictly comply with all relevant laws and regulations, such as the Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong), the Food and Drugs (Composition & Labelling) Regulations, the Public Health and Municipal Services Ordinance (Cap. 132 of the Laws of Hong Kong), the Food Safety Law of the People's Republic of China and other applicable legislation.

Our procurement and processing operations are governed by stringent standards and procedures. To ensure the safety and quality of our products, we conduct audits on key suppliers, implement standardised quality procedures for essential food items and uphold our Corporate Food Safety Policy. We are committed to sourcing from suppliers who prioritise sustainability and animal welfare and whose products are free of antibiotics and hormones.

### Supply chain management

Sourcing high-quality goods globally is crucial for our sustained success. We carefully consider factors such as risk, variety, cost and quality in our procurement decisions. By establishing direct relationships with first-tier suppliers, we aim to build long-term partnerships and a dependable, resilient supply chain.

#### First-tier Suppliers – Categorisation Criteria



**Provision of key  
products or products  
customised to  
our specifications**



**Highest  
volume of  
purchases**











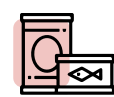























**Collaborative  
willingness to develop  
and introduce  
new products**

Our procurement practices are guided by the Purchasing Manual, which details policies, procedures and the responsibilities of all relevant parties to ensure the quality of our sourcing. The Corporate Food Safety Policy, on the other hand, lays down protocols for handling and tracking. The Supplier Code of Conduct sets forth environmental and social standards for our suppliers, covering areas such as labour practices, human rights, occupational safety and health and business ethics. We also set standards for key ingredients in our Mainland China operations, with a dedicated inventory team overseeing food storage and delivery.

Throughout the reporting period, our Hong Kong operations worked with a total of 324 food suppliers, of which 28.7% were directly procured. Our Mainland China operations worked with a total of 146 food suppliers, all based in Mainland China, with 68.7% of them being directly sourced.



## Food Origin by Geographical Region

	 Hong Kong	 Mainland China	 Fruits	 Seafood	 Vegetables	 Basic Groceries	 Meat	 Dairy Products	 Canned Products
Hong Kong	9.87%	0.66%							
Mainland China	47.07%	74.9%							
Asian Countries (excluding Mainland China)	14.74%	3.46%							
Australia and New Zealand	3.48%	4.02%							
South Africa	0.82%	0.03%							
North and South America	19.09%	13.94%							
Europe	4.90%	2.99%							
Africa	0.03%	-							

### Number of Food Suppliers by Geographical Region

(Hong Kong)

**324** food  
suppliers

Hong Kong **307**

North and  
South America **4**

Europe **1**



**7 / 146** Mainland China

**4** Asian Countries  
(excl. Mainland China)

**1** Australia and  
New Zealand

### Number of Food Suppliers by Geographical Region

(Mainland China)

**146** food  
suppliers

Robust systems are in place to ensure the efficiency of our sourcing activities in Hong Kong and Mainland China. We collaborated with the digitalisation team to identify ways to streamline the procurement process.

<b>Branch Management System</b>	<b>Electronic Data Interchange System</b>
Consolidates orders from our retail outlets and food processing facilities, streamlining the procurement process and facilitating direct communication with our suppliers.	Enables our processing facilities to conduct standardised and efficient transactions with our suppliers.
<b>Product Compliance Audit System</b>	<b>Enterprise Resource Planning System</b>
<ul style="list-style-type: none"><li>Enables effective and open communication and information-sharing with suppliers.</li><li>Improves control and oversight of our suppliers and their upstream suppliers.</li></ul>	Consolidates data from business units to support the planning of materials and production.

In the event of critical or extreme circumstances, our supply chain may encounter disruptions. To enhance our ability to overcome such challenges, we actively engage in collaborative efforts with our suppliers to create contingency plans for contaminated raw materials. Our objective is to ensure a steady flow of raw materials and products. Should our supply chain face instability, we are able to promptly adjust our menus to prevent any disruptions.

## Supplier selection and performance management

Our stringent supplier evaluation and selection process ensures the quality of our food supply chain. Following our Supplier Code of Conduct, we meticulously assess each supplier’s adherence to local laws and international standards and qualifications. We evaluate raw materials, audit results and service quality. New suppliers are required to pass food safety inspections and assessments. We give preference to suppliers who exhibit exceptional social and environmental practices. Our comprehensive supplier monitoring system aligns with ISO 9001 and ISO 22000 quality and food safety management. In addition, we adhere to stringent criteria when choosing our raw materials in Mainland China. Our primary ingredients are obtained from verified and reliable suppliers. We carefully pick reputable suppliers and manufacturers who are prominent national companies or respected figures in the industry.

Our Corporate Quality Assurance Department reviews and enhances our compliance audit workflow regularly to uphold our stringent food quality and safety standards. Auditing exercises have been extended to upstream and cold chain suppliers in high-risk categories to strengthen the oversight of raw materials. We also implemented a grading system to facilitate the selection and assessment of suppliers for our Mainland China operations, thereby enhancing our supplier selection process. We will communicate evaluation results to suppliers, requesting corrective actions if necessary. Failure to meet our criteria or repeated violations of our standards may lead to contract termination.

During the reporting period, we conducted supplier audits for 127 of our Hong Kong suppliers and 163 of our Mainland China suppliers. No supplier of our Hong Kong operations and one supplier of our Mainland China operations was terminated due to incompetence in meeting our standards.

## Supplier relationship management

For the assurance of a consistent supply, we cultivate enduring partnerships with suppliers whose scale, procurement worth and/or product distinctiveness are pivotal to our operations. Routine virtual meetings nurture these partnerships and provide us with current insights on pricing projections and supply reliability. We offer mentorship and direction to both established and emerging suppliers to assist them in resolving challenges within their respective supply chains. Handpicked suppliers receive specialised technical assistance to boost their efficiency and optimise their processes.

## Supplier training and capacity building

Capacity building and training sessions are regular agenda items in our routine virtual meetings with suppliers. The training scope covers a wide range of topics, including but not limited to industry trends, potential risks and opportunities, lessons learnt from food safety incidents, incidents related to occupational safety and health, updates on legislation and regulations, sustainability essentials, as well as induction and refresher training to familiarise suppliers with our code of conduct.

## Raw material traceability

A comprehensive system to track the origins of our ingredients was implemented to uphold our stringent quality and safety standards. In our Hong Kong operations, we utilise the GS1 traceability system that allows seamless information sharing throughout the entire supply chain. This system ensures that crucial data such as suppliers' name, quantity, production date and expiration are meticulously documented and readily accessible. To streamline our procurement process, our team collaborates with GS1 Hong Kong to utilise Electronic Data Interchange for order placement and invoicing. This partnership guarantees that our standards and requirements are consistently met at every stage of procurement.

The implementation of a comprehensive traceability system enables us to conduct product recalls swiftly and effectively in the event of safety or compliance concerns. This not only prioritises the safety of our valued customers, but also mitigates any potential legal risks for the Group. In the unfortunate occurrence of incidents, we promptly provide pertinent information to the supplier to facilitate a thorough investigation and the formulation of corrective and preventive measures. Additionally, all recall cases are reported to the Management Board, ensuring transparency and accountability of our operations.

### Supporting poverty reduction in China's rural area

In line with our commitment to combat poverty and contribute to China's poverty alleviation policy, we sourced



**153**  
tonnes  
of eggs



**352**  
tonnes of  
cabbage



**2,628**  
tonnes  
of rice

directly from impoverished regions during the reporting year.

## Valuing animal welfare

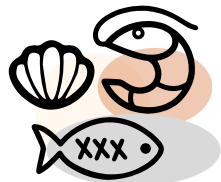
We uphold the welfare of animals and ensure they are treated humanely. In the past year, our operations in Hong Kong procured 18.45% of meat and poultry from suppliers who prioritise animal welfare, meeting our yearly goal of 18%. These suppliers adhere to the five animal freedoms outlined by the World Organisation for Animal Health: freedom from hunger and thirst, freedom from discomfort, freedom from pain, injury or disease, freedom to exhibit normal and natural behaviour and freedom from fear and distress.



## Sustainable sourcing

Customers are increasingly mindful of nutrition and sustainability when it comes to food, which is why we carefully consider social and environmental factors in our procurement process. Our goal is to enhance the acquisition of sustainable ingredients that are responsibly produced and to strengthen partnerships with suppliers who align with our sustainability principles.

### Procuring sustainable seafood



**72.4%**

**of the seafood obtained for our operations in Hong Kong has been certified as sustainable.**  
(Annual target: 75%)

In support of the development of sustainable fisheries, we acquire seafood from suppliers who have been accredited by the Aquaculture Stewardship Council (ASC) and the Marine Stewardship Council (MSC). 72.4% of the seafood obtained for our operations in Hong Kong during the reporting period has been certified as sustainable, which brings us close to achieving our annual goal of 75%.

### Case Study

## Offering delicious meals with a taste of sustainability

During the reporting period, Café de Coral fast food has launched a campaign featuring the popular Cantopop duo, Twins, to promote its new sustainable seafood breakfast series made with MSC-certified New Zealand fish fillets. Through this campaign, Café de Coral fast food took a further step to raise consumer awareness and understanding towards the concept of sustainable seafood and the importance of marine ecosystem preservation. More options like the “Baked Fish Fillet Rice with Lobster Sauce”, which was made with MSC-certified Alaska Pollock Fillet”, was launched to provide guests with more choices to indulge in luxurious seafood dishes without excessively impacting the environment.



## Case Study

# Group participated in WWF HK's Sustainable Seafood Business Forum 2023



We take great pride in being one of the first participants in the Sustainable Seafood Business Membership Programme initiated by World Wild Fund Hong Kong (WWF HK). Our participation in the Programme demonstrates our commitment to providing tasty meals enabled by sustainability. This initiative enhances our ties with suppliers, industry peers and retailers, enabling us to advocate for sustainable seafood. During the reporting period, we introduced a range of new offerings crafted from sustainable seafood, meticulously assessed by WWF HK and certified by the MSC. We incorporated relevant labels on our menu, informing customers that these products are sourced from sustainable seafood.

The Group participated in the WWF HK-led Sustainable Seafood Business Forum 2023, a significant event held on World Oceans Day, with a purpose to foster the widespread adoption of sustainable seafood procurement. In the forum, we had the privilege of sharing our valuable experience regarding collaboration with suitable suppliers and successfully integrating sustainable seafood into our menu design. This platform provided an excellent opportunity for us, alongside other prominent food and beverage companies, retailers and suppliers, to exchange knowledge and insights pertaining to the sustainable seafood supply chain. Inspired by the forum's potential for driving positive change, we remain committed to promoting sustainable seafood within our society and delivering tasty meals to our customers.





## Promoting food with no antibiotics, hormones or pesticides applied



**2.17%**

**of the meat procured met  
the criteria of being free of  
antibiotics and hormones.**

We endorse products with no added antibiotics and hormones. For instance, our Shanghai Lao Lao restaurants serve pork that is free of any

added antibiotics. Similarly, Café de Coral fast food and Asia Pacific Catering offer chicken franks that are also free of antibiotics and hormones. We also examine and manage pesticide residues in raw materials to ensure food safety, in a bid to build a resilient supply chain and provide trusted meals.

Furthermore, we conduct rigorous testing on the food items served in Mainland China to ensure the provision of safe and healthy meals. Adhering to national standards, our suppliers are obligated to furnish regular test reports verifying the absence of

antibiotics and hormones. Upon receipt, raw materials undergo thorough inspections for the presence of antibiotics and veterinary drugs.

Additionally, vegetables are required to be accompanied by batch pesticide test reports, ensuring their compliance with safety regulations.

Throughout the year, 2.17% of the meat we procured met the criteria of being free of antibiotics and hormones. We are committed to further enhancing our efforts to achieve our annual target of 5%.





## Serving Safe and High-quality Food

Our main food processing facilities in Hong Kong and Mainland China, along with some of our Asia Pacific Catering locations, are certified with ISO 22000 and Hazard Analysis Critical Control Point (HACCP) to ensure food quality and safety. In the past year, eight Asia Pacific Catering stores achieved HACCP certification, while five obtained ISO 9001:2015. We have also updated our procedures to comply with the latest ISO 22000:2018 standards to meet global requirements. Our corporate food safety policy helps reduce risks associated with food retrieval, storage, preparation, processing, distribution and serving.

For the sixth consecutive year, we were honoured as the Diamond Enterprise in GS1 Hong Kong's Quality Food Scheme, recognising our commitment to maintaining high safety and traceability standards in our supply chain. Notably, there were no products recalled due to safety or health concerns in the reporting period.

### Quality control and assurance

Our commitment to upholding rigorous standards of quality, safety and hygiene has been unwavering, ensuring that every step of the food preparation process is meticulously executed until it reaches the point of consumption.



Quality Control	Standard Operating Procedures	Microbiological Assessments	Quality Assurance
<ul style="list-style-type: none"> <li>Internal experts oversee quality and procedures to guarantee adherence to standard operating protocols.</li> <li>Sanitation measures are in place to uphold the cleanliness, quality and safety of our outlet kitchens.</li> </ul>	<ul style="list-style-type: none"> <li>Our protocols undergo regular evaluations to ensure their effectiveness.</li> <li>Essential components such as tea and rice undergo rigorous quality-testing measures.</li> <li>To ensure quality, our casual dining outlets adhere to standardised kitchen practices, recipes and equipment usage.</li> </ul>	<ul style="list-style-type: none"> <li>Food microbiological testing is conducted at our manufacturing facilities.</li> <li>Luncheon Star's food items undergo evaluation by certified testing facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Our audits and quality tests follow local and national laws, regulations and standards.</li> <li>Monthly evaluations and inspections are conducted for key products such as rice, pork and beef.</li> <li>Our food processing facilities undergo monthly Good Manufacturing Practice (GMP) audits.</li> <li>Implemented a programme to assess the "Best Before" dates of strategic products.</li> </ul>

## Advanced technology for food quality and safety

We utilise cutting-edge technology and machinery to manufacture food that adheres to stringent quality and safety regulations. Our food processing methods are streamlined with the help of automation and digital technology, enhancing our efficiency, uniformity and quality assurance.

### Technology

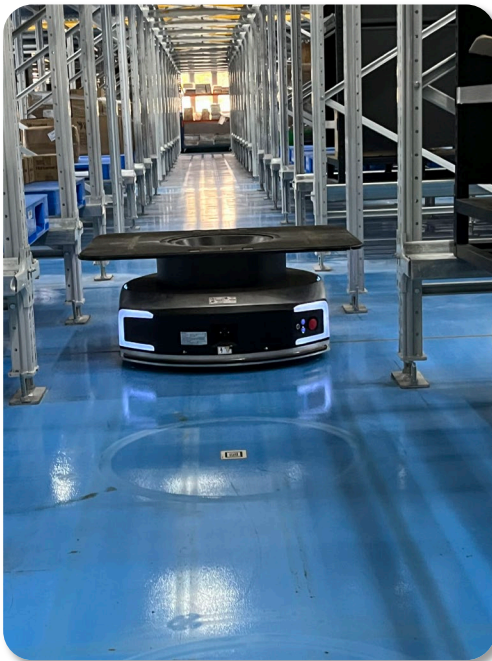
### Achievements

<b>Manufacturing</b>	<ul style="list-style-type: none"> <li>Appliances like <b>pressure cookers</b> and <b>combination ovens</b> are utilised for efficient cooking.</li> <li>The use of <b>GS1 automation</b> ensures the control of raw material quality, standardised cutting of products, yield and food loss.</li> <li>An <b>automation line has been developed</b> specifically for certain processes such as tea leaves packing.</li> <li>Luncheon Star has implemented a <b>fully automated end-to-end rice cooking process</b>.</li> </ul>		<ul style="list-style-type: none"> <li>Improved food quality and consistent product output.</li> <li>Increased production yield and maintains stability in production volume.</li> <li>Provides valuable reference information to the procurement team, enabling them to enhance the quality of raw materials.</li> <li>Enhanced overall production efficiency.</li> </ul>
<b>Product delivery</b>	<ul style="list-style-type: none"> <li>The location of our delivery vehicles is constantly monitored through <b>GPS technology</b>.</li> </ul>		<ul style="list-style-type: none"> <li>Through the use of streamlined distribution and optimised routes, we are able to guarantee timely delivery.</li> </ul>
<b>Product storage</b>	<ul style="list-style-type: none"> <li>Enhanced <b>glycol system</b> chills heated meals.</li> <li>Fully automated <b>Smart Warehouse</b>.</li> </ul>		<ul style="list-style-type: none"> <li>Enhanced temperature regulation and increased cooling efficiency, ensuring secure storage.</li> <li>Improved traceability and accuracy of product storage.</li> </ul>
<b>Operation and management</b>	<ul style="list-style-type: none"> <li>The digital platform, which includes the <b>Documentation Management System (DMS)</b>, has been successfully implemented.</li> <li>Established <b>supplier portfolio</b> through process automation.</li> </ul>		<ul style="list-style-type: none"> <li>Centralised consolidation of key documents, including standard operating procedures and recipes.</li> <li>Decrease in paper consumption and improvement in overall efficiency.</li> </ul>

## Feature Story

# Fully automated Smart Warehouse for dry warehouse storage

Leveraging technological advancements to enhance our efficiency, we have established a fully automated Smart Warehouse in Tai Po with a size of 21,775 square feet. Equipped with a smart logistics system and 20 sets of robots, this upgraded warehouse has saved 50% manpower and ensured a high accuracy of product storage. We are eager to keep up with latest innovations and intelligent solutions and adopt applicable ones to upgrade our operations and logistics.





## Achieving the highest standard of food processing within our Mainland China operations

The quality of the food processed and produced at our Mainland China processing facility is safeguarded by a rigorous quality control process. Our approach is guided by the GMP model that establishes key performance indicators for each production zone and outlines standard operating procedures. This comprehensive framework allows us to effectively evaluate performance, cleanliness, hygiene and pest control measures. In order to foster a culture of continuous improvement and enhance awareness of quality and safety, we organised GMP competitions among our operation teams in the reporting period.

We provide comprehensive orientation training for new employees, as well as specialised food safety and monitoring training for our strategic business units. To ensure that our standard operating procedures are effectively communicated to frontline staff, we conduct a quarterly Kitchen Training Refresher Programme during regular meetings. Furthermore, we provide training sessions to our Mainland China staff members on the latest

advancements in food management to ensure they are well-informed about quality and safety regulations. Our protocols are further strengthened through consistent training sessions and practice drills. There were no products subject to recall due to safety and health reasons this year.

Besides food safety, our quality control and assurance system also extend to logistics. We conduct performance tests on insulation, evaluate new coolers and establish operational standards for freezer trucks and these measures are implemented

to maintain the quality of our products during transportation. Logistics experts guarantee the quality and safety of food throughout the transportation process. The vehicles operating in Mainland China are equipped with accurate temperature controls, automated refrigeration and systems for monitoring and recording temperatures.

We regularly review the records of these systems to identify any irregularities that may pose a risk to our standards.



## Promoting Nutritious and Healthy Food

In order to meet the increasing market need for nutritious and eco-conscious diets, we are broadening our range of healthy and sustainable food options. Our collaboration with chefs and suppliers enables us to develop menus featuring a diverse selection of healthy products and ingredients.

### Healthy choices

Our chefs have carefully examined the recipes to improve the nutritional value of our products, resulting in the introduction of dishes and soups without MSG at Café de Coral fast food. The brand also offers chicken breasts and cauliflower rice to cater for the customers' preference for a healthier diet.

Luncheon Star, our school catering arm, provides healthy meals for children that comply with the regulations of the Department of Health. We serve meals with less sodium, minimise the use of sauces and incorporate fresh ingredients, herbs and low-sodium spices. Additionally, we have implemented a monthly "Beef-free Day" menu to offer students environmentally friendly options. All our low-sodium, low-sugar and low-fat dishes are developed by qualified nutritionists in collaboration with school teachers and parent-teacher associations with the goal of offering a nutritious diet that supports students' growth and development.

### Plant-based and vegetarian menus

Our brands have incorporated plant-based and vegetarian choices into their menus to encourage eco-friendly eating habits. The Spaghetti House has introduced vegetarian options like Plant-based Pork Linguine in Pesto Cream Sauce, which simmered in a house-crafted pesto cream sauce, offering a dish that is both light and flavourful. Oliver's Super Sandwiches provides a Vegetarian Breakfast Collection, which includes scrambled eggs with spinach, mushrooms, grilled potatoes, grilled cherry tomatoes, whole grain bread, fusilli in thick tomato soup and cauliflower rice. With plant-based fish and tomato as key ingredients, we created a Vegetarian Fish Fillet Spaghetti in Tomato Sauce to offer vegetarians a fresh way to enjoy this classic meal. Shanghai Lao Lao also expanded its Plant-based Meat Menu with four new dishes, including Shredded Plant-based Meat with Mung Bean Noodles in Sesame Dressing, Shredded Plant-based Meat with Mung Bean Noodles in Sesame Dressing in Sichuan Style, Seasonal Vegetables in Vegetarian Oyster Flavoured Sauce and Fried Rice with Plant-based Meat, Preserved Mustard Green and Pine Nut in Shanghai Style. These meticulously prepared vegetarian dishes allow vegetarians to enjoy a rich palate of flavours.







Café de Coral fast food introduced cauliflower rice to their menu, in addition to their vegetarian baked series. We also celebrated the Dragon Boat Festival by offering a vegetarian rice dumplings, embracing the traditions of the festival in a meatless rendition.

## Nutrition and food labelling

In order to enhance our customer's understanding of nutrition, we provide comprehensive food labelling, nutrition data and allergen identification, specifically highlighting ingredients such as shrimps and peanuts. Furthermore, we make a conscious effort to mention sustainable seafood whenever applicable. To further assist our customers in making informed choices, calorie information is prominently displayed on digital menu boards at 18 hospital outlets and five outlets in schools and commercial sectors.

### Case Study

## Asia Pacific Catering



### EatSmart Restaurant

In close collaboration with our institutional partners, 26 outlets of Asia Pacific Catering successfully participated in the EatSmart Restaurant Star+ programme. Remarkably, all of these outlets achieved a highly sought-after two-star rating. These outlets proudly serve EatSmart dishes that prioritise the inclusion of fruits and vegetables, while minimising the use of fat, oil, salt and sugar. Additionally, vegetarian options are available to promote healthy and sustainable eating habits.

### Special menu requirements

Recognising the diverse dietary needs of our customers, we offer special menu options to accommodate religious and dietary requirements. Halal and vegan food choices are provided at Luncheon Star and selected Asia Pacific Catering outlets, including those located in esteemed institutions such as the Hong Kong Polytechnic University and the Hong Kong Baptist University. In addition, our outlet at the Hong Kong Polytechnic university has obtained the Halal Kitchen Restaurant Certificate from the Incorporated Trustees of the Islamic Community Fund of Hong Kong.





# Preserving the Planet

We continuously optimise our resource utilisation and work towards minimising our environmental impact along our value chain.

## Relevant Sustainable Development Goals



## Focus Areas

- Energy efficiency and water stewardship
- Waste management
- Adaptability to climate change impacts



We are dedicated to supporting sustainable development and strive to minimise our carbon footprint and reduce environmental impacts across our supply chain. Recognising the urgency of addressing climate change, we are making significant efforts to decarbonise our operations, thus contributing to the global shift towards a low-carbon economy.

A proactive approach is employed to identify, assess and disclose our climate-related risks and opportunities. Additionally, we developed comprehensive mitigation plans to effectively address these risks and capitalise on the opportunities presented. Looking ahead, we will continue to strive to respond to the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) more comprehensively as we enhance our climate resilience strategy.

## Combating Climate Change

### Governance

The Board of Directors is responsible for guiding the Group’s business and sustainability strategy and overseeing our risk management, including sustainability-related risks. The Management Board, led by our Chief Executive Officer, convenes regularly to assess the Group’s sustainability performance and progress, reporting to the Board of Directors on sustainability issues. The Sustainability Committees, supported by execution groups and operational units, are tasked with setting emission targets, developing climate action plans and ensuring effective implementation of strategies.

In response to climate change, we established a Climate Change Policy that outlines our mitigation and adaptation strategies to effectively address climate-related risks in our business operations. The Group will periodically review the Climate Change Policy to ensure alignment with our sustainability strategy and to remain informed about evolving climate change challenges.

### Strategy

Climate-related risks have a significant impact on our operations in both short term and long term. To proactively address these challenges, we stay up-to-date with technological advancements and global trends related to low carbon footprint, operational best practices and sustainable materials and resources. During the reporting period, we conducted a climate risk assessment and scenario analysis to identify the physical and transition risks that are relevant to our business as well as evaluating associated impacts and opportunities.

Scenario	Assumption	Impacts
Below 2 degrees (by 2100)	<b>NGFS’s Orderly scenario</b> Assumes climate policies are introduced early and becomes more stringent.  <b>IPCC RCP2.6</b> Represents a low emissions scenario with strong mitigation actions to reduce emissions and shift towards renewable energy sources, leading to lower global warming.	<ul style="list-style-type: none"><li>More stringent climate-related policies, such as carbon pricing and taxes, may lead to higher costs for emission-intensive resources.</li><li>Shift in consumer preference towards green products may cause a shift in sales volume of sustainable and healthy food options.</li></ul>
Business as usual	<b>IPCC RCP8.5</b> Represents a high emissions scenario with continued reliance on fossil fuels, resulting in greater global warming and more severe climate impacts.	<ul style="list-style-type: none"><li>Chronic change in temperature and drought may reduce yield of agricultural activities, driving up prices of commodities like soy and grain.</li><li>Increased frequency and severity of extreme weather events would lead to an increased level of disruption to our outlets and food processing plants.</li></ul>



## Physical risks

In 2022, we evaluated the physical risks by analysing climate projections up to 2050 based on the RCP8.5 scenario outlined by the United Nations Intergovernmental Panel on Climate Change (IPCC). Our analysis of climate risks encompasses various facets of our operations such as outlets, food processing facilities and supply chain. The Group has identified Extreme Wind and Flooding (Acute Shocks) as well as Extreme Heat and Water Shortage (Chronic Stress) as the four climate hazards most pertinent to our organisation. The potential impacts of physical risks on our sustainability pillars are as follows:

Pillar	Catering to Customers	Empowering our Employees	Focusing on Food	Preserving the Planet
<b>Potential impacts of physical risks</b>	<ul style="list-style-type: none"> <li>Customers dining in our outlets may experience discomfort due to rising temperatures.</li> <li>Outlet services may be disrupted by extreme weather events, causing inconvenience to customers.</li> </ul>	<ul style="list-style-type: none"> <li>Extreme heat has the potential to jeopardise the health and well-being of our employees, particularly those working in the kitchen. This can result in a higher turnover rate and a possible shortage of labour.</li> <li>Other extreme weather conditions can also pose a risk to employees' safety and hinder their ability to commute to work, which may lead to more frequent disruptions in our outlets and processing plants.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing temperatures could potentially impact the quality of food, particularly dry goods stored at room temperature.</li> <li>Severe weather conditions have the potential to interrupt our supply chain, leading to disruptions in the availability and distribution of raw materials.</li> </ul>	<ul style="list-style-type: none"> <li>High temperatures can lead to a rise in energy usage at our stores and manufacturing facilities as a result of heightened air conditioning and refrigeration demands.</li> </ul>
<b>Our response</b>	<ul style="list-style-type: none"> <li>Incorporate special considerations during planning and design of new projects.</li> <li>Improve energy efficiency of HVAC system to create a pleasant dining environment for our customers.</li> <li>Install water barriers and booster pumps to ensure readiness for future extreme weather conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Research and invest in enhancing ventilation and temperature control systems, as well as appliances that produce less heat in the kitchen area.</li> <li>Utilise digitalisation and automation to boost manpower efficiency, improve workplace safety and decrease dependence on labour.</li> <li>Offer training and emergency protocols to employees to ensure their well-being and boost preparedness during severe weather conditions.</li> <li>Modify business hours during extreme weather occurrences to minimise risks for employees.</li> </ul>	<ul style="list-style-type: none"> <li>Install temperature sensors and control systems to ensure optimum conditions for food storage. Diversify our supply chain by exploring and incorporating alternative sources.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate passive design elements like daylighting and natural ventilation into our outlets and food processing facilities.</li> </ul>

## Transition risks

Climate-related transition risks are risks associated with the shift towards a low-carbon economy. These risks can be classified into four main categories: Policy and Legal, Technology, Market and Reputation. To evaluate these risks, we conducted a climate risk assessment using a low-carbon scenario analysis based on projections from the IPCC RCP2.6 scenario and the Network for Greening the Financial System (NGFS) Orderly Net Zero 2050 scenario in 2022. This assessment allowed us to identify a list of transition risks that are most relevant to our business. Below is the list of these risks and their potential impacts on our business.

Transition risk	Potential impact	Our response	Transition risk	Potential impact	Our response
<b>Short-term (0 – 2 years)</b>			<b>Medium-term (2 – 7 years)</b>		
Increasingly demanding climate-related disclosure requirements	<ul style="list-style-type: none"> <li>Increased scrutiny from interested parties regarding our environmental practices.</li> </ul>	<ul style="list-style-type: none"> <li>Improve governance and transparency related to climate issues.</li> <li>Carefully observe our environmental impact.</li> </ul>	Implementation of carbon pricing	<ul style="list-style-type: none"> <li>Elevated expenses for retail and food processing facility operations.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct feasibility studies in using renewable energies.</li> <li>Implement LED lighting, HVAC system and building management system (BMS).</li> </ul>
Increasing regulation on packaging and plastic waste	<ul style="list-style-type: none"> <li>Rising expenses associated with transitioning to biodegradable and environmentally friendly alternatives.</li> <li>Increased operation costs on waste treatment and disposal.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with suppliers to discover economically viable alternatives.</li> <li>Implementation of a food waste separation scheme at all of our stores and central processing plants.</li> </ul>	Changing customer behaviour	<ul style="list-style-type: none"> <li>Decline in market share and reputation arising from failure to meet customer needs promptly.</li> </ul>	<ul style="list-style-type: none"> <li>Offer a wider selection of nutritious and environmentally friendly menu items, including plant-based options.</li> <li>Implement sustainable practices by sourcing food ingredients from suppliers who prioritise eco-friendly methods.</li> </ul>
Fluctuations in output and pricing of agricultural goods	<ul style="list-style-type: none"> <li>Increased procurement costs.</li> </ul>	<ul style="list-style-type: none"> <li>Explore alternative sources of raw materials to mitigate the impact of fluctuating yields and prices.</li> <li>Sustain relationships with suppliers to guarantee a reliable supply chain.</li> </ul>	Transition to low emission transportation	<ul style="list-style-type: none"> <li>Increased adoption costs associated with transitioning to low carbon logistic vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade logistics fleets to Euro VI vehicles.</li> <li>Explore electric truck options.</li> </ul>
			<b>Long-term (7 years or above)</b>		
			Stricter regulations regarding carbon neutrality	<ul style="list-style-type: none"> <li>Expenses incurred due to modifying daily operations to align with carbon neutrality objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of carbon reduction objectives.</li> <li>Place more investments in low carbon technologies.</li> </ul>

## Risk management

The assessment of climate risks is overseen by our Sustainability Committees and encompasses our primary business operations, such as our stores, manufacturing facilities and supply chain. We are integrating the identified risks and exploring climate-related mitigation strategies to strengthen our resilience.

Based on the findings of the climate risk assessment, we prioritise critical areas with high risk levels and urgency. In evaluating these risks, we have considered our current level of preparedness and the capacity to enhance preparedness and implement mitigation measures.

The results of the climate risk assessment have furnished us with detailed insights into projected future climate scenarios and climate resilience planning.

## Metrics and targets

We report our energy and greenhouse gas (GHG) performance in a transparent manner, which includes our consumption of various fuels and Scope 1 and 2 GHG emissions on an annual basis (as outlined in Managing Energy and Emissions). We have set energy and GHG emission reduction targets to assess and address climate-related risks and opportunities. Our energy consumption, carbon emission performance and targets are monitored and disclosed in Managing Energy and Emissions.

### Case Study

## Jolly Congee & Noodle awarded highest Three Leaf rating in Swire Properties' Green Kitchen Initiative

As a first for the Group, Jolly Congee & Noodle has been awarded the highest level of “Three Leaf” rating under Swire Properties' Green Kitchen Initiative. The branch commenced operations in May 2023 in Island Place at North Point, incorporating various green measures to reduce resource consumption and enhance sustainability.

### Green Measures

- Energy-saving dishwasher**  
(with heat recovery and water recycling capabilities)  
**Saved 30% energy, 40% water**
- LED lighting fixtures**  
**Saved 80% energy**
- Water flow rate restrictors**  
**Saved 50% water**
- Ventilation system control**  
**Saved 10% energy**
- Food waste segregation and recycling**  
**Recycled 6.6 tonnes of food waste in the first year of operation**



Since the launch of the Green Kitchen Initiative in 2017, The Spaghetti House and Oliver's Super Sandwiches at Cityplaza, alongside Oliver's Super Sandwiches at Tung Chung Crescent, have been recognised with the “Two Leaf” rating in 2021 and 2022 respectively. With Jolly Congee & Noodle achieving the highest “Three Leaf” rating, the Group's total number of awarded outlets has increased to four, indicating our commitment to adopting green operation measures across our brands.



# Managing Energy and Emissions

Minimising our energy consumption and emissions is one of our major focuses, as we strive to reduce our environmental footprint and improve our environmental performance. We closely monitor our energy consumption and have implemented a range of energy-saving measures to meet our energy and greenhouse gas (GHG) emissions reduction targets (refer to Energy consumption and GHG emission targets and performance) throughout our operations. We are continuously improving our energy efficiency by leveraging innovation, investing in cutting-edge technology and upgrading equipment at our manufacturing plants, as well as in kitchens at our outlets.

Facilitating Group-wide energy saving, we have integrated energy conservation into our daily operations through environmental guidelines. These guidelines include specific measures for reheating centres and factories, ensuring that energy conservation is prioritised in all aspects of our operations.

## Energy-saving at branches and outlets

We have implemented energy-efficient appliances at our establishments, such as energy-saving dishwashers and intelligent stir fryers. Café de Coral fast food and Super Super Congee & Noodles have made the transition to using smart stir fryers and electric stoves, which help minimise heat generation in the kitchen area, resulting in reduced electricity consumption for air-conditioning purposes. Our potential energy wastage is further reduced as a result of adopting more efficient bain-marie heating coils in two restaurant chains.

For certain Café de Coral fast food outlets strategically situated with direct outdoor access, the innovative “Air Lobby” design has been adopted at their entrances, aimed at maximising the efficiency of air conditioning systems. The “Air Lobby” comprises a dedicated corridor formed by two sliding doors equipped with fan coils, effectively minimising the impact of outdoor air influx and reducing heat buildup. Furthermore, we have made significant strides in enhancing energy efficiency by upgrading the lighting systems in our outlets to utilise energy-saving bulbs and advanced LED technology.

Moreover, we have optimised our heating, ventilation and air conditioning (“HVAC”) system to enhance its effectiveness and reduce energy consumption. Our dedicated HVAC specialist team conducts regular inspections and maintenance of in-store air-conditioning systems to ensure their optimal performance.

We have implemented a range of energy efficiency improvement measures in our Mainland China operations. At the end of the reporting period, 79% of our branches in Mainland China have switched to LED lights,



and we aim to reach 100% in two years. Other measures include the adoption of high-efficiency cooling systems and the installation of electricity metres on cooling tanks to monitor and collect data for analysis. All of our stores in Mainland China use energy-saving dishwashers, while smart steam ovens that reduce cooking time and increase heating efficiency have been installed at more than half of our stores. In addition, our branches in Mainland China utilise steam produced by local government cogeneration processes. This helps reduce emissions produced by our boiler systems. Throughout the reporting period, we also implemented a heat recovery programme, using condensate from steam cooling and applied detachable insulation for all steam valves.

## Energy-saving at processing plants

Energy-efficient practices are implemented at our production plants through the adoption of a robust building management system (“BMS”). This system includes the installation of electricity metres on each floor, allowing us to monitor and analyse electricity consumption in different zones. By doing so, we can easily identify any unusual fluctuations in electricity consumption and equipment failure, which ultimately enhances efficiency and reduces downtime.

Further reducing our energy consumption, we introduced pressure cookers and combi ovens at our food processing plant. These appliances help to minimise the consumption of electricity, water and gas. In addition, all lighting fixtures in our food processing plants in Hong Kong have been upgraded to LED lighting in the reporting period.

## Energy-saving at headquarters office

We are dedicated to minimising the environmental impact of our headquarters office through various initiatives. These include the prioritisation of energy-saving lighting, such as the utilisation of LED bulbs, as well as regular maintenance of office equipment to optimise energy efficiency. In addition, we actively encourage employees to power off their computers after office hours and switch off electronic equipment in conference rooms following meetings. Furthermore, we have implemented a temperature setting of 24°C to 26°C for

the office’s air conditioning, striking a balance between reducing energy consumption and maintaining a comfortable and productive work environment.

## Renewable energy

**16.6%** of our fuel consumption consists of biodiesel



Renewable energy plays a crucial role in our efforts to reduce carbon emissions. We actively seek out opportunities to incorporate renewable energy sources into our operations and promote the use of low-carbon energy. An example of this is our collaboration with certified vendors who collect our used cooking oil for the conversion into biodiesel. A feasibility assessment of a rooftop solar system at our manufacturing plant in Mainland China is also underway.

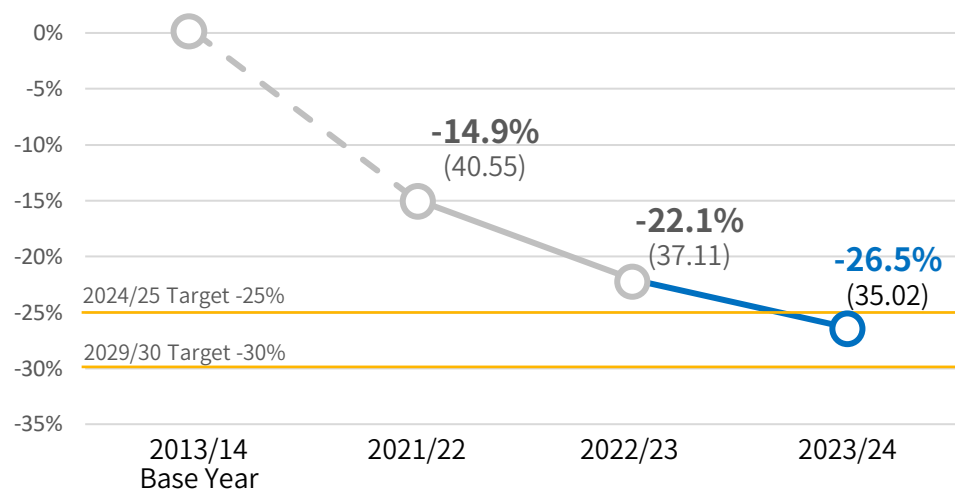
## Energy consumption and GHG emission targets and performance

In addition to our commitment to renewable energy, we have set targets to reduce our energy consumption intensity and greenhouse gas emissions intensity. These targets are measured against a baseline from the fiscal year 2013/14, allowing us to track our progress and ensure a continuous improvement in our performance.

### Energy Consumption Intensity

#### Hong Kong

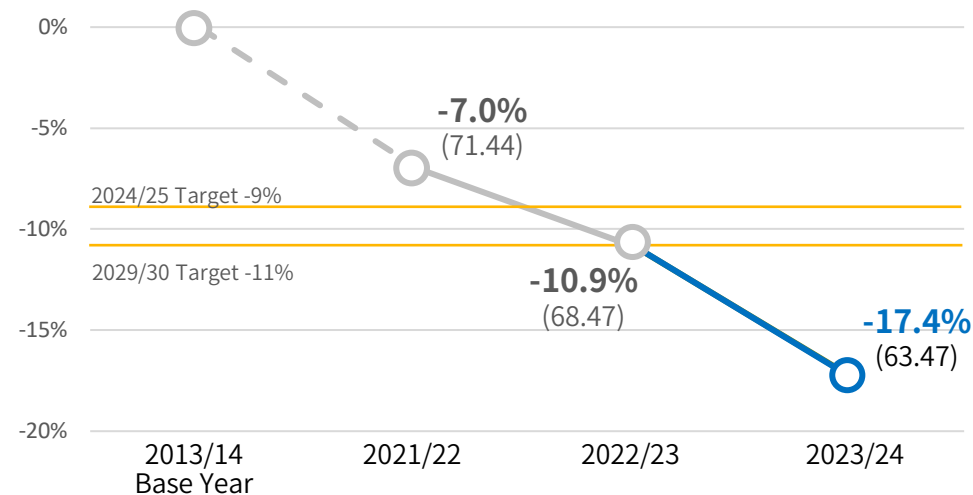
Change in Energy Consumption Intensity  
(compared with base year of 2013/14)



Energy Consumption by Type kWh ('000)	Total	Electricity	Stationery Fuel	Mobile Fuel
2021/22	250,467	164,502	81,346	4,619
2022/23	248,682	165,151	78,548	4,983
2023/24	251,335	168,242	78,334	4,759

#### Mainland China

Change in Energy Consumption Intensity  
(compared with base year of 2013/14)



Energy Consumption by Type kWh ('000)	Total	Electricity	Stationery Fuel	Mobile Fuel
2021/22	78,223	68,262	7,854	2,107
2022/23	79,629	73,099	5,162	1,368
2023/24	87,903	81,768	4,769	1,366

○: Deduction compared with base year

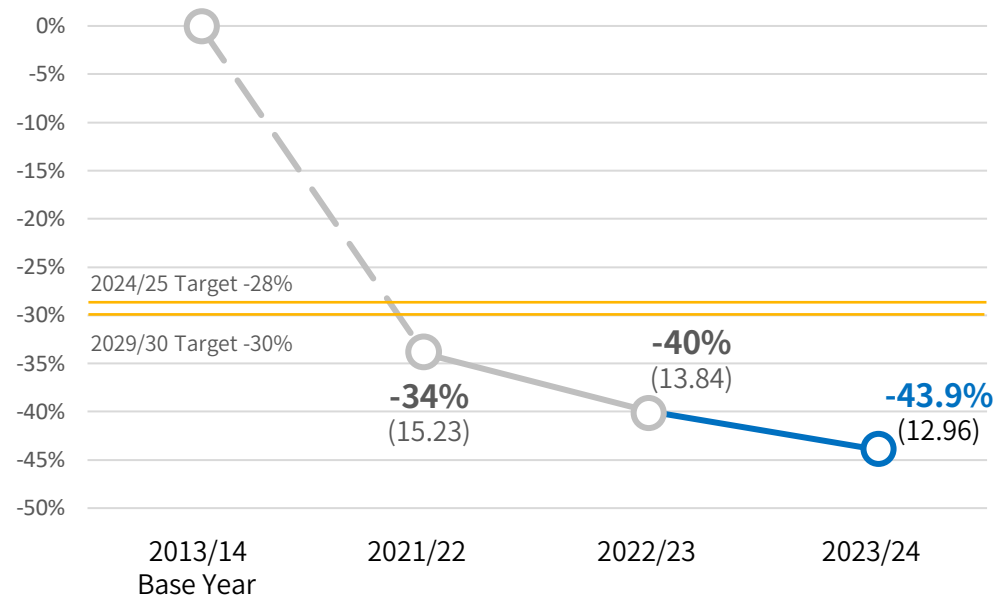
( ): Energy consumption intensity = kWh ('000/revenue (HK\$'m or RMB\$'m)



## Greenhouse Gas (GHG) Emissions and Intensity

### Hong Kong

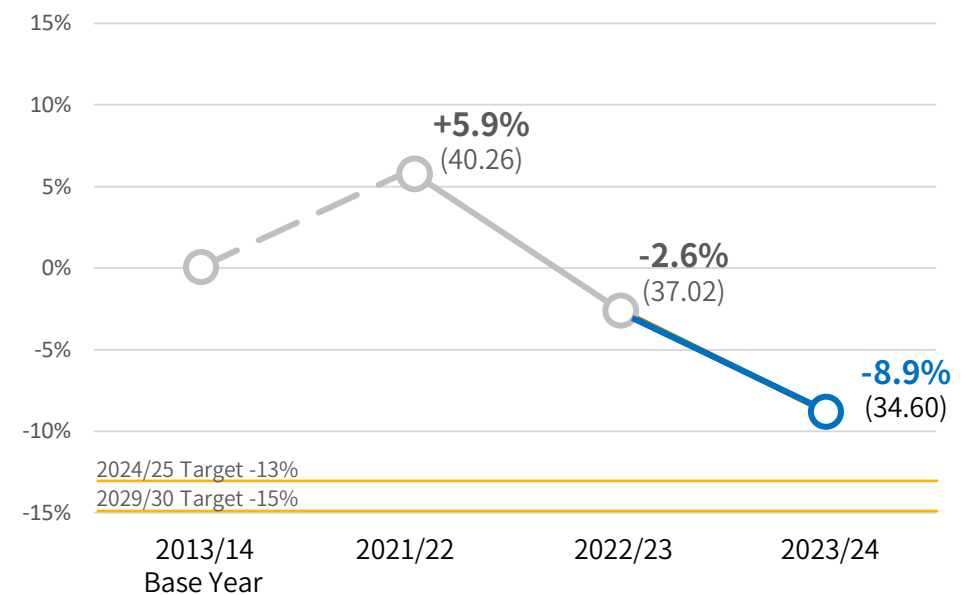
Change in Greenhouse Gas (GHG) Emissions Intensity  
(compared with base year of 2013/14)



GHG Emission	Total	Scope 1	Scope 2
tonnes CO <sub>2</sub> e			
2021/22	94,076	16,815	77,261
2022/23	92,744	16,368	76,376
2023/24	92,994	16,265	76,729

### Mainland China

Change in Greenhouse Gas (GHG) Emissions Intensity  
(compared with base year of 2013/14)



GHG Emission	Total	Scope 1	Scope 2
tonnes CO <sub>2</sub> e			
2021/22	44,086	1,975	42,111
2022/23	43,050	1,259	41,791
2023/24	47,927	1,189	46,738

○: Deduction/ Addition compared with base year  
( ): GHG emission intensity = tonnes CO<sub>2</sub>e/revenue (HK\$'m or RMB'm)

## Promoting Water Stewardship

Water stewardship is a key focus for us and we are committed to upholding the Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong) and the Water Pollution Prevention and Control Law of the People's Republic of China. Throughout our operations, we actively promote water conservation by implementing various measures, including setting reduction goals, closely monitoring water usage across our facilities and continuously improving our efficiency through the use of advanced technologies and refined procedures. For our businesses in Mainland China, we consistently monitor our operations, seek out opportunities to implement new technologies and enhance our practices and equipment. In addition, any irregularities or leaks are promptly detected and addressed.

### Water-efficient equipment

While we have no issues with sourcing water for our operations, we make every effort to minimise water usage. For example, at our manufacturing facilities, we utilise a high-frequency defroster that relies on the vibration of water molecules to generate heat for thawing frozen meat. This innovative method eliminates the need for running water during the defrosting process, resulting in improved quality and efficiency.

Water efficiency is prioritised at our kitchens. Further reducing water consumption, we installed taps with flow regulators. Additionally, our ice-makers have been modified to accurately meet the demand of our stores, minimising any potential wastage. At some of our fast food outlets, we implemented water-saving restrictors in toilet basins, resulting in a 40% reduction in water flow.

We implemented an automatic defoaming control at our wastewater treatment facility in Mainland China, which resulted in a water saving of 5,000 tonnes. Upgrades to our uniform-washing machines and the utilisation of recycled water for cooling towers have also contributed to a reduction in our water consumption. Additionally, water metres have been installed at all processing plants to accurately track consumption at the plant, production line and equipment levels.

### Water-efficient operations

We regularly evaluate and adjust our operational methods to ensure water efficiency. Our commitment to environmental protection is evident through our adherence to international best practices. At Luncheon Star, Environmental Measures for Reheating Centres and Environmental Protection Measures for Factories, in line with the ISO 14001 Environmental Management System, has been implemented.

We also prioritise educating our staff about water conservation and through the use of posters and signs, we raise awareness and promote responsible water usage. In collaboration with the Hong Kong Productivity Council, we are currently exploring the feasibility of adopting a new biological wastewater treatment technology known as a moving bed biofilm reactor. This innovative solution will enhance our capacity to manage wastewater at our manufacturing plant.

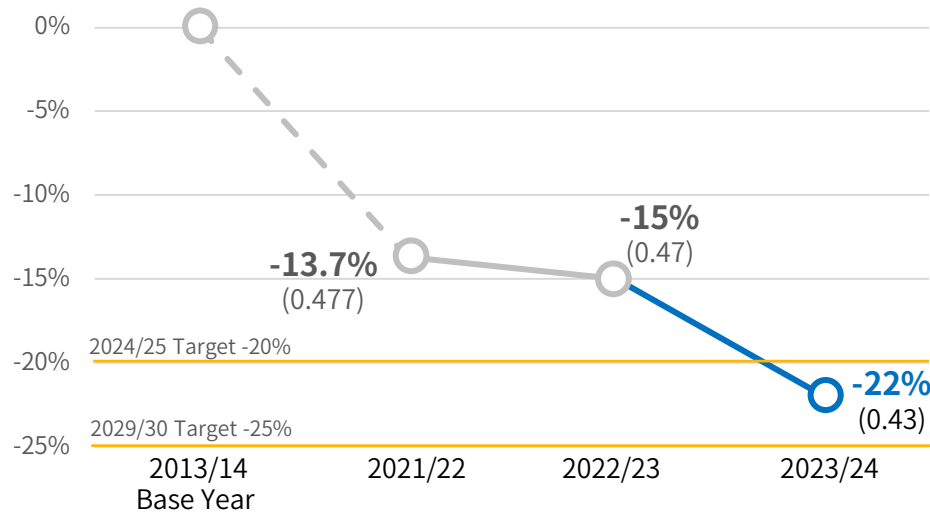
## Water consumption target and performance

We aim to reduce water consumption intensity by 20% by 2024/25 and 25% by 2029/30, compared to the FY2013/14 baseline. Our goal for our Mainland China operations is to decrease water consumption intensity by 3% by 2024/25 and 5% by 2029/30, in comparison to the levels recorded in 2013/14.

### Water Consumption Intensity

#### Hong Kong

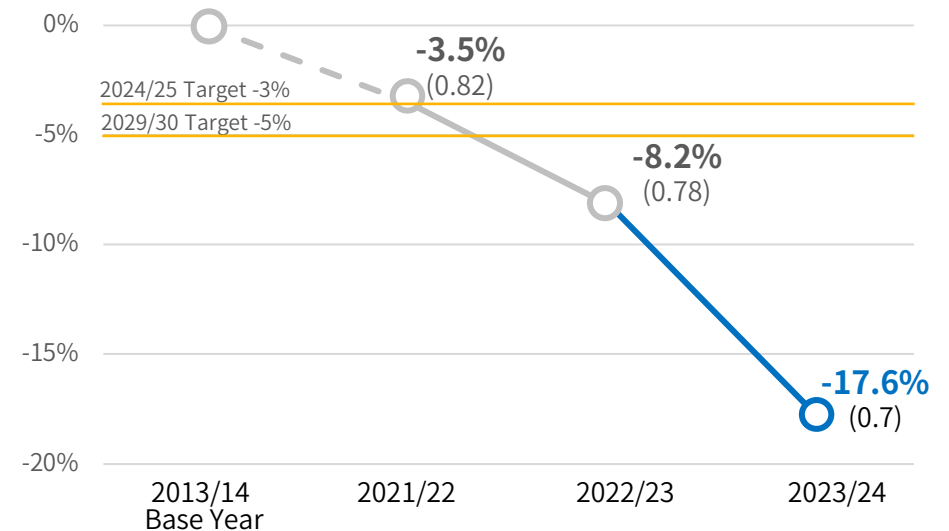
Change in Water Consumption Intensity  
(compared with base year of 2013/14)



Water Consumption m³	Total
2021/22	2,944,000
2022/23	3,145,000
2023/24	3,056,000

#### Mainland China

Change in Water Consumption Intensity  
(compared with base year of 2013/14)



Water Consumption m³	Total
2021/22	898,000
2022/23	906,000
2023/24	965,000

○: Deduction/ Addition compared with base year

( ): Water consumption intensity = m³/revenue (HK\$'m or RMB'm)



# Waste Management

Waste management is a key focus area for us in addressing environmental concerns. We meticulously monitor the volume of waste generated through our daily activities and strive to minimise wastage. Our organisation adheres to the Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong) and the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China by effectively handling both hazardous and non-hazardous waste with clearly defined parameters for measurement. We customise our waste management approach based on the specific needs of each business. In addition, we maintain monthly records enabling us to analyse and draw comparison across our branches for our operations.

In terms of hazardous waste, we have conducted a thorough assessment of our Hong Kong operations to identify the main categories of hazardous waste within our value chain such as paint, fluorescent light tubes, batteries and toner cartridges. Throughout the reporting period, our Hong Kong and Mainland China operations generated 0.93 tonnes and 2.01 tonnes hazardous waste respectively.

As for non-hazardous waste, we closely monitor the quantity produced and recycled across our various facilities, including stores and processing plants. By pinpointing the primary sources of non-hazardous waste, we implemented strategies to minimise waste generation along our value chain with specific targets established. Our waste management strategy takes a comprehensive approach that emphasises waste prevention at the source, followed by waste reduction and recycling.

As per our environmental protection policies, administrators are required to assess inventories and production plans before making purchases in order to avoid excessive stock. Our GS1 automation solutions aid in enhancing production efficiency by closely monitoring the quality of raw materials, ensuring precise cut weight, boosting productivity and identifying opportunities for waste reduction.

We partnered with vendors who collect paper, glass and metals to promote recycling. Additionally, certified companies are responsible for collecting used cooking oil from our stores for recycling purposes.



**539,144 litres**  
of used cooking oil recycled

For the promotion of effective waste management at our Mainland China operations, we prioritise enhancing environmental awareness. Our employees are trained to sort, handle and recycle waste and we also raise public awareness about recycling through our website and social media platforms.

## Food waste



**2,643 tonnes**  
of the food waste produced at  
our operations in Hong Kong  
recycled, accounting for 40%  
of the total amount  
(6,655 tonnes)

Food waste plays a significant role in the generation of non-hazardous waste in our operations. Our commitment lies in minimising food waste and collaborating with various stakeholders to promote recycling.

In order to achieve this, a food waste separation scheme was implemented across all our outlets in the year 2020/21. As part of this initiative, we mandated all brands to maintain records of their food waste for analysis, as stated in our Food Waste Management Guide. Food waste collected from the

kitchens, bar areas and tray return points are measured to accurately reflect pre-meal and post-meal waste. Monthly food waste records are then submitted to the Group, enabling us to develop strategies for adjusting meal sizes and improving food processing techniques.

We have been supporting the Environmental Protection Department's Pilot Scheme on Food Waste Collection and continue to deepen our food waste recycling efforts in collaboration with our landlords. Food waste collected from over 120 of our stores and our central processing plant are sent to O.PARK1 in Siu Ho Wan for the purpose of biogas and power generation. Also, the majority of the food waste generated by our processing plants and outlets in Mainland China was successfully recycled in the year 2023/24.

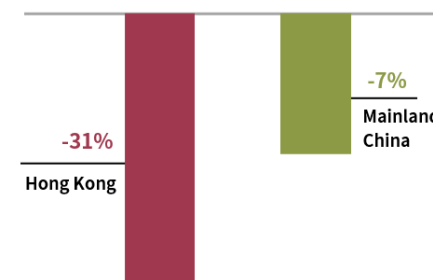
We also worked closely with landlords to actively promote food waste management within the industry and raise public awareness on this issue. As part of our efforts, we participated in MTR Malls' Food Waste Reduction Pledge programme to monitor and reduce the volume of food waste generated by our outlets. Two of our outlets, Super Super Congee & Noodles at Hanford Plaza and Mixian Sense at CityLink Plaza, have been credited with Silver and Bronze awards respectively under the programme for their outstanding achievement in food waste reduction. Recognised as the Sustainability Partner by Link REIT, we also joined Link's Tenant Academy and shared our proper food waste management practices at the Tung Chung Fu Tung Café de Coral fast food outlet. Furthermore, we actively participated in APM's "Green Bird" initiative to sort and weigh our food waste.



## Food waste reduction target and performance

We have set the goal to reduce our food waste intensity, using 2020/21 as the base year. By 2024/25, we aim to decrease the food waste intensity of our Hong Kong operations by 4% and by 2029/30, our target is to achieve a 10% reduction. Our branches in Mainland China have also set targets for reducing food waste that are in line with that in Hong Kong. Various strategies have been implemented to reach this goal, such as adjusting meal portions and optimising food production processes at our central processing plant. Shanghai Lao Lao, for instance, allows customers to opt for half-portion appetisers.

### Food waste intensity performance versus base year



The food waste intensity, which is calculated based on the average amount of food waste generated per meal served, was approximately 45.4 grams and 122 grams in Hong Kong and China, respectively, during the reporting period.

## Reduce single-use plastic and excessive packaging

The Group is dedicated to minimising plastic waste by implementing strategies to promote the use of sustainable alternatives for disposable items and reduce unnecessary packaging waste.

We have been at the forefront of promoting a sustainable and environmentally-friendly lifestyle. Over the past few years, we have implemented various measures to tackle excessive packaging and reduce the use of plastics. Some of these measures include implementing a “No Straws” policy, not including cutlery with takeout orders at Christmas and Winter Solstice, placing umbrella dryers at store entrances and switching from small to bulk packaging for nine types of raw materials.

### Our tactics on packaging

In support of the Waste Blueprint for Hong Kong 2035 outlined by the HKSAR Government, which focuses on circularity, we developed an internal guideline on packaging during the reporting period. This guideline highlights key areas to consider when designing and procuring packaging materials. Our considerations include the elimination of unnecessary packaging, simplifying materials for easier recovery and exploring innovative alternatives.

We are currently assessing the feasibility of transitioning our primary guest packaging away from virgin fossil fuel-based plastics. Our aim is to ensure that it is sourced from 100% renewable, recycled or certified sources. Additionally, we are reviewing our existing packaging suppliers and will discontinue collaboration with those who are aware of their contribution to deforestation.

In line with our proactive approach, we are in the process of establishing targets related to packaging by 2025/26. We have initiated discussions with a third-party consultant to facilitate this process.

### Transitioning to eco-friendly materials

Café de Coral fast food, Super Super Congee & Noodles and Asia Pacific Catering have started using paper cups made from sustainable materials endorsed by the Forest Stewardship Council (“FSC”), with plans to expand this initiative to other brands gradually.

The Group aims to take proactive measures by phasing out disposable plastic tableware at Hong Kong establishments, transitioning to more environmentally friendly, non-plastic alternatives before the enforcement of the revised Product Eco-responsibility Ordinance (Cap. 603 of the Laws of Hong Kong) on 22 April 2024. To encourage customers from using disposable utensils, we laid out a plan to discontinue the use of disposable plastic takeaway utensils at all our outlets a week before the regulation came into effect.

Mainland China’s growing limitations on single-use plastics have prompted us to collaborate with suppliers in order to find eco-friendly alternatives. In the past year, we have successfully transitioned to wooden coffee stirrers, which are both sustainable and biodegradable and we are actively researching other options. Additionally, we have switched from plastic straws to paper ones for dine-in meals and replaced our traditional 600/800g plastic takeaway containers with plant-based biodegradable options. As a result of these efforts, we were able to decrease our plastic packaging by 168 tonnes during the reporting period.



## Feature Story

# “Love the Earth” Campaign with Hello Kitty

In response to the introduction of the disposable plastic tableware ban in April 2024, the Group launched a “Love the Earth” campaign across our six major restaurant brands, including Café de Coral fast food, Super Super Congee & Noodles, Mixian Sense, Shanghai Lao Lao, The Spaghetti House and Oliver’s Super Sandwiches, to promote green living. We have replaced disposable plastic takeaway utensils with non-plastic alternatives in all our outlets (over 380) and launched a limited-edition reusable cutlery set featuring Hello Kitty. Customers who purchase designated products from our brands can redeem the Hello Kitty cutlery set, encouraging them to bring their own reusable cutlery and support a green lifestyle. We have also implemented a “Bring Your Own Cup” pilot scheme and introduced sustainable seafood and vegetarian menus to promote environmentally friendly practices. This collaboration with Hello Kitty celebrates the character’s 50<sup>th</sup> anniversary and emphasises the Group’s commitment to sustainability and reducing plastic waste.

## UNSDGs aligned



## Restaurant brands supporting the “Love the Earth” campaign







# About this Report

## Reporting Period, Reporting Standards and Reporting Scope

This report is the 18th Sustainability Report (“the Report”) of the Café de Coral Group (“we”, “our” or “the Group”). The Report covers the Group’s major environmental, social and governance (“ESG”) initiatives and accomplishments from 1 April 2023 to 31 March 2024 (“the reporting year”) and specifically focuses on our activities in Hong Kong and Mainland China. The report adheres to the “comply or explain” regulations of the Environmental, Social and Governance Reporting Guide (the “HKEX ESG Reporting Guide”) found in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. In addition, our climate actions are disclosed with reference to the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations.

The report delves into the four key strategies that we consider essential and relevant to our stakeholders – **Catering to Customers**, **Empowering our Employees**, **Focusing on Food** and **Preserving the Planet**. These strategies underpin our sustainable development and showcase our enduring commitment to ESG issues.

## Reporting Principles

We strictly adhere to the four reporting principles outlined in the HKEX ESG Reporting Guide when preparing the Report:

- **Materiality:** We engage with stakeholders and conduct regular assessments to identify and prioritise ESG concerns in our operations. The Management Board and Board of Directors review and approve these issues to ensure they align with stakeholder interests.
- **Quantitative:** The quantitative data in this report enables stakeholders to track and evaluate our ESG progress. We also compare year-on-year data where applicable to assess its implications.
- **Balance:** Our aim is to provide equitable and comprehensive disclosures on the key aspects of our ESG performance, highlighting both achievements and areas for improvement.
- **Consistency:** Since 2015, we have consistently disclosed information in line with the HKEX ESG Reporting Guide to offer a reliable and comparable overview of our progress over time.

This report is available on HKEX’s website and [Café de Coral’s official website](#).

## External Assurance

We obtained external independent assurance for the content of this Report. Hong Kong Quality Assurance Agency (“HKQAA”) was appointed to offer limited assurance and verify that the Report was compiled in compliance with the ESG Reporting Guide. The details of the work conducted by HKQAA are outlined in their [verification statement](#).

## Feedback and Contact Us

We value the input and recommendations from stakeholders. Please feel free to share your feedback on this report or our sustainability efforts via email at [sustainability@cafedecoral.com](mailto:sustainability@cafedecoral.com) or by mail to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.



Performance Data Summary

Economic Value

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Net revenue	HK\$'m or RMB'm	6,701	7,176	1,163	1,385

Social Performance Indicators

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Employment – Full-time Employee Distribution					
Total	No. of people	6,435	6,436	3,883	3,952
By gender					
Male	No. of people	2,190	2,202	1,589	1,603
Female	No. of people	4,245	4,234	2,294	2,349
By age					
30 or below 30	No. of people	478	441	1,431	1,401
31-50	No. of people	2,918	2,736	1,934	1,981
51 or above	No. of people	3,039	3,259	518	570

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Employment – Part-time Employee Distribution					
Total		6,811	6,639	2,426	2,542
By gender					
Male	No. of people	1,012	1,125	609	698
Female	No. of people	5,799	5,514	1,817	1,844
By age					
30 or below	No. of people	861	916	813	854
31-50	No. of people	2,788	2,440	1,321	1,334
51 or above	No. of people	3,162	3,283	292	354
Employment – New Full-time Employee Distribution <sup>4</sup>					
Total	No. of people	-	2,451	-	1,178
By gender					
Male	No. of people	-	975	-	534
Female	No. of people	-	1,476	-	644
By age					
30 or below	No. of people	-	335	-	641
31-50	No. of people	-	1,002	-	400
51 or above	No. of people	--	1,114	-	137

<sup>4</sup> We have enhanced our data collection process and begun to collect data on new employees starting from the reporting year.

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Employment – New Part-time Employee Distribution <sup>5</sup>					
Total	No. of people	-	6,022	-	1,256
By gender					
Male	No. of people	-	1,584	-	426
Female	No. of people	-	4,438	-	830
By age					
30 or below	No. of people	-	1,756	-	572
31-50	No. of people	-	2,058	-	548
51 or above	No. of people	-	2,208	-	136
Average Monthly Turnover Rate <sup>6</sup>					
Total	%	5.47%	5.52%	4.96%	5.87%
By gender					
Male	%	6.67%	6.12%	6.10%	7.08%
Female	%	5.06%	5.31%	4.33%	5.19%
By age					
30 or below	%	10.82%	11.34%	7.66%	9.23%
31-50	%	5.06%	5.16%	3.35%	3.93%
51 or above		4.57%	4.52%	4.29%	4.94%

<sup>5</sup> We have enhanced our data collection process and begun to collect data on new employees starting from the reporting year.

<sup>6</sup> 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.



Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Occupational Safety and Health					
Work-related fatality	No. of people	0	0	0	0
Lost days <sup>7</sup>	No. of days	11,502	11,224.5	626	641
Lost days rate <sup>8</sup>	%	0.23%	0.24%	0.030%	0.027%
Outlets that recorded zero injuries	%	78.80%	75.88%	92.81%	88.30%
Employees trained on health and safety standards <sup>9</sup>	No. of people	-	13,071	-	6,494
	%	-	99.97%	-	100%
Development and Training – Percentage of Employee Trained					
By employee category					
Senior management	%	100%	100%	100%	100%
Middle management	%	100%	100%	96%	83%
General staff and frontline staff	%	99.98%	100%	99%	99%
By gender					
Male	%	99.97%	100%	99%	97%
Female	%	99.98%	100%	99%	99%
Development and Training – Average Training Hours per Employee					
By employee category					
Senior management	Hours	19	27	25	22
Middle management	Hours	60	64	69	82
General staff and frontline staff	Hours	84	84	94	91
By gender					
Male	Hours	79	79	101	97
Female	Hours	82	82	87	86

<sup>7</sup>“Lost days” refers to the number of sick days caused by various work-related injuries during the reporting year.

<sup>8</sup>“Lost days rate” refers to the ratio of the number of sick days caused by various work-related injuries to the number of scheduled workdays for all employees in the reporting year.

<sup>9</sup> We have enhanced our data collection process and begun to collect the data on health and safety training.

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Customer Complaints and Recall					
Number of products and service-related complaints received <sup>10</sup>	No. of cases	53	44	3	8
Percentage of total products sold or shipped subject to recalls for safety and health reasons	%	0	0	0	0
Business Integrity					
Anti-corruption <sup>11</sup>					
Number of concluded legal cases regarding corrupt practices brought against the Group or its employees	No. of cases	1	0	0	0
Total hours of anti-corruption training provided to employees	Hours	-	1,524	-	1,196
Percentage of employees who have received anti-corruption training	%	-	99.97%	-	79%
Anti-discrimination <sup>12</sup>					
Total Hours of non-discriminatory practice training provided to employees	Hours	-	871	-	-
Percentage of employees who have received non-discriminatory practice training	%	-	99.97%	-	-

<sup>10</sup> This includes the number of complaints filed with government departments.

<sup>11</sup> We have enhanced our data collection process and begun to collect data on anti-corruption training starting from the reporting year.

<sup>12</sup> We have enhanced our data collection process and begun to collect data on non-discriminatory practice training within our Hong Kong operations starting from the reporting year.

## Supply Chain Management

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Distribution of Food Suppliers, by Geographical Region					
Hong Kong	No. of suppliers	297	307	0	0
Mainland China	No. of suppliers	7	7	146	146
Other Asian Countries	No. of suppliers	5	4	0	0
North and South America	No. of suppliers	2	4	0	0
Australia and New Zealand	No. of suppliers	2	1	0	0
Europe	No. of suppliers	2	1	0	0
Distribution of Non-Food Suppliers, by Geographical Region					
Hong Kong	No. of suppliers	149	139	-	0
Mainland China	No. of suppliers	4	0	111	113
Other Asian Countries	No. of suppliers	1	1	-	0



Region	Product	Hong Kong	
		2022/2023	2023/2024
Food Origin by Geographical Region			
Mainland China	Meat, seafood, vegetables and basic groceries	47.8%	47.1%
North and South America	Meat and fruits	18.4%	19.1%
Other Asian Countries	Meat, seafood, vegetables and basic groceries	14.6%	14.7%
Hong Kong	Meat, seafood, vegetables and basic groceries	9.8%	9.9%
Europe	Meat, dairy products and canned products	4.8%	4.9%
Australia and New Zealand	Meat, seafood and dairy products	3.9%	3.5%
South Africa	Fruits and seafood	0.04%	0.8%
Africa	Basic groceries	-	0.03%
Region	Product	Mainland China	
		2022/2023	2023/2024
Food Origin by Geographical Region			
Mainland China	Meat, seafood, vegetables and basic groceries	73.5%	74.9%
North and South America	Meat and fruits	14.2%	13.9%
Australia and New Zealand	Meat, seafood, vegetables and basic groceries	4.9%	4.0%
Other Asian Countries	Meat, seafood and dairy products	3.2%	3.5%
Europe	Meat, seafood, vegetables and basic groceries	3.5%	3.0%
Hong Kong	Meat, seafood and dairy products	0.7%	0.7%
South Africa	Fruits and seafood	0.03%	0.03%

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Supplier Audit					
Number of suppliers audited	No. of suppliers	197	127	69	163
Supplier Audit – Food Suppliers					
Number of suppliers audited	No. of suppliers	125	92	65	145
Number of marginal-grade suppliers terminated	No. of suppliers	0	0	2	1
Supplier Audit – Non-Food Suppliers					
Number of suppliers audited	No. of suppliers	72	35	4	18
Number of marginal-grade suppliers terminated	No. of suppliers	0	0	0	0

# Environmental Performance Data

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Energy Consumption <sup>13</sup>					
Electricity	kWh ('000)	165,151	168,242	73,099	81,768
Stationary fuel	kWh ('000)	78,548	78,334	5,162	4,769
Mobile fuel	kWh ('000)	4,983	4,759	1,368	1,366
Energy consumption intensity <sup>14</sup>	kWh ('000)/revenue(HK\$'m or RMB'm)	37.11	35.02	68.47	63.47
Greenhouse Gas (GHG) Emissions <sup>15</sup>					
Scope 1 <sup>16</sup>	tonnes CO <sub>2</sub> e	16,368	16,265	1,259	1,189
Scope 2 <sup>17</sup>	tonnes CO <sub>2</sub> e	76,376	76,729	41,791	46,738
GHG emissions intensity	tonnes CO <sub>2</sub> e/revenue(HK\$'m or RMB'm)	13.84	12.96	37.02	34.60
Air Emissions Performance <sup>18</sup>					
Sulphur oxides (SO <sub>x</sub> )	tonnes	0.013	0.013	0.002	0.002
Nitrogen oxides (NO <sub>x</sub> )	tonnes	6.739	6.745	0.341	0.384
Particulate matter (PM)	tonnes	0.454	0.452	0.027	0.030
Water Consumption <sup>19</sup>					
Water Consumption	m <sup>3</sup> ('000)	3,145	3,056	906	965
Water Consumption Intensity	m <sup>3</sup> ('000)/revenue(HK\$'m or RMB'm)	0.47	0.43	0.78	0.70

<sup>13</sup> 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.

<sup>14</sup> Energy consumption, GHG emissions, water use, hazardous waste and packaging material intensity are calculated by dividing our absolute energy consumption, GHG emissions, water consumption, total hazardous waste produced, total packaging material used 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, 2021/22, 2022/23 and 2023/24 was HK\$5,589 million, HK\$6,177 million, HK\$6,701 million and HK\$7,176 million respectively. That for our Mainland China operations was RMB975 million, RMB1,095 million, RMB1,163 million and RMB1,385 million respectively.

<sup>15</sup> 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.

<sup>16</sup> Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include emissions from stationary fuel combustion and mobile combustion.

<sup>17</sup> Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas. Emission factors are obtained from local utility companies.

<sup>18</sup> 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.

<sup>19</sup> Water consumed is freshwater from local municipal sources.



Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Waste Management – Central Food Processing Plants and Offices					
Non-hazardous waste recycled <sup>20</sup>					
Waste cooking oil	litres ('000)	51.0	42.9	7.0	6.8
Food waste	tonnes	766	649	473.8	504.2
Paper	tonnes	655	697	180.2	182.3
Plastics	tonnes	85	95	19.9	20.3
Metal	tonnes	152	146	32.0	24.5
Glass	tonnes	53	51	10.8	10.4
Hazardous waste produced <sup>21</sup>					
Total amount of hazardous waste produced	tonnes	1.67	0.93	-	2.01
Total hazardous waste intensity	tonnes/revenue (HK\$'m or RMB'm)	0.00	0.00	-	0.00

<sup>20</sup> The Group is developing a comprehensive process to collect the data on the total amount of non-hazardous data produced and strives to make the data available as soon as possible.

<sup>21</sup> Data of hazardous waste for outlets has not yet been recorded. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.

Aspect	Unit	Hong Kong		Mainland China	
		2022/2023	2023/2024	2022/2023	2023/2024
Waste Management – Outlets					
Non-hazardous waste recycled <sup>22</sup>					
Waste cooking oil	litres ('000)	461	496	145.1	177.6
Food waste	tonnes	1,075	1,994	3,381.2	3,658.8
Paper	tonnes				
Plastics	tonnes				
		Note <sup>23</sup>	Note <sup>23</sup>	438.4	503.0
Metal	tonnes				
Glass	tonnes				
Use of Packaging Materials					
Total food and beverage packaging material used <sup>24</sup>	tonnes	4,583	3,866	1,662	1,725
Food and beverage packaging material intensity	tonnes/revenue (HK\$m or RMB'm)	0.684	0.539	1,429	1.245

<sup>22</sup> Data of non-hazardous waste recycled in Macau outlets has not yet been recorded.

<sup>23</sup> Non-hazardous waste including paper, plastics, metal and glass are currently not recorded in Hong Kong outlets. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.

<sup>24</sup> Data of packaging materials used in Macau outlets has not yet been recorded.

# HKQAA Verification Statement



## VERIFICATION STATEMENT

### Scope and Objective

Hong Kong Quality Assurance Agency ("HKQAA") has been commissioned by Café de Coral Holdings Limited ("CDCHL") to undertake an independent verification for its Sustainability Report 2023/24 ("the Report"). The scope of this verification covers the sustainability information and data of CDCHL from the period 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024.

The aim of this verification is to provide a limited assurance on the reliability, completeness and accuracy of the information and data stated in the Report, as well as the selected Key Performance Indicators (KPIs), which are included in the Report. The Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide ("ESG Reporting Guide") set out in Appendix C2 of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited.

### Level of Assurance and Methodology

The process applied in this verification was based on the International Standard on Assurance Engagement 3000 ("ISAE 3000") – "Assurance Engagement Other Than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board. Verification process is designed to obtain a limited level of assurance for devising opinions and conclusions.

The verification process included verifying the systems and processes implemented for collecting, collating and reporting the sustainability performance and data, reviewing relevant documentation, interviewing responsible personnel with accountability for preparing the reporting contents and verifying selected representative sample of data and information. Data and supporting evidence of the selected samples were also thoroughly examined during the verification process.

### Independence and Quality Management

CDCHL was responsible for the collection and preparation of the information of the Report. HKQAA did not involve in the preparation of the Report. Our verification activities were independent and impartial. HKQAA has exercised ethical, impartial and quality control procedures in accordance with relevant ISO accreditation standards for providing conformity verification services.

### Conclusion

Based on the verification procedures performed and evidence obtained, nothing has come to verification team's attention that causes us to believe that the information and data stated in the Report and the selected KPIs:

- are not materially correct; and
- have not been prepared, in all material aspects, in accordance with the ESG Reporting Guide,

In conclusion, the verification team did not aware that the disclosures are not accurate, reliable and complete.

Signed on behalf of Hong Kong Quality Assurance Agency

Connie Sham  
Head of Audit  
24 June 2024



# HKEX ESG Reporting Guide Content Index

General Disclosure and KPIs	Disclosure	Reference	Page
<b>A. Environmental</b>			
Aspect A1: Emissions			
General Disclosure	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.	Preserving the Planet	73-88
KPI A1.1	The types of emissions and respective emissions data.	Preserving the Planet; Performance Data Summary	73-88; 90-100
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity.	Preserving the Planet; Performance Data Summary	73-88; 90-100
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.	Performance Data Summary	90-100
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	Performance Data Summary	90-100
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Preserving the Planet	73-88
KPI 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.	Preserving the Planet	73-88

General Disclosure and KPIs	Disclosure	Reference	Page
<b>A. Environmental</b>			
<b>Aspect A2: Use of Resources</b>			
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Preserving the Planet	73-88
KPI A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity.	Preserving the Planet; Performance Data Summary	73-88; 90-100
KPI A2.2	Water consumption in total and intensity.	Preserving the Planet; Performance Data Summary	73-88; 90-100
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Preserving the Planet	73-88
KPI 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.	Preserving the Planet	73-88
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Performance Data Summary	90-100
<b>Aspect A3: The Environment and Natural Resources</b>			
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	Preserving the Planet	73-88
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Preserving the Planet	73-88

General Disclosure and KPIs	Disclosure	Reference	Page
<b>A. Environmental</b>			
Aspect A4: Climate Change			
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted and those which may impact, the issuer.	Preserving the Planet	73-88
KPI 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.	Preserving the Planet	73-88
<b>B. Social</b>			
Aspect B1: Employment			
General Disclosure	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, antidiscrimination and other benefits and welfare.	Empowering our Employees	37-57
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Empowering our Employees; Performance Data Summary	37-57; 90-100
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Empowering our Employees; Performance Data Summary	37-57; 90-100



General Disclosure and KPIs	Disclosure	Reference	Page
<b>B. Social</b>			
Aspect B2: Health and Safety			
General Disclosure	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.	Empowering our Employees	37-57
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting period.	Empowering our Employees; Performance Data Summary	37-57; 90-100
KPI B2.2	Lost days due to work injury.	Empowering our Employees; Performance Data Summary	37-57; 90-100
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Empowering our Employees	37-57
Aspect B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Empowering our Employees	37-57
KPI B3.1	The percentage of employees trained by gender and employee category.	Empowering our Employees; Performance Data Summary	37-57; 90-100
KPI B3.2	The average training hours completed per employee by gender and employee category.	Empowering our Employees; Performance Data Summary	37-57; 90-100

General Disclosure and KPIs	Disclosure	Reference	Page
<b>B. Social</b>			
<i>Aspect B4: Labour Standards</i>			
General Disclosure	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.	Empowering our Employees	37-57
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Empowering our Employees	37-57
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Empowering our Employees	37-57
<i>Aspect B5: Supply Chain Management</i>			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Focusing on Food	58-72
KPI B5.1	Number of suppliers by geographical region.	Focusing on Food; Performance Data Summary	58-72; 90-100
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Focusing on Food	58-72
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain and how they are implemented and monitored.	Focusing on Food	58-72
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers and how they are implemented and monitored.	Focusing on Food	58-72

General Disclosure and KPIs	Disclosure	Reference	Page
<b>B. Social</b>			
Aspect B6: Product Responsibility			
General Disclosure	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	Catering to Customers; Focusing on Food	23-36; 58-72
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Focusing on Food; Performance Data Summary	57-72; 90-100
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Catering to Customers; Focusing on Food; Performance Data Summary	23-36; 58-72; 90-100
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Catering to Customers	23-36
KPI B6.4	Description of quality assurance process and recall procedures.	Catering to Customers; Focusing on Food	23-36; 58-72
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Anti-bribery and Anti-corruption	17



General Disclosure and KPIs	Disclosure	Reference	Page
<b>B. Social</b>			
Aspect B7: Anti-corruption			
General Disclosure	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.	Sustainability Governance	14-18
KPI 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.	There was no legal case regarding corrupt practices concluded during the reporting period.	-
KPI B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	Sustainability Governance	14-18
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Sustainability Governance; Empowering our Employees	14-18; 37-57
Aspect B8: Community Investment			
General Disclosure	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.	Catering to Customers	23-36
KPI B8.1	Focus areas of contribution.	Catering to Customers	23-36
KPI B8.2	Resources contributed to the focus area.	Catering to Customers	23-36

