



# 2017/18 SUSTAINABILITY REPORT 可持續發展報告

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

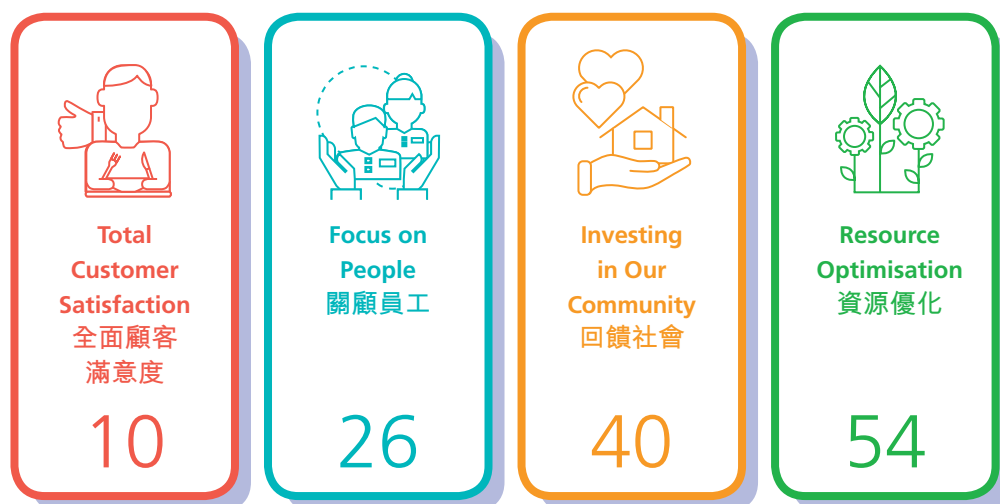


\* For identification purposes only 僅供識別

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# About Café de Coral Group

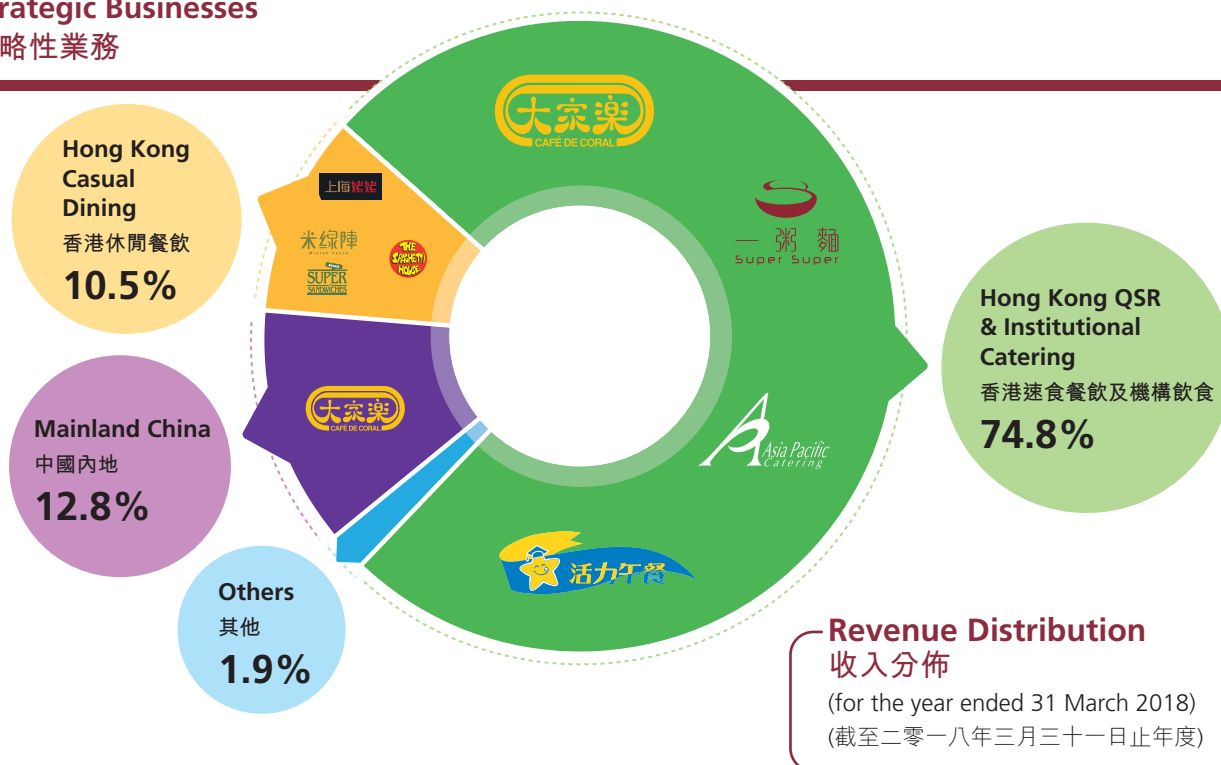
## 關於大家樂集團

As “the Canteen of Hong Kong People”, we are committed to serving and growing with our customers. In 1968, Café de Coral Group (the “Group”) was the first to offer the concept of Hong Kong-style fast food. With Hong Kong as our home base for the last 50 years, we have grown from a small shop into one of Asia’s largest publicly listed restaurant and catering groups. Our business covers quick service restaurants (“QSR”), institutional catering, casual dining chains, as well as food processing and distribution across Hong Kong and Southern China. Our operations now cover 366 stores in Hong Kong and 97 stores in Mainland China.

作為「香港人的大食堂」，我們致力服務顧客並與他們一起成長。一九六八年，大家樂集團（「集團」）首創香港風格快餐概念，過去五十年來立足香港，由一間小店發展成為亞洲最大型的上市餐飲集團之一。集團於香港及南中國地區從事速食餐飲、機構飲食、休閒餐飲及食品產製分銷業務，在香港和中國內地分別經營三百六十六間和九十七間分店。

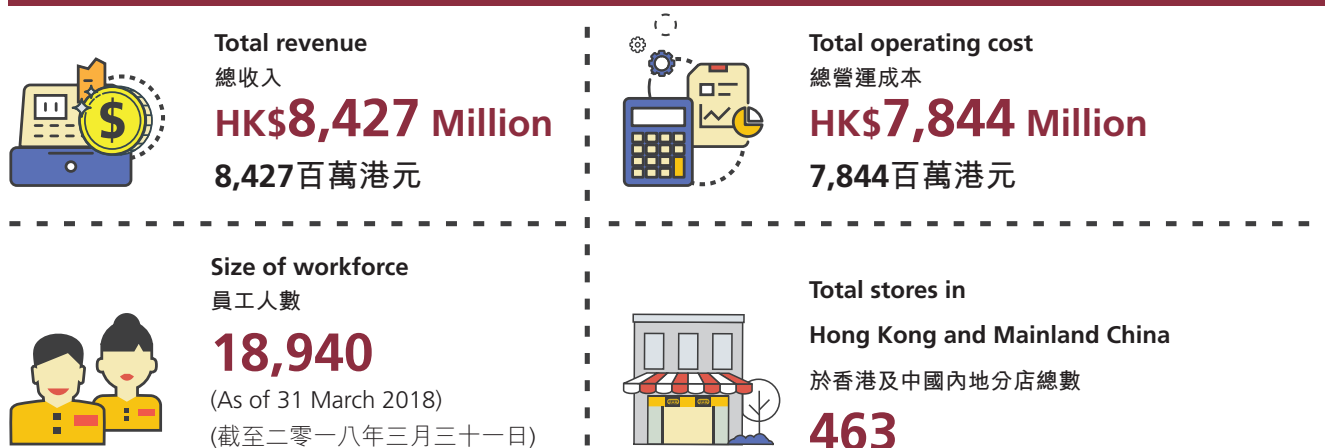
## Key Strategic Businesses

### 主要策略性業務



## Our Business Performance in Numbers (2017/18)

### 集團業務表現之重要數字（二零一七/一八年度）



# Sustainability Governance under the Leadership of the Board of Directors

## 董事局帶領的可持續發展管治



“Sustainability is an inter-generational effort in Café de Coral Group, where we build on experience in the past to create a brighter future. The Group views sustainability as a board-level priority, and it forms an integral part of our governance approach to create long-term success and bring long-term value for our stakeholders. Over the past 50 years, we are proud to have accompanied Hong Kong people on cycles of ups and downs. The challenges and opportunities have enabled us to grow from a single fast food brand to the present multi-brand company, serving a large community across the region. Today, we remain steadfast to our business philosophy “A Hundred Points of Excellence” and to sound sustainability governance to anticipate a better future for Hong Kong people and the Company.”

**Lo Hoi Kwong, Sunny**  
Chairman of Café de Coral Group

「大家樂集團累積多年的努力成就可持續發展，總結過往的經驗，創造更美好的未來。集團視可持續發展為董事局層面的首要任務，亦為企業管治不可或缺的部分，為持份者帶來長遠成果及價值。過去五十年來，我們陪伴香港人經歷高低起伏。當中的挑戰和機遇讓我們從一個快餐品牌成長至現在的多品牌集團，繼續為廣大市民服務。今天，我們仍然秉承『為您做足一百分』的經營理念以及穩健的可持續發展管治，期待為香港人和集團創造更美好的前景。」

大家樂集團主席  
羅開光



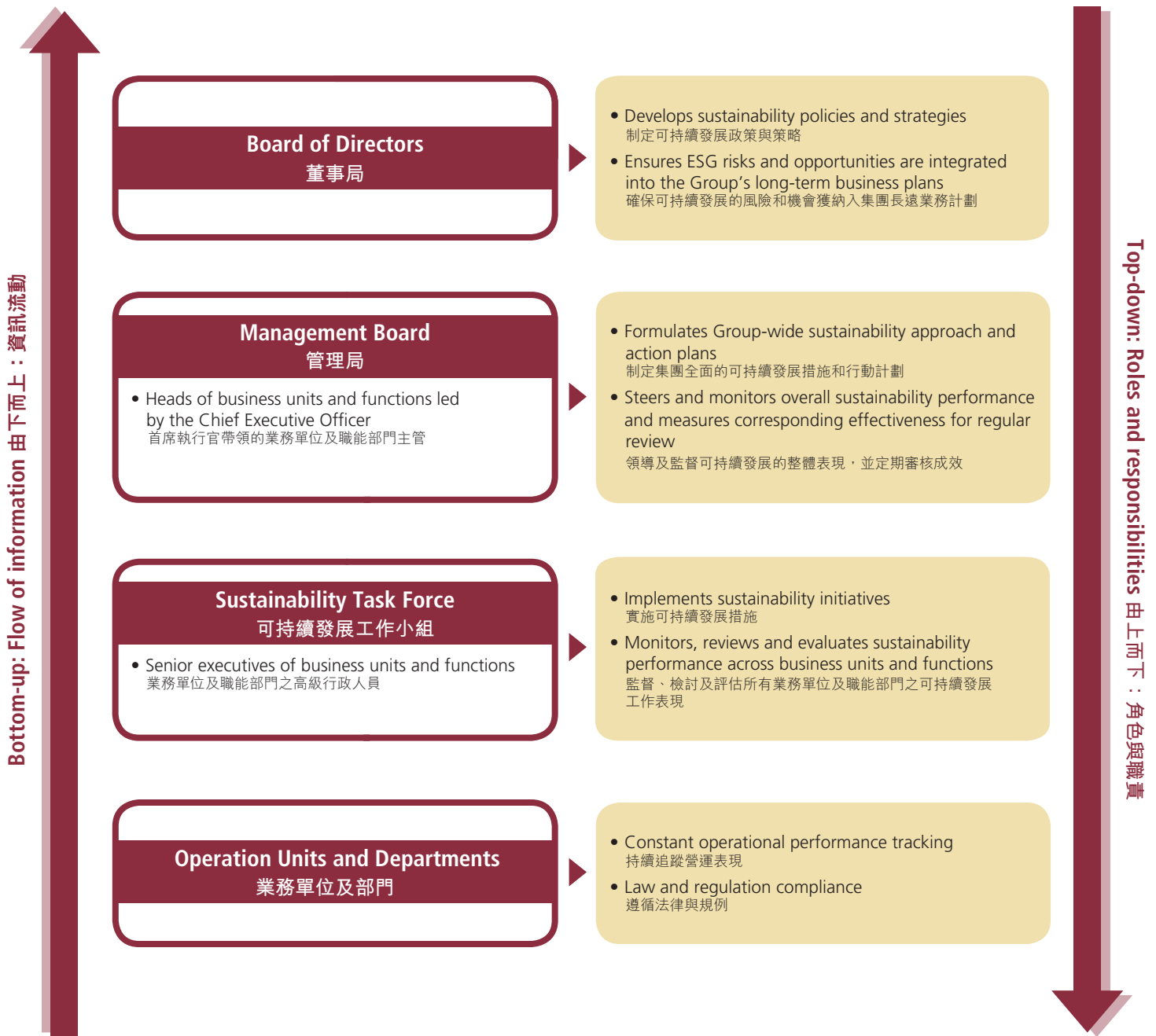
## Sustainability Governance Structure and Responsibilities 可持續發展管治架構及責任

The Board of Directors (the “Board”) has overall responsibility and accountability for the Group’s sustainable development, ensuring that we understand from the top down, the possible impacts our decisions and actions could have on our customers, our people, our communities and our environment. Our Management Board has a mandate from the Board to formulate sustainability approach and action plans as well as ensuring effective management. The Sustainability Task Force, which reports to the Management Board, is responsible for implementing, monitoring, reviewing and evaluating sustainability performance across our operations. It comprises representatives of key business units and functions.

董事局對集團的可持續發展負有全面責任和義務，確保我們從上至下了解集團的決策和行動對顧客、員工、社區和環境可能產生的影響。董事局授權管理局制訂可持續發展措施及行動計劃，並確保其行之有效。集團的可持續發展工作小組負責實施、監督、檢討及評估整個業務的可持續發展工作表現。工作小組由主要業務單位和職能部門代表組成，並向管理局匯報。



## Our Governance Framework 我們的管治架構



Our policies, management approach and compliance with laws and regulations relating to our corporate governance and sustainability focus areas are set out in Appendix I of this Report. Regular training, talks and seminars are arranged for our Board members, senior executives and general staff to enrich their sustainability knowledge, ensuring their actions align with the Group's sustainability values and management approach.

關於集團企業管治和可持續發展重點範疇的政策、管理方法以及遵循相關法律及規例的詳情載於本報告附錄 I。董事局成員、高級管理人員和一般員工透過定期培訓、講座和研討會，豐富其可持續發展知識，確保其行動符合集團可持續發展之價值和管理方法。

## Risk Management and Ethical Standards 風險管理及道德標準

The Group's sustainability focus areas and management of respective performance are fully integrated into our *Enterprise Risk Management (ERM)* framework to ensure the control of risks in different operations and levels of the Group. Overseen by the Board, the framework provides guidance on robust and inclusive management mechanisms. Further details on our risk management approach can be found in the Corporate Governance Report of our Annual Report 2017/18.

The Group upholds a high standard of business ethics and we have zero tolerance of misconduct and unethical behaviour in any form or under any circumstances. Our *Code of Ethics* stipulates the Group's ethical behaviour expectations of our employees and business partners. All employees are provided with anti-corruption training as part of the onboarding process.

Our *Protocol on Malpractice Reporting and Investigation* establishes clear guidelines and channels for employees and business partners to raise matters of concern in a strictly confidential manner. The Group ensures that all matters of genuine concern are investigated and appropriate actions are taken where necessary.

We take cybersecurity seriously. The Group is accredited with ISO 27001 Information Security Management Standard certification, providing the latest international security standards to protect information and data of our customers and employees. On regular basis training is provided to refresh our employee awareness on cybersecurity threats and proper data management approach.

集團的可持續發展焦點範疇及相關表現的管理已充分納入集團的「企業風險管理」框架，以確保集團各業務與層級的風險控制。在董事局的監督下，該框架為堅實全面的管理機制提供了指導。關於集團的風險管理方法，詳載於2017/18年報內的「企業管治報告」。

集團堅持高標準的商業道德，並對任何形式或任何情況下的不當行為及不道德行為採取零容忍態度。集團的*道德操守守則*規定集團對員工和業務夥伴的道德行為標準，所有員工在入職時均須參與反貪污培訓。

集團的*不當行為舉報及調查規章*為僱員和業務夥伴提供清晰指引和渠道，確保他們可在絕對保密的情況下通報關注之事項。集團確保對所有真切關注的舉報事項進行調查及採取所需行動。

我們認真對待網絡安全問題。集團獲得ISO 27001資訊安全管理系統標準認證，以最新的國際安全標準保護集團顧客及僱員的資料和數據。我們定期提供培訓，為僱員重溫對網絡安全威脅的認知及正確的資料管理方法。

# Our Approach to Sustainability

Sustainability forms the backbone of our business growth and drives us to create positive value for society and the environment in which we operate. We have the responsibility to address pressing social and environmental issues facing the food and beverage (“F&B”) industry, and do so by collaborating with our customers, employees, suppliers and other partners.

## Our Sustainability Values and 2017/18 Highlights

Paving the way towards the long-term success of the Group and maintaining our position as a market leader in the F&B industry involves continued investment in our four Sustainability Values:

**Customers are fundamental to our success. The Group’s “A Hundred Points of Excellence” anchors our philosophy of serving our wide base of customers.**

顧客是我們成功的關鍵，「為您做足一百分」乃集團為廣大顧客服務的堅定理念。

- In-store **technology advancement** and **facilities upgrade** to uplift customer experience  
提升店內科技及設施，改善顧客體驗
- **Revamped Club 100** membership programme to enhance customer benefits  
革新Club 100會員計劃，給顧客更多優惠
- **Gold Enterprise Winner** in Quality Food Traceability Scheme 2017 of GS1 Hong Kong  
榮獲香港貨品編碼協會「優質食品源頭追蹤計劃2017」企業金獎

Total Customer Satisfaction  
全面顧客滿意度



**We are dedicated to serving the communities in which we operate by better understanding stakeholder needs and concerns and creating positive community impact.**

我們透過切實了解持份者的需要和關注，致力為我們業務所在的社區服務，並創造正面影響。

- Hosted **38** sessions of our annual **Community Spring Feast** in **18** districts, benetting **1,500+** participants  
在十八區舉辦三十八場區區開年飯，惠及一千五百多名參加者
- Employed **500+** employees from minority groups and people with disabilities  
聘用五百多名少數族裔及殘障人士
- All our brands participated in **“No Straw, Thanks!”** campaign  
所有品牌參與「無飲管日」運動

Investing in Our Community  
回饋社會



Please visit the video communicating our Sustainability Values through the link or scanning the QR code below:

請點擊以下鏈接或掃描二維碼以觀看講述我們可持續發展價值的企業影片：  
[http://cafedecoral.com/tch/corp\\_info/overview\\_video/overview\\_ShortVideo.jsp](http://cafedecoral.com/tch/corp_info/overview_video/overview_ShortVideo.jsp)



# 我們的可持續發展措施

可持續發展是我們業務增長的支柱，促使我們為業務所在的社會和環境創造正面價值。我們有責任與顧客、員工、供應商及其他業務夥伴合作，一同應對餐飲業面對的急切社會和環境問題。

## 我們的可持續發展價值及二零一七/一八年度重點

我們於四大可持續發展價值的持續投資，為集團的長遠成功奠定基礎，並在餐飲業保持領導地位：

We aim to be a preferred employer in the F&B industry and achieve this by recruiting the best people, developing their talent and listening to and caring about their needs within and beyond the workplace. 我們矢志成為餐飲業內的理想僱主。為此，我們招聘最優秀的員工、發展他們的才能及聆聽和關顧他們在職場內外的需要。

### Focus On People 關顧員工

- Launched the **CDC Talent Centre** to centralise recruitment, onboarding, training and engagement functions  
設立大家樂集團人才中心，集中處理招聘、入職、培訓和員工溝通活動
- The first company in F&B industry to attain accreditation of providing **Qualification Framework Level 4** training courses  
成為餐飲業首間公司獲認證**資歷架構第四級**培訓課程
- **800+** employees attained Qualification Framework Level 2 or above  
逾八百名員工獲**資歷架構第二級或以上**資歷認證

Environmental stewardship is key to becoming a sustainable and responsible business. We strive to take on the responsibility of addressing material environmental issues wherever we operate.

環境管理是成為可持續發展和負責任企業的關鍵。我們致力承擔責任，解決業務相關的環境問題。

- **Continual improvement** of energy intensity and GHG emissions intensity performance in Hong Kong and Mainland China operations <sup>(1)</sup>  
持續改善香港和中國內地業務**能源消耗強度及溫室氣體排放強度**的表現<sup>(1)</sup>

- **60% and 30%** of seafood purchased in Hong Kong and Mainland China respectively was Aquaculture Stewardship Council or Marine Stewardship Council certified <sup>(2)</sup>  
**60%於香港採購和30%於中國內地採購**的海產獲**水產養殖管理委員會及海洋管理委員會**認證<sup>(2)</sup>

- Purchased meat from suppliers that follow **animal welfare principles** <sup>(3)</sup>  
向遵守**善待動物原則**的供應商採購肉類<sup>(3)</sup>

### Resource Optimisation 資源優化

(1) Please refer to "Resource Optimisation" section of this Report for details of the environmental performance data of the Group.  
關於本集團之環保表現數據，請參閱本報告「資源優化」章節。

(2) Aquaculture Stewardship Council (ASC) and Marine Stewardship Council (MSC) are international consumer labels which represent sustainably farmed and sustainably wild caught fish respectively.  
水產養殖管理委員會及海洋管理委員會為國際消費者標籤，分別代表海鮮為可持續養殖及在野生環境可持續捕獲。

(3) Please refer to "Resource Optimisation" section of this Report for details on animal welfare principles.  
關於善待動物原則，請參閱本報告「資源優化」章節。



## Stakeholder Engagement 持份者參與

The Group maintains regular engagement with our stakeholders to ensure that we continue to meet their expectations and that our sustainability approach remains relevant across our operations to steer better business practices. The below table sets out our key stakeholder groups, their issues of most concern and our major engagement channels with them.

集團定期與持份者溝通，以確保我們持續符合他們的期望，以及相關的可持續發展措施切合營運所需，以達到更好的營運模式。我們的主要持份者、他們最關注的議題以及集團與他們的主要溝通途徑詳列於下表。

Key stakeholder groups 主要持份者	Issues of most concern 關注議題	Communication channels 溝通途徑
<b>Customers</b> 顧客	<ul style="list-style-type: none"> <li>• Food safety 食品安全</li> <li>• Product and service quality 產品與服務質素</li> <li>• Delectable food choices 美食選擇</li> </ul>	<ul style="list-style-type: none"> <li>• Customer surveys (brand audit and after meal survey) 顧客調研 (品牌審計及餐後調研)</li> <li>• Interviews and focus groups 訪問及聚焦小組</li> <li>• General customer service communications 一般顧客服務溝通</li> <li>• Customer membership programmes 顧客會員計劃</li> </ul>
<b>Employees</b> 員工	<ul style="list-style-type: none"> <li>• Employment terms 僱用條款</li> <li>• Career prospects 事業前景</li> <li>• Training and development 培訓及發展</li> <li>• Occupational safety and health 職業安全及健康</li> </ul>	<ul style="list-style-type: none"> <li>• Training and workshops 培訓及工作坊</li> <li>• Engagement surveys 參與度調查</li> <li>• Performance management system 績效管理系統</li> <li>• Meetings and communications 會議及溝通</li> <li>• Internal newsletters and other publications 內部通訊及其他刊物</li> </ul>
<b>Investors/Shareholders</b> 投資者/股東	<ul style="list-style-type: none"> <li>• Return on investment 投資回報</li> <li>• Business strategies 業務策略</li> <li>• Performance and development plans 業績及發展計劃</li> </ul>	<ul style="list-style-type: none"> <li>• Shareholder meetings 股東大會</li> <li>• Financial reports 財務報告</li> <li>• Regular announcements and circulars 定期公告與通函</li> <li>• Corporate website 集團網頁</li> <li>• Investor forums 投資者論壇</li> <li>• Face-to-face meetings 面談</li> </ul>
<b>Suppliers</b> 供應商	<ul style="list-style-type: none"> <li>• Supply chain management 供應鏈管理</li> </ul>	<ul style="list-style-type: none"> <li>• Factory visits and audits 廠房視察及審核</li> <li>• Performance review 表現評估</li> <li>• Supplier forums 供應商論壇</li> <li>• Tendering and other regular meetings 招標及其他定期會議</li> </ul>
<b>Landlords</b> 業主	<ul style="list-style-type: none"> <li>• Brand image 品牌形象</li> <li>• Brand portfolio 品牌組合</li> <li>• Business plan and performance 業務計劃及表現</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings 定期會議</li> <li>• Annual landlord-tenant communication functions 年度業主租戶交流活動</li> <li>• Festival event gatherings (in shopping malls) 商場節日聚會</li> <li>• Opening ceremonies of new shops 新店開幕儀式</li> </ul>
<b>NGOs, Communities, Media</b> 非政府組織、社區、傳媒	<ul style="list-style-type: none"> <li>• Transparency 透明度</li> <li>• Reliability 可靠性</li> <li>• Timeliness of corporate news and event update 集團消息及活動及時更新</li> </ul>	<ul style="list-style-type: none"> <li>• Community investment programmes 回饋社區活動</li> <li>• Press release, press conference and briefings 新聞稿、新聞發布會及簡介會</li> <li>• Regular meetings 定期會議</li> </ul>

# Report from the Management Board

## 管理局報告

The Management Board of Café de Coral Group is pleased to present the Group's Sustainability Report for the reporting period 2017/18. The Report shares our commitments to create long-term positive impact for our business and the community, and highlights our achievements as well as challenges encountered during the year. Our Mainland China operations have progressively aligned with the Group's overall sustainability plan and thus corresponding disclosures have expanded in this year's Report.

During 2017/18, whilst we faced the challenges associated with driving our business performance, we continued to invest in uplifting our customer satisfaction and proactively addressed issues which are critical to the F&B industry, including supply chain management, food safety and labour shortage.

**Total Customer Satisfaction** – Our proactive supply chain management and stringent food manufacturing processing continued to bring the highest standards of food quality and safety to our customers. Inviting dining experiences and effective patron engagement remained our strategic focus areas. With the support of our *Customer Journey* approach we continued to bring total satisfaction to our diverse customer base.

**Focus on People** – Substantial efforts have been put into strengthening our workforce to offset the challenges brought by a shortage of labour in the F&B industry. Multi-faceted strategies and new measures throughout our employee career cycle were launched and have seen improvement during the year. Several well-structured training and Qualification Framework certified programmes were launched this year to strengthen our workforce and build our talent pool.

**Investing in Our Community** – Leveraging the extensive network of our operations, we maintained constant dialogue with members of our community to better understand their needs. Under the umbrella of our *Café de Coral Twinkle Action*, our community programmes continued to provide positive impact to society. We constantly review our strategies to ensure effective resource allocation in our community service initiatives.

**Resource Optimisation** – We are committed to reducing our environmental footprint across our operations. During the reporting year, the Group focused on improving our approach to waste management throughout our operations. Ongoing facility retrofitting and improvement works in Hong Kong and Mainland China continued to optimise our resource consumption and efficiency.

Guided by our unwavering “A Hundred Points of Excellence” commitment, and with our proven track record of gaining trust and support from our customers and other stakeholders over the past 50 years, we are confident that we will overcome the challenges and look forward to another 50 years of growth and positive community impact.

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

Hong Kong, 22 June 2018

大家樂集團管理局欣然呈報集團二零一七/一八報告年度之可持續發展報告，分享我們為業務及社區創造長遠正面影響之承諾、年內取得的主要成果以及遇到的挑戰。我們的中國內地業務已逐步配合集團的整體可持續發展計劃，並在本年度報告中滙報更多相關內容。

二零一七/一八年度內，我們在業務發展上雖然面對挑戰，但仍繼續投入資源提升顧客滿意度及積極應對餐飲業的主要問題，包括供應鏈管理、食品安全和勞工短缺。

**全面顧客滿意度** – 積極的供應鏈管理和嚴謹的食物產製，令我們繼續為顧客提供高質素和安全的食品。用餐體驗及有效的顧客參與依然是我們的重點策略。我們以顧客旅程作為主軸，繼續為廣大顧客群提供全面滿意的服務。

**關顧員工** – 我們加大力度壯大員工團隊，以應對餐飲業勞工短缺帶來的挑戰，同時就僱員事業周期推出全方位策略和新措施，成績有目共睹。年內更推出多個結構完善的培訓和資歷架構認證課程，以強化員工團隊及建立人才庫。

**回饋社會** – 我們善用龐大的分店網絡，與社區保持聯繫，以更好地了解他們的需要。秉承大家樂閃亮行動的理念，我們的社區關愛活動持續為社會帶來正面影響。我們不斷檢討策略，確保各項社區服務計劃均得到有效的資源分配。

**資源優化** – 我們致力減少日常營運對環境的影響。報告期內，集團專注改善整個營運的廢物管理方法，並於香港及中國內地持續進行設施翻新及工作改善，以不斷優化資源運用及效能。

秉持「為您做足一百分」的堅定承諾，以及憑藉顧客和其他持份者過往五十年的信任與支持，我們深信可克服種種挑戰，迎接下一個五十年，並繼續貢獻社會。

代表管理局  
首席執行官  
羅德承

香港，二零一八年六月二十二日

# TOTAL CUSTOMER SATISFACTION

## 全面顧客滿意度

Customers are fundamental to our success. The Group's "A Hundred Points of Excellence" anchors our philosophy of serving our wide base of customers. Guided by the following three principles, our *Customer Journey* approach has been constantly reviewed and enhanced in pursuit of *Total Customer Satisfaction (TCS)*:

顧客是我們成功的關鍵，「為您做足一百分」乃集團為廣大顧客服務的堅理念。我們遵循以下三大原則，不斷檢討及完善顧客旅程，以達致全面顧客滿意度：







Pleasant customer experience  
愉快的顧客體驗



Stringent procurement practices  
嚴謹的採購程序



Reliable food processing  
可靠的食物產製

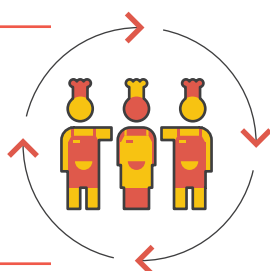
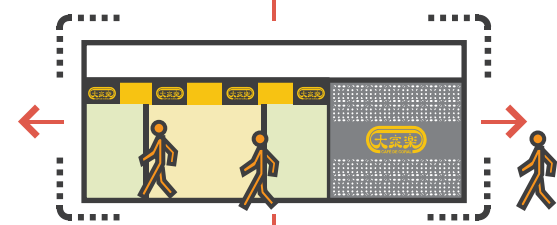


# Customer Journey

## 顧客旅程

The *Customer Journey* encompasses our approach to achieving TCS. It comprises three stages – Brand Awareness, In-store Experience and Patron Engagement. Based on the uniqueness of each brand and operation, touch points with customers at every stage of the *Customer Journey* are specifically designed and constantly reviewed and enhanced to uplift customer satisfaction.

顧客旅程涵蓋我們達致全面顧客滿意度的方法，並由三個階段 – 品牌認知、店內體驗和顧客參與組成。顧客旅程每個階段中與顧客的接觸點，均會按各品牌和營運的特性設計，並持續檢視和改善，以提升顧客滿意度。



## 2017/18 Highlights 二零一七/一八年度重點



Interactive technology advancement including digital menus, smart kiosks, mobile food ordering and payment services  
採用互動科技，包括電子餐單、自助點餐機、手機訂餐及付款服務

Continuous menu upgrading to provide diverse and delectable food choices  
不斷改良餐單，提供多元化美食選擇



Ongoing quality improvement through Q Shop System upgrade, Mystery Shopper Programme and other evaluation processes  
透過優質分店系統升級、神秘顧客計劃和其他評估程序，持續改善質素



### 02 In-store Experience 店內體驗



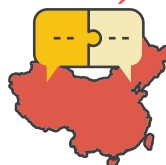
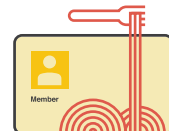
### 03 Patron Engagement 顧客參與

## 2017/18 Highlights 二零一七/一八年度重點



Revamped Club 100 loyalty programme for Café de Coral fast food  
革新大家樂快餐 Club 100 會員計劃

Upgraded membership programmes for The Spaghetti House and Spaghetti 360  
The Spaghetti House (意粉屋) 和 Spaghetti 360 會員計劃升級



Established comprehensive customer engagement channels and feedback mechanism in Hong Kong and Mainland China  
於香港及中國內地設立全面顧客參與渠道和意見反饋機制

## Strong Appeal to Customers 對顧客的強大吸引力

The Group's brand promotion strategy aims to enhance customer awareness at the beginning of the *Customer Journey*. Via strategic store locations and multiple communication channels, we want our customers to think of us and easily find our many locations as soon as their dining needs arise.

集團品牌推廣策略旨在於顧客旅程初始階段提升顧客的品牌認知。透過策略性分店選址和多種傳訊途徑，我們希望顧客在需要用餐時即想到我們，並能輕易找到我們的分店。

### Café de Coral Fast Food – “the Canteen of Hong Kong People”

Since our first **Café de Coral** fast food store opened in Causeway Bay, the brand of **Café de Coral** has become a household name in Hong Kong. The Group has become synonymous with delectable food choices and attentive customer service at affordable prices. For the past 50 years, we have developed close relationships with the communities and neighbourhoods in which we operate, sustaining our image as a quality and pleasant dining experience. During the reporting year, our 6th Generation (6G) **Café de Coral** fast food stores continued to roll out in Hong Kong and were launched in Mainland China, expanding our lively, cosy and contemporary ambience for customers throughout the region.

### 大家樂快餐 – 「香港人的大食堂」

自從在銅鑼灣開設第一間**大家樂**快餐店以來，**大家樂**提供超值美食及貼心服務的形象已深入人心，成為香港家喻戶曉的品牌。在過去五十年，我們與業務所在的社區及鄰里建立了緊密的關係，同時保持高質素及愉快用餐體驗的品牌形象。報告期內，我們繼續在香港及中國內地推出第六代**大家樂**快餐店舖，為顧客提供具活力及現代的用餐環境。



The 6G **Café de Coral** fast food stores  
第六代**大家樂**快餐店舖

For 50 years, **Café de Coral** has been committed to providing “A Hundred Points of Excellence” to our customers and has become known as “the Canteen of Hong Kong People”.

過去五十年，**大家樂**秉持「為您做足一百分」理念，成為家喻戶曉的「香港人的大食堂」。





## Festiva @ JP Plaza: Bringing Communities Together 翡翠明珠廣場Festiva：緊密聯繫社區

Opened in September 2017 in Causeway Bay, Hong Kong, Festiva provides a new concept of dining venue for customers to enjoy with their families and friends. Anchoring on **Café de Coral** fast food, this 20,000 sq. ft. of space houses five casual dining brands, including **The Spaghetti House, Shanghai Lao Lao, Mixian Sense, Don Don Tei** and **ZAKKA**. It provides customers a wide range of food choices from modern European style food to traditional Shanghai and Japanese cuisines, at fitting price ranges in one venue.

Festiva於二零一七年九月在香港銅鑼灣開業，為親友歡聚提供全新的用餐場地。這個佔地兩萬平方呎的空間以**大家樂**快餐為基礎，加上五個休閒餐飲品牌，包括**The Spaghetti House (意粉屋)**、**上海姥姥**、**米線陣**、**井井亭**和**ZAKKA**，無論是現代歐式美食、上海菜或是日本料理，均可在一個地點以合理價格為顧客提供多元化的餐飲選擇。



## Outstanding Customer Experience 出色的顧客體驗

As part of the *Customer Journey*, we aim to offer an exceptional in-store experience to our customers by providing outstanding store design, a smooth and comfortable dining experience, diverse food choices and quality service delivery.

作為顧客旅程的一部分，我們透過具特色的分店設計、舒適流暢的用餐體驗、多元化美食選擇及優質服務，銳意為顧客帶來與別不同的店內體驗。

### Smart Ordering and Upgraded In-store Facilities

Fast, convenient and high-quality service is at the core of TCS. We continually review and invest in our facilities and services to stay ahead of customer expectation. During the year, we continued upgrading facilities in our **Café de Coral** fast food stores by bringing new digital menus, smart kiosks, mobile food ordering and support mobile payment services to cater the fast changing consumption behaviour of customers.

### 智能訂餐及提升店內設施

快捷、方便和優質的服務是全面顧客滿意度的核心。我們持續檢視和投資店內的設施和服務，以達到並超越顧客期望。年內，我們繼續提升**大家樂**快餐店內設施，推出全新電子餐單、自助點餐機、手機訂餐和支援手機付款服務，以迎合快速變化的顧客消費模式。

Smart kiosks provide a seamless food ordering and payment process for our customers.

自助點餐機為顧客提供流暢的訂餐及付款流程。



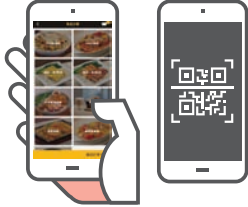
Digital menus provide a lively way to show food items and offer instant menu updates.

電子餐單明快地展示食物項目，並可即時更新餐單。



## Smart ordering and payment at Café de Coral fast food 大家樂快餐的智能訂餐及付款

### Path 1 方法一



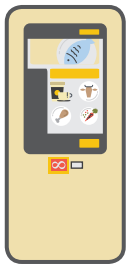
- Select preferred food from “CDC Mobile” and receive QR code upon confirmation

在「大家樂手機應用程式」中選擇食物，確認後收到二維碼

- Scan the QR code and settle payment at smart kiosks  
掃描二維碼並在自助點餐機付款

- Pick up the food from counter  
到櫃檯領取食物

### Path 2 方法二



- Select preferred menu items at smart kiosks

在自助點餐機選擇食物



- Settle payment instantly  
即時付款



- Pick up the food from counter  
到櫃檯領取食物

As each of our brands is uniquely positioned for specific groups of customers, our store design continues to evolve to meet customers' changing needs through providing a contemporary dining environment.

集團旗下各品牌針對不同的顧客群，持續改革店舖設計，以迎合顧客對於時尚用餐環境的需求。



The semi-open style kitchens in **Mixian Sense** and **Shanghai Lao Lao**

米線陣和上海佬佬的半開放式廚房

**Super Super Congee & Noodles** won Hong Kong Restaurant Interior Design Awards (Hong Kong Fast Food Restaurant) in 2017, in recognition of its design efforts with traditional Hong Kong elements.

一粥麵分店採用富香港傳統特色的設計元素，於二零一七年榮獲「香港餐廳室內設計大獎（香港快餐店）」。



## Delectable and Diverse Food Choices

We continually evolve our brand portfolio to match market trends and customer tastes. Leveraging our experience and capability in diverse business operations and strong supply chain management, we provide delectable food choices using best-in-class ingredients. During the reporting year we did this by:

- Innovating and updating our menus and launching seasonal and festive products
- Developing a long-term partnership with an Italian coffee brand **Segafredo**, providing expanded choices of premium coffee at **Café de Coral** fast food stores
- Revamping the menu and upgrading ingredients at **The Spaghetti House**, which has been met with positive customer feedback
- Conducting regular store visits and spot checks by management to make sure food quality is in accordance with our stringent standards
- Arranging regular chef workshops for our head chefs to disseminate the latest skills and procedures and to ensure consistent quality of all dishes
- Rolling out multiple public campaigns that promote healthy eating choices



## 多元化美食選擇

我們不斷完善品牌組合以配合市場趨勢和顧客品味。集團憑藉在多元業務及強大供應鏈管理的經驗和能力，為顧客提供以優質食材製作的美食選擇。報告期內，我們在這方面的工作如下：

- 更新餐單並加入創新元素，推出季節和節日產品
- 與意大利咖啡品牌**Segafredo**建立長期合作夥伴關係，在**大家樂**快餐分店提供更多優質咖啡選擇
- 改革**The Spaghetti House (意粉屋)**餐單及提升食材，獲得顧客好評
- 管理層定期走訪分店及進行抽查，確保食物質素符合嚴謹的標準
- 為總廚安排定期廚師工作坊，傳授新產品製作技巧，確保所有產品品質一致
- 推出多項推廣健康飲食的顧客活動



Our homegrown brand **Mixian Sense** has become one of the fastest-growing brands in the Group. Specialising in fine modern Yunnan and Sichuan food with a local twist, **Mixian Sense** features traditional mixian noodles (米線). Our unique brand positioning has also gained recognition by our young customers who have become increasingly interested in healthy dining choices.

We have also made continuous efforts to expand our sustainable and responsible food choices throughout our portfolio. Please refer to the "Resource Optimisation" section of this Report for details.

集團自家品牌**米線陣**已成為集團業務增長最快的品牌之一。**米線陣**以傳統米線為主打產品，配以本地風味，提供精緻現代雲南及四川美食。其獨特的品牌定位已贏得愈趨關注健康飲食的年輕顧客認同。

集團旗下品牌持續擴大可持續發展和負責任的食品選擇，有關資料詳見本報告「資源優化」章節。



## Quality Service and Product Delivery

We are committed to delivering the most attentive and highest level of service to our customers. We achieve this through regular review of our services, ensuring they meet evolving operational needs and growing customer demands. Features of our quality control efforts include:

## 優質服務及產品

我們承諾為顧客提供最貼心與最高水平的服務。為此，我們定期檢討服務，確保滿足不斷變化的營運需要和不斷增長的顧客需求。我們在質量控制方面的工作包括：



### Quality Shop (Q Shop) System

優質分店系統

- Provides systematic guiding principles and standards on store operation and management focusing on quality, cleanliness and service across Hong Kong and Mainland China operations.

為香港及中國內地分店營運管理之產品質素、衛生及服務確立指導原則和標準。



### Regular service evaluation

定期服務評估

- Continuous service improvement through *Mystery Shopper Programme*, regular internal review and external third party assessment.

透過神秘顧客計劃、定期內部檢討和外聘第三方評估，持續改進服務。

- **The Spaghetti House** and **Shanghai Lao Lao** revised their standard operating procedures for service delivery during the reporting year in response to customer feedback.

報告期內，**The Spaghetti House (意粉屋)**和**上海姥姥**修訂其服務運作流程，以回應顧客的意見。



### Customer engagement

顧客參與

- Engage with our customers and collect their feedback through satisfaction surveys, membership platforms and other communication channels to enhance our customer service quality.

透過滿意度調查、會員平台和其他溝通渠道加強顧客參與，並收集顧客意見，以提高服務質素。

Our efforts in providing excellent customer service are well recognised by the industry. For 3 consecutive years, **Café de Coral** fast food won the Hong Kong Retail Management Association's Service & Courtesy Award. For the second year, **The Spaghetti House** won the Hong Kong Retail Management Association's Service Retailers of the Year (Restaurants Category).

我們提供優質顧客服務的努力獲得業界肯定。大家樂快餐連續三年獲香港零售管理協會頒發「傑出服務獎」；**The Spaghetti House (意粉屋)**則第二年獲香港零售管理協會授予「年度最佳服務零售商（餐廳組別）」嘉許。



## Proactive Patron Engagement

### 積極的顧客參與

Customer engagement allows us to better understand our customers' feedback upon finishing their meals, enabling us to reflect and improve our services. The Group has multiple engagement channels, including hotlines, emails, social media pages and membership platforms, for our customers to share their views or express their grievances.

顧客的參與讓我們更了解顧客用餐後的意見，以提升服務。集團擁有多種顧客參與渠道，包括顧客服務熱線、電子郵件、社交媒體專頁及會員平台，供顧客分享意見或表達訴求。

Our *Customer Engagement System* is reviewed constantly to ensure effective feedback handling and appropriate responses. Customer call audits are in place to monitor the quality of reply calls. Personal written replies and active social media responses are part of our regular practices to ensure customer feedback is properly channelled and addressed.

我們不斷檢視顧客參與系統，確保顧客意見獲得有效處理及妥善回應。我們設有顧客來電審計，監督回應質素；個人書面回覆及主動社交媒體回應也是我們恆常工作之一，確保顧客意見得到確切回應。

During the reporting year, we revamped our membership programmes to encourage more interaction with our customers and inspire loyalty. At **Café de Coral** fast food, the new **Club 100** membership programme was launched to provide a holistic customer relationship management platform. The improved bonus point redemption plan provides useful insight for understanding customer expectations regarding our products and services. **The Spaghetti House** enhanced its customer loyalty programme by providing monthly membership offers and exclusive member events. The brand saw its membership increased by nearly 40% during the year. Going forward, we will review the membership programmes of other casual dining brands in efforts to improve customer loyalty.

報告期內，**大家樂**快餐和 **The Spaghetti House (意粉屋)** 革新會員計劃，以鼓勵更多顧客互動及提升顧客忠誠度。**大家樂**快餐推出全新 **Club 100** 會員計劃，提供一個全面的顧客關係管理平台。改良後的積分兌換計劃讓我們更了解顧客對產品及服務的期望。**The Spaghetti House (意粉屋)** 優化其會員計劃，提供每月會員優惠和專屬會員活動。年內會員數目增加近四成。展望未來，我們將重新檢視其他休閒餐飲品牌的會員計劃，以提升客戶忠誠度。

### Key Features of New Club 100



- Enhanced member benefits
- More reward options
- New mobile app for reward redemption (to be launched)

### 全新 Club 100 會員計劃主要特點

- 提升會員福利
- 更多獎賞方案
- 全新手機應用程式兌換獎賞 (快將推出)



## Dedicated to Food Quality and Safety 專注食物質素及安全

Our *Customer Journey* and *TCS* goal are supported by our pursuit of attaining the highest standards of food quality and safety. By developing strong partnerships with our suppliers, implementing proactive supply chain management and adhering to stringent food manufacturing processing, we strive to maintain our leading position in the market.

*顧客旅程*和 *全面顧客滿意度*促使我們追求最高食物質素及安全標準。我們透過與供應商建立穩固的合作關係、執行積極的供應鏈管理及遵循嚴謹的食物產製，致力保持業界領導地位。

### Securing a sustainable supply chain

Ensuring reliable and best-in-class food supplies is an everyday commitment to our customers. The Group adopts a global sourcing strategy to procure the best-in-class food supplies for our customers, while our diverse and direct procurement strategy enables us to minimise external supply chain disruption risks.

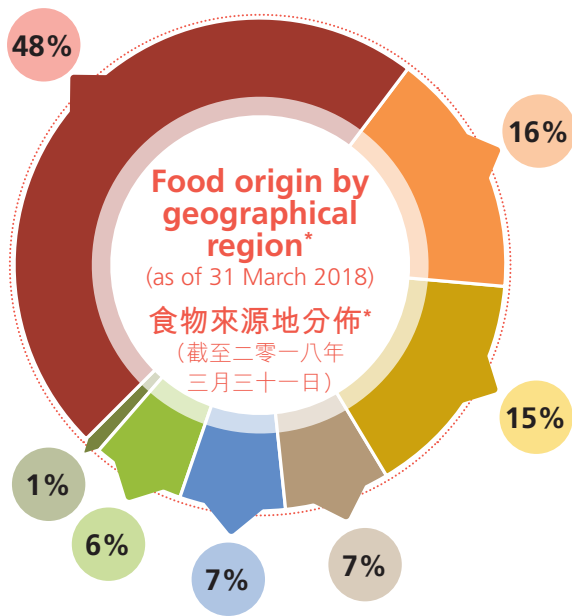
### 確保可持續的供應鏈

確保食物供應優質可靠是我們對顧客的恆常承諾。集團採取環球採購策略，為顧客揀選最優質的食材，而多元化及源頭採購策略則有助減低供應鏈受外界影響而中斷的風險。

Over 90% of the Group's total procurement spending is on food ingredients. As of the end of the reporting year, over 30% of our total supplies were from direct sourcing.

逾九成集團採購支出均用於食材上。截至報告期末，源頭採購佔總供應量逾三成。





\* The percentage is calculated based on procurement amount.  
百分比乃基於採購金額計算。

- Mainland China 中國內地**  
 Mainly meat, seafood, vegetables and basic groceries  
 主要為肉類、海產、蔬菜及糧油雜貨
- North & South America 南北美洲**  
 Mainly meat and fruit  
 主要為肉類及水果
- Other Asian Countries 其他亞洲國家**  
 Mainly meat, seafood, dairy and basic groceries  
 主要為肉類、海產、奶製品及糧油雜貨
- Hong Kong 香港**  
 Mainly meat, seafood, vegetables and basic groceries  
 主要為肉類、海產、蔬菜及糧油雜貨
- Europe 歐洲**  
 Mainly meat, dairy and canned products  
 主要為肉類、奶製品及罐頭產品
- Australia and New Zealand 澳洲及新西蘭**  
 Mainly meat and seafood  
 主要為肉類及海產
- South Africa 南非**  
 Mainly fruit  
 主要為水果

### Enhancing procurement efficiency

To elevate our supply chain productivity and efficiency, we dedicate considerable investment to systems and technology upgrades. The Group's *Branch Management System (BMS)* is an effective and efficient supply chain and inventory management system managed by our Central Procurement and Quality Assurance Teams. It facilitates the centralisation and automation of product ordering for our outlets, suppliers and central processing centres, which simplifies our procurement and strengthens our product traceability. Going forward, we will expand the *BMS* to cover our Mainland China operations.

In the last reporting year, as part of the system upgrade and procurement enhancement process, we launched the *Electronic Data Interchange (EDI) System – Phase 1*. It is a centralised, standardised and efficient data transferring platform that facilitates transactions between outlets and suppliers. This year, the *EDI System – Phase 2* was launched to further streamline the process by automating invoicing and document review procedures.

Reliable traceability and effective management over operation processes from purchasing, stock receiving, to manufacturing, transportation and storage is critical for us to offer quality and safe food to our customers. Demonstrating the Group's pursuit of excellence in food traceability practices, we were the Gold Enterprise Winner of the "Quality Food Traceability Scheme" of GSI Hong Kong in 2017.

### 提高採購效率

為提高供應鏈產能及效能，我們銳意加大投資於系統和技術的提升。集團的分店管理系統是一個由中央採購及品質監控團隊管理的高效供應及庫存管理系統，讓分店、供應商和中央產製中心的产品訂購流程中央化及自動化，有助簡化採購程序及加強產品源頭追溯。未來，我們將擴大覆蓋分店管理系統至中國內地業務。

集團於上一個報告年度推出第一階段電子數據互換系統，作為系統提升及改善採購流程的一部分。這是一個中央化、標準化及高效率的數據傳輸平台，改善分店與供應商的交易過程。今年，集團推出第二階段電子數據互換系統，透過將發票處理及文件審查程序自動化，進一步簡化流程。

從採購、接收產品，到產製、運輸和儲存，可靠的源頭追溯和有效的營運管理對於為顧客提供優質安全的食品尤為重要。我們在二零一七年榮獲香港貨品編碼協會頒發「優質食品源頭追蹤計劃」企業金獎，嘉許集團在食品源頭追蹤方面追求卓越的表現。





“Café de Coral Group demonstrated a mature traceability system during the global traceability standard compliance audit and was able to track the products throughout the supply chain, showing their commitment to quality, safety and transparency.”

## GS1 Hong Kong

「大家樂集團在全球源頭追溯標準合規審計中展現了一個成熟的追溯系統，並能夠在供應鏈中追溯產品，足見其對質素、安全及透明度的承諾。」

## 香港貨品編碼協會



### Proactive supplier engagement

We maintain mutually beneficial partnerships with our annually suppliers and support them to perform better. All our suppliers are required to comply with our *Supplier Code of Conduct*, *Corporate Food Safety Policy* and other relevant guidelines. With over 90% of the Group's procurement are food ingredients, we target to audit not less than 20% of the Group's food suppliers annually, including all new food suppliers and those with high priority food supply sources, ensuring they comply with local laws and our requirements. This year, we audited 22% of our food suppliers in Hong Kong and Mainland China. Overall supplier satisfaction rate against our stringent requirements is 100%. Training activities are provided to our suppliers on timely basis to improve their performance.

### 與供應商緊密溝通

我們與供應商保持互惠互利的夥伴關係，支持供應商有更好的表現。所有供應商須遵守 *供應商行為守則*、*集團食物安全政策* 及其他相關措施。集團採購逾九成為食材，故集團計劃每年審計不少於兩成食物供應商，包括所有新食物供應商及重點食材供應商，確保其符合當地法律及集團要求。今年，集團審核了香港及中國內地 22% 的食物供應商。根據我們嚴格的評核標準，整體供應商滿意率為 100%。我們及時為供應商提供培訓活動，以改善其表現。

### Supplier Engagement Activities 供應商溝通活動

We believe effective communications and training are essential to maintaining long term relationships with suppliers. This year in Hong Kong and Mainland China, we organised supplier forums for key suppliers to share our sustainability vision and values, standards on food quality and safety as well as on our *EDI System*.

我們深信有效的溝通和培訓對與供應商維持長期關係至為重要。今年我們在香港和中國內地為主要供應商舉辦供應商論壇，分享我們的可持續發展願景和價值，並介紹食品質素和安全標準以及 *電子數據互換系統*。



### Quality food manufacturing

At Café de Coral Group, ensuring reliable food processing requires stringent standards and protocols. All our central food processing centres in Hong Kong and Mainland China are certified with international standards such as ISO 22000 and HACCP to provide best-in-class food products. Our Group Quality Assurance Team regularly reviews manufacturing procedures and identifies areas of improvement.

At our central food processing plants, all freshly-prepared food undergoes a cooling process before being transporting to our stores. During the reporting year, we reviewed our cold chain system in Hong Kong and installed new technology to facilitate our food manufacturing and processing. An external consultant was also engaged to review our cold chain process and provide recommendations to further strengthen our food safety standards.

### 優質食物產製

大家樂集團以嚴格的標準和指引，確保食物產製的可靠性。我們於香港和中國內地的所有中央產製中心均已獲得 ISO 22000 及 HACCP 等國際標準認證，為顧客提供優質安全的食物。集團的品質監控團隊定期檢討產製程序，以求盡善盡美。

在中央產製中心，所有新鮮製作的食物在運送到分店前均需經過冷卻程序。報告期內，我們檢視香港的冷凍鏈系統並採用新技術改良食物產製，並外聘顧問檢視冷凍鏈流程並提供改善建議，以進一步加強食品安全標準。



## China - Our Efforts and Progress 中國 — 我們的努力及進展

*During the reporting year, our Mainland China operations stepped up its efforts in developing a sustainability approach and strengthening overall performance to better address local sustainability related needs and challenges.*

After years of development in Mainland China, **Café de Coral** has established a strong brand presence and become a well-recognised brand in the region through strategic branch expansion, ongoing investment in products and customer service. During the year, **Café de Coral** fast food was awarded the Guangzhou Famous Trademark by the Administration of Industry and Commerce of Guangzhou Municipality and designated as China's Excellent Fast Food Brand and China's Top 100 Fast Food Enterprises by the China Cuisine Association, reflecting customers' reception of our brand in the region.

報告期內，中國內地業務加大力度建立其可持續發展措施，並加強整體表現，以更好應對當地可持續發展的需要和挑戰。

大家樂集團於中國內地深耕多年，透過策略性擴張分店、持續投資產品和顧客服務，建立了強大的品牌地位，並成為地區知名品牌。年內，**大家樂**快餐榮獲廣州市工商行政管理局確認為「廣州市著名商標」，並獲中國烹飪協會評為「中國優秀快餐品牌」和「中國百強快餐企業」，反映品牌於該地區獲得高度顧客認受性。

### PLEASANT CUSTOMER EXPERIENCE

Adhering to the same values to attain TCS, we continue to enhance each stage of *Customer Journey* to increase brand awareness, enhance customer dining experience and strengthen brand loyalty.

In 2017/18, the 6G **Café de Coral** fast food stores were rolled out in Mainland China to provide our unique dining experience with modern, lively and cosy store design.

### 愉快的顧客體驗

為達致全面顧客滿意度，我們持續改進顧客旅程之每個階段，以提高品牌認知度、提升顧客用餐體驗及增強品牌忠誠度。

二零一七/一八年度，中國內地推出第六代**大家樂**快餐店，時尚、具活力及舒適的分店設計為顧客提供獨特的用餐體驗。

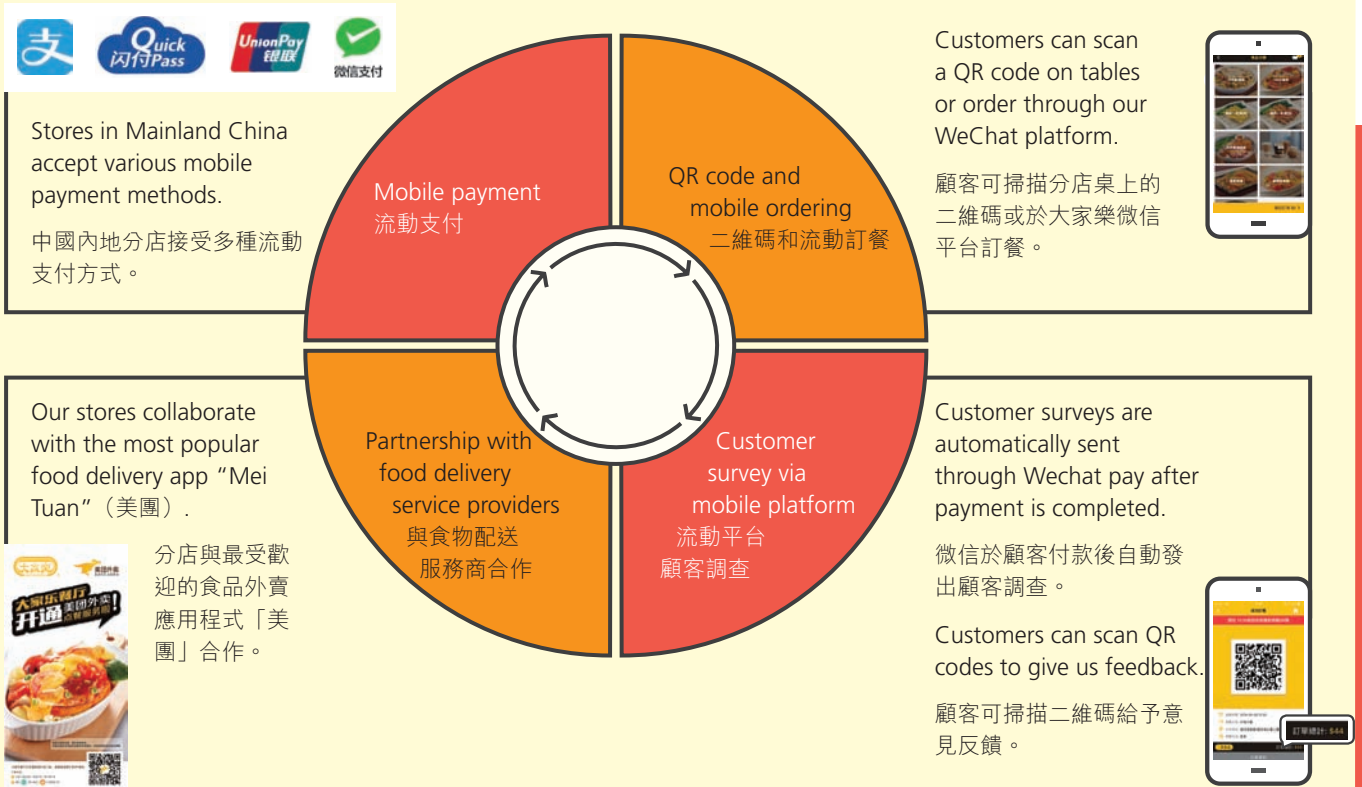


Leading consumer trends in the F&B industry in China include regular take-away consumption patterns and online payment habits. In alignment with these trends, the Group continues to optimise online ordering and payment processes, and is exploring partnerships with food delivery service providers to meet customer needs. During the reporting year, we also expanded our customer survey platform to include mobile applications. A dedicated team is assigned to handle customer feedback which are reviewed and responded by our senior management regularly. Customer satisfaction rates reached 86% this year.

外賣習慣和網上支付均為中國內地餐飲業的主要消費趨勢。為迎合這些趨勢，集團持續優化網上訂餐和付款流程，並與食物配送服務商開拓合作關係，以滿足顧客需求。報告期內，我們亦將顧客調查平台擴展至手機應用程式，並安排指定團隊負責處理顧客意見，管理層亦會定期檢視及回應顧客意見。年內顧客滿意率達86%。



## Using modern technology to improve customer experience 利用現代科技提升顧客體驗



### STRINGENT PROCUREMENT PRACTICES

In 2017/18, we audited 50 food suppliers, including all new suppliers and those with high priority food supply sources, representing 45% of our total food suppliers in the region.

To prepare for the launch of the new *Branch Management System (BMS)* in late 2018, multiple training activities were conducted for our staff and suppliers to prepare for go live of the system.

### 嚴謹的採購程序

二零一七/一八年度，我們共審計五十間食品供應商，包括所有新供應商和重點食材供應商，佔區內食品供應商總數45%。

為準備於二零一八年後期推出全新分店管理系統，集團為員工和供應商舉辦多項培訓活動，為系統正式實施做好準備。





## RELIABLE FOOD PROCESSING

## 可靠的食物產製

Regular monitoring and assessment are conducted to ensure quality food delivery to our customers. To reinforce the importance of food safety, 2017 was themed as the "Food Safety Promotion Year". Through a series of thematic activities, our employees and suppliers are further equipped with food safety knowledge and can take pride in the Group's ongoing commitment on food safety.

集團定期進行監察和評估，確保為顧客提供優質的食物。為強調食品安全的重要性，我們以「食品安全推廣年」為二零一七年的主題，以一系列的專題活動，進一步加強員工及供應商的食物安全知識，並為集團堅守食品安全承諾感到自豪。



Supplier food safety training  
供應商食品安全培訓



Moving forward, we will strive to be ahead of the curve, and to proactively respond to the fast-paced market trends, meeting and exceeding our customer needs and expectations to achieve "A Hundred Points of Excellence".

展望未來，我們將敏銳和積極地回應快速變化的市場趨勢，滿足並超越顧客的需求和期望，達至「為您做足一百分」。

## Our Performance in 2017/18

### 二零一七/一八年度集團表現

Target/Plan set 目標/計劃	2017/18 Performance 二零一七/一八年度表現
Enhance customer service by monitoring overall performance and fulfilling customer expectations 監察整體表現及滿足顧客期望，以提升顧客服務質素	This year we continued to evaluate our three stages of <i>Customer Journey</i> , and rolled out various enhancement features to meet customer expectations. 今年我們持續評估顧客旅程的三個階段，並推出不同的改善方案，以滿足顧客期望。
Conduct after-meal customer surveys every year to measure the extent of customer satisfaction on our store environment, food and services 每年進行顧客餐後調查，量度他們對分店環境、食物和服務的滿意度	The overall customer satisfaction rate this year was 88% for <b>Café de Coral</b> fast food and 86% for <b>Super Super Congee &amp; Noodles</b> , representing a 5% and 1% improvement respectively compared to last year. 大家樂快餐及一粥麵分別錄得88%和86%的整體顧客滿意度，分別較去年提高5%和1%。
Consolidate <i>BMS</i> and <i>EDI</i> System into the Mainland China supply chain to enhance operational efficiency 於中國內地供應鏈推行分店管理系統及電子數據互換系統，以提高營運效率	The new <i>BMS</i> is expected to be rolled out for Mainland China operations later in 2018. 全新分店管理系統預計於二零一八年後期在中國內地推出。
Appoint a certified third party to assist in conducting regular supplier audits in Hong Kong and Mainland China 委派認可的第三方在香港和中國內地定期審核供應商	Upon evaluation, we are now strengthening our in-house capabilities for supplier audits. We will consider appointing a third party to conduct audits in areas where we have limitations, such as geographical constraints. 經評估，我們現正加強內部供應商審計能力。我們會於受限制的情況下，例如地域限制等，委派第三方進行審計。
Conduct a cold chain system risk assessment and centralise supply chain management in Hong Kong and Mainland China 進行冷凍鏈系統風險評估，並在香港和中國內地實施中央化供應鏈管理	A third party was appointed to conduct a cold chain system review. We are investigating improvement plans to further strengthen our food safety standard. 我們已委派第三方檢視冷凍鏈系統，並正研究改善計劃，以進一步加強食品安全標準。

## Future Plans

### 未來計劃

- Continue to explore enhancement opportunities along each stage of the *Customer Journey*  
持續研究顧客旅程各階段的改善方案
- Establish new customer relationship management system in Hong Kong and Mainland China  
於香港和中國內地建立全新顧客關係管理系統
- Revamp our supplier management system to strengthen the effectiveness of supplier management and uplift our supplier standard  
改進供應商管理系統，以加強供應商管理效率並提升供應商標準
- Increase investment in food manufacturing automation process and equipment upgrade to enhance food quality and productivity  
增加食物產製自動化流程及設備的投資，以提高食物質素及產能



# FOCUS ON PEOPLE

## 關顧員工

The concerted effort and dedication of our Café de Coral team has contributed to the success of the Group. We aim to be a preferred employer in the industry and achieve this by recruiting the best people, developing their talent and listening to and caring about their needs within and beyond the workplace. We achieve this by supporting and maintaining our principles of:

大家樂團隊的共同努力與貢獻成就了集團的成功。我們矢志成為餐飲業內的理想僱主。為此，我們招聘最優秀的員工、發展其潛能及聆聽和關顧他們在職場內外的需要。我們透過支持及維繫以下原則來實現目標：





Vibrant  
organisation  
有活力的組織



Strong  
team  
強大的團隊



Engaged  
employees  
投入的員工



Labour shortage continues to be a challenge to the F&B industry in both Hong Kong and Mainland China. A strategic approach to recruit and retain talent is crucial to support our business growth. The Group adopts multi-faceted strategies and constantly explores new measures to develop a vibrant, strong and engaged team whilst catering the development needs of our employees in different stages of their career cycle.

勞工短缺仍是香港和中國內地餐飲業的一大挑戰。策略性的招聘和保留人才方案對集團業務增長十分重要。集團採取全方位策略，不斷探索新措施，以培養一支有活力、強大及投入的團隊，同時滿足員工在事業周期不同階段的發展需求。

## Attraction and Recruitment 吸納與招聘



Diverse recruitment channels and strategic partnerships strengthen our talent pool. Management trainee programmes were established in Hong Kong and Mainland China in 2017 to attract young talent. The *Chef Development Programme* in Mainland China has successfully expanded our employment sources in the region, especially kitchen operations staff.

以多元招聘途徑和策略合作強化人才庫。我們於二零一七年在香港及中國內地推行見習管理人員計劃，以吸引年輕人才。中國內地的廚師發展計劃已成功擴大該地區就業來源，特別是廚房操作員工。

## Onboarding 入職



The new *CDC Talent Centre* in Hong Kong has enhanced our talent recruitment and development processes. New hires at our stores will receive centralised onboarding training on the Group's working culture and values, employee benefits and occupational safety and health awareness.

香港全新大家樂集團人才中心有助加強人才招聘和發展流程。分店新員工將接受中央入職培訓，以了解集團的工作文化與價值、員工福利及職業安全和健康意識。

## Development 發展



Well-structured training and development programmes are in place to support career advancement and personal growth. Participation of the Qualification Framework (QF) Programme Accreditation and the Recognition of Prior Learning (RPL) remain a focus for our workforce development. The QF and RPL have been integrated into our succession planning to ensure smooth transition of skillsets and leadership.

推行結構完善的培訓和發展計劃，支持事業發展和個人成長。參與資歷架構認證計劃及過往資歷認可機制仍是我們人力發展的重點。資歷架構認證計劃及過往資歷認可機制已被納入集團承傳計劃，確保技能和領導力的順利承傳。

## Retention 保留



We want to retain talent and ensure our employees work with pride and happiness in a safe environment. This is achieved through competitive remuneration and employment packages, family-oriented and personal well-being activities, effective two-way engagement and a stringent attitude towards occupational safety and health.

我們希望保留人才，讓員工在安全的環境中自豪及快樂地工作。為此，我們提供具競爭力的薪酬待遇、舉辦以家庭為中心及個人福利活動、維持有效的雙向溝通，以及重視職業安全與健康。

## Strengthening Our Workforce and Talent Pool 加強團隊及人才庫

We believe that a team of dedicated employees is vital to the Group's growth and expansion. We also believe that career progression should coincide with personal growth. The Group supports the individual goals of each team member to enhance their professional development and career progression.

我們堅信一支敬業的團隊對集團成長和擴展極為重要。我們亦深信事業發展可與個人發展並行，故支持每位員工實踐其個人成長、專業發展和事業發展的目標。



## Learning and Development

Based on the diverse operational needs and aspirations of our employees, the Group's Training and Development Department organises various learning and development programmes to unleash their potential both within and outside workplace.

### ► Tailor - made Training Programmes

We have developed context specific training and team-building activities, based on the unique nature of each brand and operation. Effectiveness of the training is assessed on a timely basis and adjusted according to operational needs. Training and development programmes for different levels of staff include:

- Managerial and soft skills – developing leadership and operational management skills
- Operational and technical knowledge – enhancing operational efficiency and quality
- Safety and health – ensuring staff safety and minimising occupational injuries
- Compliance and Group policy awareness – refreshing knowledge and requirement of laws and Group's policies

## 學習及發展

集團培訓及發展部根據員工的不同營運需要及期望，舉辦不同的學習及發展課程，助員工發揮在職場內外的潛能。

### ► 度身訂造的培訓課程

我們根據集團旗下每個品牌的獨特性和營運特點，發展針對性的培訓和團隊建立活動，並定期評估其成效及按營運需要進行調整。針對不同層級員工的培訓和發展課程包括：

- 管理與軟技巧 – 發展領導能力和營運管理技能
- 營運與技術知識 – 提高營運效率和質素
- 安全與健康 – 確保員工安全及減少工傷情況
- 合規與集團政策認知 – 重溫法律知識與要求以及集團政策

## Training Programmes of Operations and Head Office - 2017/18 Highlights

### 營運部門及總部培訓計劃 – 二零一七／一八年度重點

#### Super Super Congee & Noodles'

*Chef Talent Pipeline Programme* identifies high potential chefs and directs them to the branch head cook succession plan.

一粥麵廚師人才引導計劃識別高潛質的廚師，安排他們接棒為分店大廚。

Launched in 2017, the *Area Manager Leadership Development Programme* helps operational management staff to become more effective leaders through case analysis, team planning and discussion.

二零一七年推出的區域經理領導能力發展計劃，透過個案分析、團隊規劃和討論，協助營運管理員工成為高效領導者。

#### Oliver's Super Sandwiches

launched a *Management Trainee Programme* that offers managerial career path support and training.

Oliver's Super Sandwiches (利華超級三文治) 推出見習管理人員計劃，提供管理職級的支援和培訓。



To prepare for the Festiva opening, we organised a team building training to build up team spirit and strengthen bonding across the brand portfolio.

我們為準備Festiva的開幕，特別進行團隊建立培訓，培養團隊精神及加強品牌組合的連繫。



The *Spaghetti House* launched a training video to introduce the *Customer Journey* to all new joiners and provides regular service enhancement coaching activities.

The *Spaghetti House* (意粉屋) 推出培訓短片，向所有新員工介紹顧客旅程，並定期提供服務改善輔導活動。



The *PEAKS Programme* provides all round support to build up leadership skills for office and branch managerial staff.

登峰計劃提供全面支援予辦公室及分店管理員工，以提升其領導技巧。



## Training completed by employees of Hong Kong and Mainland China (as of 31 March 2018)

香港和中國內地員工完成的培訓  
(截至二零一八年三月三十一日)

Employee category 員工類別	% trained 參與培訓百分比	Average training hours completed per employee 每位員工完成的平均培訓時數
Senior management 高級管理層	85%	7
Middle management 中級管理層	71%	12
Frontline staff 前線員工	100%	30
Male 男性	95%	24
Female 女性	97%	26

### ► Industry Qualifications

Leveraging the Group's decades of experience in competency building, our well-designed and structured training and development programmes continue to evolve to meet both operational needs as well as employees' expectations. Since 2016, the Group has participated in the Qualification Framework (QF) Scheme run by the Education Bureau of the HKSAR Government. Under the scheme, the Group's training courses are assessed, recognised and categorised under seven qualification levels.

The Group's *Certificate in Restaurant Management Programme* was certified as QF Level 3 in 2016, and 68 of our employees completed the course in 2017. In 2017, we achieved further accreditation of our *Certificate in Restaurant Operation Programme* and *Advanced Diploma in Area Management of Catering Industry Programme* as QF Level 3 and Level 4 respectively. We are honoured to be the first company in F&B industry with accredited QF Level 4 training course. Training courses will commence in 2018/19.

### ► 行業資歷

憑藉集團數十年的發展經驗，我們持續發展出完善及有組織的培訓和發展課程，以滿足營運需求和員工期望。集團自二零一六年起參與香港特區政府教育局推行的資歷架構認證計劃。我們的培訓課程經評估後，可按七級資歷等級獲取認證。

二零一六年，集團的餐廳管理證書課程獲認可為資歷架構第三級，六十八名員工於二零一七年完成該課程。我們於二零一七年再接再勵，成功為集團的餐廳管理證書課程及餐飲業區域管理高等文憑課程分別獲取資歷架構第三級和第四級認證。我們倍感榮幸成為餐飲業首間公司獲認證資歷架構第四級培訓課程，並將於二零一八一九年度開辦有關培訓課程。

## Our QF-Recognised Courses 獲資歷架構認可的課程

QF Level 3, Diploma equivalent  
資歷架構第三級，等同文憑

QF Level 4, Associate Degree/  
Higher Diploma equivalent  
資歷架構第四級，等同副學士/高級文憑

**Certificate in Restaurant Management**  
餐廳管理證書

**Certificate in Restaurant Operations**  
餐廳營運證書

**Advanced Diploma in Area Management of Catering Industry**  
餐飲業區域管理高等文憑

#### Course focus: 課程重點：

- Branch management  
分店管理
- Customer service and feedback analysis  
顧客服務和意見分析
- Labour laws and regulation compliance  
勞工法例及條例合規
- Branch OSH management  
分店職業安全與健康管理
- Branch financial management  
分店財務管理

#### Course focus: 課程重點：

- Branch operation  
分店營運
- Standard roster of frontline staff  
前線員工更表編制
- Customer engagement skills  
顧客參與技巧
- Onboard training skills  
入職培訓技巧
- Branch cleanliness and food safety  
分店衛生和食品安全

#### Course focus: 課程重點：

- Area management of branches  
分店之區域管理
- Leadership skills in F&B industry  
餐飲業領導技巧
- Operational cost control  
營運成本控制
- Product and service quality management  
產品和服務質素管理
- Human resources management  
人力資源管理
- Risk management skills  
風險管理技巧



The Group also assists employees who do not possess advanced academic qualifications but instead have acquired substantial practical experience and who wish to obtain QF accreditation through the Recognition of Prior Learning (RPL) mechanism. During the reporting year, about 400 employees successfully attained Level 3 to 4 QF qualifications. As of end of March 2018, over 800 employees have obtained QF-recognised qualifications at Level 2 to 4 through the RPL mechanism.

### Attraction and Recruitment

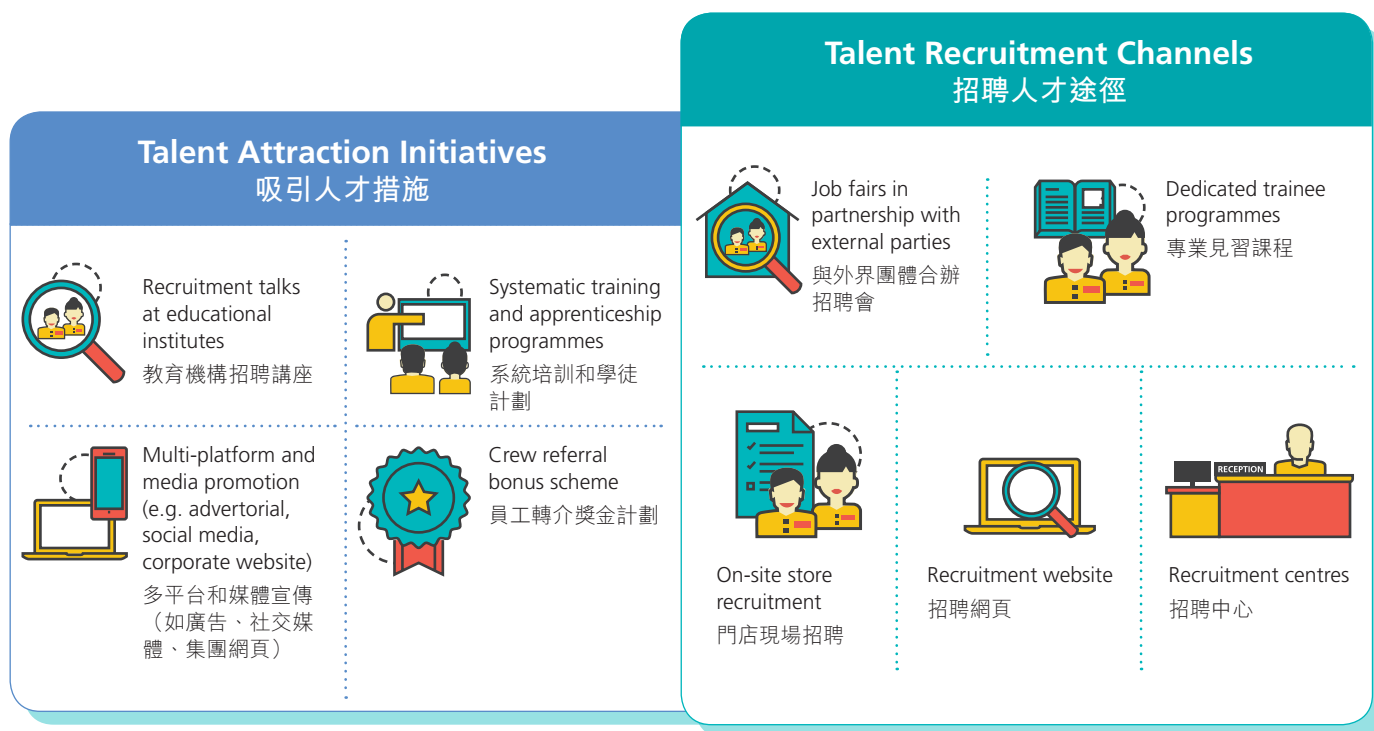
Motivated talent is essential to quality operation and business growth. To attract and retain talent, the Group strives to create a stimulating working environment that offers opportunities for training, development and promotion. Our multi-faceted approach to talent attraction and recruitment help us ensure smooth and consistent service, even during times of change that are inevitable in our industry.

集團亦為有意取得資歷認證而沒有相關學歷資格，但具備實際經驗的員工，透過過往資歷認可機制獲取資歷認證。報告期內，約有四百名員工成功獲得第三級至第四級認證。截至二零一八年三月底，超過八百名員工透過過往資歷認可機制完成資歷認證第二級至第四級。

### 吸納及招聘

人才是營運質素和業務增長的關鍵。為吸引和保留人才，集團致力營造具激勵性的工作環境，提供培訓、發展及晉升機會。儘管行業環境不斷變化，我們的全方位人才吸引和招聘措施也能協助我們維持流暢和一致的服務。





Opened in 2017, the new *CDC Talent Centre* in Hong Kong is a hub where the key stages of employee cycle – recruitment, onboarding, development and engagement are centralised and streamlined. All new hires of general staff and branch management of **Café de Coral** fast food are required to take part in a half-day induction training at the centre. Through centralised onboarding, new hires gather together in one location to learn about the Group's working culture and values, employee benefits and occupational safety and health standards. We also make certain that they are aware of our requirements on compliance of relevant laws and policies. Our one-stop onboarding training provided in one location allows our staff to gain a sense of belonging as part of the Café de Coral family. The centralised onboarding training to new hires will gradually be expanded to other business units in future.

二零一七年於香港開設的全新大家樂集團人才中心，為僱員事業周期各重要階段提供基地，令招聘、入職、發展和交流活動得以更集中及更流暢地進行。所有新員工和**大家樂**快餐分店管理人員都需在該中心參加為期半天的入職培訓。透過中央入職培訓，新員工聚首一堂了解集團的工作文化和價值、員工福利及職業安全和健康標準。我們亦確保他們了解集團對相關法律和政策的要求。一站式入職培訓可增加員工對大家樂家庭的歸屬感。新員工的中央入職培訓將在未來逐步擴展到其他業務部門。

## Retaining and Engaging Our People 保留人才及促進溝通

Employee retention and engagement are important components in our approach to employee management. We provide our employees with competitive remuneration and employment packages, which are assessed through regular market benchmarking and effective employee engagement. The Group is committed to providing an inclusive workplace that enhances a sense of belonging for our valuable employees.

保留員工和促進溝通是員工管理的重要部分。我們為員工提供具競爭力的薪酬待遇，並定期以市場基準和有效之員工溝通與進行評估。集團致力為員工提供良好的工作環境，增強員工歸屬感。

### Our Caring Culture

At Café de Coral, we treat every employee with care and respect. Through a series of employee retention and engagement strategies, we make every effort to create a cohesive working culture where employees can feel like they are part of a big family. Our *Staff Fun Club* organised various social and recreational activities during the reporting year, including sports events, interest classes, medical and health services and family outings.

### 我們的關懷文化

在大家樂，我們關心及尊重每位員工。集團採取一系列員工保留和溝通政策，致力培養具凝聚力的工作文化，讓員工感受到他們是大家庭的成員之一。報告期內，「樂滿Fun」組織各種社交和娛樂活動，包括體育活動、興趣班、醫療保健服務和家庭活動。



Sports activities  
體育活動



◀ Interest classes  
興趣班



Annual barbecue parties were held for over 1,500 of our staff and their family members. 為逾一千五百名員工及親友舉辦年度燒烤派對。



▲ Staff discounts  
員工購物折扣



▲ Family outing activities  
家庭活動

Ongoing initiatives are in place to promote work-life balance and recognise extra on-the-job efforts. The Group regularly invites NGOs and other professionals to deliver health and well-being seminars, while our long-established service award scheme "Give Me Five" provides long service recognition for our exemplary staff.

集團持續舉辦不同活動推廣工作生活平衡，並肯定員工於工作上的努力。集團定期邀請非政府機構及其他專業人士舉辦健康生活講座，我們的長期服務獎勵計劃「Give Me Five」則嘉許長期服務員工。





## Engaging and Supporting Our Staff

We are committed to providing comprehensive support to our employees within and beyond the workplace. This is done through effective engagement with staff at different levels to understand their concerns and provide corresponding support.

Our "Be Nice, Be Smart" fan pages, staff newsletters, intranet and mobile applications serve as regular communication platforms to share business updates and employees' personal stories across the region. Regular townhall meetings, focus group discussions and performance appraisals are conducted to understand their needs and expectations. During the reporting year, our intranet was revamped to allow better communication among our staff from different levels and positions. In celebration of the Group's 50<sup>th</sup> anniversary, a series of events will be held in later half of 2018 to express our wholehearted thanks to our staff for their uninterrupted services over the years.

## 員工支援及溝通

我們矢志為員工在職場內外提供全面支援，與各級員工有效溝通，了解他們的關注點並提供相應援助。

我們以「樂人全攻略」面書專頁、員工通訊、內聯網和手機應用程式作為恆常溝通平台，分享業務資訊和員工故事。我們透過定期會議、聚焦小組討論和績效評估，了解員工需要和期望。報告期內，我們改革內聯網，以便更好地與不同層級和職位的員工溝通。為慶祝集團成立五十週年，我們將於二零一八年下半年舉辦一系列活動，以衷心答謝員工多年來無間的服務。



Lo Tang Seong Educational Foundation has been supporting staff families by providing financial support to their children who have achieved outstanding academic performance. This year, the Foundation granted HK\$2.6 million to 144 staff children.

「羅騰祥教育基金」一直支持員工家庭，為成績優異的員工子女提供財務支援。今年，基金捐贈260萬港元，共一百四十四名員工子女受惠。

**Meeting with Leaders** – To facilitate communication between our branch staff and senior management, regular focus group discussions are conducted between General Managers and operation staff.

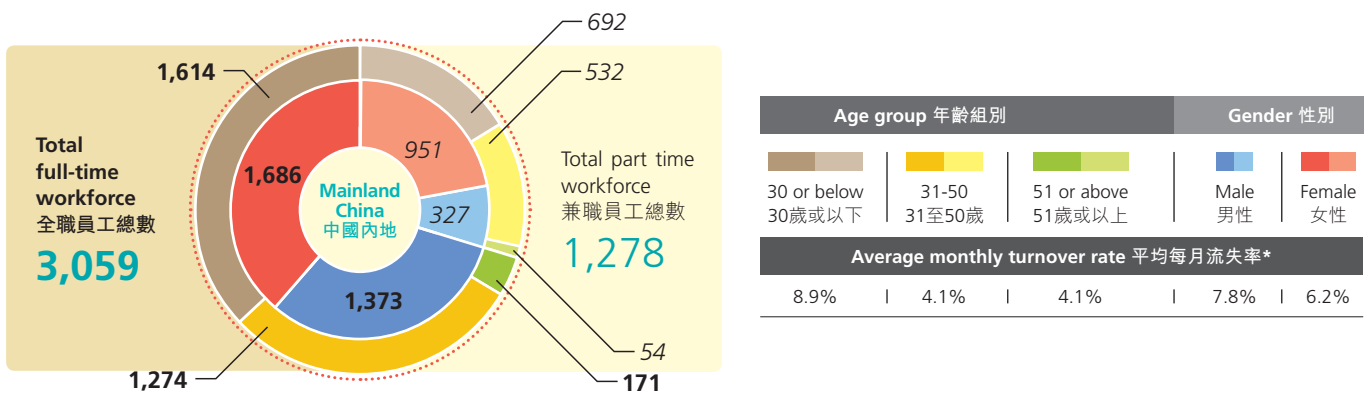
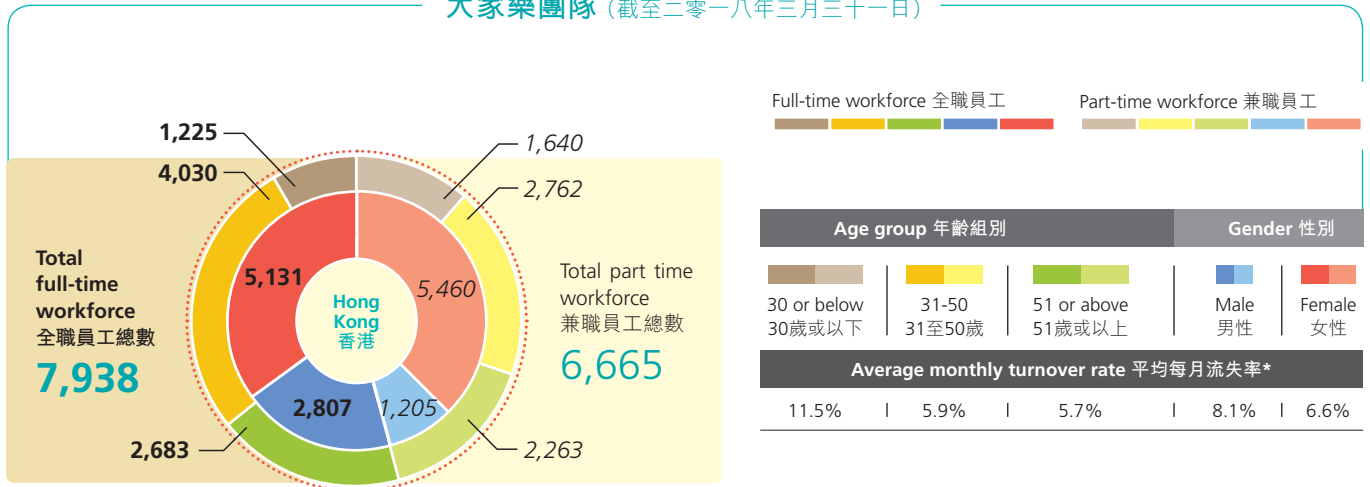
與領導會面 – 為促進分店員工與高級管理層的溝通，總經理與營運員工定期召開聚焦小組討論。





## Café de Coral Team Profile (as of 31 March 2018)

大家樂團隊 (截至二零一八年三月三十一日)



\* The average monthly turnover rate is the average of the turnover rate of each month of the year which is based on the number of leavers of each category of the month divided by the number of employees of that category at the end of the month.

平均每月流失率為年內各月流失率（即每類別每月離職員工數目除以該類別月底員工總數）之平均數。

## Occupational Safety and Health

## 職業安全及健康

Our OSH Committee is a critical establishment to formulate our OSH strategy and priority, monitor the effectiveness of OSH initiatives, share latest research and industry best practices, and enhance OSH awareness amongst our employees. The Committee comprises representatives from all business units, and provides a Group-wide platform for effective and fast communication and idea exchange.

The Group at all times remains vigilant in upholding high OSH standards. All new employees are required to attend OSH training during their onboarding session. Current staff receive relevant updates through regular workshops and training. On a timely basis, OSH information is disseminated in our branches and production units via the Group's intranet, staff newsletters, mobile platforms and onsite posters. We regularly review protective gears and conduct workplace audits, to ensure employees can perform quality work in a safe and healthy environment.

集團職業安全及健康委員會是負責制訂職安健策略和優先事項的重要組織。委員會監測職安健措施的成效、分享最新研究及行業的良好做法，及提高員工的職安健意識。委員會由所有業務部門代表組成，為集團提供快速有效的溝通和意見交流平台。

集團時刻保持高度警惕，堅持職安健高標準。所有新員工均須在入職培訓期間參加職安健培訓。現職員工則透過定期工作坊和培訓獲得最新資訊。我們並以內聯網、員工通訊、手機平台和海報將職安健信息適時傳達給分店和產製部門。我們定期檢查保護裝備及進行工場審計，以確保員工在安全及健康的環境中工作。

During the reporting year, **Café de Coral** fast food and **Super Super Congee & Noodles** were proudly awarded by the Catering Industry Safety Award Scheme with the Gold Prize in Fast Food Shops serving Chinese and general categories of food category and the Silver Prize Light Refreshment Eating Places and Canteens category, respectively, reflecting achievement of our continuous OSH efforts and commitment.

報告期內，**大家樂**快餐和**一粥麵**分別榮獲飲食業安全獎勵計劃「集團安全表現（中式及一般快餐類別）金獎」及「集團安全表現（小型食肆及食堂類別）銀獎」，表彰我們在職安健方面的不懈努力和承諾。



Occupational safety and health management  
職業安全健康管理



Fire safety training  
防火培訓



Occupational safety and health training in **Luncheon Star Reheat Centre**  
活力午餐加熱中心職安健培訓

First Aid training course  
急救訓練課程

**Café de Coral** fast food attained the Group Safety Performance Award – Gold Prize (Fast Food Shops serving Chinese and general categories of food)  
大家樂快餐獲「集團安全表現金獎（中式及一般快餐類別）」







## China - Our Efforts and Progress 中國 — 我們的努力與進展

During the reporting year, our Mainland China operations stepped up its efforts in developing a sustainability approach and strengthening overall performance to better address local sustainability related needs and challenges.

報告期內，中國內地業務加大力度建立其可持續發展措施，並加強整體表現，以更好應對當地可持續發展的需要和挑戰。

Significant resources were devoted to our employees in Mainland China to support our business growth and enhance our employer branding within the region. During the reporting year, we launched our human resources programme with the theme of “Communication, Caring and Growth”.

我們投入大量資源於中國內地員工發展，以支援業務增長及強化區內僱主品牌。報告期內，我們推出以「樂溝通、樂關愛、樂成長」為主題的人力資源工作。



Communication 樂溝通



Caring 樂關愛



Growth 樂成長

### COMMUNICATION

### 樂溝通

We regularly communicate with employees to understand their needs as well as to strengthen their sense of belonging in the Group. Engagement channels include meetings with senior management, quarterly townhall meetings, employee satisfaction focus group, quarterly letter from management, regular staff newsletter and mobile applications. In 2017, our Employee Relations Function organised various employee wellness activities including Yoga classes, Tennis Club, Christmas parties and outing activities.

我們定期與員工溝通，了解他們的需求並加強他們的歸屬感。溝通途徑包括與高管會談、季度員工大會、員工滿意度訪談、季度家書、定期員工通訊和手機應用程式。員工關係組於二零一七年舉辦不同的員工健康活動，包括瑜珈班課程、成立網球會、聖誕聯歡會及郊遊活動等。







## CARING

## 樂關愛

Our dedicated OSH team in Mainland China is responsible for providing OSH training to our employees, conducting workplace safety assessments, reviewing operational procedures, identifying possible OSH risks and implementing corrective action plans. In 2017, the Group launched an *Employee Dormitory Management Policy*, which standardises the selection criteria of dormitory facilities and stipulates expected behaviour of dorm residents. The main purpose of the Policy is to ensure a safe and healthy accommodation environment for our staff. Regular management visits are conducted to ensure compliance with our own internal requirements and relevant local laws.

我們於中國內地的職安健團隊負責為員工提供職安健培訓、進行工作場所安全評估、檢視營運流程、識別職安健潛在風險及實施改善行動計劃。集團於二零一七年制定 *員工宿舍管理政策*，為選擇宿舍設施定立標準，規範住宿者行為。政策主要目的是確保員工擁有安全和健康的住宿環境。管理層定期巡視以確保住宿者遵守內部要求和當地相關法律。

## GROWTH

## 樂成長

Attracting and recruiting a young workforce remains a top priority for our human resources management team. Leveraging the success of our internship programme with the Guangdong Culinary School in 2016, this year we expanded the scope of the internship programme to cover four more vocational schools under our *Chef Development Programme*. As part of the programme, students attended lectures and practical training on food manufacturing, kitchen operations, food handling and serving skills. Through the programme, 232 interns will join our team upon graduation. In addition, in 2017, the Group established a *Management Trainee Programme* designed to support employees along the managerial path in the F&B industry and 9 management trainees were recruited.

吸引和招聘年輕員工是集團人力資源管理團隊的首要任務。借鑒二零一六年與廣東廚藝學校合作實習生計劃的成功經驗，我們今年將計劃擴大，在 *廚師發展計劃* 下加入四所職業學校參加。參與計劃的學生須接受食物產製、廚房運作、食物處理和服務技巧方面的課程和實務培訓。二百三十二名實習生將於畢業後加入我們的團隊。此外，集團於二零一七年推出 *見習管理人員計劃*，旨在支持員工於餐飲業管理的事業發展，現已招募九名見習管理員工。



Talent training and development is an ongoing journey. During the reporting year, the Group launched the *People Development System*, which provides a clear and structured framework for career paths in our operations. The system also provides necessary skills upgrading as well as corresponding training to support employee's personal development. This allows us to better allocate resources to identify the needs of our employees and build up their capacity to fulfil operational needs. Looking forward, we will expand the system to include more branch and office positions.

人才培養和發展是持續的旅程。報告期內，集團推出人才發展系統，為業務營運的事業發展階梯提供清晰及完善的框架，提升技能和提供相關培訓，以支援員工個人事業發展。這讓我們能夠更有效分配資源以識別員工需要及提高其工作效能以滿足營運需求。展望未來，我們將擴大系統應用至更多分店和辦公室職位。

Looking ahead, to support the Group's long-term business growth and to develop a vibrant organisation and strong team of engaged employees, we will continue:

展望未來，為配合集團的長期業務增長及建立一支充滿熱忱的強大員工團隊，我們將繼續：

- identifying different employment recruitment sources
- advancing existing career progression and training programmes
- promoting a caring working culture and engaging our employees

- 發掘不同招聘來源
- 改進現有職業發展和培訓計劃
- 推廣關愛工作文化並促進員工參與

## Our Performance in 2017/18

### 二零一七/一八年度集團表現

Target/Plan set 目標/計劃	2017/18 Performance 二零一七/一八年度表現
Establish a <i>CDC Talent Centre</i> to enhance talent recruitment and development in Hong Kong 設立大家樂集團人才中心，促進香港人才招聘及發展	The Group's <i>CDC Talent Centre</i> was launched during the year. 集團於年內設立大家樂人才中心。
Develop a series of Specifications of Competency Standards based QF Programmes for branch management staff in Hong Kong 為香港分店管理員工制定一系列以能力標準說明為本的資歷架構課程	The Group's <i>Certificate in Restaurant Operation Programme</i> (QF Level 3) and <i>Advanced Diploma in Area Management of Catering Industry</i> (QF Level 4) were certified by the QF Scheme in 2017. 集團餐廳管理證書課程（資歷架構第三級）和餐飲業區域管理高等文憑（資歷架構第四級）於二零一七年獲資歷架構計劃認可。
Launch a management trainee programme in both Hong Kong and Mainland China 在香港和中國內地推出見習管理人員計劃	<i>Management Trainee Programmes</i> were launched in <b>Oliver's Super Sandwiches</b> in Hong Kong and <b>Café de Coral</b> fast food in Mainland China. 於香港 <b>Oliver's Super Sandwiches</b> (利華超級三文治)和中國內地大家樂快餐推出見習管理人員計劃。
Launch a <i>People Development System</i> to uplift branch operations skills in Mainland China 推出人才發展系統，提升中國內地分店的營運技巧	The <i>People Development System</i> was launched during the year. 年內已推出人才發展系統。

## Future Plans

### 未來計劃

- Continue to implement QF accredited programmes to build staff competence and management standards  
持續實施資歷架構認證計劃，提升員工能力和管理標準
- Launch a series of 50<sup>th</sup> anniversary staff engagement activities  
籌辦一系列慶祝五十週年員工參與活動
- Expand the scope of *People Development System* in Mainland China  
擴大中國內地人才發展系統應用範圍
- Enhance employee engagement initiatives in Mainland China for employer branding  
優化中國內地的員工溝通活動以加強僱主品牌

# INVESTING IN OUR COMMUNITY

## 回饋社會

Café de Coral Group is dedicated to serving the communities in which we operate by better understanding stakeholder needs and concerns and creating positive community impact. Through the *Café de Coral Twinkle Action*, our Corporate Social Responsibility platform that consolidates our long-established efforts into greater contribution to the community, and guided by our founders' vision and philosophy, we invest in our community through the three community service and engagement principles:

大家樂集團了解各持份者的需要和關注，致力回饋業務所在的社區，為社會帶來正面影響。透過集團的企業社會責任平台 – 大家樂閃亮行動，我們整合多年來的工作成果，為社會作更大貢獻。在創始人的願景和理念指引下，我們根據三大社會服務參與原則回饋社會：







# 大家樂

CAFÉ DE CORAL



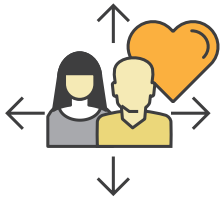
Caring for the underprivileged  
關懷弱勢社群



Fostering youth development  
促進青年發展

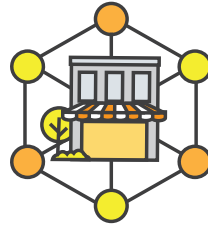


Promoting environmental awareness  
推廣環保意識



During the reporting year, the Group participated in a **wide range of community activities.**

報告期內，集團參與**多種社區活動。**



We continued to **leverage our branch network** to expand our investments among several communities in need.

我們繼續**透過分店網絡**投放更多資源予不同受惠社群。

-  Caring for the underprivileged  
關懷弱勢社群
-  Fostering youth development  
促進青年發展
-  Promoting environmental awareness  
推廣環保意識

**Become Corporate Partner of Project WeCan**  
成為「學校起動」計劃企業合作夥伴



Organised mock interviews and job tastings to **about 200** secondary school students  
為約二百名中學生舉辦模擬面試和職場體驗活動

**Future Engineer project**  
未來工程師計劃



Sponsored culinary courses for **40** underprivileged youth  
資助**四十名**貧困青年修讀廚藝課程

**Café de Coral Music Station**  
大家樂壇



**1,000+** youngsters participated  
逾**一千名**青年參與

**Sponsoring Headstart Cup Inter-Secondary School Scrabble Championship**  
贊助Headstart Cup聯校英文拼字比賽



Sponsored lunch boxes for **200** participating students  
贊助**兩百名**參賽學生的午餐飯盒

**Café de Coral Scholarship**  
大家樂獎學金



Donated **HK\$105,000** scholarship  
捐贈獎學金 **105,000**港元



Community Spring Feast  
區區開年飯



11 partnering organisations  
38 Spring Festival banquets organised  
1,500+ underprivileged benefitted  
與十一個組織合作  
舉辦三十八場開年飯  
惠及逾一千五百名弱勢社群市民

Welcoming Guide Dog  
歡迎導盲犬



Supported by  
200+ stores  
逾二百間分店支持

Tap My Dish applications  
點菜易應用程式



Supported by  
20+ stores  
逾二十間分店支持

Mainland China  
中國內地



Hong Kong  
香港



Super Green Monday  
無綠不歡星期一



Provides green lunches to students of school clients  
為客戶學校學生提供素食午餐

Adopted environmental friendly  
disposables  
使用環保消耗品



Reduced plastic takeaway  
disposables being sent to the landfill  
減少送往堆填區的外賣塑料消耗品

No Straw Day campaign  
「無飲管日」運動



300 stores participated  
三百間分店參與



## Caring for the Underprivileged 關懷弱勢社群

We strive to bring happiness to the communities in which we operate and promote a caring and inclusive culture by fostering social integration, responding to community needs and providing employment opportunities.

### Fostering Social Integration

Carrying Café de Coral's long-standing commitment in serving our communities, the *Community Spring Feast*, our flagship community programme, continues to foster our culture of caring for the community.

For the second year of the programme, we expanded the scale by including our casual dining brands, including **The Spaghetti House**, **Spaghetti 360**, **Café 360** and **Shanghai Lao Lao**. We also developed extensive partnerships with other community service organisations to create a larger concerted impact on the community.

This year, 38 *Spring Feast* banquet events took place across 18 districts in Hong Kong. We invited over 1,500 beneficiaries from low-income families, the elderly, newly-arrived immigrants and disabled. Beneficiaries were served with Poonchoi (盤菜) and other signature dishes of the brands around Spring Festival period, a traditional festival in which family members spend joyful moment together. This meaningful programme does not only show our care to our wider community, but also for us to bring blessing, joy and laughter to the beneficiaries. We also took the opportunity to promote food waste reduction efforts during the events.

我們矢志通過促進社會共融、滿足社會需求和提供就業機會，為社會帶來快樂，推動關愛和包容的文化。

### 促進社會共融

大家樂長期致力為社區服務，我們的旗艦社區關愛活動區區開年飯繼續推動社區關愛文化。

活動開展第二年，我們擴大規模，加入休閒餐飲品牌：**The Spaghetti House(意粉屋)**、**Spaghetti 360**、**Café 360**和**上海姥姥**，並與更多其他社區服務組織合作，創造更大的社區協同效應。

今年的三十八場區區開年飯活動於全港十八區舉辦，我們邀請逾一千五百名低收入人士、長者、新移民和殘疾人士參與，於萬家團圓的新春期間為參加者提供盆菜和各品牌的招牌菜。這個有意義的活動不僅表達了我們對社區的關愛，亦為受惠人士帶來祝福、快樂和歡笑。活動期間，我們亦藉機宣揚環保，減少剩食。



## Responding to Community Needs

The Group is committed to responding to the many diverse needs of the communities in which we operate. We constantly upgrade our stores to provide barrier-free dining access for our customers with special needs. During the reporting year, **The Spaghetti House**, **Mixian Sense** and **Little Onion** signed up to participate with the Tap My Dish mobile application for food ordering developed by Hong Kong Blind Union for visually impaired customers. The application makes searching for information about our branches and menus easier for customers with special needs. We also provide regular staff training to ensure attentive and quality service delivery to customers in need.



Donation boxes of various NGOs are placed in our 150 outlets.

集團一百五十間分店均設有各非政府組織捐款箱。



Our **Asia Pacific Catering** outlets provide nutritional information on menus in hospitals, to better inform customers dining decisions. The brand is planning to extend the showing of nutritional information to outlets at universities.

泛亞飲食的醫院分店在餐牌上提供營養成分資料，讓顧客選餐時有更多參考資訊。泛亞飲食正計劃於大學分店的餐牌中加入營養成分資料。

We organise a range of community activities and encourage our employees to participate. Our activities range from home visits, social service centre visits, outdoor events and other volunteering programmes, offering care to a variety of community groups.

我們舉辦多種社區活動並鼓勵員工參與，活動包括家訪、社區中心探訪、戶外活動和其他義工活動，將愛心帶到不同的社區團體。

## The Group's Staff Celebrate Easter and Raise Money for Asylum Seekers 集團員工慶祝復活節並為尋求政治庇護者籌款

This year, the Group sponsored the Ma Wan Easter Egg Hunt, which had a dual goal of celebrating Easter while aiming to raise awareness about the plight of asylum seekers in Hong Kong.

270 of our staff and their family members spent the day at Ma Wan enjoying a variety of activities including an Easter egg hunt, game booths and performances. The Group donated cash coupons as Easter egg prizes and all of the event proceeds were donated to Vine Community Services Limited which provides support for refugee assistance programmes. The event also offered an opportunity for our staff to learn more refugee issues in Hong Kong while enjoying time with their families.

今年，集團贊助「馬灣復活節彩蛋節」，讓員工歡慶復活節之餘，同時提高大眾對香港尋求政治庇護者困境的關注。

二百七十名員工及家屬在馬灣度過了開心一天，參與復活節彩蛋、攤位遊戲和表演活動。集團捐贈現金券作為復活節彩蛋禮物，活動收益捐贈予葡萄藤社區服務中心難民援助項目。此次活動亦為員工提供了了解難民問題的機會，同時讓他們與家人共享美好時光。





## Providing Employment Opportunities

The Group holds long-established partnerships with local community groups as well as non-government and civic organisations to offer job opportunities for people from ethnic minorities, persons with disabilities and other people from vulnerable groups. As of 31 March 2018, the Group employed over 300 team members who have physical or intellectual disabilities and 200 employees from minority groups. In August 2017, a *Community Recruitment Day* was organised to recruit people with physical disabilities to join our workforce. Working together with the Hong Kong Council of Social Service (HKCSS) and 17 other NGOs, we have successfully recruited nearly 30 employees for the Group. Timely engagement, training activities and necessary facilities are in place to ensure adequate resources are provided to support their job duties.



## 提供就業機會

集團與本地社區團體、非政府及民間組織建立長期合作關係，為少數族裔、殘疾人士及弱勢群體提供就業機會。截至二零一八年三月三十一日，集團僱用逾三百名身體或智力殘疾人士及二百名少數族裔人士。我們於二零一七年八月舉辦社區招聘日，招募殘疾人士加入我們的員工團隊。我們與香港社會服務聯會以及十七間非政府組織攜手合作，成功招聘近三十名員工。我們提供適時交流、培訓活動和所需設施，確保有足夠的資源支援他們的工作。



## Fostering Youth Development 促進青年發展

We believe that the key to sustaining healthy community development is done through ongoing engagement and support for young people. During the reporting year, the Group devoted increasing support to a variety of youth focused initiatives.

### Unleashing Music Talent of Young People

Starting from a mini concert platform in selected **Café de Coral** fast food outlets in 2015, the *Café de Coral Music Station* provides a platform for youth to showcase their music talent and brings positive energy to the community. The programme has this year run into an open concert in the Piazza of Hong Kong Cultural Centre in Tsim Sha Tsui. We partnered with the Hong Kong Arts Centre to organise this first ever open concert, and local popular singers and music teams were invited to perform for over 1,000 young people and the general public. The programme has received overwhelming positive feedback over the years from local youth as well as the wider community.

我們相信保持社會健康發展的關鍵是與青年持續互動以及提供支援。報告期內，集團投放更多資源於各個以青年為中心的活動。

### 盡展青年音樂才能

自二零一五年在特定**大家樂**快餐分店舉辦小型音樂會，大家樂一直為青年提供一個展示音樂才能、為社會注入正能量的平台。今年，我們與香港藝術中心於在尖沙咀香港文化中心露天廣場合辦首次的露天音樂會，邀請本地流行歌手和樂隊為逾一千名青年和公眾表演，活動多年來受到本地青年和社會各界的讚譽。





## The Café de Coral Music Station 大家樂壇



### Supporting Students and Youngsters

It is our belief that investing in education is the key to the long-term development of the society. Established in 2015, the Group's *Café de Coral Scholarship* encourages youngsters to pursue their dreams and become future leaders.

During the reporting year, a total of HK\$105,000 was offered to support students with outstanding academic performance from the following programmes:

- Food and Nutritional Science of The University of Hong Kong
- Food and Nutritional Sciences of The Chinese University of Hong Kong
- Culinary Arts and Management of Technological and Higher Education Institute of Hong Kong (member of VTC Group)

### 支持學生及青少年

我們相信投資於教育是社會長遠發展的關鍵。集團於二零一五年設立大家樂獎學金，鼓勵青年追求夢想，成為未來領袖。

報告期內，集團資助學業優異學生，共捐贈十萬五千港元予以下課程：

- 香港大學食品及營養科學
- 香港中文大學食品及營養科學
- 香港高等教育科技學院（職業訓練局機構成員）廚藝及管理



The Group becomes a Platinum sponsor of the Headstart Cup Inter-Secondary School Scrabble Championship, an open scrabble championship for all local secondary schools in Hong Kong, by providing lunch boxes for the 200 participating students with tailor made menu for those with food allergy. The event provides a platform for secondary school scrabble players to play competitively and build friendships, while enhancing their English language skills.

集團成為「Headstart Cup聯校英文拼字比賽」的白金贊助商，此比賽公開給香港所有本地中學參加。我們為二百名參賽學生提供午餐飯盒，並為患有食物過敏症的學生度身訂造餐單。活動為參加者提供一個平台，讓他們在競爭中建立友誼，同時提高英語水平。

This year, we participated in Project WeCan, a Business-in-Community initiative that provides disadvantaged students with opportunities to pursue higher studies and future careers. In April 2018, the Group took part in Project WeCan Career Exploration Day and hosted mock interviews and “job tasting” exercises which aim to give students hands-on experience and a chance to explore their vocational choices. By participating in the initiative, students gain a better self-understanding of their own strengths and career interests. We are currently preparing a collaboration model with a partner school for the coming academic year, and will report our progress in future reports.



今年，我們加入體現「社·企共勉」精神的「學校起動」計劃，為學習條件稍遜的學生提供進修和未來就業機會。集團於二零一八年四月參加「學校起動」計劃生涯規劃日，舉辦模擬面試和職場體驗活動，為學生提供實踐經驗和探索職業潛能的機會。透過參與活動，學生可以更了解自身優勢和職業興趣。目前我們正與合作學校籌備下一學年的活動，詳情將於未來的報告中匯報。



## Promoting Environmental Awareness 推廣環保意識

Supporting environmental protection is part of the Group's commitment to creating positive impact in the communities in which we operate. Apart from our daily operations focused environmental initiatives, we roll out various campaigns and activities to promote environmental awareness through our network of employees, customers and the general public.

In November 2017, the Group participated in the Mudflat Clean-up – Horseshoe Crab Habitat Restoration event in Ha Pak Nai, Yuen Long, which supports local habitat and wildlife restoration and conservation. On the event day, representatives from the Ocean Park Conservation Foundation, Hong Kong (OPCFHK) provided our staff volunteers and their family members an informative briefing about the horseshoe crab and its surrounding habitat. During the clean-up, participants spotted local wildlife and observed the negative impacts of sharing habitats with humans. About 80 staff and their family members participated in the event.

In January 2018, members from the **Oliver's Super Sandwiches** team sponsored and participated in the Green Run 2018, which aims to raise public awareness about environmental conservation, protection and responsibility in the city.

支持環境保育是集團其中一項致力回饋社會的承諾。我們除了於日常營運中加入環保工作，亦舉辦各種活動，透過員工、顧客和公眾的網絡推廣環保意識。

集團於二零一七年十一月參加在元朗下白泥舉行的「清潔泥灘－保育馬蹄蟹」活動，支持本地野生動物及其棲息地的修復保育工作。活動當日，香港海洋公園保育基金會的代表向義工及家屬介紹馬蹄蟹及周邊棲息地。活動讓參加者接觸大自然生態，同時了解到人類生活為其棲息地所帶來的負面影響。此次活動有大約八十名員工及家屬參與。

二零一八年一月，**Oliver's Super Sandwiches**（利華超級三文治）贊助並派員工參與「著綠狂奔2018」活動，活動旨在提高公眾對環境保育、保護的責任和意識。





### Encouraging Waste Reduction

Our business units have been making efforts to offer more environmentally friendly consumables and promote the reduction of single-serving disposable containers. At **Café de Coral** fast food, we progressively expand the scope to offer reusable cups instead of paper cups in our outlets for customers using self-service water stations. **Oliver's Super Sandwiches** outlets also serve dine-in customers with ceramic cups to reduce paper cup consumption. Going forward, the Group will relaunch the *Power of Individual* programme to further engage with our customers and encourage food waste reduction.

On an ongoing basis, we encourage our customers to reduce the use of disposable items. To encourage our customers to adopt a plastic-free lifestyle, all our brands participate in an annual "No Straw, Thanks!" campaign organised by the OPCFHK. Our **Asia Pacific Catering** outlets at five Hong Kong universities also supported the "Skip the Straw" campaign to encourage university students and staff to minimise their use of plastic straws.

### 鼓勵減廢

我們的業務部門一直致力提供更環保的用具，鼓勵減少使用即棄餐具。我們已逐步將大家樂快餐自助水站的紙杯轉為可重用的塑料杯。**Oliver's Super Sandwiches**（利華超級三文治）分店亦為堂食顧客提供陶瓷杯，減少使用紙杯。未來集團將再推出「粒粒力量」活動，推動及鼓勵顧客一起減少剩食。

我們持續鼓勵顧客減少使用即棄用品。為鼓勵顧客奉行「走塑」的生活模式，集團所有品牌均有參與由香港海洋公園保育基金的「無飲管日」運動。我們於香港五所大學的**泛亞飲食**分店亦支持「走飲管」活動，鼓勵大學學生和員工減少使用塑料飲管。



At the Group's Head Office, we joined the Red Packet Envelopes Reuse campaign run by Greeners Action, to encourage the reuse of red packet envelopes during Lunar New Year.

集團總部參加綠領行動的「利是封回收重用大行動」，鼓勵員工於農曆新年期間重複使用利是封。





## Promoting Green and Healthy Dining

The Group is committed to providing healthy dining options for our customers and support local initiatives that promote healthy eating life-styles. For years our leading brands, including **Café de Coral** fast food, **The Spaghetti House**, **Spaghetti 360**, **Oliver's Super Sandwiches** and **Mixian Sense** have been supported the Green Monday campaign which promotes vegetarian dishes to encourage low-carbon lifestyles. The stores display Green Monday awareness raising posters and tent cards in their stores.

**Luncheon Star**, our business unit that provides school lunches to primary and secondary school students in Hong Kong, participates in the HKSAR Government's "Salt Reduction Scheme for School Lunches" to provide low-salt meal options for students of our school clients. We also provide regular talks for students about environmental protection and healthy lifestyle choices. 41 talks were conducted in 36 schools during the reporting year.

## 提倡綠色健康飲食

集團承諾為顧客提供健康餐飲選擇，支持本地推廣健康飲食生活方式的活動。多年來，我們的領導品牌如大家樂快餐、**The Spaghetti House**（意粉屋）、**Spaghetti 360**、**Oliver's Super Sandwiches**（利華超級三文治）和米線陣一直支持「無綠不歡星期一」計劃，透過分店的海報及餐檯展示卡宣傳此計劃，推廣素食，鼓勵低碳生活。

集團旗下的學童午膳供應商活力午餐參加香港特區政府的「學校午膳減鹽計劃」，為學校提供低鹽午膳選擇。我們亦定期為學生舉辦環保和健康生活選擇的講座。報告期內，我們於三十六間學校舉辦了四十一次講座。



To promote a low-carbon and sustainable lifestyle, **Luncheon Star** supported the Monday School Lunch Award and offered vegetarian meals to students of our school clients.

為推廣低碳和可持續發展的生活方式，活力午餐支持「星期一校園午餐獎」，為學校顧客學生提供素食。



To encourage minimising use of disposable food containers, **Luncheon Star** provides each student with a set of cutlery and a table mat at the beginning of the school year.

為鼓勵減少使用即棄餐具，活力午餐於學年開始時向每位學生提供一套餐具和餐墊。



## China - Our Efforts and Progress

### 中國 — 我們的努力和進展

During the reporting year, our Mainland China operations stepped up its efforts in developing a sustainability approach and strengthening overall performance to better address local sustainability related needs and challenges.

We actively explored our community involvement opportunities and continued our investment initiatives in the three focus areas during the year:

報告期內，中國內地業務加大力度建立其可持續發展措施，並加強整體表現，以更好應對當地可持續發展的需求和挑戰。

年內，我們繼續在三大重點領域開展社區參與和投放資源：

#### CARING FOR THE UNDERPRIVILEGED

The Group has been one of the main supporters of Guangzhou Huiling (廣州慧靈), a charitable organisation supporting the employment of people with intellectual disabilities. In January 2018, 30 of our employee volunteers participated in a Lunar Year-end Warmth activity and Huiling Farm weeding activities.



#### 關懷弱勢社群

集團一直是廣州慧靈智障人士服務機構的主要支持者之一，該慈善組織協助智障人士就業。二零一八年一月，三十名集團義工參與「歲晚送暖」活動及廣州慧靈農場除草活動。



The Group also actively supports various traditional Chinese festivities. During the Mid-Autumn Festival, we invited low-income families to play interactive games and enjoy meals at our stores. Mooncakes and other presents were also distributed to participants.

集團亦積極支持各中國傳統節日活動。中秋節期間，我們邀請低收入家庭參加互動遊戲，在分店享用美食並贈送月餅和禮物。







## FOSTERING YOUTH DEVELOPMENT

The Group supports youth development through partnerships with culinary schools in rural areas. This year, the Group partnered with Amity Foundation to develop the *Future Engineer* project. Through the project, we sponsored a culinary course for students from Yangzhou Tianhai Vocational Technical School (揚州天海職業學校), a vocational technical school that recruits underprivileged students. An induction day was held in December 2017, during which we talked about the Group's working culture and operational practice with the students, arrange a culinary skill practical session and engaged in a discussion to understand their career development expectations. As of 31 March 2018, 43 students have completed the culinary course.



## 支持青年發展

集團支持青年發展，與農村地區廚藝學校進行合作。今年，集團與愛德基金會合作發起未來工程師計劃。透過該計劃我們為招收貧困學生的揚州天海職業學校學生提供為期兩個月的廚藝課程。二零一七年十二月開課當天，我們向學生介紹了集團的工作文化和營運常規，安排廚藝技能實踐課，並討論了解學生的職業發展期望。截至二零一八年三月三十一日，共四十三位學生完成該廚藝課程。



## PROMOTING ENVIRONMENTAL AWARENESS

As part of the Group's progressive efforts to promote environmental awareness in the community, we started replacing conventional foam plastic takeaway boxes with biodegradable boxes made of bagasse, a material made from plant fibre. We will roll out the replacement across our stores in the near future.

Looking forward, we will continue to invest in the community and address community needs by strengthening our own internal capacity, exploring partnerships with community groups and identifying channels to promote environmental awareness.



## 推廣環保意識

作為集團於社區推廣環保意識的一部分，我們開始使用可生物降解甘蔗渣製作的餐盒，取代傳統的發泡膠外賣盒。未來，我們將於其他分店推出該款環保餐盒。

展望未來，我們將繼續投入社區，滿足社區需求，提升集團的潛力，與更多社區團體合作，以開拓更多推廣環保意識的途徑。



## Our Performance in 2017/18

二零一七/一八年度集團表現

Target/Plan set 目標/計劃	2017/18 Performance 二零一七/一八年度表現
Continue to organise different types of community caring activities under the <i>Café de Coral Twinkle Action platform</i> 以大家樂閃亮行動作平台，繼續舉辦不同的社區關愛活動	We continued to roll out programmes that spread our caring working culture towards customers, employees and the communities. 集團持續推出關愛顧客、員工和社區的活動。
Encourage employees to volunteer and participate in community activities 鼓勵員工參與義工及社區活動	Our employees participated in several volunteer activities, such as the Ma Wan Easter Egg Hunt and Mudflat Clean-up. 員工參與多項義工和社區活動，如「馬灣復活節採蛋節」和「清潔泥灘」活動。
Step up efforts to organise community activities in Mainland China 在中國內地舉辦更多社區活動	Multiple community activities were rolled out during the year. 年內推出多項社區活動。

## Future Plans

未來計劃

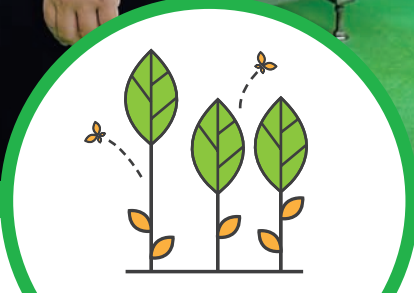
- Continue to leverage the Group's network to roll out more community programmes that foster social integration and inject positive energy into society  
繼續利用集團網絡推出更多社區活動，促進社會共融及為社會帶來正能量
- Roll out more youth development initiatives  
開展及參與更多與青年發展有關的項目和活動
- Enhances our environmental awareness programmes on waste reduction, environmental conservation and the pursuit of a sustainable lifestyle  
加強減廢、環保和可持續發展生活模式的環保意識推廣計劃



Efficient use of resources  
善用資源



Innovative waste management  
創新廢物管理



Minimising environmental impact  
減少環境影響





## RESOURCE OPTIMISATION 資源優化

The Group is committed to operating in a sustainable and responsible way. We strive to take responsibility and address some of the most pressing environmental issues where we operate by working together with our employees, customers, business partners and the wider community. Our commitment is guided by three principles:

集團重視可持續發展和負責任的營運方法。我們承擔責任，與員工、顧客、業務夥伴和廣大社區合作，解決迫切的環境問題。我們遵循三大原則：



## Our Approach to Waste Management 廢物管理措施

Waste has been a pressing environmental issue in Hong Kong and according to the latest studies\*, landfills in Hong Kong will be exhausted by 2020. According to our pilot analysis of waste generated in the Central Food Processing Centre and selected stores in Hong Kong in 2016, food waste is the most common type of waste from our operations.

With this in mind, the Group has developed approach to manage waste generated in our operations, which is achieved by at-source waste reduction, waste recycling and conversion. We also proactively monitor waste generated in our operations. During the year, we made substantial efforts on waste data collection, including quarterly waste monitoring in our Central Food Processing Centre in Taipo as well as food waste audit conducted in selected **Café de Coral** fast food stores in Hong Kong. We have engaged independent consultant and made progress in collecting waste data during the year, details of which are set out in Appendix II of this Report. The Group is working closely with the independent consultant to enhance our waste data collection in order to provide meaningful disclosure with comprehensive data in future reports.

廢物一直是香港迫切的環境議題，最新研究\*顯示，香港堆填區預計於二零二零年之前飽和。根據二零一六年香港中央產製中心及指定分店廢物分析先導研究，廚餘是我們營運中最常見的廢物種類。

有見及此，集團制定日常營運的廢物管理措施，包括源頭減廢、廢物回收及轉化，同時積極檢視營運中所產生的廢物。年內，我們著力於收集廢物數據，包括於大埔中央產製中心進行季度廢物監測及於指定香港**大家樂**快餐分店進行廚餘審計。集團已委託獨立顧問，年內在收集廢物數據上取得良好進展，詳情可參閱本報告之附件 II。集團正與獨立顧問緊密合作，加強廢物數據收集，冀在未來的報告以全面的數據提供具意義的披露。

## Waste Management at Café de Coral 大家樂集團之廢物管理

### 01

#### Procurement 採購



- Procure bulk-size goods to reduce packaging  
採購大裝商品，減少包裝

#### At-source Waste Reduction

A key part of our environmental stewardship efforts is minimising our generation of waste at source throughout our operations. We are making constant efforts to understand how and where food waste is generated and have developed a strategic approach to minimise wastage. We did this by:

### 02

#### Manufacturing and Processing 生產及製程



#### At the Central Food Processing Centre in Taipo: 大埔中央產製中心：

- Improve waste separation and recycling  
改善廢物分類和回收
- Support HKSAR Government's food waste recycling plan  
支持香港特區政府廚餘回收計劃
- Achieve Companion of HKQAA Hong Kong Registration – Food Waste Recycling  
成為「香港品質保證局香港註冊 – 廚餘回收」計劃的同行者

#### 源頭減廢

環境管理的關鍵是在營運中減廢。我們正不斷努力了解廚餘如何及從何產生，並透過以下工作制定減廢的策略方案：

\* Monitoring of Solid Waste in Hong Kong - Waste Statistics for 2016 (<https://www.wastereduction.gov.hk/sites/default/files/msw2016.pdf>)  
香港固體廢物監測 — 二零一六年廢物統計數據

## 03

Packaging and Logistics  
包裝及物流

- Review and streamline food logistics process to reduce related waste generation  
檢視及簡化食品物流流程，減少產生相關廢物

## 05

Customers and  
Wider Community  
顧客及社區

- All our brands participated in “No Straw, Thanks!” campaign to encourage our customers reducing of plastic straw usage  
所有品牌參加「無飲管日」活動，鼓勵顧客減少使用塑料飲管
- Encourage customers to reduce use of disposable food containers  
鼓勵顧客減少使用即棄餐盒
- Organise talks to students to promote food waste reduction  
舉辦學生講座，推廣減少廚餘

## 04

Stores and Schools  
分店及學校

## At stores:

## 分店：

- Continuous study of “Right Portion of Rice” programme  
持續研究「合適飯量」計劃
- Participate in landlords’ food waste recycling programmes  
參與業主的廚餘回收計劃
- Replace foam food containers with recyclable plastic boxes at **Café de Coral** fast food and serve ceramic cups for dine-in customers at **Oliver’s Super Sandwiches**  
大家樂快餐以可回收塑膠餐盒代替發泡膠餐盒；**Oliver’s Super Sandwiches**（利華超級三文治）為堂食顧客提供陶瓷杯
- Shift to biodegradable takeaway food containers in stores of Mainland China  
中國內地店舖開始改用可生物降解的外賣餐盒

## At schools:

## 學校：

- On-site lunch portioning and distribution  
現場分飯
- Donate unserved school meals to NGO partners  
捐贈未享用的飯盒予非政府組織合作伙伴
- Partner with E-farm to recycle food waste  
與川上農莊合作回收廚餘



## ► Auditing food waste in our outlets

For the second year, we commissioned Greeners Action to conduct a food waste audit in **Café de Coral** fast food stores in Hong Kong. 18 stores from different districts, covering a customer portfolio from commercial, residential and mixed regions were sampled to estimate the amount of food waste generated across all stores. In comparison with last year, the results showed a reduction in leftover rice, food wastage from purchased meals and total waste generated at stores. We will analyse the results in detail and enhance our waste reduction efforts in collaboration with our customers, by strengthening customer-level promotion and education, and developing strategic waste management solutions across our operations.

## ► 分店廚餘審計

我們第二年委託綠領行動於十八間**大家樂**快餐分店進行廚餘審計，這些分店分佈於商業、住宅及混合地段，以推算所有分店的廚餘總量。結果發現，分店產生的廢物中，剩飯、顧客餐後剩食及廢物總量均較去年減少。我們將詳細分析結果，並計劃加強顧客層面的宣傳及教育，配合策略性的廢物管理方案，與顧客一起減廢。





### ► Reducing school catering food waste

**Luncheon Star**, our business unit providing school lunches for primary and secondary school students in Hong Kong, implemented on-site lunch portioning at school clients, resulting in a 20% food waste reduction compared to conventional lunch box distribution. We also designed an optimum meal portion for different age groups according to students' needs, in efforts to reduce potential food waste. During extreme weather and emergencies when schools are not in operation, unserved meals will be donated to Food Angel and Food Grace to support their food assistance programmes.

### ► 減少學校廚餘

集團旗下為中小學生提供學童午膳的**活力午餐**，實施現場分飯，較傳統飯盒分派服務減少兩成廚餘。我們亦根據學生需要，為不同年齡層設計合適份量，減少潛在廚餘的產生。學校因惡劣天氣和緊急情況停課時，未被使用的飯盒將贈予「惜食堂」及「食德好」，以支持其食物援助計劃。

### ► Optimising our operations to reduce waste generation

We keep exploring ways of sourcing raw food materials with bulk packaging. This year, we streamlined our logistics to shift selected semi-finished goods manufacturing from the central food processing centre to branches, which reduced the need for packaging materials during transportation.

The Group has explored various means to promote the reduction of disposables throughout our operations. At **Café de Coral** fast food, we progressively expand the scope to offer reusable cups instead of paper cups in our outlets for customers using self-service water stations. **Oliver's Super Sandwiches** outlets also serve dine-in customers with ceramic cups to encourage paper cup reduction, achieving a 70% reduction in paper cup use for the first month of trial run in nine stores. During the year, the Group procured 3,645.3 tonnes of food and beverage packaging materials, including paper, plastics and aluminium. Going forward, we will extend our disposable food container reduction initiatives and continue to promote waste reduction efforts to our customers.

### ► 優化營運減少廢物

我們不斷探索以大包裝處理食材原料的方法，並於本年簡化物流程序，將指定半製成品的產製工作由大埔中央產製中心移至分店，減少運輸過程中對包裝材料的需求。

集團以不同方法推動在日常營運中減少使用即棄用品。我們已逐步將**大家樂**快餐自助水站的紙杯轉為可重用的塑料杯。**Oliver's Super Sandwiches (利華超級三文治)**分店亦為堂食顧客提供陶瓷杯，減少使用紙杯。在九間分店試行的首月，紙杯使用量大減七成。年內，集團採購3,645.3噸餐飲包裝物料，包括紙、塑膠及鋁。展望未來，我們將擴大減少即棄餐盒的計劃，持續向顧客推廣減廢。

## Waste Conversion

For non-food waste items, we ensure that proper separation facilities and practices are in place for certified companies to recycle. For waste that cannot be diverted at source, we separate, recycle and convert waste into other useful resources in collaboration with different stakeholders.

Our Central Food Processing Centre in Taipo and **Luncheon Star** have indicated their interest in sending food waste to the HKSAR Government's Organic Waste Treatment Facility upon its commencement. The Facility will convert food waste into electricity and useful compost products. This year, our Central Food Processing Centre in Taipo became a "Companion" of the Food Waste Recycling programme of Hong Kong Quality Assurance Agency, in recognition of our food waste recycling practices and efforts.

Our **Café de Coral** fast food, **The Spaghetti House** and **Shanghai Lao Lao** stores work with our landlords to support their food waste collection and recycling initiatives.

## 廢物轉化

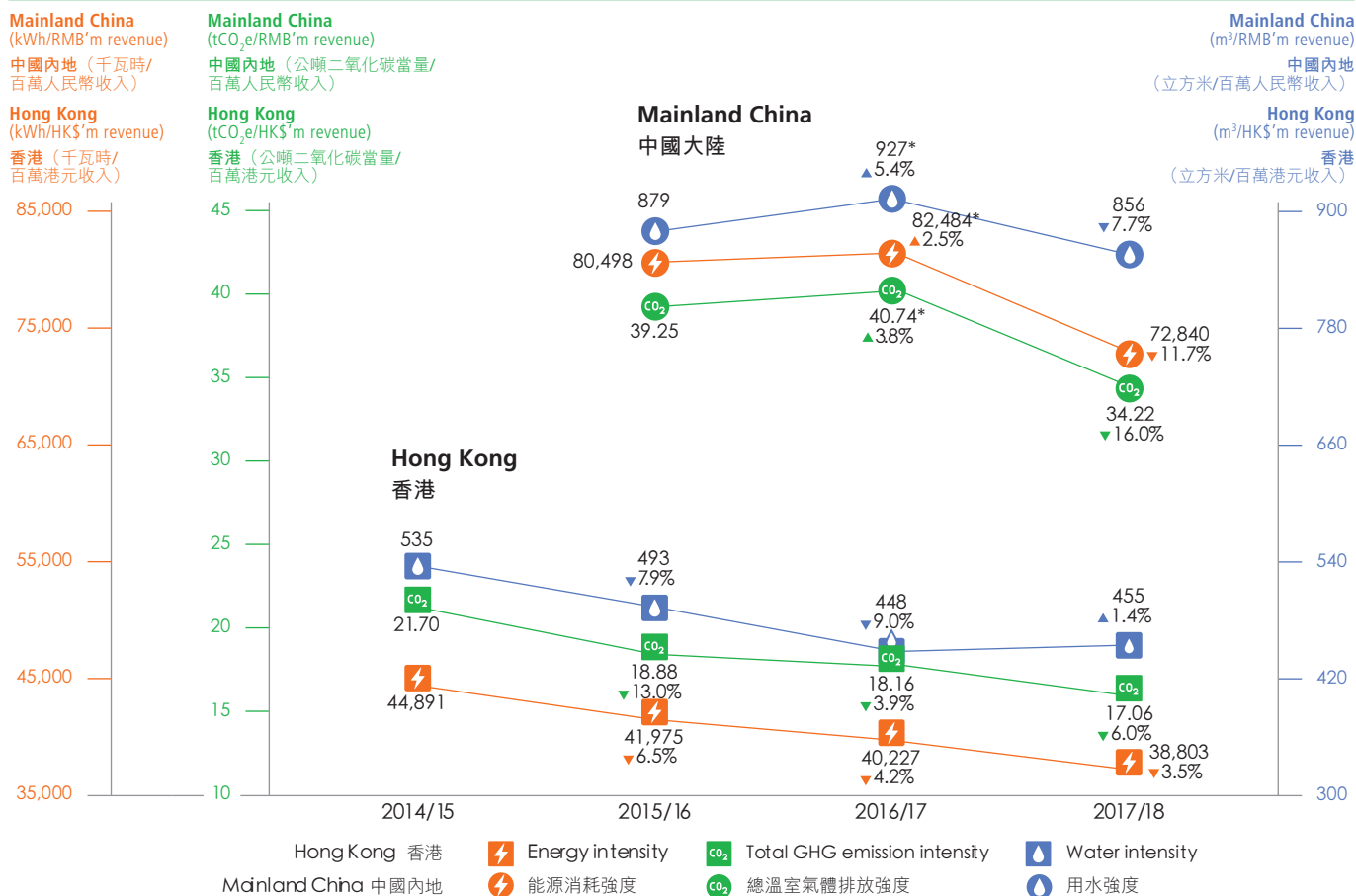
對於非廚餘廢物，我們確保提供合適的分類設施及程序，供合資格公司回收。對於不能從源頭轉化的廢物，我們與各持份者合作，將廢物分類、回收和轉化成其他有用資源。

大埔中央產製中心和**活力午餐**已表達意願將廚餘運送至香港特區政府的有機資源回收中心，將廚餘轉化為電力及有用的堆肥產品。今年，大埔中央產製中心成為「香港品質保證局香港註冊 – 廚餘回收」計劃的同行者，以嘉許集團於廚餘回收的努力。

**大家樂**快餐、**The Spaghetti House (意粉屋)**和**上海佬**與業主合作，支持其廚餘分類及回收活動。



## Energy intensity, GHG emission intensity and water intensity for Hong Kong and Mainland China Operations 香港及中國內地營運相關之能源消耗強度、溫室氣體排放強度及用水強度



\* Figures have been restated for comparison purposes. Please refer to the notes on pages 60-61 for details.  
數字經調整以作比較，詳情請參閱載於第六十及六十一頁的註解。

## Efficient Energy Consumption 高能源消耗

Restaurants and food production plants tend to be energy-intensive due to their high energy consumption within a relatively small space and long operating hours. The Group continues to review our energy consumption performance and identify energy saving measures to optimise our energy use as best we can.

In our Central Food Processing Centre in Taipo, we constantly review our food manufacturing and facilities management practices to reduce energy consumption. During the year, LED bulb replacement and sensor installation were carried out. In the first quarter of 2018, our Central Food Processing Centre in Taipo joined CLP's Energy Audit programme to further explore energy saving opportunities. We will share our progress in future reports.

Following last year's progress, we have completed LED lighting replacement in all **Café de Coral** fast food and **Super Super Congee & Noodles** stores in Hong Kong this year. LED replacement work is now expanding to our casual dining chains to further enhance energy consumption efficiency. For additional details of our ongoing measures on efficient energy consumption across our stores and the Central Food Processing Centre in Taipo, please refer to pages 54-55 of our Sustainability Report 2017.

During the year, we have also engaged an external consultant to review our energy, carbon footprint and water consumption for operations in Hong Kong and Mainland China. We expect to disclose the results and targets in future reports.

餐廳和食品製造廠因在相對狹小的空間內長時間營運，耗能往往為高。集團持續檢視耗能表現，制定能源優化使用措施。

我們持續於大埔中央產製中心檢視食品產製過程及設施管理操作，以減少能源消耗。年內，我們改用發光二極體（LED）燈和感應裝置。二零一八年第一季度，大埔中央產製中心參與中電能源審核計劃，進一步尋找節能機會。我們將於未來的報告中分享進展。

繼去年改進後，今年我們於所有**大家樂**快餐及**一粥麵**的香港分店改用發光二極體燈。發光二極體燈的更換正擴充至休閒餐飲連鎖店，以進一步提高能源消耗效率。關於集團於各分店及大埔中央產製中心實施的其他有效能源消耗措施，可參閱集團2017可持續發展報告第五十四至五十五頁。

年內，我們亦委託外聘顧問檢視香港和中國內地營運相關之能源、碳足跡和用水量。我們計劃於未來的報告中披露結果和目標。



## Overview of energy consumption and carbon footprint for Hong Kong and Mainland China operations 香港及中國內地營運相關之能源消耗及碳足跡概覽

	2014/15	2015/16	Variance 變動	2016/17	Variance 變動	2017/18	Variance 變動
<b>Electricity 電力 (kWh 千瓦時)</b>							
Hong Kong 香港	158,595,372	162,754,655	2.6%	169,120,731	3.9%	175,444,001	3.7%
Mainland China 中國內地	N/A 不適用	53,697,090	N/A 不適用	52,127,087	(2.9%)	51,513,291	(1.2%)
<b>Stationary fuel 固定燃料 (kWh 千瓦時)</b>							
Hong Kong 香港	111,973,041	103,177,961	(7.9%)	104,259,539	1.0%	105,006,152	0.7%
Mainland China 中國內地	N/A 不適用	18,594,572	N/A 不適用	16,296,837	(12.4%)	12,966,038	(20.4%)
<b>Mobile fuel 車用燃料 (kWh 千瓦時)</b>							
Hong Kong 香港	4,345,249	4,720,704	8.6%	4,873,098	3.2%	4,790,978	(1.7%)
Mainland China 中國內地	N/A 不適用	1,766,620	N/A 不適用	1,852,214	4.8%	1,732,327	(6.5%)
<b>Total energy consumption 總能源消耗 (kWh 千瓦時)</b>							
Hong Kong 香港	<b>274,913,662</b>	<b>270,653,320</b>	<b>(1.5%)</b>	<b>278,253,368</b>	<b>2.8%</b>	<b>285,241,131</b>	<b>2.5%</b>
Mainland China 中國內地	<b>N/A 不適用</b>	<b>74,058,282</b>	<b>N/A 不適用</b>	<b>70,276,138</b>	<b>(5.1%)</b>	<b>66,211,656</b>	<b>(5.8%)</b>
<b>Energy intensity 能源消耗強度</b>							
Hong Kong (kWh/HK\$m revenue) 香港 (千瓦時/百萬港元收入)	<b>44,891</b>	<b>41,975</b>	<b>(6.5%)</b>	<b>40,227</b>	<b>(4.2%)</b>	<b>38,803</b>	<b>(3.5%)</b>
Mainland China (kWh/RMB\$m revenue) 中國內地 (千瓦時/百萬人民幣收入)	<b>N/A 不適用</b>	<b>80,498</b>	<b>N/A 不適用</b>	<b>82,484</b>	<b>2.5%</b>	<b>72,840</b>	<b>(11.7%)</b>
<b>Scope 1 Direct emissions 範圍一 直接排放 (tCO<sub>2</sub>e 公噸二氧化碳當量)</b>							
Hong Kong 香港	22,745	21,160	(7.0%)	21,451	1.4%	21,596	0.7%
Mainland China 中國內地	N/A 不適用	4,517	N/A 不適用	4,046	(10.4%)	3,287	(18.8%)
<b>Scope 2 indirect emissions 範圍二 間接排放 (tCO<sub>2</sub>e 公噸二氧化碳當量)</b>							
Hong Kong 香港	110,126	100,605	(8.6%)	104,131	3.5%	103,825	(0.3%)
Mainland China 中國內地	N/A 不適用	31,597	N/A 不適用	30,668	(2.9%)	27,815	(9.3%)
<b>Total emissions (Scope 1 + Scope 2) 總排放 (範圍一 + 範圍二) (tCO<sub>2</sub>e 公噸二氧化碳當量)</b>							
Hong Kong 香港	<b>132,871</b>	<b>121,765</b>	<b>(8.4%)</b>	<b>125,582</b>	<b>3.1%</b>	<b>125,421</b>	<b>(0.1%)</b>
Mainland China 中國內地	<b>N/A 不適用</b>	<b>36,114</b>	<b>N/A 不適用</b>	<b>34,714</b>	<b>(3.9%)</b>	<b>31,102</b>	<b>(10.4%)</b>
<b>Total GHG emission intensity 總溫室氣體排放強度</b>							
Hong Kong (tCO <sub>2</sub> e/HK\$m revenue) 香港 (公噸二氧化碳當量/百萬港元收入)	<b>21.70</b>	<b>18.88</b>	<b>(13.0%)</b>	<b>18.16</b>	<b>(3.9%)</b>	<b>17.06</b>	<b>(6.0%)</b>
Mainland China (tCO <sub>2</sub> e/RMB\$m revenue) 中國內地 (公噸二氧化碳當量/百萬人民幣收入)	<b>N/A 不適用</b>	<b>39.25</b>	<b>N/A 不適用</b>	<b>40.74</b>	<b>3.8%</b>	<b>34.22</b>	<b>(16.0%)</b>

### Notes 註:

1. Covering business activities and operations in which the Group has direct operational control and full authority to introduce and implement its operating policies, the Scope 1, Scope 2 and total GHG emission are calculated with reference to EPD's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition) and the Greenhouse Gas Protocol Corporate Standard developed by World Resources Institute.

溫室氣體範圍一、範圍二和總排放量包括集團有直接營運控制及可全權推出並執行營運政策的業務活動，而計算方法參考環保署編寫的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的審計和報告指引》（2010版）及世界資源研究所發表的《溫室氣體核算體系：企業核算和報告標準》。

2. The reported GHG emissions do not include those arising from outsourced operations and fugitive emissions. The Group regularly reviews our GHG emission portfolio with a view to expanding scope of GHG emission data disclosure in future reports.

集團匯報的溫室氣體排放不包括與外判營運及雪種相關之排放。集團定期檢閱其溫室氣體排放組合，以在未來報告中擴大溫室氣體排放數據之披露範圍。

3. Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly included the GHG emissions from stationary fuel combustion and mobile combustion.

範圍一為直接溫室氣體排放及減除，主要包括固定燃燒源及流動燃燒源之溫室氣體排放。

4. Scope 2 refers to indirect GHG emissions from consumption of purchased electricity and Towngas.

範圍二為消耗所購電力及煤氣所致的間接溫室氣體排放。

5. Energy intensity and GHG emission intensity are calculated by dividing the absolute energy consumption and emissions by the total revenue from our Hong Kong operations or Mainland China operations. The Group's total revenue from Hong Kong operations for 2014/15, 2015/16, 2016/17 and 2017/18 is HK\$6,124 million, HK\$6,448 million, HK\$6,917 million and HK\$7,351 million respectively, while that from Mainland China operations for 2015/16, 2016/17 and 2017/18 is RMB920 million, RMB852 million and RMB909 million respectively. For a fair year-to-year comparison, the total revenue of Mainland China operations in 2016/17 has been restated to reflect the adoption of Value Added Tax from May 2016 onwards. To compare the energy intensity and GHG emission intensity of Mainland China operations for 2016/17 and before, please refer to our Sustainability Report 2017.

能源消耗強度及溫室氣體排放強度是將能源消耗及排放的絕對值除以香港或中國內地業務的總收入。集團的香港業務在二零一四/一五、二零一五/一六、二零一六/一七及二零一七/一八年度之總收入分別為6,124百萬港元、6,448百萬港元、6,917百萬港元和7,351百萬港元；中國內地業務在二零一五/一六、二零一六/一七及二零一七/一八年度之總收入分別為920百萬人民幣、852百萬人民幣和909百萬人民幣。為便於按年比較，中國內地業務二零一六/一七年度總收入已作調整，以反映自二零一六年五月開始採納的增值稅。中國內地業務二零一六/一七年度與之前年度能源消耗強度及溫室氣體排放強度之比較，請參閱集團2017可持續發展報告。

### Note 註:

1. The Group reports in accordance with HKEX ESG Reporting Guide on environmental KPIs.

集團根據香港聯交所環境、社會及管治報告指引的環境關鍵績效指標作出匯報。

2. Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles.

報告之總氣體排放包括由氣體燃料消耗及運輸工具產生的氣體排放。

3. Biodiesel-associated emissions is calculated using the same factor as diesel as only conversion factor of diesel is available in the region.

由於有關地區只有汽油之換算方式，故此計算由生物柴油相關之氣體排放。

## Overview of air emissions for Hong Kong and Mainland China operations 香港及中國內地營運相關之氣體排放概覽

Types of Emissions 排放之氣體	Total 總量
Sulphur oxides (SOx) 硫氧化物	0.018 tonnes 公噸
Nitrogen oxides (NOx) 氮氧化物	8.091 tonnes 公噸
Particulate matter (PM) 懸浮顆粒	0.533 tonnes 公噸

## Efficient Water Use

### 高效用水

Water scarcity has become a major global concern, including in some regions in Mainland China. The Group is mindful of the need for water conservation throughout our daily operations. We note that the water intensity of Hong Kong operations slightly increased this year. We actively review our operational procedures to identify water saving opportunities and explore innovative technologies across our stores and Central Food Processing Centres. We are currently conducting feasibility research to reduce water usage by using defroster rather than running water to defrost products.

水資源短缺已成為全球，包括中國內地部分地區所關注的重要問題。集團在日常營運中恪守節約用水的原則，積極探索創新技術，檢視營運流程，尋求減省用水的方法。集團目前正進行可行性研究，使用除冰器替代自來水解凍產品，以節約用水。

### Instant Cooling with Reusable Water to Enhance Productivity 循環用水應用於快速冷凍程序，以提高生產效能

During the reporting year, our Central Food Processing Centre in Hong Kong was equipped with an *Automatic Liquid Immersion System for Rapid Food Chilling*. With this system, freshly processed goods can be cooled down to a desired temperature on average 25% faster than via the conventional method. In addition, water used for cooling can be recycled, saving up to 9 tonnes of water every day.

報告期內，香港中央產製中心配備自動化液態冷凍系統。透過此系統，新鮮產製的食物可以較傳統方法平均快25%的時間冷卻至所需溫度。此外，冷卻用水可循環使用，每日減省用水九噸。



For more details of our ongoing water saving measures across our stores and the Central Food Processing Centre in Taipo, please refer to page 54-55 of our Sustainability Report 2017.

關於集團於各分店及大埔中央產製中心實施的節約用水措施及細節，可參見本集團2017可持續發展報告第五十四至五十五頁。

## Overview of water consumption for Hong Kong and Mainland China operations

### 香港及中國內地營運相關之用水量概覽

	2014/15	2015/16	Variance 變動	2016/17	Variance 變動	2017/18	Variance 變動
<b>Stores 分店 (m³立方米)</b>							
Hong Kong 香港	3,032,508	2,917,012	(3.8%)	2,832,116	(2.9%)	3,061,953	8.1%
Mainland China 中國內地	N/A 不適用	610,309	N/A 不適用	603,307	(1.1%)	584,885	(3.1%)
<b>Central Food Processing Centres 中央產製中心 (m³立方米)</b>							
Hong Kong 香港	232,387	249,149	7.2%	259,288	4.1%	261,661	0.9%
Mainland China 中國內地	N/A 不適用	197,101	N/A 不適用	185,806	(5.7%)	193,218	4.0%
<b>Other facilities 其他設施 (m³立方米)</b>							
Hong Kong 香港	11,023	11,057	0.3%	9,455	(14.5%)	19,276	103.9%
Mainland China 中國內地	N/A 不適用	1,704	N/A 不適用	852	(50.0%)	0	N/A 不適用
<b>Total water consumption 總用水量 (m³立方米)</b>							
Hong Kong 香港	<b>3,275,918</b>	<b>3,177,218</b>	<b>(3.0%)</b>	<b>3,100,859</b>	<b>(2.4%)</b>	<b>3,342,890</b>	<b>7.8%</b>
Mainland China 國內地	<b>N/A 不適用</b>	<b>809,114</b>	<b>N/A 不適用</b>	<b>789,965</b>	<b>(2.4%)</b>	<b>778,103</b>	<b>(1.5%)</b>
<b>Water intensity 用水強度</b>							
Hong Kong (m³/HK\$m revenue) 香港 (立方米/百萬港元收入)	<b>535</b>	<b>493</b>	<b>(7.9%)</b>	<b>448</b>	<b>(9.0%)</b>	<b>455</b>	<b>1.4%</b>
Mainland China (m³/RMB\$m revenue) 中國內地 (立方米/百萬人民幣收入)	<b>N/A 不適用</b>	<b>879</b>	<b>N/A 不適用</b>	<b>927</b>	<b>5.4%</b>	<b>856</b>	<b>(7.7%)</b>

Notes 註:

1. Water intensity is calculated by dividing the absolute water consumption by the total revenue from our Hong Kong operations or Mainland China operations. The Group's total revenue from Hong Kong operations for 2014/15, 2015/16, 2016/17 and 2017/18 is HK\$6,124 million, HK\$6,448 million, HK\$6,917 million and HK\$7,351 million respectively, while that from Mainland China operations for 2015/16, 2016/17 and 2017/18 is RMB920 million, RMB852 million and RMB909 million respectively. For a fair year-to-year comparison, the total revenue of Mainland China operations in 2016/17 has been restated to reflect the adoption of Value Added Tax from May 2016 onwards. To compare water intensity of Mainland China operations for 2016/17 and before, please refer to our Sustainability Report 2017.

用水強度是將用水量絕對值除以香港或中國內地業務總收入。集團的香港業務在二零一四/一五、二零一五/一六、二零一六/一七及二零一七/一八年度度的總收入分別為6,124百萬港元、6,448百萬港元、6,917百萬港元及7,351百萬港元，而中國內地業務在二零一五/一六、二零一六/一七及二零一七/一八年度度的總收入分別為920百萬人民幣、852百萬人民幣及909百萬人民幣。為便於按年比較，中國內地業務於二零一六/一七年度總收入已作調整，以反映自二零一六年五月開始採納的增值稅。中國內地業務二零一六/一七年度與之前年度用水強度之比較，請參閱集團2017可持續發展報告。

2. No water consumption was recorded in other facilities category due to change in leasing arrangement of Southern China office in 2017/18.

由於南中國辦公室的租賃安排於二零一七/一八年度有所改變，其他設施欄目未有用水紀錄。



## Minimising Our Environmental Impact 減少環境影響

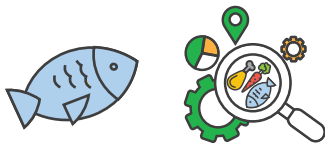
In addition to strategic waste management and conserving energy and water, we are taking steps to minimise negative environmental impacts from our operations by offering sustainable food options for our customers, using sustainable building materials and monitoring wastewater discharge. When selecting our food products, we aim to find food that has been sourced from socially and environmentally considerate suppliers. In 2017/18, 60% of the seafood we procured in Hong Kong and 30% in Mainland China was Aquaculture Stewardship Council (ASC) or Marine Stewardship Council (MSC) certified in accordance with the Sustainable Seafood Guide published by the World Wide Fund for Nature.

This year, we also improved our responsible sourcing efforts by procuring meat following internationally recognised animal welfare principles. So far, 15% of our meat has been procured following these principles.

除策略性廢物管理和節能節水，我們正採取措施，減少營運對環境產生的負面影響，包括為顧客提供可持續發展的食物選擇、使用可持續發展的建築材料，以及監控污水排放。我們挑選食材的目標為以社會和環境為考量的供應商。在二零一七/一八年度，六成於香港和三成於中國內地採購的海產獲水產養殖管理委員會或海洋管理委員會認證，符合世界自然基金會的可持續海鮮選擇指引。

今年，我們亦改善負責任的採購工作，根據國際認可的善待動物原則採購肉類。目前為止，15%的採購肉類遵循這些準則。

### Sustainable Food Sourcing at Café de Coral 大家樂可持續食物採購



- Aquaculture Stewardship Council (ASC) or Marine Stewardship Council (MSC) certified seafood – Hong Kong **60%**, China **30%**
- Poultry meat that follows the Five Freedoms principles conceived by the Farm Animal Welfare Council (FAWC) – Hong Kong **15%**

- 水產養殖管理委員會或海洋管理委員會認證的海產 – 香港**60%**、中國內地**30%**
- 禽肉採購遵循「農場動物福利委員會」提出的五大自由準則 – 香港**15%**

#### ANIMAL WELFARE PRINCIPLES 善待動物原則

**Freedom from hunger and thirst**  
免於饑渴

**Freedom from discomfort**  
免於不適

**Freedom from pain, injury and diseases**  
免於痛苦、傷害及疾病

**Freedom to express normal behaviour**  
表達正常行為

**Freedom from fear and distress**  
免於恐懼及憂慮

The Group actively participates in seminars to share the Group's sustainable sourcing framework and sustainable seafood practices, as well as exchanging knowledge with experts and industry peers.

集團積極參與研討會，分享集團可持續採購架構及可持續海產採購實踐，並與專家、同業及其他公司交流經驗。





## China - Our Efforts and Progress 中國 — 我們的努力和進展

During the reporting year, our Mainland China operations stepped up its efforts in developing a sustainability approach and strengthening overall performance to better address local sustainability related needs and challenges.

Our operations in Mainland China are taking progressive steps in resource optimisation to improve our environmental performance and minimise our environmental impact.

報告期內，中國內地業務加大力度建立其發展可持續發展措施，並加強整體表現，以更好應對當地可持續發展的需求和挑戰。

中國內地業務正採取進一步資源優化措施，改善環境表現，減少對環境造成影響。

### WASTE MANAGEMENT

We focus on reducing food waste at source in our central food processing centres. Systems are in place to monitor the consumption rate of our food items for better estimation of shelf storage capacity and hence reduce wastage. During the reporting year, we enhanced our waste separation procedures to ensure recyclables are properly separated and sent to credible recyclers. In addition, the Group appointed authorised waste oil recycling companies to collect waste oil from our stores. Over 50% of our stores participated in waste oil recycling during the year and we are exploring ways to extend the collection scope.



### 廢物管理

我們致力於中央產製中心進行源頭減少廚餘，設立系統監察食物消耗率，更有效地評估貨架儲存量，從而減少浪費。報告期內，我們改善廢物分類程序，確保可回收物品妥善分類，並運送至可靠的回收商。此外，集團委任獲授權的廢油回收公司從分店收集廢油。逾50%的分店內參與廢油回收，我們正尋求方法擴大收集範圍。

### ENERGY

This year, we carried out an assessment of our operating procedures to identify energy saving opportunities in our stores. Light switches and other equipment were labelled with the zoning and operating schedules to facilitate a more precise and effective electricity consumption.



upgrade kitchen equipment in our stores with more efficient ones whenever needed. New steamers and ovens that are more energy efficient were replaced, while inverter air-conditioning systems were installed in refurbished and new stores to achieve more stable indoor temperatures, resulting in 10% energy savings. Upgrade to our lighting systems is also in progress to reduce energy use.

Performance of energy consumption and carbon footprint of our Mainland China operations is set out on page 60 of this Report.

### 能源

今年，我們評估營運程序，以尋找分店節能方法。我們於電燈開關及其他設備標示分區和營運時間表，令電力使用更加精準有效。

我們持續升級分店廚房設備，必要時改用更高效的設備。我們改用高能源效益的新型蒸鍋和烤箱，在翻新分店和新開分店中安裝變頻空調系統，以達到更穩定的室內溫度，節省10%能源。照明系統亦正進行升級，節約能源。

有關中國內地營運相關之能源消耗及碳足跡表現載於本報告第六十頁。



In our central processing plant, we optimised the air-fuel ratio in boiler systems. LED lighting system and the gas supply for steamers were upgraded, while quick-freezers and air compressors were replaced with more energy-efficient ones. All these improvements have resulted in a decrease of energy consumption by 10% compared to previous year. We will continue to explore ways to upgrade our facilities and equipment in the central food processing plants.

我們優化中央產製中心的鍋爐空氣燃油比例，升級發光二極體燈系統和蒸鍋燃氣供應，並更換更節能的速凍機和空氣壓縮機設備。所有改進使能源消耗與去年相比下降10%。我們將持續尋求提升中央產製中心設施和設備的方法。

## WATER

## 水

We continually monitor our water consumption and implement water saving initiatives at our operations. This year, we have focused on water reuse initiatives at central food processing plant in reducing freshwater consumption. Instead of using freshwater to eliminate bubbles caused by bacteria in wastewater, we have installed submersible pumps which enable water to be recycled and reused during this process. This has helped reduce our water use by 7%. Water for food cleaning was also collected for reuse as flushing water to reduce freshwater consumption.

我們持續監測營運過程中的用水量及實施節約用水措施。年內，我們專注於中央產製中心的食水再用計劃，以減少用水量。我們停止使用食水來消除污水中細菌引起的氣泡，改用潛水泵循環用水。這種方法減少7%的用水量。同時循環再用清潔食物的用水，作為沖洗用水，減少食水消耗。

Performance of water consumption of our Mainland China operations is set out on page 61 of this Report.

有關中國內地營運相關之用水量表現載於本報告第六十一頁。

## MINIMISING OUR ENVIRONMENTAL IMPACT

## 減少環境影響

During the reporting year, we expanded our sustainable seafood sourcing in Mainland China. As of 2017/18, 30% of total seafood procured was ASC or MSC certified. In addition, the massive popularity of food takeaway and delivery in China has increased use of single-use food containers. This year, we have explored the feasibility of using biodegradable disposables instead, with an aim to roll out new containers to all stores in Mainland China later in 2018.

報告期內，我們擴大中國內地的可持續海產採購。截至二零一七/一八年度，三成採購的海產獲水產養殖管理委員會或海洋管理委員會認證。此外，中國內地盛行食物外送，增加了即棄餐盒的使用。年內，我們研究使用可被生物降解餐盒的可行性，冀於二零一八年後期在中國內地全線分店推出這類新餐盒。



Looking ahead, we will continue to evaluate our environmental performance and identify opportunities for improvement in efficient use of energy, water and fuel. Various studies and benchmark exercises will be in place to identify our current performance against international standards. We will also develop more programmes to raise staff's environmental awareness. In the longer term, we intend to engage and collaborate more with local authorities to continually minimise our environmental footprint.

展望未來，我們將持續評估環保表現，尋找有效利用能源、水和燃料的方法，開展多種研究和基準測試，參照國際標準評定目前表現。我們亦將制定更多計劃以提高員工的環保意識。長遠而言，我們計劃與當地政府部門加強合作，持續減少對環境的影響。



## Our Performance in 2017/18

二零一七/一八年度集團表現

Target/Plan set 目標/計劃	2017/18 Performance 二零一七/一八年度表現
Continue to explore energy and water saving initiatives across Hong Kong and Mainland China operations 繼續在香港和中國內地業務中尋求節能節水措施	Various energy saving and water saving initiatives were implemented, achieving a reduction in both energy and water intensity across the regions. 實施多種節能節水措施，減低各地區能源消耗和用水強度。
Engage with an external consultant to conduct a feasibility study on energy saving in Mainland China 聘請外部顧問進行中國內地節能可行性研究	Our Mainland China operations did not hire external consultant this year, but focused on internal energy saving opportunities identification and achieved encouraging results. The Group will continue to identify potential opportunities to enhance our energy saving performance. 中國內地業務今年未有聘請外部顧問，但專注於內部節能，並取得令人鼓舞的成果。集團將持續發掘潛在機會，提升節能表現。
Implement the waste management proposal in Hong Kong 在香港落實廢物管理建議	The Group continued its waste management efforts this year. Part of the proposal has been influenced by external factors such as the postponement of the Organic Waste Treatment Facility by the HKSAR Government. 集團今年繼續進行廢物管理工作。部分建議受到外在因素影響，如香港特區政府有機資源回收中心的推遲。
Conduct sewage treatment analysis and enhancement for the Central Food Processing Centre in Taipo 為大埔中央產製中心進行污水處理分析和改善	Various initiatives have been implemented to enhance the sewage treatment of our Central Food Processing Centre. For example, the Oil & Grease (O&G) level and water quality monitoring was improved, resulting in a reduction in O&G discharge. 採取多種措施，加強中央產製中心污水處理，例如油和油脂水平及水質監測得到改善，減少油和油脂排放。

## Future Plans

未來計劃

- Continue to identify waste reduction opportunities along our operation cycle  
持續尋找於營運周期中的減廢機會
- Continue to explore energy and water saving initiatives in Hong Kong and Mainland China  
持續制定香港和中國內地的節能節水措施
- Engage external consultant in Hong Kong to establish environmental targets for energy intensity, GHG emissions intensity, water intensity and waste reduction  
於香港聘請外部顧問，建立能源消耗強度、溫室氣體排放強度、用水強度和減廢的環境目標

# About this Report

## 關於本報告

### Reporting Framework

The latest version of the Environmental, Social and Governance Reporting Guide set out in Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“HKEX ESG Reporting Guide”).

Our compliance with the HKEX ESG Reporting Guide is summarised in Appendix II of this Report.

### Reporting period

1 April 2017 – 31 March 2018

### Reporting scope

Key operations in Hong Kong and Mainland China

### Reference materials

Café de Coral Group website: [www.cafedecoral.com](http://www.cafedecoral.com)

Café de Coral Group Annual Report 2017/18

Past Café de Coral Group Sustainability Reports:

### 報告框架

香港聯合交易所有限公司證券上市規則附錄二十七所載之最新環境、社會及管治報告指引（「香港聯交所環境、社會及管治報告指引」）

集團對「香港聯交所環境、社會及管治報告指引」的依循情況總結於本報告附錄 II。

### 報告期

二零一七年四月一日至二零一八年三月三十一日

### 報告範圍

香港和中國內地的主要業務

### 參考資料

大家樂集團網頁：[www.cafedecoral.com](http://www.cafedecoral.com)

大家樂集團2017/18年報

大家樂集團過往的可持續發展報告：



Sustainability Report 2016/17  
2016/17可持續發展報告



Sustainability Report 2015/16  
2015/16可持續發展報告



Sustainability Report 2014/15  
2014/15可持續發展報告



Sustainability Report 2013/14  
2013/14可持續發展報告

### Contact

#### Postal address:

Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong

#### E-mail address:

[sustainability@cafedecoral.com](mailto:sustainability@cafedecoral.com)

### 聯絡

#### 郵寄地址：

香港新界沙田火炭禾穗街五號大家樂中心

#### 電郵地址：

[sustainability@cafedecoral.com](mailto:sustainability@cafedecoral.com)

# Awards and Recognitions

## 獎項及榮譽

### Overall Sustainability Performance 整體可持續發展表現

Award/ Recognition 獎項/榮譽	Organiser 主辦機構
A constituent member of the Hang Seng Corporate Sustainability Benchmark Index 2017/18 恒生可持續發展企業基準指數成份股2017/18	Hang Seng Indexes Company Limited 恒生指數有限公司
CSR Index Plus 社會責任進階指數	Hong Kong Quality Assurance Agency 香港品質保證局
Guangzhou Famous Trademark 廣州市著名商標	Administration of Industry and Commerce of Guangzhou Municipality 廣州市工商行政管理局
HKEJ Listed Company Award of Excellence 2017 信報傑出上市公司巡禮2017	HKEJ & PR Asia 信報及亞洲公關
Market Leadership in Quick Service Restaurant 2017/18 2017/18市場領袖大獎(快餐組別)	Hong Kong Institute of Marketing 香港市務學會
Marketing PR Awards 2017 - Best PR Campaign - Media Relations (Silver Award) ( <b>Café de Coral</b> fast food) - Best Influencer Strategy (Bronze Award) ( <b>Café de Coral</b> fast food)	Marketing Interactive Magazine
China's Top 100 Fast Food Enterprises ( <b>Café de Coral</b> ) 中國快餐卓越品牌(大家樂) China's Excellent Fast Food Brand ( <b>Café de Coral</b> ) 中國快餐百強企業(大家樂)	China Cuisine Association 中國烹飪協會

### Total Customer Satisfaction 全面顧客滿意度

Award/ Recognition 獎項/榮譽	Organiser 主辦機構
U Favourite Food Awards 2017 - U Favourite Fast Food Shop ( <b>Café de Coral</b> fast food) - U Favourite Congee & Noodles Restaurant ( <b>Mixian Sense, Super Super Congee &amp; Noodles</b> ) 「我最喜愛的食肆2017」 - 快餐店組別(大家樂快餐) - 我最喜愛粥粉麵店(米線陣、一粥麵)	U Magazine U週刊
Best-ever Dining Awards 2017 - Best Ever Congee and Noodles Restaurant ( <b>Mixian Sense</b> ) 必吃食店大獎2017 - 必吃粥粉麵店及最回味食府金獎(米線陣)	Weekend Weekly 新假期周刊
"Quality Food Traceability Scheme" Gold Enterprise Winner 「優質食品源頭追蹤計劃」企業金獎	GS1 Hong Kong 香港貨品編碼協會
2017 Service & Courtesy Award – Service Retailers of the Year 2017 (Fastfood / Restaurants Category) 傑出服務獎2017個人獎項-基層級別(快餐店組別) 金獎	Hong Kong Retail Management Association 香港零售管理協會
2017 Service Retailers of the Year – Fastfood / Restaurants Category Award ( <b>The Spaghetti House</b> ) 2017年度最佳服務零售商 - 快餐店/餐廳及酒樓組別 ( <b>The Spaghetti House (意粉屋)</b> )	Hong Kong Retail Management Association 香港零售管理協會
Hong Kong Service Awards 2018 (Fast Food Chain) ( <b>Café de Coral</b> fast food) 「香港服務大獎2018」- 快餐連鎖店組(大家樂快餐)	East Week 東週刊





## Focus on People 關顧員工

### Award/ Recognition 獎項/榮譽

Evolving Employer 2017 (Bronze)

### Organiser 主辦機構

LinkedIn Corporation  
領英

18 Districts Caring Employers 2017 Award  
2017年「十八區關愛僱主」嘉許

The Hong Kong Joint Council for People with Disabilities and The Hong Kong Council of Social Service  
香港復康聯會及香港社會服務聯會

Catering Industry Safety Award Scheme (2017/18) – Group Safety Performance Awards  
– Gold Prize (Fast Food Shops Serving Chinese and General Fast Food Categories)  
– Silver Prize (Light Refreshment Eating Places and Canteen Category)  
2017/18飲食業安全獎勵計劃 – 集團安全表現獎  
– 金獎 (中式及一般快餐店類別)  
– 銀獎 (小型食肆及食堂類別)

Labour Department and Occupational Safety & Health Council  
勞工處及職業安全健康局

## Investing in Our Community 回饋社會

### Award/ Recognition 獎項/榮譽

Caring Company 2017/18  
商界展關懷 2017/18

### Organiser 主辦機構

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

Partner Employer Award 2017/18  
「友商有良」嘉許計劃 2017/18 - 卓越企業嘉許狀

The Hong Kong General Chamber of Small and Medium Business  
香港中小型企业總商會

## Resource Optimisation 資源優化

### Award/ Recognition 獎項/榮譽

7<sup>th</sup> "Friends of EcoPark"  
第七屆環保園之友

### Organiser 主辦機構

EcoPark  
環保園

BOCHK Corporate Environmental Leadership Awards 2016 - EcoChallenger  
中銀香港企業環保領先大獎2016 – 環保優秀企業

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

# Appendix I - Guiding Policies, Management Approach and Relevant Laws and Regulations

## 附錄 I – 主導政策、管理方法及相關法律及規例

The Group's sustainability governance is built on the guiding policies and operation protocols indicated in the table below. Each of them is established and reviewed based on the developments of regulatory and compliance requirements, industry best practices, as well as business and operation needs of the Group. The following table also sets out the relevant laws and regulations which have significant impact on the Group's operations.

集團的可持續發展管治建基於下表的主導政策及營運規章。每項政策規章均按規例發展及合規要求、行業最佳常規以及集團業務及營運需要而制定及檢討。下表亦列出對集團營運有重大影響之相關法律及規例。

### Corporate Governance\* 企業管治\*

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

*Directors' Handbook for Corporate Governance* sets out the Company's governance principles and policies adopted to maintain a high standard of corporate governance.

企業管治董事手冊載列公司採納的管治原則及政策，以維持高水平之企業管治。

*Enterprise Risk Management Policy* aims to ensure that material risk exposures of the Group are identified, assessed, mitigated and minimised.

企業風險管理政策旨在確保集團的重大風險得到辨識、審視、緩和與減低。

*Corporate Compliance Policy* establishes the mechanism to require that employees of the Group be guided in their activities and daily works by relevant principles, laws and regulations.

企業合規政策制定機制要求集團員工以相關原則、法律及規例作為其業務活動及日常工作的指引。

*Best Practice and Guideline on Occupational Code of Ethics* stipulates the responsibilities of all employees for maintaining ethical and equitable behaviour.

良好職業操守行為及相關程序規定所有員工的行為均須符合道德和公平原則。

*Protocol on Malpractice Reporting and Investigation* sets out grievance channels for raising concerns in confidence for all employees and business partners.

不當行為舉報及調查規章設立申訴渠道，讓所有員工及業務夥伴在保密的情況下提出申訴。

*Corporate Policy on Personal Data Privacy* states the requirements of the Group for handling employee data and establishes a privacy framework that secures the personal data of our customers and business partners.

集團個人資料私隱政策列明集團處理員工資料之要求及設立私隱架構以保障顧客及業務夥伴的個人資料。

*I.T. Policy* provides strict guidelines for internal and interested parties to maintain security of the Group's information in accordance with the ISO 27001 standards.

資訊科技政策向內部及相關方提供嚴謹指引，依照ISO 27001標準維持集團資訊安全。

#### Relevant laws and regulations 相關法律及規例

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

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

Prevention of Bribery Ordinance governing ethical business practices  
防止賄賂條例確保道德商業常規

Personal Data (Privacy) Ordinance governing proper handling and management of personal data  
個人資料（私隱）條例確保個人資料受到妥善處理與管理

\* Please refer to the Corporate Governance Report in the Company's Annual Report 2017/18 for details of the Group's corporate governance practices in compliance with the Corporate Governance Code under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

關於集團遵循香港聯合交易所有限公司證券上市規則企業管治守則的企業管治常規詳情，請參考本公司2017/18年報的企業管治報告。

## Total Customer Satisfaction 全面顧客滿意度

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

*Customer Feedback Handling Procedure* stipulates our approach and steps to ensure customer feedback are responded and managed in a consistent, systematic and timely manner.

顧客意見處理程序訂明方法及步驟，確保顧客意見獲得一致、有系統和及時的回應及處理。

*Purchasing Manual* includes policies, procedures and practices to ensure a high standard of food procurement from our suppliers, outlines the responsibilities of various parties within the procurement process.

採購手冊包括政策、程序及常規，以確保向供應商進行高標準採購流程，並概括採購過程中各方的責任。

*Corporate Food Safety Policy* specifies the standards and functions at different production stages to maintain full food traceability and safety.

集團食物安全政策規定食品在各個生產階段中的標準和用途，以維持食品可追溯性及安全性。

*Supplier Code of Conduct* states the Group's requirements for all of our suppliers from an environmental and social perspective, including labour practice, human rights, occupational safety and health, and business ethics.

供應商行為守則列明集團對所有供應商就環境及社會方面的要求，包括勞工條例、人權、職業安全及健康，以及商業道德。

*Quality Shop (Q Shop) System* provides guiding principles and stringent standards of store management in areas of quality, cleanliness and service in serving our customers.

優質分店 (Q Shop) 系統在產品質素、整潔度和服務方面提供指導原則及嚴格的標準。

International standards of food manufacturing process (such as ISO 22000 and HACCP accreditation).

國際食品製造流程標準（如 ISO 22000 和 HACCP 認證）。

*Competition Law Compliance Policy* provides guidance to employees with regard to the Competition Law requirements and assists them in complying with the law during daily operation.

競爭法合規政策為員工對於競爭法要求提供指引及協助員工於日常營運中遵守相關要求。

### Relevant laws and regulations 相關法律及規例

Food Safety Ordinance and other related regulations governing food importers and distributors registration, composition and description of food products and specific requirements of different types of food products.

食品安全條例以及其他有關監管食物進口商及分銷商登記、食品成分組合和描述以及對不同類型食品之具體要求之規例。

Food & Drugs (Composition & Labelling) Regulation and other regulations related to food product labelling.

食物及藥物（成分組合及標籤）規例以及其他與食品標籤有關之規例。

Public Health & Municipal Service Ordinance and other regulations related to operational hygiene and license.

公眾衛生及市政條例以及其他與營運衛生及牌照有關之規例。

Trade Marks Ordinance regulating infringement and trademarks used in advertising.

商標條例監管侵權及廣告宣傳之商標使用。

Trade Descriptions Ordinance regulating trade descriptions used in advertisement of food products.

商品說明條例監管食品廣告宣傳中使用的商品說明。

Competition Ordinance prohibiting conduct that prevents, restricts or distorts competition in Hong Kong and mergers that substantially lessen competition in Hong Kong.

競爭條例禁止在香港妨礙、限制或扭曲競爭的行為及大幅減弱競爭的合併行為。

## Focus on People 關顧員工

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

*Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy* outlines our responsibilities as a responsible employer and the procedures necessary to ensure all candidates are treated equally and employment is compliant with local laws and regulations.

員工招聘指引及防止聘用非法員工政策指明，作為負責任的僱主，有責任確保所有應徵者得到平等對待以及所有僱用須遵守本地法律及條例。

Group Training & Development formulates structured staff development framework and programmes.

集團培訓及發展部制定具體的員工發展架構和方案。

*Performance Management System Policy* enables recognition and rewards in line with our vision to becoming the preferred employer.

績效管理制度政策確保員工的表現得到認可及回報，與我們致力成為受歡迎僱主的願景一致。

*Occupational Safety and Health Policy* stipulates our responsibilities to our employees on issues of occupational safety and health and the provision of a healthy and safe workplace through employee engagement, training, awards and other awareness promotion activities.

職業安全健康政策規定我們須為員工的職業健康及安全負責，並透過員工參與、培訓、獎勵及其他安全意識宣傳活動，為員工提供健康和安全的工作環境。



### Relevant laws and regulations 相關法律及規例

Employment Ordinance prohibiting employment of child labour aged under 15, regulating hours of work for young employees in industrial work, and ensuring other employment practices across our operations.

僱傭條例禁止僱用未滿十五歲之童工，監管從事工業性質工作之青年員工的工作時數，以及確保遵循其他營運涉及之招聘常規。

Minimum Wage Ordinance, Employees' Compensation Ordinance, Mandatory Provident Fund Scheme Ordinance and other relevant regulations protecting our employees in terms of remuneration, compensation and social security.

最低工資條例、僱員補償條例、強制性公積金計劃條例及其他有關保障員工薪酬、補償及社會保障的規例。

Discrimination Ordinances safeguarding employees from any kinds of discrimination, including but not limited to family status, races, gender and disability.

歧視條例保護員工免受任何類型之歧視，包括但不限於家庭崗位、種族、性別及殘疾狀況。

Occupational Safety and Health Ordinance ensuring our employees could perform duties in safe and healthy workplace.

職業安全及健康條例確保集團員工可於安全健康的工作環境下工作。

### Investing in Our Community 回饋社會

#### Management approach 管理方法

Recognise the importance of contributing to the communities in which we operate.

肯定回饋社會的重要性。

Leverage our extensive network and focus our resources on creating positive impact on the communities where we have a presence.

憑藉龐大的分店網絡，集中資源為所在社區帶來正面影響。

Provide necessary support and opportunity to allow beneficiary groups contribute to the community as a whole.

提供所需的支持及機會，協助受惠群體貢獻社會。

#### Relevant laws and regulations 相關法律及規例

Not applicable

不適用

### Resource Optimisation 資源優化

#### Management approach 管理方法

Conduct business in compliance with all applicable laws and regulations, and integrate industry best practices into our operations.

遵照所有適用的法律及規例營運，並將行業中的最佳常規融入我們的營運當中。

Minimise our environmental impacts through the efficient use of resources and adoption of practicable technologies.

透過有效使用資源及採用可行技術，減低對環境的影響。

Increase energy efficiency, conserve water, minimise waste generation and emissions, and promote awareness on environmental protection in our supply chain.

提高能源效益、節約用水、減少廢物及排放，並促進供應鏈的環保意識。

Advocate environmentally responsible behaviour among our staff, business partners, customers and the general public.

向員工、業務夥伴、顧客及公眾提倡負責任的環境行為。

#### Relevant laws and regulations 相關法律及規例

Air Pollution Control Regulations controlling hazardous air emissions in our operations.

空氣污染管制規例管制營運中之有害氣體排放物。

Water Pollution Control Ordinance on sewage treatment in our operations.

水污染管制條例管制營運中之污水處理。

Waste Disposal Ordinance on waste management of our operations.

廢物處置條例管制營運中之廢棄物處理。

# Appendix II – HKEX ESG Reporting Guide Index

## 附錄 II – 香港聯交所環境、社會及管治報告指引索引

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
<b>A. ENVIRONMENTAL 環境</b>		
<b>Aspect A1 Emissions 層面A1 排放物</b>		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste  有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的: (a) 政策；及(b) 遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I  The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period.  本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。
KPI A1.1 關鍵績效指標A1.1	The types of emissions and respective emissions data 排放物種類及相關排放數據	Resource Optimisation 資源優化
KPI A1.2 關鍵績效指標A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)  溫室氣體總排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）	Resource Optimisation 資源優化
KPI A1.3 關鍵績效指標A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)  所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）	The Group does not generate major hazardous waste in its operations. Currently the Group does not report on hazardous waste data. We are working closely with independent consultant to enhance our waste data collection and target to disclose relevant data in future reports.  本集團於營運中並無產生主要有害廢棄物。本集團目前並無就有有害廢棄物數據作出報告。我們現正與獨立顧問緊密合作，加強廢棄物數據收集並計劃於未來的報告中披露相關數據。

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數	
KPI A1.4 關鍵績效指標A1.4	<p>Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)</p> <p>所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）</p>	<p>Currently the Group does not report on non-hazardous waste data.</p> <p>During the year, the Group recorded non-hazardous waste from Central Food Processing Centre in Taipo, including general waste recycled (papers, plastics, metals and glass), and used cooking oil recycled across our Hong Kong operations.</p> <p>We are working closely with independent consultant to enhance our waste data collection and target to disclose comprehensive data in future reports.</p> <p>本集團目前並無就無害廢棄物數據作出報告。</p> <p>年內，本集團於大埔中央產製中心所記錄的無害廢棄物量，包括已回收的一般廢棄物（紙張、塑膠、金屬及玻璃）及於所有香港營運中所回收的廢食油。</p> <p>我們現正與獨立顧問緊密合作，加強廢物數據收集並計劃於未來的報告中披露全面的數據。</p>	N/A 不適用
KPI A1.5 關鍵績效指標A1.5	<p>Description of measures to mitigate emissions and results achieved</p> <p>描述減低排放量的措施及所得成果</p>	<p>Resource Optimisation</p> <p>資源優化</p>	59-60, 63-64
KPI A1.6 關鍵績效指標A1.6	<p>Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved</p> <p>描述處理有害及無害廢棄物的方法、減低產生量的措施及所得成果</p>	<p>Resource Optimisation</p> <p>資源優化</p>	56-58, 63



Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
<b>Aspect A2</b> <b>層面A2</b> <b>Use of resources</b> <b>資源使用</b>		
General Disclosure 一般披露	Policies on efficient use of resources, including energy, water and other raw materials 有效使用資源（包括能源、水及其他原材料）的政策	Appendix I 附錄 I      71
KPI A2.1 關鍵績效指標A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kwh in '000s) and intensity (i.e. per meal) 按類型劃分的直接及/或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（即以每餐計算）	Resource Optimisation 資源優化      59-60
KPI A2.2 關鍵績效指標A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility) 總耗水量及密度（如以每產量單位、每項設施計算）	Resource Optimisation 資源優化      59, 61
KPI A2.3 關鍵績效指標A2.3	Description of energy use efficiency initiatives and results achieved 描述能源使用效益計劃及所得成果	Resource Optimisation 資源優化      59, 63-64
KPI A2.4 關鍵績效指標A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved 描述求取適用水源上可有任何問題，以及提升用水效益計劃及所得成果	Resource Optimisation 資源優化      61, 64  The Group does not have any issue in sourcing water that is fit for purpose. 本集團並無於求取適用水源上有任何問題。
KPI A2.5 關鍵績效指標A2.5	Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量	Resource Optimisation 資源優化      58
<b>Aspect A3</b> <b>層面A3</b> <b>The environment and natural resources</b> <b>環境及天然資源</b>		
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources 減低發行人對環境及天然資源造成重大影響的政策	Appendix I 附錄 I      71
A3.1 關鍵績效指標A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動	Resource Optimisation 資源優化      62, 64

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 節/聲明	Page Number 頁數
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## B. SOCIAL 社會

### Employment and Labour Practices 僱傭及勞工常規

Aspect B1 層面B1	Employment 僱傭		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination and other benefits and welfare  有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的: (a) 政策; 及(b) 遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I  The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period.  本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	70-71
KPI B1.1 關鍵績效指標B1.1	Total workforce by gender, employment type, age group and geographical region  按性別、僱傭類型、年齡組別及地區劃分的僱員總數	Focus on People 關顧員工	35
KPI B1.2 關鍵績效指標B1.2	Employee turnover rate by gender, age group and geographical region  按性別、年齡組別及地區劃分的僱員流失比率	Focus on People 關顧員工	35
Aspect B2 層面B2	Health and safety 健康與安全		
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards  有關提供安全工作環境及保障僱員避免職業性危害的: (a) 政策; 及(b) 遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I  The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period.  本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	70-71
KPI B2.1 關鍵績效指標B2.1	Number and rate of work-related fatalities 因工作關係而死亡的人數及比率	There were no work-related fatalities during reporting period.  報告期內並無因工作關係導致死亡事件。	N/A 不適用

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
KPI B2.2 關鍵績效指標B2.2	Lost days due to work injury 因工傷損失工作日數	During the reporting period, the Group's overall lost day rate due to work injury was 0.16%.  The lost day rate due to work injury indicates the number of lost days as a percentage of the total number of available man days throughout the year.  報告期內，集團整體因工傷損失工作日數比率為0.16%。  因工傷損失工作日數比率指以全年員工可工作日數總數計算之損失工作日數百分比。
KPI B2.3 關鍵績效指標B2.3	Description of occupational safety and health measures adopted, how they are implemented and monitored 描述所採納的職業健康與安全措施，以及相關執行及監察方法	Focus on People 關顧員工  35-36, 38
<b>Aspect B3 層面B3</b>	<b>Development and training 發展及培訓</b>	
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動	Focus on People 關顧員工  Appendix I 附錄 I  28-32, 38  70
KPI B3.1 關鍵績效指標B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management) 按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比	Focus on People 關顧員工  30
KPI B3.2 關鍵績效指標B3.2	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數	Focus on People 關顧員工  30



Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
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Aspect B4 層面B4	Labour standards 勞工準則		
General Disclosure 一般披露	<p>Information on: (a) the policies; and (b) compliance and material non-compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour</p> <p>有關防止童工或強制勞工的: (a) 政策; 及(b) 遵守及嚴重違反對發行人有重大影響的相關法律及規例的資料</p>	<p>Appendix I 附錄 I</p> <p>The Group is not aware of any non-compliance with relevant laws and regulations on preventing child or forced labour.</p> <p>The Group's <i>Supplier Code of Conduct</i> clearly states our zero-tolerance to employment of child labour and forced labour by our suppliers.</p> <p>本集團並無發現有任何違反有關防止童工或強制勞工的相關法律及規例之事宜。</p> <p>集團之 <i>供應商行為守則</i> 明確列明對供應商僱用童工及強制勞工採取零容忍態度。</p>	70-71
KPI B4.1 關鍵績效指標B4.1	<p>Description of measures to review employment practices to avoid child and forced labour</p> <p>描述檢討招聘慣例的措施以避免童工及強制勞工</p>	<p>The Group regularly reviews its employment practice to ensure that we are in compliance with the Employment Ordinance and other regulations related to child labour and forced labour.</p> <p>Supplier visits and assessment are in place to ensure our suppliers comply with <i>Supplier Code of Conduct</i>.</p> <p>本集團定期檢討招聘措施以確保遵守《僱傭條例》及其他有關童工及強制勞工的條例。</p> <p>安排到訪及評核供應商，以確保集團之供應商遵守 <i>供應商行為守則</i>。</p>	N/A 不適用
KPI B4.2 關鍵績效指標B4.2	<p>Description of steps taken to eliminate such practices when discovered</p> <p>描述在發現違規情況時消除有關情況所採取的步驟</p>	<p>No such incidents were reported during the reporting period.</p> <p>報告期內並無收到相關事件之報告。</p>	N/A 不適用

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
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## Operating Practices 營運慣例

Aspect B5 層面B5		Supply chain management 供應鏈管理	
General Disclosure 一般披露	Policies on managing environmental and social risks of supply chain 管理供應鏈的環境及社會風險政策	Appendix I 附錄 I	70
KPI 5.1 關鍵績效指標5.1	Number of suppliers by geographical region 按地區劃分的供應商數目	Total Customer Satisfaction 全面顧客滿意度  The Group considers it more meaningful to disclose its food origin by geographic region in percentage of the Group's procurement amount. 本集團認為披露按集團採購金額計算之食物來源地分佈百分比比較具意義。	20
KPI 5.2 關鍵績效指標5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法	Total Customer Satisfaction 全面顧客滿意度	21, 23
Aspect B6 層面B6		Product responsibility 產品責任	
General Disclosure 一般披露	Information on: (a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的: (a) 政策；及(b) 遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I  The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the reporting period. 本集團並無發現於報告期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。	70
KPI B6.1 關鍵績效指標B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比	There was no product recalled during the reporting period. 於報告期內並無回收產品。	N/A 不適用

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數	
KPI B6.2 關鍵績效指標B6.2	Number of products and service related complaints received and how they are dealt with 接獲關於產品及服務的投訴數目以及應對方法	Total Customer Satisfaction 全面顧客滿意度  The Group is not aware of any significant complaints related to products and services during the reporting year. We consider issues that are significant to those related to material non-compliance with relevant standards, rules and regulations on health and safety, advertising and labelling, and intellectual property rights etc. Upon any complaints received, formal investigations are launched and follow-up actions are taken in timely manner.  本集團並無發現於報告期內任何有關產品及服務的重大投訴。我們認為的重大問題乃主要關於嚴重違反有關所提供的產品和服務的健康與安全、廣告與標籤及知識產權等相關的準則、規則及規例之事宜。在收到任何投訴後，我們會及時進行正式調查及採取相應的跟進行動。	18-19, 22
KPI B6.3 關鍵績效指標B6.3	Description of practices relating to observing and protecting intellectual property rights 描述與維護及保障知識產權有關的慣例	The Group has in place measures to protect its intellectual property rights and ensure compliance with intellectual property laws. We conduct regular reviews on the Group's internal policies and systems to ensure efficacy and proper implementation of our intellectual property measures.  本集團透過措施保障其知識產權及確保遵守知識產權法律。我們定期檢討內部政策及系統，以確保我們的措施得以有效及妥善實施。	N/A 不適用
KPI B6.4 關鍵績效指標B6.4	Description of quality assurance process and recall procedures 描述質量檢定過程及產品回收程序	Total Customer Satisfaction 全面顧客滿意度	19-21, 23-24
KPI B6.5 關鍵績效指標B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored 描述消費者資料保障及私隱政策，以及相關執行及監察方法	Sustainability Governance under the Leadership of the Board 董事局帶領的可持續發展管治  Appendix I 附錄 I	5  69



Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵績效指標	Section/ Statement 章節/聲明	Page Number 頁數
<b>Aspect B7 層面B7</b> <b>Anti-corruption 反貪污</b>		
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering  有關防止賄賂、勒索、欺詐及洗黑錢的(a)政策；及(b)遵守對發行人有重大影響的相關法律及規例的資料	Sustainability Governance under the Leadership of the Board 董事局帶領的可持續發展管治  Appendix I 附錄 I  The Group is not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group during the period. 本集團並無發現於期內有任何嚴重違反對集團構成重大影響的相關法律及規例之事宜。
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases  於報告期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果	During the reporting period, there was no concluded legal case regarding corrupt practices brought against the Group or its employees.  於報告期內，並無發生指控本集團或其員工貪污之訴訟案件。
KPI B7.2 關鍵績效指標B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored  描述防範措施及舉報程序，以及相關執行及監察方法	Sustainability Governance under the Leadership of the Board of Directors 董事局帶領的可持續發展管治
<b>Aspect B8 層面B8</b> <b>Community 社區</b>		
General Disclosure 一般披露	Policies on community engagement to understand the community's needs where it operates and to ensure its activities take into consideration communities' interests  有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策	Appendix I 附錄 I
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)  專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）	Investing in Our Community 回饋社會
KPI B8.2 關鍵績效指標B8.2	Resources contributed (e.g. money or time) to the focus area  在專注範疇所動用的資源（如金錢或時間）	Investing in Our Community 回饋社會

