



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

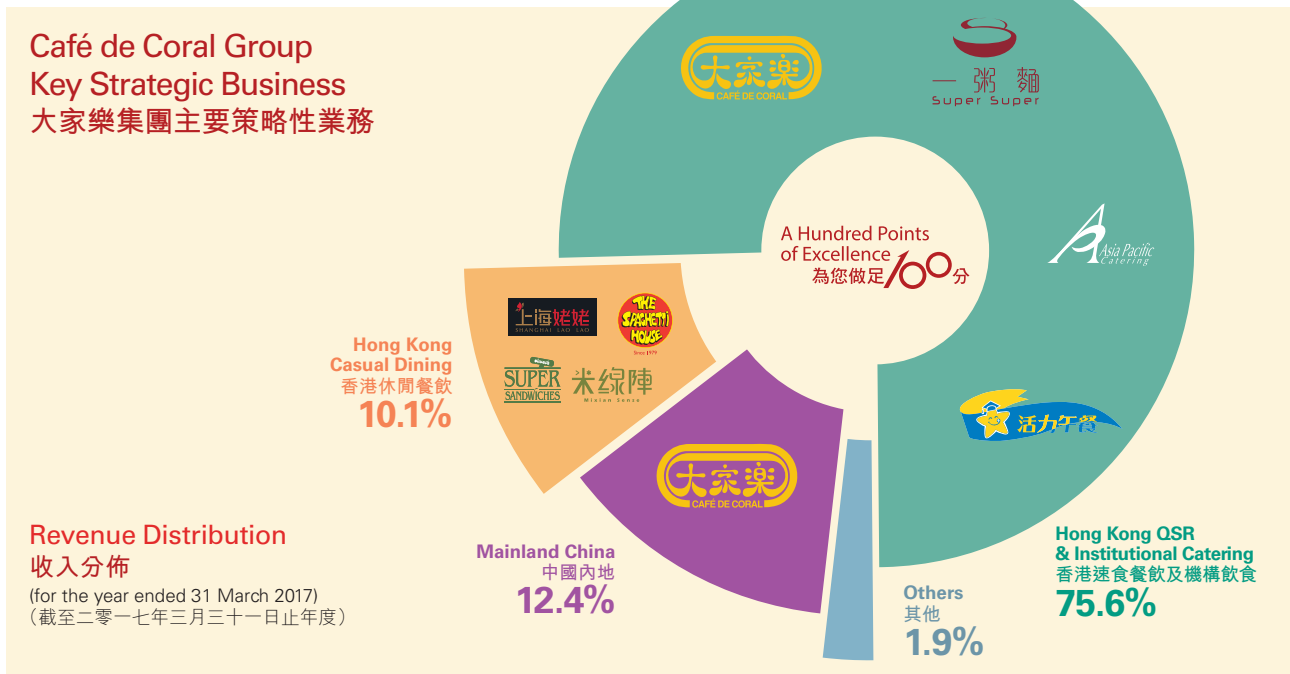
大家樂集團

The Café de Coral Group first brought in the special Hong Kong-style fast food concept in 1968 and since then, we have been serving and growing with the Hong Kong people. Our aspiration and commitment to become and remain "the Canteen of Hong Kong People" has led us to grow from a small shop into one of Asia's largest publicly listed restaurant and catering groups.

大家樂集團自一九六八年首創香港風格快餐概念後，數十年來與香港人共同成長。我們矢志成為「香港人的大食堂」，這抱負帶領我們由一間小店發展為亞洲其中一家最大型的上市餐飲集團。

Headquartered in Hong Kong, our business covers quick service restaurants (QSR) and institutional catering, casual dining chains, as well as food processing and distribution in Hong Kong and Mainland China. Our operations now cover 359 operating units in Hong Kong and 99 shops in Mainland China, serving over 450,000 customers in Hong Kong and Mainland China daily.

我們立足香港，業務涵蓋速食餐飲及機構飲食、休閒餐飲及香港與中國內地之食品產製分銷。集團業務在香港和內地分別有359和99個營運單位，每天服務逾450,000位顧客。



Our Business Performance in Numbers (2016/17)

集團業務表現之重要數字(二零一六/一七年度)

Total revenue 總收入 HK\$ 7,895 Million 7,895百萬港元	Total operating cost 總營運成本 HK\$ 7,269 Million 7,269百萬港元	Size of workforce 員工人數 18,771 (As of 31 March 2017) (截至二零一七年三月三十一日)	458 Total operating units in Hong Kong and Mainland China 於香港及中國內地營運單位總數 (As of 31 March 2017) (截至二零一七年三月三十一日)
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Sustainability Governance under the Leadership of the Board of Directors

董事局帶領的可持續發展管治



“For the Café de Coral Group, sustainability is the platform supporting our future growth and a key enabler of our past achievements. Our commitment to sustainability is rooted in our belief in doing business responsibly; serving the communities in which we operate; minimising the impact of our operations on the environment; providing a working environment conducive to attracting, developing and retaining talent; and generating sustainable shareholder value. Today, the Group has established a solid sustainability platform on which everyone in the Café de Coral family strives to achieve long-term business growth and create positive impact for our customers, employees, stakeholders and the communities.” - **Mr Lo Hoi Kwong, Sunny**, Chairman of Café de Coral Group

大家樂集團主席羅開光先生：「對大家樂集團而言，可持續發展既是昔日成功的關鍵，也是未來發展的基石。我們對可持續發展的承諾堅定不移，深信營商應盡社會責任、回饋社會、減少對環境的影響、提供能吸引及保留人才的工作環境，並為股東爭取持續的價值。集團既有如此鞏固的可持續發展平台，我們每一位大家樂人自當努力不懈，謀求長遠發展，為顧客、員工、持份者和社會帶來正面影響。」

The Board of Directors of Café de Coral Holdings Limited attaches great importance to the sustainability performance of the Company supported by a sound governance structure and management process. The Board of Directors has overall responsibility and accountability for the Group's sustainability development as well as relevant regulatory compliance. The Management Board is delegated by the Board of Directors the responsibility for implementing sustainability strategies and action plans, and ensuring that they are effectively managed.

Risk management and sustainability

Our robust governance process is supported by proactive risk management and continuous monitoring. The Group stays alert to changes in the external environment, and regularly reviews our practices and policies to ensure that they remain relevant to our business and effective in managing risks.

大家樂集團有限公司董事局重視集團的可持續發展表現，而此表現建基於良好的管治架構及管理流程。董事局對集團的可持續發展及遵循相關規例全面負責，並授權管理局實施具體策略和計劃，及確保其行之有效。

風險管理及可持續發展

集團管治穩妥紮實，有賴積極的風險管理和縝密的監督工作。集團對外在環境時刻警惕，定期評估運作與政策，以確保能緊扣業務與應對風險。



Our governance framework 我們的管治架構



* For details on our policies, management approach and compliance with laws and regulations relating to our sustainability focus areas, please refer to Appendix I.

* 關於集團主導政策、管理方法與相關法律及規例之遵循，請參考附錄I。

Steered by the Board of Directors, the Group's enhanced Enterprise Risk Management (ERM) framework is in place to manage risks in different operations and levels of the organisation through a robust and inclusive system. The Management Board is obligated to ensure that the Group's current and future material risk exposures are identified, assessed, quantified, appropriately mitigated and managed as well as regularly reported and reviewed. Further details on our risk management approach are covered in the Corporate Governance Report of our 2017 Annual Report.

Café de Coral Group's sustainability focus areas and management of their respective performance are fully integrated into the ERM framework to ensure higher degree of assurance and control. Key performance indicators (KPIs) of the sustainability areas which are within the ambit of the Group's key risk areas under the ERM regime have been established to better drive our sustainability performance. Our performance against these additional KPIs is described in the respective sections of this report.

在董事局帶領下，集團提昇了「企業風險管理」框架，以堅實全面的系統管理各業務與階層的風險。管理局負責確保集團目前與未來的重大風險得到辨識、審視、量化、妥善緩和與管理，並定期匯報與檢討。關於集團的風險管理方法，詳載於二零一七年報的「企業管治報告」中。

大家樂集團為使風險控制更有保障，已把可持續發展的焦點及相關表現的管理充分納入「企業風險管理」框架。「企業風險管理」體制下，在相關的可持續發展領域，已訂定關鍵績效指標，以推動可持續發展表現。我們於本報告相關部分詳述這些新增的關鍵績效指標之表現。



Stakeholder engagement

Stakeholder engagement is an evolving and important process which allows us to seek essential input from stakeholders to optimise our sustainability governance and management approach, steer better business practice and contribute to the community at large.

The Group maintains various channels of constant communication with our stakeholders to ensure their expectation and concerns are effectively managed and addressed. The table below sets out our major key stakeholder groups, their issues of most concern and corresponding communication channels.

持份者參與

持份者參與是一個逐步發展及重要的過程，有助我們取得寶貴意見，以改善集團的可持續發展管治與管理方法，尋求更好的營運常規，並貢獻社會。

集團以不同途徑與持份者保持溝通，以回應他們的期望和關注。下表列出我們主要持份者最為關注的議題及溝通途徑。

Key stakeholder groups 主要持份者	Issues of most concern 關注議題	Communication channels 溝通途徑
Customers 顧客	Food safety, product and service quality and food choice 食物安全、產品與服務質素、美食選擇	Customer surveys (brand audit survey and after-meal survey) Interviews and focus groups General customer service communications 顧客調查(品牌審計及餐後調查) 訪問及聚焦小組 一般顧客服務溝通
Employees 員工	Employment terms, career prospect and occupational safety and health 招聘條款、事業前景和職業安全及健康	Training and workshops Engagement surveys Performance Management System Meetings and communications Internal newsletters and other publications 培訓及工作坊 參與度調查 績效管理系統 會議及溝通 內部通訊及其他刊物
Investors/ Shareholders 投資者/股東	Return on investment, business strategies, performance and development plans 投資回報、業務策略、業績及發展計劃	Annual general meeting and other shareholder meetings Financial reports Regular announcements and circulars Corporate website Investor forums Face-to-face meetings 股東周年大會及其他股東會議 財務報告 定期公告與通函 集團網頁 投資者論壇 面談
Suppliers 供應商	Supply chain management 供應鏈管理	Supplier factory visits and performance review Supplier forums Tendering and other regular meetings 供應商廠房視察及表現評估 供應商論壇 招標及其他定期會議
Landlords 業主	Brand image, brand portfolio, business plan and performance 品牌形象、品牌組合、業務計劃及表現	Regular meetings Annual landlord-tenant communication functions Festival event gatherings (in shopping malls) Opening ceremonies of new shops 定期會議 年度業主租戶交流活動 商場節日聚會 新店開幕儀式
NGOs/Communities/ Media 非政府組織/社區/傳媒	Transparency, reliability and pace of news updates 透明度、可靠性及發布消息速度	Community investment programmes Press release, press conference and briefings Regular meetings 回饋社區活動 新聞稿、新聞發布會及簡介會 定期會議

Our Sustainability Values

我們的可持續發展價值

Sustainability is an integral part of our growth and development, and is deeply embedded in our daily operation. For the year 2016/17, our unwavering commitment to investment in people together with the coordinated strategy of brand building and network development has helped maintain our market leader position in the food and beverage (F&B) industry and paved the way towards achieving the long-term success of the Group. We are committed to creating value and improving our impact on society and the environment in which we operate through the four Sustainability Values:

可持續發展是大家樂集團增長與發展不可或缺的部分，已融入日常營運中。在二零一六/一七年度，集團堅定地投資人才，加上品牌建設及網絡發展的協調策略，讓我們能在餐飲業保持領導地位，並為長遠成功奠定基礎。集團透過四大可持續發展價值，致力創造價值及改善對社會與環境的影響。

➤ Total Customer Satisfaction 全面顧客滿意度

Our growth and success lie in our commitment and perseverance in constantly providing quality food and service to our customers. Understanding and satisfying our customers' needs is a top priority of our everyday pursuit. During the year, we kick started a large-scale *Customer Journey* programme to further solidify our effort towards *Total Customer Satisfaction* in an even more comprehensive and systematic manner. Each aspect of the *Customer Journey* echoes with our three principles:

集團努力不懈為顧客提供優質食品 and 服務，成為業務增長與成功的關鍵。我們每天的首要任務，就是了解和滿足顧客需要。年內，我們推出了大型顧客旅程計劃，更周全及有系統地鞏固全面顧客滿意度。顧客旅程全面呼應集團三大原則：

- Pleasant customer experience
愉快的顧客體驗
- Stringent procurement practice
嚴謹的採購程序
- Reliable food processing
可靠的食物產製

➤ Focus on People 關顧員工

Our people are the most valuable asset of the Café de Coral Group. The development and growth of our Group depend entirely on the concerted effort and dedication of every member of the Café de Coral family. As we target to be the preferred employer in the F&B industry, the Group strives to retain and expand our strong and engaged team of employees through training and development, enhancing employee rewards and recognition, promoting staff support and wellbeing, diversifying recruitment channels and providing a healthy and safe workplace pursuant to our principles:

我們視員工為最寶貴的資產。集團的發展和增長，全賴這大家庭內每位成員的共同努力與貢獻。我們矢志成為餐飲業內的理想僱主，為保留與壯大我們出色而投入的員工團隊，提供培訓發展、提昇薪酬獎賞、改善福利、擴展招聘，並確保工作環境健康安全，原則包括：

- Vibrant organisation
有活力的組織
- Strong team
強大的團隊
- Engaged employees
投入的員工



Investing in Community 回饋社會

Serving the community has always been the guiding principle of the Café de Coral Group. Our founders' vision and philosophy in community service and engagement remain relevant - as we focus on addressing the needs of the community and leverage our extensive network to create a positive impact. We continue to uphold the three community service and engagement principles as the backbone of our *Café de Coral Twinkle Action*: 集團一直致力回饋社會，並恪守集團創辦人造福社會的視野和理念 - 專注回應社會需要，並善用龐大分店網絡創造正面影響。大家樂閃亮行動堅守集團回饋社會的三大原則：

- Caring for the underprivileged
關懷弱勢
- Promoting environmental awareness
推廣環保
- Supporting education
支持教育

Resource Optimisation 資源優化

We are committed to environmental protection through more efficient use of resources and waste management, as well as engaging our employees, customers, business partners and the wider community to embrace the Café de Coral Group's environmental stewardship principles: 我們重視環境保護，既善用資源、實施廢物管理，並鼓勵員工、顧客、業務夥伴及社區支持大家樂集團的環保原則：

- Efficient use of resources
善用資源
- Innovative waste management
創新廢物管理
- Minimising environmental impacts
減少環境影響



Sustainability Performance at a Glance 可持續發展表現一覽

Total Customer Satisfaction 全面顧客滿意度



OVER 80%
of customer satisfaction rate ⁽¹⁾
逾八成
顧客滿意率 ⁽¹⁾



Visited
ALL NEW AND HIGH-PRIORITY
suppliers
已視察
所有新判及重點
供應商



ALL
central food processing
centres are certified
ISO 22000 and HACCP
所有
中央產製中心獲 ISO 22000 及
HACCP 認證

Focus on People 關顧員工



Certificate in Restaurant Management programme was
CERTIFIED AS LEVEL 3
of Qualification Framework of the HKSAR Government
餐廳管理證書課程獲香港特區政府資歷架構
認證第三級



430
employees attained
Qualification Framework
accreditation of Levels 2 to 4
四百三十名
員工獲資歷架構認證第二至第四級



Established
SOCIAL CLUB
成立
樂滿 FUN

Investing in Community 回饋社會



Hosted 18 sessions of
“**COMMUNITY SPRING FEAST**”,
benefited 700+ participants
舉行十八場
「**區區開年飯**」,
惠及七百多位基層街坊

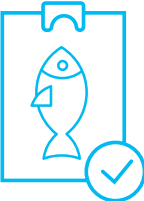


Launched
“**POWER OF INDIVIDUAL**”
programme to promote
food waste reduction
推出「**粒粒力量**」計劃，
鼓勵減少剩食




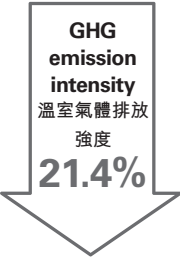

Employed
300+
employees with physical or
intellectual disabilities
僱用
逾三百名
殘疾人士

Resource Optimisation 資源優化



60%
of seafood procured was
ASC and MSC certified⁽²⁾
六成
所購海鮮獲水產養殖管理委員會及
海洋管理委員會認證⁽²⁾

CONTINUAL IMPROVEMENT
of environmental performance of
Hong Kong operations compared to 2013/14⁽³⁾
相比二零一三/一四年度，
香港業務**持續改善**環保表現⁽³⁾

(1) According to the after-meal survey conducted for **Café de Coral** fast food and **Super Super Congee & Noodles** in 2016/17
 (2) ASC (Aquaculture Stewardship Council) and MSC (Marine Stewardship Council) are international consumer labels which represent sustainably farmed and sustainably wild caught fish respectively.
 (3) Please refer to “Resource Optimisation” section for details of the environmental performance data of Hong Kong operations since 2013/14.

(1) 根據二零一六/一七年度就大家樂快餐及一粥麵進行的餐後調查
 (2) 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) 關於香港業務自二零一三/一四年度之環保表現數據，請參閱「資源優化」章節。



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 2016/17. This report details our efforts in sustainability advancement and creation of long-term value for our stakeholders. We adopt a structured management approach to deliver on our commitment to sustainability, as well as to ensure that our sustainability values are fully embedded into our business operations.

During the year, along with our focused strategy of investment in our people, our brand and our restaurant network with satisfactory results achieved, we continued to make good progress on the four key sustainability focus areas, namely, *Total Customer Satisfaction*, *Focus on People*, *Investing in Community* and *Resource Optimisation*.

We expanded our disclosure in this report to discuss the challenges, achievements and future plans for each of these four areas not only in Hong Kong but also in our Mainland China operations. During the year, a dedicated sustainability committee has been established to drive sustainability performance in Mainland China. Going forward, one of the key priorities for the committee will be to step up its efforts to align more closely our actions in Mainland China with the Group's overall sustainability development commitments.

Total Customer Satisfaction - Our *Customer Journey* programme, focusing on Brand Awareness, In-store Experience and Patronage Engagement, was launched during the year to help us excel in our commitment towards *Total Customer Satisfaction*. High food quality and stringent safety standards are fundamental to our day-to-day operations. Our global sourcing strategy, food traceability program as well as quality assurance practices were proven to be resilient in the Brazilian tainted meat incident in March 2017, when our holistic supply chain structure and robust risk management procedures successfully kept disruption and adverse impact to the minimum.

Focus on People - Labour shortage has been a constant challenge for the F&B industry. To better position ourselves in the labour market, the Group has made significant effort in employees' development, recruitment and retention during the year. New trainee and career development programmes were launched to build up capacity and advance the career prospects of our employees. We also expanded recruitment channels and restructured remuneration packages to attract and retain talent, particularly the young workforce. Effective measures were put in place to promote staff support and wellbeing and facilitate engagement.

Investing in Community - Under the umbrella of *Café de Coral Twinkle Action*, the Group leverages the extensive network of branches and our operations to create positive impact in the community. With the launch of new and innovative programmes and events during the year, we continued to maintain dialogue with different stakeholders to understand and address community needs - focusing on caring for the underprivileged, environmental awareness and supporting education.

Resource Optimisation - Our environmental performance improvement initiatives have made further progress. During the year, we launched a strategic waste management programme that focused on waste reduction at source and waste conversion. Other facility retrofitting and upgrading works have also seen great progress further optimising the efficiency of resource consumption throughout our operations.

Sustainability remains an integral part of our commitment to achieve "A Hundred Points of Excellence". Going forward, the Group will continue to explore ways in which we can perform better in each of our sustainability focus areas and create long-term positive impact for our business and the community.

For and on behalf of the Management Board

Lo Tak Shing, Peter
Chief Executive Officer

Hong Kong, 26 June 2017

大家樂集團管理局欣然呈報集團二零一六/一七年度可持續發展報告。報告詳述我們在可持續發展及為股東創造長遠價值方面的努力。我們以結構嚴密的管理方法實踐可持續發展承諾，並確保可持續發展價值全面融入業務營運中。

年內，集團按策略集中投資於人才、品牌和分店網絡，獲得理想成績，並繼續在可持續發展四大範疇取得良好進展：*全面顧客滿意度*、*關顧員工*、*回饋社會*及*資源優化*。

除香港外，此報告亦詳述中國內地業務在推動可持續發展時於四大範疇的挑戰、成果和未來計劃。年內成立了可持續發展委員會，推動在內地的可持續發展工作。日後，委員會其中一項重點，是將內地的行動緊扣集團的整體可持續發展承諾。

全面顧客滿意度 - 集團在年內推出*顧客旅程計劃*，以品牌認知、店內體驗及顧客參與提升*全面顧客滿意度*。二零一七年三月發生全球巴西問題肉類事件，集團的環球採購策略、食物源頭追溯計劃及質量檢定措施，獲證明抵禦力強，我們整全的供應鏈結構與堅實的危機管理程序成功將影響減至最低，可見優良的食物質素與嚴謹的安全標準對日常營運極為重要。

關顧員工 - 餐飲業持續面對勞工短缺。為了在勞動市場保持競爭力，集團年內特別著力於人才發展、招聘和保留，推出見習培訓及事業發展計劃，讓員工增強實力，一展抱負。集團亦擴展招聘途徑、改善薪酬待遇，以吸納及保留人才，特別是年輕生力軍，並透過有效措施提升員工支援、福利及參與度。

回饋社會 - 集團透過*大家樂閃亮行動*，以龐大分店網絡為社會帶來正能量，在年內推出多個創新活動，跟不同持份者緊密聯繫，藉關懷弱勢社群、推廣環保意識及支持教育發展來回應社會需要。

資源優化 - 集團的環保工作獲得良好進展，年內推出策略性廢物處理計劃，集中源頭減廢及廢物轉化，亦推展其他設施的翻新與升級，令資源運用更加有效。

集團要履行「為您做足一百分」的承諾，可持續發展尤為關鍵。我們將於各可持續發展範疇，精益求精，為集團業務與社會作出長遠貢獻。

管理局

首席執行官
羅德承
代行

香港，二零一七年六月二十六日



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 2016/17 恒生可持續發展企業基準指數成份股 2016/17	Hang Seng Indexes Company Limited 恒生指數有限公司
 Hang Seng Corporate Sustainability Index Series Member 2016-2017 恒生可持續發展企業指數系列 2016 - 2017 成份股	
CSR Index Plus 社會責任進階指數	Hong Kong Quality Assurance Agency 香港品質保證局
Hong Kong Outstanding Enterprises Parade 2016 傑出企業巡禮 2016	Economic Digest 經濟一週
HKEJ Listed Company Award of Excellence 2016 傑出上市公司巡禮 2016	HKEJ & PR Asia 信報及亞洲公關
Business for Sustainability 2016/17 可持續發展企業 2016/17	The Hong Kong Council of Social Service 香港社會服務聯會
Asia Excellence 2016 - Best CSR - Best Environmental Responsibility - Best Corporate Communications 亞洲企業管治大獎 2016 - 最佳企業社會責任、最佳環境責任、最佳企業傳訊	Corporate Governance Asia 亞洲企業管治

Total Customer Satisfaction 全面顧客滿意度

Award/Recognition 獎項 / 榮譽	Organiser 主辦機構
Market Leadership 2016 in Quick Service Restaurant 市場領袖大獎 2016 (快餐組別)	Hong Kong Institute of Marketing 香港市場學會
Hong Kong Service Awards 2017 (Fast Food Chain) (Café de Coral fast food) 香港服務大獎 2017 - 快餐連鎖店組 (大家樂快餐)	East Week 東週刊
Top Service Awards (Fast Food Chain) (Café de Coral fast food) 服務第壹大獎 - 連鎖快餐店組別 (大家樂快餐)	Next Magazine 壹週刊
HKIA Customer Service Excellence Programme - Individual Excellence Award (The Spaghetti House) 香港國際機場優質顧客服務 - 個人卓越獎 (意粉屋)	Airport Authority 香港機場管理局
HKIA Customer Service Excellence Programme - Mystery Shopper Programme Excellent Service Award (Restaurant) (The Spaghetti House) 香港國際機場優質顧客服務 - 神秘顧客計劃優秀服務獎 (食肆) (意粉屋)	Airport Authority 香港機場管理局
U Favorite Food Awards 2016 (Fast Food Shop) (Café de Coral fast food) 我最喜愛的食肆 2016 - 快餐店組別 (大家樂快餐)	U Magazine U週刊
U Favourite Food Awards 2016 - U Favourite Congee & Noodles Restaurant (Mixian Sense) 我最喜愛的食肆 2016 - 我最喜愛粥粉麵店 (米線陣)	U Magazine U週刊
Quality Service Scheme Award (Pizzastage) 優質顧客服務計劃 - 得獎商戶 (西餐及特色美食) (Pizzastage)	MTR Malls 港鐵商場





Awards and Recognitions 獎項及榮譽



2016 the 20th China Bakery Exhibition Outstanding New Products
(French Eifel Sausage and European Porcini Sausage)
2016 第二十屆中國烘焙展覽會優秀新品 (法式艾菲爾腸及歐式牛肝菌腸)

The All-China Federation of Baking Industry Association
中華全國工商業聯合會烘焙業公會

HK 50+ Award - Most Popular Brand in Fast Food Category
HK 50+ Award - 快餐店組別最喜愛品牌

Christian Family Service Centre
基督教家庭服務中心

2016 Service & Courtesy Award - Individual Award Winner,
(Asian Cuisine Category) Supervisory Level (Shanghai Lao Lao)
香港零售管理協會 - 傑出服務獎主管組 - 亞洲菜系 (上海佬佬)

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

2016 Service Retailers of the Year - Fastfood/Restaurants Category Award
神秘顧客計劃 - 2016 年最佳服務零售商 - 快餐店/餐廳及酒樓組別

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

Focus on People 關顧員工

Award/Recognition 獎項/榮譽

18 Districts Caring Employers 2016 Award
2016 年「十八區關愛僱主」嘉許

Organiser 主辦機構

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 (2016/17) - Group Safety Performance Awards [Fast Food Shops Serving Western Food - Silver Award and Restaurants (Non-Chinese) - Bronze Award], Supervisor Awards and Safe Workers Awards
飲食業安全獎勵計劃 - 集團安全表現獎 (西式快餐店組別銀獎、非中式餐館組別銅獎)、安全管理人員及安全工友

Labour Department and OSHC
勞工處及職業安全健康局

Investing in Community 回饋社會

Award/Recognition 獎項/榮譽

Caring Company 2016/17
商界展關懷 2016/17

Organiser 主辦機構

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

Food Grace Outstanding Partner Award
食德好傑出伙伴嘉許

Good Grace
食德好

Resource Optimisation 資源優化

Award/Recognition 獎項/榮譽

BOCHK Corporate Environmental Leadership Awards 2015 - EcoChallenger
中銀香港企業環保領先大獎 2015 - 環保優秀企業

Organiser 主辦機構

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

Friends of EcoPark
環保園之友

EcoPark
環保園

Shell FuelSave Challenge 2016 Champion
Shell 咭慳油大挑戰 2016 冠軍

Shell
蜆殼

Total Customer Satisfaction

全面顧客滿意度

“

The new store design is young and refreshing, yet the food remains as delicious as it has always been. My experience has been delightful every time I visit the stores where I receive attentive customer service at such an affordable price.


新的分店設計十分年輕與新鮮，而食物仍是以往親切的味道。雖然每次只是消費數十元，但職員服務仍是那麼周到，所以每次光顧都很愉快。

”

Ms Leung, customer from
Po Tat Estate

梁女士
寶達邨顧客





Our growth and success lie in our commitment and perseverance in constantly providing quality food and service to our customers. Understanding and satisfying our customers' needs is a top priority of our everyday pursuit. During the year, we kick started a large-scale *Customer Journey* programme to further solidify our effort towards *Total Customer Satisfaction (TCS)* in an even more comprehensive and systematic manner. Each aspect of the *Customer Journey* echoes with our three *TCS* principles:

集團努力不懈為顧客提供優質食品 and 服務，成為業務增長與成功的關鍵。我們每天的首要任務，就是了解和滿足顧客需要。年內，我們推出了大型顧客旅程計劃，更周全及有系統地鞏固全面顧客滿意度。顧客旅程全面呼應集團三大原則：

3 Principles 三個準則

1

Pleasant customer experience
愉快的顧客體驗

2

Stringent procurement practice
嚴謹的採購程序

3

Reliable food processing
可靠的食物產製



Customer Journey

顧客旅程

The new *Customer Journey* programme aims to enhance the holistic customer experience through thorough study, reflection and analysis of our interaction with customers in three stages - Brand Awareness, In-store Experience and Patronage Engagement. Different focuses, engagement channels and performance evaluation programmes are designed for every stage of the journey to uplift TCS.

全新顧客旅程計劃旨在透過仔細研究、反思與分析我們與顧客於三個階段的互動 - 品牌認知、店內體驗和顧客參與，提昇全面顧客體驗。每個階段均設工作焦點、參與途徑和表現評估，從而提昇全面顧客滿意度。

Supply chain management supporting the whole *Customer Journey*
供應鏈管理系統全面支持顧客旅程



Procurement management and traceability
採購管理及源頭追溯

Brand Awareness 品牌認知



Brand reinforcement and appealing strategy development
強化品牌及制定吸引顧客策略



Launch of 6th generation of **Café de Coral** fast food store
大家樂快餐第六代分店



Rebranding of **Oliver's Super Sandwiches**
利華超級三文治品牌重塑



Launch of 5th generation of **Super Congee & Noodles** store
一粥麵第五代分店





In-store Experience 店內體驗

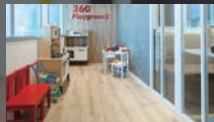
Focus
工作焦點

2016/17
Highlights
二零一六/
一七年度重點

Attentive customer service and fine quality food delivery
提供貼心顧客服務與優質食品



Continuous shop renovation and facility upgrade
持續分店翻新及設施提昇



New tastes and delectable food choices
新口味與美食選擇



Innovative mobile food ordering application
創新手機訂餐程式



Continuous quality improvement of Q-Shop System and Mystery Shopper Programme
持續提昇優質分店系統和神秘顧客計劃



Stringent supplier assessment
嚴謹供應商評核



Quality food manufacturing with international standards
以國際標準產製優質食品



Patronage Engagement 顧客參與

Focus
工作焦點

2016/17
Highlights
二零一六/
一七年度重點

Proactive customer engagement channels
主動的顧客參與途徑



After-meal survey
餐後訪問



Engagement system upgrade
提昇參與系統



Customer service campaign
顧客服務運動





Strong Appeal to Customers 對顧客的強大吸引力

Appealing to our customers as soon as their dining needs arise is a core strategy of our brand reinforcement programme. Through multiple communication channels, each of our brands has specific market positions with unique appeal to enhance customer awareness in the *Customer Journey*. For us to maintain the position of market leader and stay ahead of customer expectations, benchmarking and audit exercises are conducted on a regular basis to understand the latest trend and brand preference in the market.

Café de Coral fast food - upholding the good values in Hong Kong

Upholding our philosophy of "A Hundred Points of Excellence", we have endeavoured over the past 49 years to bring happiness to people in Hong Kong. In May 2016, the Group launched the "Happiness First" programme to reinforce the brand image as well as to instil positive energy in the community we serve.

We treasure the positive values shared by Hong Kong people and endeavour to contribute to the preservation of the same. In March 2017, **Café de Coral** brand took a step further by launching its 6th generation store, which is an overall revamp to uplift customer satisfaction through products, interior decoration, new uniform, packaging and advertising. The new concept store focuses on positive values of bonding and mutual understanding amongst people within the community, which also reinforces the recognition of the **Café de Coral** fast food stores as "the Canteen of Hong Kong People" (香港人的大食堂), a place where residents and visitors of Hong Kong enjoy their meals and leisure time during the day.

我們強化品牌的主要策略之一，是令顧客須要用餐時能馬上想起我們。透過多種傳訊途徑，集團旗下品牌各有市場定位和獨特吸引力，務求在顧客旅程上提昇品牌認知。集團為了解市場趨勢及品牌偏好，定期進行基準評估及審計，以保持市場領導地位，並搶先滿足顧客期望。

大家樂快餐 - 維護香港價值

集團秉持「為您做足一百分」的理念，四十九年來努力為香港人帶來快樂。二零一六年五月，大家樂推出「快樂第一」大型宣傳計劃，以加強品牌形象，並為社會注入正能量。

集團對香港人的共同價值珍而重之，並努力保護它。大家樂快餐於二零一七年三月推出第六代餐廳設計，從產品、室內設計、制服、包裝以至廣告，全面提昇顧客滿意度。新概念店聚焦社區鄰里的緊密聯繫與互信互諒之正面價值，令更多人認同大家樂快餐是「香港人的大食堂」，不論居民或訪客都可在這兒享受美食與悠閒時光。

1G



2G



3G



For nearly 50 years, since the first **Café de Coral** fast food store opened in 1968 in Sugar Street of Causeway Bay, the Group has grown together with the people in Hong Kong. The brand of **Café de Coral** has been a household name in Hong Kong.



Strong Appeal to Customers 對顧客的強大吸引力

Oliver's Super Sandwiches

– rebranding to bring European cuisines and lifestyle

Our key European-styled cafe, **Oliver's Super Sandwiches** was rebranded during the year to offer customers a fresh new look and feel. Using the British neighbourhood cafe as a blueprint, the cafe chain's new branding identity – “*EAT IS YOUR LIFE*” – was established to bring European cuisines and lifestyle to the city. A series of promotional campaigns were conducted to raise public awareness of our image of fresh ingredient and healthy dining style.

利華超級三文治

– 品牌重塑帶來歐陸美食及生活風格

集團主要歐陸式餐廳利華超級三文治在年內重塑品牌，為顧客帶來新穎面貌及體驗。餐廳參考英國社區咖啡店概念，建立全新品牌識別，以「*EAT IS YOUR LIFE* (食即人生)」作口號，為城市引入歐陸美食及生活風格，並推出一系列推廣活動，以提昇公眾對品牌著重新鮮食材及健康美食的認知。



Rebranding
品牌重塑



Social media promotion
社交媒體推廣



4G



5G



6G



集團自一九六八年於銅鑼灣糖街開設首間大家樂門店，近五十年來與香港人一起成長，並成為家傳戶曉的香港品牌。



Outstanding Customer Experience 出色的顧客體驗

Through *Customer Journey*, we are determined to bring outstanding in-store experience to our customers, starting from the first impression of our store design and dining environment to delectable food choice and attentive service delivery.

Pleasant dining environment

Our store design and supporting services continue to evolve to meet customers' changing needs. Each of our brands is uniquely positioned for specific groups of customers, for them to enjoy our products and services in a contemporary dining environment, allow them to feel relaxed and perceive the place as part of their daily lives. We also strive to attract the younger generations with the modern, lively and cosy store design. As we launch our store renovation and facility upgrade, we also take environmentally friendly elements into consideration. For highlights of our energy and water conservation initiatives in stores, please refer to "Resource Optimisation" section.

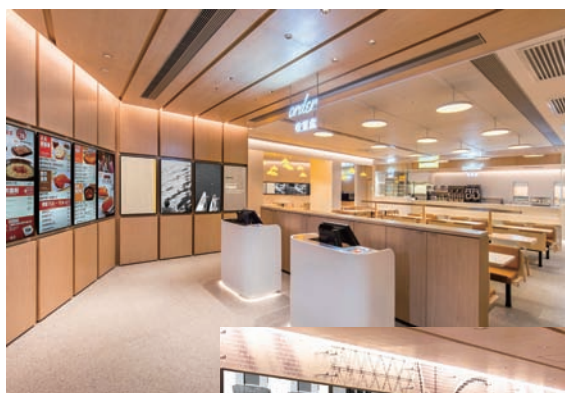
In our fast food operation, in addition to offering our customers a convenient and quick dining experience, we adapt and upgrade our stores along with community growth. The 6th generation of **Café de Coral** fast food store design features lively and cosy elements with the latest technologies to enhance customer satisfaction and provide a contemporary dining environment. These elements range from building materials to lighting and seating arrangement. Digital panels are installed to illustrate daily lives of people in the district. The smart kiosks facilitate the food ordering process and serve our customers in more modern and convenient ways. **Super Super Congee & Noodles** has also launched the 5th generation of stores during the year and positioned its modern image of serving our customers with convenient, widely assessable and delicious traditional Chinese cuisines. Characteristics of Chinese tradition like bonding of neighbourhoods are also incorporated into the store design.

於顧客旅程中，我們決意給顧客帶來出色的店內體驗，由分店設計以至用餐環境、美食選擇與殷勤服務。

愉快的用餐環境

我們的分店設計及服務，為迎合顧客需要不斷變革。旗下品牌各有定位和客群。顧客在時尚的用餐環境中享受美食和服務，身心得以鬆弛，視這兒為日常生活的一部分。我們努力以現代、活潑及舒適的室內設計吸引年輕一代，並在翻新分店及改善設施時融入環保元素。分店的節能節水措施，詳見本報告「資源優化」章節。

集團的快餐業務，除供應方便快捷的用餐體驗之外，亦隨着社會發展而提昇店舖設計。第六代**大家樂**快餐店舖設計，以活潑舒適元素為特色，配合新科技，包括建築物料、燈光設計和座位安排，提昇顧客滿意度及提供時尚的用餐環境。店內裝設數碼屏幕，影像反映各區居民生活；自助點餐機加快購買流程，為顧客提供更現代更方便的服務。**一粥麵**亦在年內推出第五代分店，以現代化形象供應方便美味的傳統中式美食，中國傳統特色如鄰里關係亦融入分店設計中。



Digital panels in the 6th generation of **Café de Coral** fast food store to illustrate daily photos in the district
大家樂快餐第六代分店的數碼屏幕反映區內日常生活



New outlets of **Super Super Congee & Noodles** in Lok Fu and Heng Fa Chuen
一粥麵樂富與杏花邨分店





Outstanding Customer Experience 出色的顧客體驗

Our casual dining chains value the life-style enjoyment and the variety of excitement in the dining environment. **Oliver's Super Sandwiches** adopts a relaxing European-styled cafe environment where customers could enjoy healthy dining style with fresh food ingredients. Together with the store design, the food product, menu, utensils, packaging and other communication materials were re-designed to echo with the dining environment. In **Mixian Sense** and **Shanghai Lao Lao**, fashionable store designs and semi-open styled kitchens provide diners enjoyment of culinary artistry and how each food item is freshly made.

集團的休閒餐飲品牌，重視生活享受與用餐環境帶來的不同驚喜。**利華超級三文治**採用悠閒歐陸風格咖啡店設計，讓顧客享受以新鮮食材炮製的健康美食；並重新設計食品、餐單、餐具、包裝和宣傳物料，以配合用餐環境。**米線陣**和**上海姥姥**的時尚店舖設計和半開放式廚房，可讓顧客欣賞烹飪藝術及美食的新鮮製作過程。

Semi-open kitchens of **Mixian Sense** to provide enjoyment of how the food is made
米線陣的半開放式廚房讓顧客觀賞食物烹製



Bar table seating design of **Shanghai Lao Lao** provides a Chinese-western hybrid concept to give a modern touch to appeal to customers
上海姥姥的吧枱座位設計表達中西合璧的概念，給顧客現代感



spaghetti 360° outlet in MOKO, Mong Kok was renovated with addition of kid's corner, providing a cosy dining-leisure space for families and children
旺角新世紀廣場的**spaghetti 360°**分店重新裝修，增加兒童天地，為一家大小提供舒適的用餐與休閒空間



Revamp with new store concept of **Oliver's Super Sandwiches**
利華超級三文治以新店舖概念重塑品牌



Outstanding Customer Experience 出色的顧客體驗

Exciting tastes of diverse food choices

As a vital part of our *Customer Journey*, new tastes are launched and menus are constantly evaluated and updated to bring new experiences to our customers. Leveraging our experience and capability in diverse business operations and strong supply chain management, we constantly review our brand portfolio and provide customers delectable food choice with best-in-class food source.

We take further steps to provide socially and environmentally responsible food choices for our customers. In 2016/17, 60% of the seafood we procured was Aquaculture Stewardship Council (ASC) or Marine Stewardship Council (MSC) certified in accordance with the Sustainable Seafood Guide by World Wide Fund Nature (WWF). We have also started to use sustainable seafood in our Mainland China operations and expanded our sustainable sourcing to other food categories such as pork. In addition, fair trade certified beverage and snacks are served along the casual dining chains to bring alternative choices for our customers.

令人驚喜的多元化美食選擇

作為顧客旅程中關鍵的一環，我們不斷推出新口味及檢討與更新菜單，給顧客帶來新體驗。集團藉着多元業務及強大供應鏈管理的經驗及能力，持續審視品牌組合，為顧客提供以優質食材製作的美食選擇。

集團設計美食時更兼顧社會和環境責任。在二零一六/一七年度，六成集團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產選擇指引。集團的中國內地業務也開始採購可持續海產，而這可持續採購原則亦擴展至如豬肉等其他食物類別。集團的休閒餐飲業務更供應公平貿易認證的飲品和小食，給顧客更多選擇。



Fair trade products
公平貿易產品

New dishes of our leading brands
各品牌的新菜式



Diverse and value-added food source
多元又為食品增值的食材



Outstanding Customer Experience 出色的顧客體驗

Attentive and hearty service

To ensure that our service always stays relevant to our customers, we persistently review and improve our current service performance through various platforms.

Our *Quality Shop (Q Shop) System* sets the systematic guiding principles and standards on store operation and management in areas of quality, cleanliness and service. Developed since 1997, the system has been strengthened constantly in meeting evolving operational needs and customer demand. This system is currently implemented across all our outlets in Hong Kong and Mainland China. Training and workshops are held regularly to deepen frontline staff's understanding of the stringent store management standards and requirements. Store performance is reviewed from time to time to optimise the system based on the unique nature of each brand and operation.

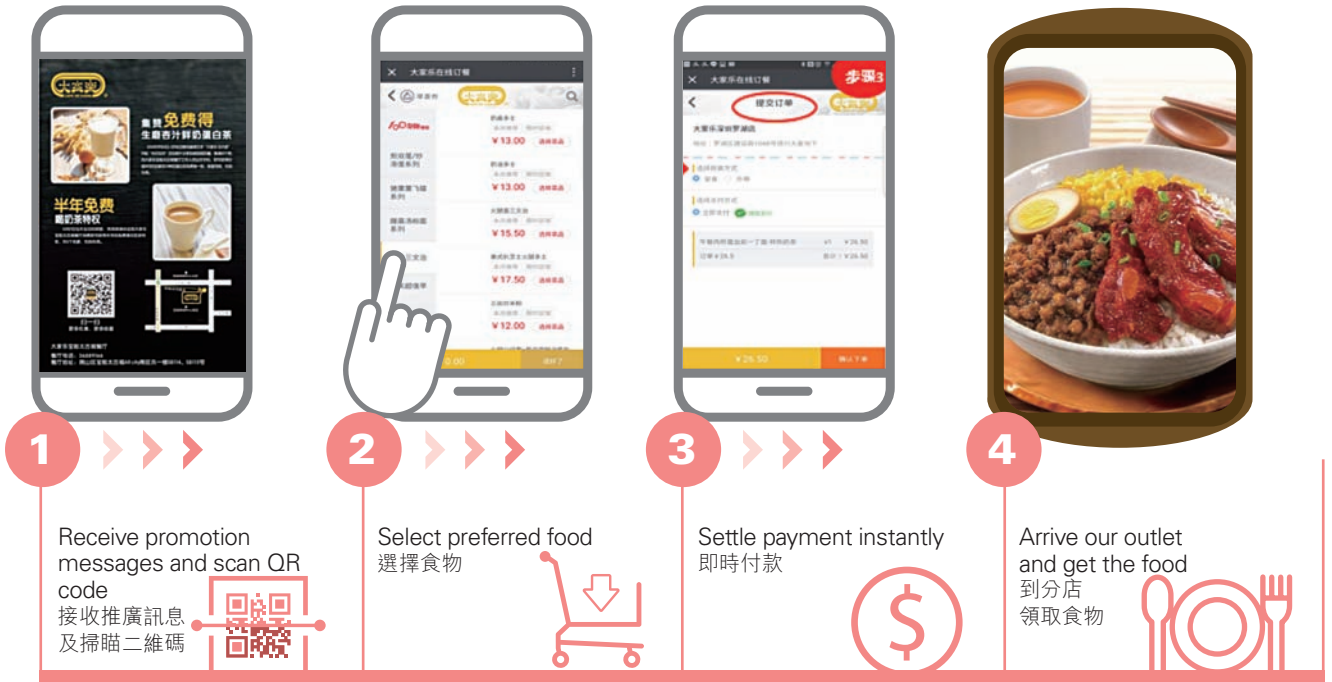
The *Mystery Shopper Programme* continues to assess our operational performance and provide independent feedback on customer experience to improve our services. Catering to the change of consumption pattern of customers nowadays, **Café de Coral** fast food outlets in Hong Kong and Southern China have started to support mobile food ordering. Our customers in Southern China may order and pay with just one touch via our mobile applications.

體貼窩心的服務

集團通過各種平台不斷檢討和改善顧客服務，確保服務緊貼顧客需要。

集團的優質分店系統，為分店營運管理之品質、衛生及服務確立指導原則與標準。該系統自一九九七年推出後持續提昇，以迎合不斷變遷的業務和顧客需要。這系統正於香港和中國內地所有分店實施。集團定期舉辦培訓和工作坊，令前線員工明白嚴謹分店管理標準和要求，並經常檢討分店表現，根據各品牌和業務特性改善系統。

集團以神秘顧客計劃持續評估營運表現，按顧客體驗提供獨立意見，以改善服務。香港和南中國的大家樂快餐針對消費模式改變，開始支援以手機訂餐，南中國顧客更可透過手機應用程式訂餐兼付款。





Proactive Customer Engagement 積極的顧客參與

Patronage does not end when our customers finish their meals. Our *Customer Journey* programme continues after that and we leverage different platforms to maintain close relationship after patronage and hold great appeals in their next visits.

In order to collect an even more comprehensive feedback of the dining experience, surveys are conducted annually through face-to-face interviews with customers who made dine-in or takeaway purchase. For the surveys conducted in 2016/17, 1,200 interviews were held in 40 **Café de Coral** fast food and 40 **Super Super Congee & Noodles** outlets across different dining sessions. Customers were invited to rate their satisfaction level of in-store experience, with 83% and 85% of overall satisfaction achieved respectively for the brands.

Our *Customer Engagement System* is under constant review and enhancement to ensure customers' feedback is properly channelled and addressed. To further enhance customer engagement, we are conducting audits or revamping communication services such as:

我們與顧客的密切關係從不因用餐完畢便結束，*顧客旅程*將這份聯繫延續下去，透過不同平台維持跟顧客的緊密關係，讓他們樂意再次光顧。

集團每年透過面談訪問進行顧客調查，全面收集他們對餐飲體驗的意見。二零一六/一七年度，我們於四十間**大家樂**快餐分店和四十間**一粥麵**分店進行調查，在不同時段內完成一千二百個訪問。受訪顧客為店內體驗評分，兩個品牌分別獲得83%及85%的整體滿意度。

我們不斷檢討及改善顧客參與系統，確保顧客意見獲得妥善回應。為進一步加強顧客參與，我們正作審計並更新溝通服務，例如：

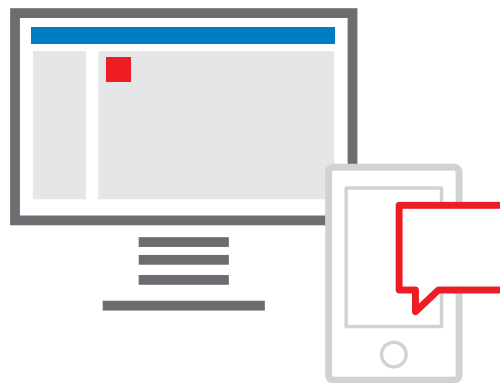


Customer call audit –
**to monitor quality of
reply calls and follow up
actions**

顧客來電審計 –
監督回應及跟進行動質素

Written reply enhancement –
to give a warm and personal touch

加強書面回覆 –
帶出溫情與人性



Social media communication revamp –
to respond in a more attentive manner

改善社交媒體溝通 – 更殷勤地回應

Embedded along our operations, *Customer Journey* drives us to excel in various aspects, from building our strong brand to delivering supreme customer service, from maintaining high standard of food safety and quality to upholding our market leader position in the industry.

*顧客旅程*深入各項業務營運，多方面推動集團發展，包括建立強大品牌、提供尊尚顧客服務、確保食物安全與質素及維持市場領導地位。



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

In the Café de Coral Group, we see high food quality and safety as the backbone of the *Customer Journey* and a fundamental pre-requisite in achieving *TCS*. We implement stringent procurement management, create strong business partnership and adhere to high standards of food manufacturing to maintain our leading position in the market. During the year, the Group Quality Assurance Team further enhanced its centralised policies and procedures for supplier assessment, food safety, food alert and recall as well as food safety complaint handling across all business units in Hong Kong and Mainland China, to ensure an effective food quality and safety management. The Group's effort and approach in supply chain management were tested and proven during the Brazilian tainted meat incident in March 2017, as we managed to minimise disruption and adverse impact, giving our customers confidence in our food quality and safety.

Procurement management and traceability

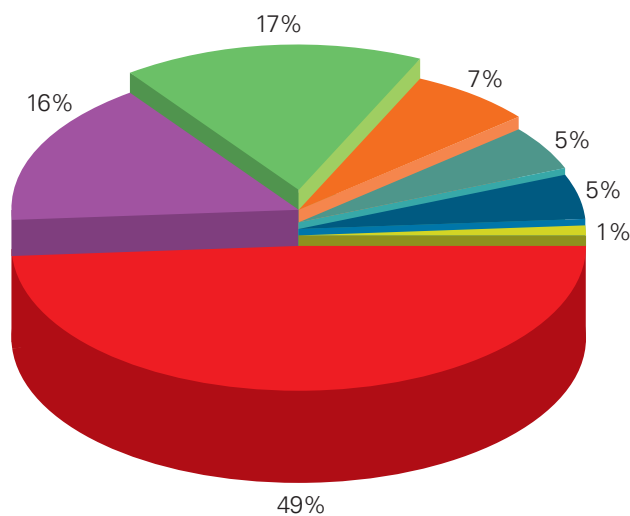
With over 90% of our procurement spending on food ingredients, the Group takes proactive measures to maintain reliable food supplies at all times. We adopt a global sourcing procurement strategy to ensure reliable and high standards of food supplies as well as direct sourcing which minimises the risk of supply chain disruption due to external factors. As of the end of 2016/17, over 30% of our total supplies were from direct sourcing, of which 85% were food and related ingredients.

大家樂集團視優良的食物質素與安全為顧客旅程的支柱，也是全面顧客滿意度的先決條件。我們能在市場隱佔領導地位，全賴嚴謹的採購管理、強大的業務夥伴和高標準的食物產製。年內，集團的品質保證團隊，在香港及中國內地各業務單位加強中央政策及程序，包括供應商評核、食物安全、食物警報回收及食物安全投訴處理，確保食物質素與安全管理有效。二零一七年三月巴西問題肉類事件中，集團在供應鏈管理上的努力與方法通過考驗，將影響減至最低，令顧客對我們的食物質素及安全充滿信心。

採購管理及源頭追溯

集團的採購中逾九成為食材，必須採取積極措施以時刻保持食品供應可靠，因此我們以環球採購策略確保食品供應優質可靠，同時採用直接源頭採購，以減低供應鏈受外界影響而中斷的風險。在二零一六/一七年末，直接源頭採購佔集團總供應逾三成，其中85%為食品及相關材料。

Food origin by geographic region (as of 31 March 2017)
食物來源地分佈 (截至二零一七年三月三十一日)



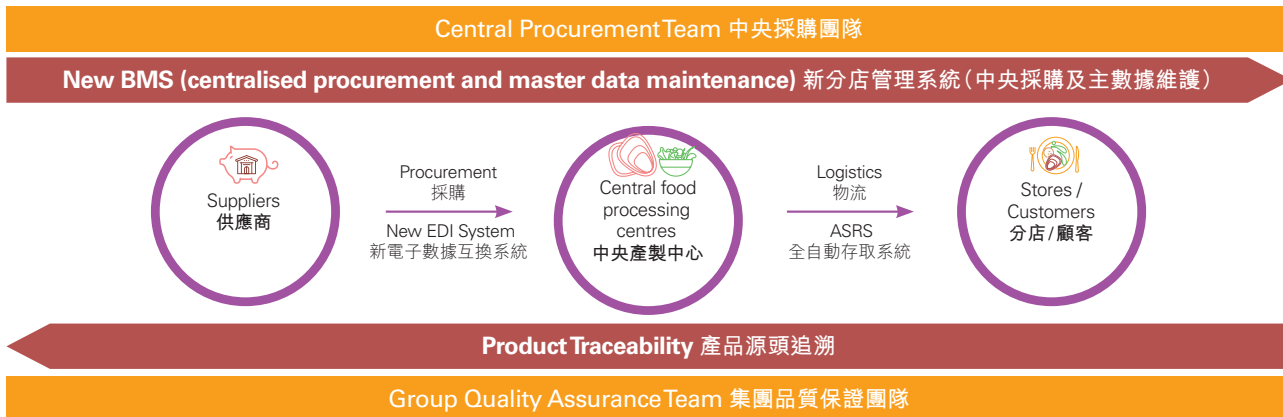
- Mainland China 中國內地**
Mainly meat, seafood, vegetables and basic groceries
主要為肉類、海產、蔬菜及基本雜貨
- North & South America 南北美洲**
Mainly meat and fruit
主要為肉類及水果
- Other Asian Countries 其他亞洲國家**
Mainly meat, seafood, dairy and basic groceries
主要為肉類、海產、奶製品及基本雜貨
- Hong Kong 香港**
Mainly meat, seafood, vegetables and basic groceries
主要為肉類、海產、蔬菜及基本雜貨
- 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





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

Overview of Supply Chain Management 供應鏈管理概覽



- EDI: Electronic Data Interchange 電子數據互換
- ASRS: Automatic Storage and Retrieve System 全自動存取系統
- BMS: Branch Management System 分店管理系統

The Group has invested significantly in systems and technology advancement to uplift our supply chain productivity and efficiency. In November 2016, we fully launched the *Branch Management System (BMS)* in Hong Kong. *BMS* is an enhanced supply chain and inventory management system that helps centralise and automate the ordering process for our outlets, suppliers and central food processing centres, which facilitates our procurement and product traceability and enhances our overall efficiency of supply chain management. In addition, the *Electronic Data Interchange (EDI) System* came into full implementation in Hong Kong in 2016/17 to provide a centralised, standardised and efficient data transferring platform that facilitates the transaction process between our outlets and suppliers. Two sessions were organised in May 2017 to share the latest *EDI System* approach with over 160 representatives of our key suppliers in Hong Kong. Going forward, the Group will consolidate the *BMS* and *EDI System* into our Mainland China supply chain system to enhance operational efficiency.

集團為提昇系統和技術而大增投資，從而改善供應鏈的效率。於二零一六年十一月，在香港全面推出分店管理系統，增強供應鏈及庫存管理，令所有分店、供應商及中央產製中心的訂購流程中央化與自動化，有助改善採購程序、追溯產品源頭，並提昇整體供應鏈效率。此外，集團於二零一六/一七年度在香港全面採用電子數據互換系統，提供中央化、標準化與有效率的數據傳輸平台，改善分店與供應商的交易過程。我們於二零一七年五月舉行了兩場簡介會，向香港逾一百六十位主要供應商代表介紹此電子數據互換系統。我們計劃將上述兩套系統納入中國內地的供應鏈系統，以提昇營運效率。



The *EDI System* launched in 2016 helps save our efforts on phone ordering, avoids manual handling errors and improves the whole order-to-cash turning process.

二零一六年推行的電子數據互換系統，減省以電話訂購的工作，避免人手處理出錯，更改善整個訂購到付款的流程。

Unilever Food Solutions
聯合利華飲食策劃



The *BMS* does not only reduce administrative workload on purchase ordering, but also help us to verify the amount and quantity of each order upon delivery.

分店管理系統不單減省訂購的行政工作，亦能在交收貨物時確定訂單價錢與數量。

Golden Resources Development Limited
金源米業有限公司



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

Proactive supplier engagement

We develop strong partnerships with our suppliers and support them to perform better. Our dedicated Quality Assurance Team works directly with suppliers and supports them to comply with our *Supplier Code of Conduct*, *Corporate Food Safety Policy* and other relevant practices. Factory audits for all new suppliers and those with high priority food supply sources are conducted at least once every year. Spot checks are also conducted for non-conforming suppliers and those with high priority food supply sources.

In 2016/17, apart from auditing all the new suppliers across our Hong Kong and Mainland China operations, we audited 26% of our total suppliers in Hong Kong and Mainland China, with an overall satisfaction rate of 97% against our assessment criteria. We extended the scope of supplier factory visits in Mainland China from 5 suppliers in 2015/16 to 38 suppliers in 2016/17. Starting from 2017, we will appoint a certified third party to assist our Group Quality Assurance Team to conduct the regular factory audits.



During the year, we formed a strategic partnership with Boncafé, a subsidiary of global coffee supplier MZB Group, to deliver premium coffee and equipment for our customers in QSR

operation in Hong Kong. Training was provided by Boncafé staff on overall coffee culture, making procedures and tasting techniques.

集團在年內與全球咖啡供應商 MZB 集團的子公司 Boncafé 組成策略夥伴，為香港速食餐飲顧客提供優質咖啡及設備，並由 Boncafé 職員提供有關咖啡文化、沖製程序和品嚐技巧的培訓。

Quality food manufacturing

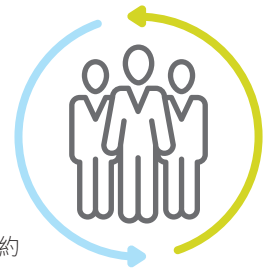
The Group adopts stringent standards for its food manufacturing which is crucial for us to maintain our market leading position. All our central food processing centres in Hong Kong and Mainland China are certified with international standards such as ISO 22000 and HACCP to provide the best-in-class food products for our customers. Our Group Quality Assurance Team reviews the manufacturing process regularly to identify areas of improvement. During the year, our Mainland China operations conducted various food quality assurance training activities to enhance staff awareness and competency of food manufacturing process. Good manufacturing procedures were also identified and shared among staff. Going forward, we will engage independent third parties to conduct risk assessment on our production lines in Hong Kong and Mainland China.

供應商積極參與

集團與供應商關係密切，支持供應商力臻完美。品質保證團隊直接與供應商合作，支持他們遵守 *供應商行為守則*、*集團食物安全政策* 及其他相關措施。我們最少每年一次對所有新供應商及重點食材供應商作廠房審查，以及抽查不合標準的供應商和重點食材供應商。

二零一六/一七年度，集團審核了香港和中國內地業務的所有新供應商，及兩地業務共 26% 的供應商，按我們的評核標準總體滿意率為 97%。我們將中國內地供應商的廠房視察範圍，由二零一五/一六年度的五間擴展至二零一六/一七年度的三十八間。由二零一七年起，集團將委任合資格的第三方協助品質保證團隊定期審查廠房。

Visited around **200** suppliers in 2016/17, accounting for about **26%** of total suppliers
於二零一六/一七年度視察約 **二百** 間供應商，佔總數 **26%**



Satisfaction rate of suppliers in Hong Kong and Mainland China: 香港及中國內地供應商滿意率：

97%

優質食物產製

集團的食物產製採取嚴格的標準，這對我們保持市場領導地位十分重要。所有在香港和中國內地的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。集團的品質保證團隊定期檢討產製程序，以求盡善盡美。年內，中國內地業務舉辦多個食物品質保證培訓活動，增強員工對食物產製的認知及能力。我們將聘請獨立第三方，為香港和中國內地的生產線進行風險評估。



China – Our Efforts and Progress 中國 – 我們的努力與進展

Following the footsteps of our achievements in sustainability performance in Hong Kong, our operations in Mainland China are leveraging the Group's experience to develop sustainability approaches relevant for the local situation.

Total Customer Satisfaction (TCS) encompasses the branding strategy of our overall operation. F&B industry in China is highly competitive and customers' consumption pattern is fast changing. The takeaway habit makes online food ordering and purchasing one of the key success factors to appeal to customers. Skillset of labour force also poses a challenge to our commitment of achieving TCS in the region.

Nevertheless, we persist to uphold our belief in delivering pleasant customer experience through attentive and intimate service, and quality food through stringent food safety assurance and supply chain assessment. A committee led by senior management of the Mainland China operations was established in 2016/17 to address the challenges and implement improvement initiatives in line with the Group's *Customer Journey* approach and TCS commitment.

The launch of the new one-stop online food ordering system marks an important step in our customer service enhancement. Further, systematic training is delivered to our staff on food safety, operating practice and customer services. In 2016/17, we expanded the scale of the food supplier factory audit to 38 suppliers, including all of our new suppliers and high priority food supply sources, representing 21% of our total suppliers in the region. Food quality assurance and recalling procedures were standardised across Hong Kong and China to provide a more reliable and effective supply chain management. In addition, food quality assurance training activities were conducted to enhance employees' awareness and competency of food manufacturing. Regular monitoring and assessment is conducted to ensure quality food delivery to our customers.

During the year we enhanced our customer engagement channels and invited our customers to provide feedback on our products and services through mobile platforms, which allowed us to conduct a more responsive and comprehensive evaluation and analysis of our performance. Every customer's feedback is reviewed and responded by our senior management to ensure that they are addressed timely and properly, for us to advance our operation.

Looking ahead, we will continue to focus on aspects of delivering high quality of food products and attentive customer service to achieve our commitment of TCS. We have appointed external parties to conduct assessment of our supply chain to further strengthen the quality of our food products, while systematic employee training is under development to deliver the best in-store experience for our customers, for us to be in pursuit of being the leading brand in the region.

集團借鏡香港業務的可持續發展成果，於中國內地推行當地適用的可持續發展措施。

全面顧客滿意度涵蓋我們整體業務的品牌策略。中國餐飲業競爭激烈，消費模式急速變化。外賣習慣令網上訂餐成為其中一項吸引顧客的主要成功因素。員工的技能，亦為我們於區內要達致全面顧客滿意度的承諾帶來挑戰。

但我們堅持信念，以殷勤貼心的服務為顧客帶來愉快體驗，以嚴謹的食物安全保證及供應鏈評核為顧客帶來優質食品。我們於二零一六/一七年度成立委員會，由中國內地業務的高級管理層領導，根據顧客旅程的方法和全面顧客滿意度的承諾，應對挑戰並實施改善措施。

我們推出了一站式網上訂餐系統，是提昇顧客服務的重要一步。又為員工進行食物安全、營運方法及顧客服務的系統培訓。在二零一六/一七年度，我們將供應商廠房的審核規模擴展至三十八間，包括所有新供應商及重點食材供應商，佔區內供應商總數的21%。我們劃一了香港和中國內地的食物質素保證和回收程序的標準，令供應鏈管理更可靠有效。此外，我們進行了食物品質保證培訓活動，增強員工對食物產製的認知及能力。更藉定期監察和評核，確保顧客得享優質食品。

年內我們亦改善了顧客參與途徑，邀請他們以手機平台表達對產品和服務的意見，讓我們可更快更全面檢討和分析表現。我們的高級管理層會回覆顧客的每個意見，確保回應及時與妥善，從而提昇營運。

展望將來，我們將繼續提供優質食品及貼心服務，以實現全面顧客滿意度的承諾，並已委派外界評估供應鏈，令食物品質臻完美。我們同時展開有系統的員工培訓，以給予顧客最好的店內體驗，幫助我們成為區內領導品牌。



How Did We Perform in 2016/17 二零一六/一七年度集團表現

Target/Plan set 目標/計劃	2016/17 performance 二零一六/一七年度表現
<p>Enhance <i>Customer Journey</i> through developing more new concept stores and comprehensive customer engagement channels 發展更多新概念店及全面顧客參與途徑，從而提昇顧客旅程</p>	<p>Re-engineered the <i>Customer Journey</i> to review and upgrade customer experience through three-stage approach – Brand Awareness, In-store Experience and Patronage Engagement. 重新制定顧客旅程，通過品牌認知、店內體驗和顧客參與三個階段，檢討及提昇顧客體驗。</p>
<p>Full launch of the new <i>BMS</i> and <i>EDI System</i> to strengthen food traceability and inventory control 全面推行全新分店管理系統及電子數據互換系統，增強食物源頭追溯及庫存控制</p>	<p>Full launch of the new <i>BMS</i> across all stores was completed and <i>EDI System</i> launched covering over 50% of purchase volume. 所有分店已推行全新分店管理系統，逾五成採購量使用電子數據互換系統。</p>
<p>Further strengthen supplier management by extending factory visits of suppliers in Mainland China 增加中國內地供應商的廠房視察，以加強供應商管理</p>	<p>Compared to 2015/16, the number of supplier factory audited increased to 26% of total suppliers in Hong Kong and Mainland China. 相比二零一五/一六年度，已審核的香港及中國內地供應商廠房數目增至26%。</p>
<p>More forums to communicate the implementation of the new supply chain inventory system 舉辦更多論壇，講解新供應鏈庫存系統</p>	<p>Various supplier engagement channels were scheduled during the year to familiarise suppliers with our new <i>BMS</i> and <i>EDI System</i>. 年內舉辦多個供應商參與活動，以助供應商認識全新分店管理系統和電子數據互換系統。</p>
<p>Reinforce training and enhance staff competency to achieve better food quality control 加強員工培訓，提昇控制食品質素的能力</p>	<p>Proactive training programmes were organised in both Hong Kong and Mainland China. 在香港和中國內地積極舉辦培訓活動。</p>
<p>Conduct customer after-meal surveys every year to measure the extent of their satisfaction towards 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</p>	<p>83% and 85% of overall customer satisfaction were achieved in Café de Coral fast food and Super Super Congee & Noodles, respectively. 大家樂快餐及一粥麵分別錄得83%和85%的整體顧客滿意度。</p>

Future Plans 未來計劃



Enhance customer service through the *Customer Journey* process monitoring to uplift overall service performance towards our customers and fulfil their expectations

監督顧客旅程，改善顧客服務，提昇整體服務表現及滿足顧客期望



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



Conduct cold chain system risk assessment and centralisation of supply chain management in Hong Kong and Mainland China

在香港和中國內地進行冷凍鏈系統風險評估，並中央化供應鏈管理

A man in a dark blue suit and glasses is standing and presenting to an audience. He is holding a small black object in his right hand and gesturing with his left. Behind him is a large presentation screen with the text 'PEAKS Coaching' and 'Leading by Coaching'. The screen also features Chinese text '教練式領導 培訓課程' and various icons related to training and coaching, such as 'TRAINING', 'GOAL', 'DEVELOPMENT', and 'POTENTIAL'. The audience is seen from behind, sitting at desks.

Focus on People

關顧員工

“

I have been with Café de Coral for 13 years and participated in 20 training programmes. In addition to job-related advancement, the trainings also help me develop various soft skills. More importantly, these training opportunities allow me to better understand my capabilities and set new goals for my career.

加入公司十三年，參加過約二十次培訓，除了有工作崗位相關的技能提昇，還有不同的軟技巧培訓；最重要的是對我的思維帶來新衝擊，讓我可以更了解自己的 ability，為事業發展重訂目標。

”

Mr KC So, branch chief chef
of **Café de Coral** fast food

蘇國忠先生

大家樂快餐分店大廚

Our people are the most valuable asset of the Café de Coral Group. The development and growth of our Group depend entirely on the concerted effort and dedication of every member of the Café de Coral family. As we target to be the preferred employer in the F&B industry, the Group strives to retain and expand our strong and engaged team of employees through training and development, enhancing employee rewards and recognition, promoting staff support and wellbeing, diversifying recruitment channels and providing a healthy and safe workplace pursuant to our principles:

我們視員工為最寶貴的資產。集團的發展和增長，全賴這大家庭內每位成員的共同努力與貢獻。我們矢志成為餐飲業內的理想僱主，為保留與壯大我們出色而投入的員工團隊，提供培訓發展、提昇薪酬獎賞、改善支援與福利、擴展招聘，並確保工作環境健康安全，原則包括：

3 Principles 三個準則

1

Vibrant organisation
有活力的組織

2

Strong team
強大的團隊

3

Engaged employees
投入的員工



Employer Branding 建立僱主品牌

Labour shortage has been a constant challenge we face in the F&B industry. During the year, the Group had stepped up its efforts in combating the challenge. We adopted multi-faceted strategies and measures to retain, attract and develop talent and to foster good employer culture and practices. Recognising the different pursuits and needs of our employees along different stages of their career, the Group devotes significant resources to address and cater to the needs of our employees in each career stage for them to Work with Pride, Work Happy and Work Safe.

我們面對餐飲業持續的勞工短缺，堅持在年內迎難而上，全方位招聘、保留及發展人才，並培養良好的僱主文化及常規。集團了解員工在事業不同階段各有目標和需要，故投放大量資源滿足所求，讓員工自豪工作、快樂工作、安全工作。





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

In view of developing a sustainable and vibrant team, we put great emphasis on nurturing talent and exploring recruitment opportunities to develop and expand our team.

集團重視人才培育，探索招聘機會，以發展可持續及有活力的團隊。

Learning and development

The Group has a long history of well-designed and structured framework to develop our staff to meet the business development needs of the Group as well as to support employees' personal growth and career development. Our sustained efforts and commitments are well recognised by the industry and highly appreciated by our employees. Encouraging results were achieved in our participation of the Qualification Framework (QF) Programme Accreditation and the Recognition of Prior Learning (RPL) mechanism of the HKSAR Government during the reporting period.

學習及發展

長久以來，集團都以精心設計及結構嚴密的框架發展員工，以滿足業務發展需要，並支持員工的個人成長及事業發展。這些持續的努力深受業界和員工肯定。年內我們參與了香港特區政府的資歷架構認證計劃及過往資歷認可機制，成果令人鼓舞。



Gaining recognised qualifications by job experience

The QF Programme is run by the Educational Bureau of the HKSAR Government. Under the Programme, employers' training courses provided to employees are assessed and recognised under the QF framework which is categorised into seven qualification levels. The framework is reviewed and monitored constantly by corresponding Industry Training Advisory Committee to ensure the content stays relevant to the industry growth.

In October 2016, the Group's Certificate in Restaurant Management programme was successfully certified as QF Level 3. Relevant training courses with a total of 150 participants have been scheduled for 2017. Application for QF Programme Accreditation of two other training programmes of the Group is in progress.

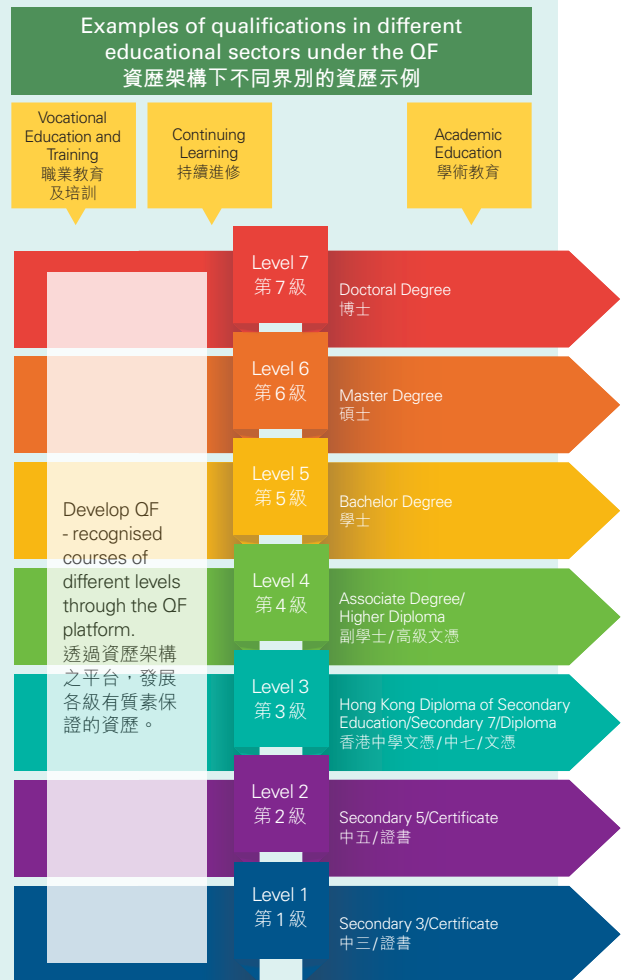
In addition, through the RPL mechanism under the QF Programme, we also assisted over 430 employees in attaining Level 2 to Level 4 of QF accreditation during the year, recognising their vocational skills and knowledge.

以工作經驗獲認可資歷

資歷架構計劃由香港特區政府教育局推行，審視及確認僱主給予員工的培訓課程。資歷架構認證分為七級，並由相關的行業培訓諮詢委員會定期檢討及監管，確保課程內容隨行業發展而變革。

二零一六年十月，集團的餐廳管理證書課程獲認為資歷架構第三級；相關培訓課程已計劃於二零一七年舉辦，共一百五十人修讀。集團另外兩個培訓課程也正申請資歷架構課程評審。

此外，集團透過資歷架構下的過往資歷認可機制，年內為逾四百三十名員工取得資歷架構第二至第四級認證，肯定他們的職業技能及知識。





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

The Group reviews its training policies and strategies regularly. Based on business and operational needs, the Group Training & Development Department organises various training and career development programmes aiming at unleashing the full potential of our employees from different positions and levels, and supporting them to perform job duties. Core programmes organised for staff of operations and the head office during the reporting year are set out below:

- Diverse training programmes were available to our branch staff to advance their management skills and operation techniques. A new programme, Area Manager Leadership Programme, was launched in 2017 to help operational managerial staff to become more effective leaders through case analysis, team planning and discussion. Other relevant training programmes included Area Management Programme in Catering Industry (formerly known as Talent Development Programme for Operation), Restaurant Leader Training Programme and Certificate in Restaurant Management (equivalent to QF Level 3).
- The PEAKS (Perform with Excellent Attitude, Knowledge and Skills) Programme provided comprehensive support for our office staff in Hong Kong and Mainland China to develop leadership skills. Leveraging the competency development compass model, the 3-level framework of the programme offers training that covers different career development topics.
- Training and talks on topics such as equal opportunities, anti-corruption, anti-discrimination, personal data and privacy were conducted to refresh the knowledge of our employees on different aspects of governance and regulatory compliance.

集團定期檢討培訓政策及策略，旗下培訓及發展部，基於業務及營運需要組織多個員工培訓及事業發展課程，令不同崗位職級的員工盡展潛力、發揮所長。年內為業務單位及總部員工舉辦的核心課程包括：

- 分店員工可修讀多元化的培訓課程，改善管理及營運技巧。二零一七年推出全新的區域經理領袖課程，讓營運經理級員工通過案例分析、團隊規劃及討論提昇領導能力。其他相關培訓課程包括餐飲業區域管理培訓(前稱人才學制計劃)、餐廳領袖訓練課程和餐廳管理證書課程(相等於資歷架構第三級)。
- 登峰計劃(卓越工作態度、知識及技能)全面支援香港及中國內地的辦公室員工發展領導能力。利用才幹發展模型，課程的三級架構提供不同培訓以涵蓋各種事業議題。
- 舉辦不同培訓及講座，內容包括平等機會、反貪污、反歧視、個人資料及私隱等等，更新員工對管治和守法之不同範疇的知識。



Training completed by employees of Hong Kong and Mainland China

(as of 31 March 2017)

香港和中國內地員工已完成的培訓
(截至二零一七年三月三十一日止)



Employee category 員工類別	% trained 接受培訓百分比	Average training hours completed per employee 各員工完成的平均培訓時數
Senior management 高級管理層	86	8
Middle management 中級管理層	89	19
Frontline staff 前線員工	100	24
Male 男性	97	23
Female 女性	99	24



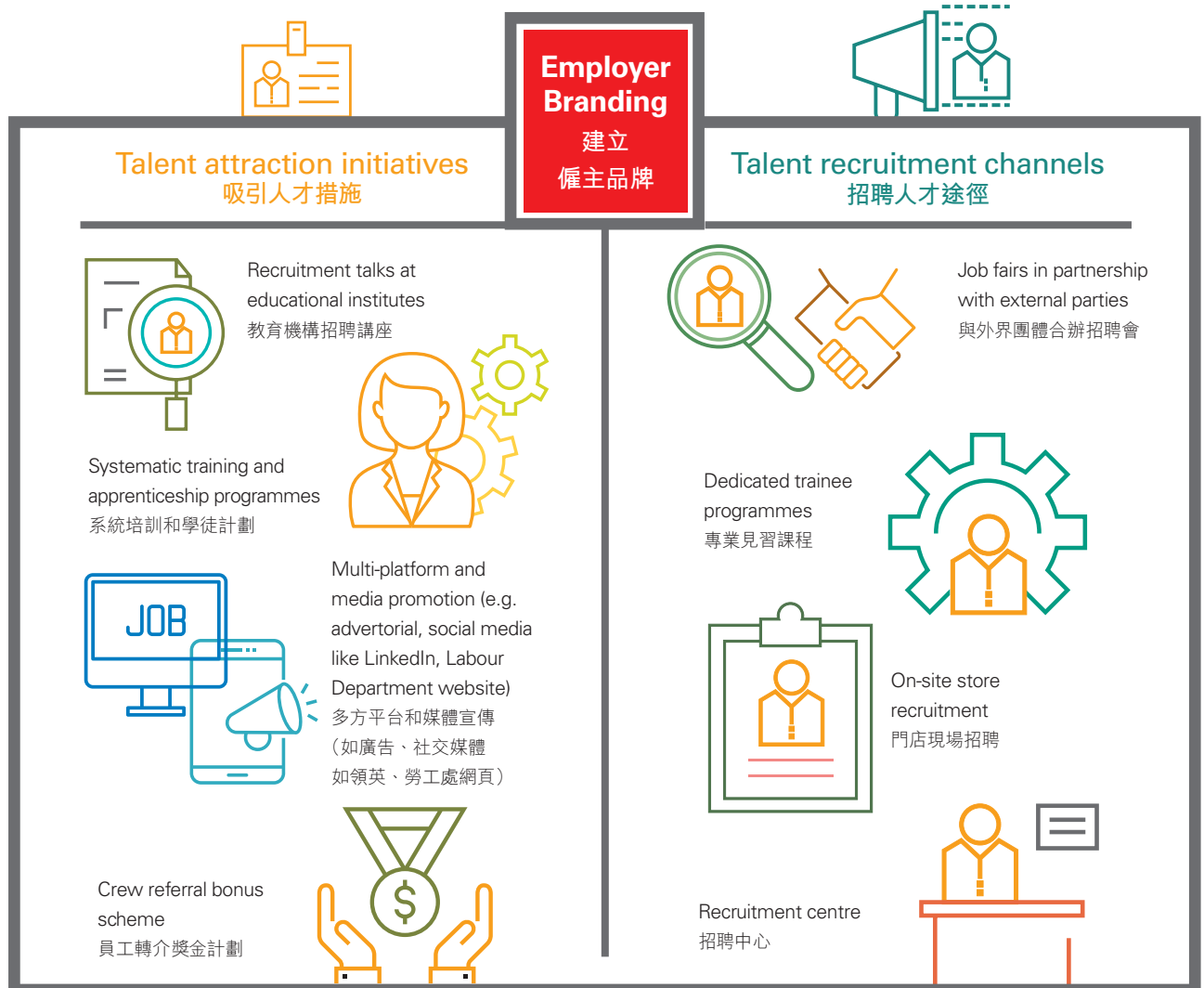
Strengthening Workforce and Talent Pool 加強團隊及人才庫

Attraction and recruitment

The Group's competitive edge depends on our capability to strengthen and expand our workforce. We continue to focus on identifying new ways and diverse channels as well as leveraging strategic partnership to attract and recruit talents. During the year, we rolled out the centralising talent recruitment plan and induction training procedures to facilitate overall employment process.

吸納及招聘

集團的競爭力，取決於我們能否增強及擴大員工團隊。我們持續專注開拓招聘途徑，利用策略夥伴關係吸納人才，並在年內推出中央人才招聘計劃和入職培訓計劃，促進招聘流程。



The F&B industry faces the constant challenge of high turnover of frontline staff. Attracting and retaining young people has always been a difficult task. On the other hand, according to recent government statistics, unemployment rate of the age group below 30 is the highest among the various age groups. Against this backdrop, we are exploring different means to attract young job seekers to join the Group. We endeavour to nurture and retain the young workforce through providing professional training programmes and a cohesive working environment.

前線人手流失率高，是餐飲業的持續挑戰，吸引和保留年輕人才從來不易；但另一方面政府最新統計顯示，各年齡組別中，三十歲以下的失業率最高。因此，集團正尋找不同方法吸引年輕人加入，以專業培訓和充滿凝聚力的環境栽培及保留年輕人才。



Retaining and Engaging Our People 保留人才及促進參與

We recognise the importance of our ability to retain people amidst the long-standing challenge of labour shortage and long working hours in the F&B industry. During the year, the Group has made considerable investment in its human resources to combat the challenges as well as to prepare ourselves for the future development needs of the Group. We put extensive efforts to increase the sense of belonging of our staff through advancing wellbeing and promoting work-life balance. Different initiatives and communication channels are also in place to understand and address their concerns, as well as to gain mutual understanding.

Competitive benefits and staff wellbeing

The Group endeavours to offer competitive rewards and recognition to our employees as well as promote staff support and wellbeing. We constantly review and enhance the remuneration terms and benefits of our employees to maintain the Group's ability to recruit and retain. Steps taken during the year included pay rises as well as an increase of overtime pay rate to frontline staff. Extensive efforts were made to reduce frontline staff work hours to better manage workload and enhance work-life balance. We are determined to reduce overtime hours of our staff with continuous review and optimisation of the standard roster for our frontline staff.

To enhance the overall benefits, we have revamped the annual leave entitlement of staff of different grades and improved the meal benefits of frontline staff. We will continue to work on more initiatives to improve our employment benefits to enhance our market competitiveness.

面對餐飲業人手短缺、工時長等存在已久的挑戰，我們對保留人才極為重視，因此年內我們在人力資源上大量投資，為集團迎接挑戰與未來發展作好準備。我們亦致力提昇福利和鼓勵工作生活平衡，以加強員工歸屬感。更透過不同措施及溝通途徑了解與回應訴求，促進雙方了解。

具競爭力的薪酬福利

集團致力為員工提供具競爭力的薪酬、獎賞、支援與福利。而為招攬和保留人才，我們持續檢討薪酬條件和提昇員工福利，年內不單增加薪酬，更提高前線員工的加班工資。我們努力減少前線員工的工作時間，以調節工作量及改善工作生活平衡。我們持續檢討及改善前線編更，決意減少加班。

集團重新釐定各職級的可享年假，改善前線員工膳食，並持續改善員工福利，提昇集團的市場競爭力。





Retaining and Engaging Our People 保留人才及促進參與

Cohesive and caring culture

Providing an inclusive working environment is key to our team-building. Our philosophy is to treat every employee like a family member with care and respect, and we make every effort to understand their needs and address their concerns. During the year, the *Social Club* was established to provide a platform for employees from different departments and operations to collaborate and gain mutual understanding through community and recreational activities. Other wellness activities were also organised to promote employees' work-life balance. In August 2016, the Group partnered with Christian Family Service Centre to organise a wellness day for our employees. Complementary medical and health services were offered, including massage, nutrition consultation, spinal check and aroma therapy.

凝聚力 and 關懷文化

包容的工作環境，對建設團隊非常重要。我們視每位員工如家庭成員，給予關懷和尊重，努力明白對方所想，回應所需。年內成立的樂滿 Fun，為不同部門與業務單位的員工提供平台，通過社區和康樂活動加強合作及加深了解。我們亦舉辦各種推廣工作生活平衡的健康活動。二零一六年八月，集團與基督教家庭服務中心合辦員工健康日，提供免費醫療保健服務，包括按摩、營養諮詢、脊椎檢查和香薰治療。





Retaining and Engaging Our People 保留人才及促進參與

We continue to maintain and improve different communication channels to enhance effective dialogues between management and our employees. Regular surveys, focus group discussions, town hall meetings and appraisals help us to understand employees' expectations of career prospect. Through our "Be Nice, Be Smart" fan pages, staff newsletters and mobile applications, we share business development updates and personal stories of employees across the region.

We strive to offer comprehensive support to our employees within and beyond workplace. In 2016, the Group launched a 24-hour counselling hotline service in support of our employees' wellbeing. The "Lo Tang Seong Educational Foundation" continued to provide financial support to children of our staff with financial needs. During the year, over HK\$2.2 million was granted to 124 beneficiaries. The Group will extend the beneficiary group of the Foundation to our employees in Mainland China to support more families of our employees.

我們繼續以不同途徑促進管理層與員工溝通，透過定期調查、小組討論、會議及評估了解員工的事業期盼，並藉着「樂人全攻略」面書專頁、員工通訊和手機應用程式，分享業務發展消息以至各區員工的個人故事。

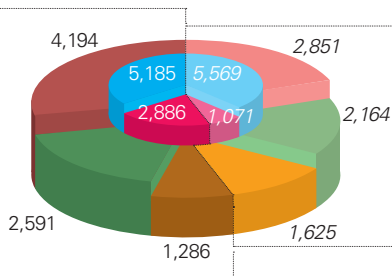
集團致力給予員工職場內外的全面支援。二零一六年，我們成立了支援員工身心健康的廿四小時諮詢熱線；「羅騰祥教育基金」繼續支持有財務需要的員工子女，年內為一百二十四人提供逾二百二十萬港元資助；基金將擴展至中國內地，令更多員工家屬受惠。

Café de Coral team profile (as of 31 March 2017)

大家樂團隊 (截至二零一七年三月三十一日止)

Hong Kong 香港

Total full time workforce
全職員工總數
8,071

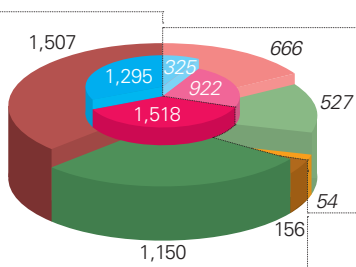


Total part time workforce
兼職員工總數
6,640

Age group 年齡組別	Average monthly turnover rate* 平均每月流失率*
30 or below 30歲或以下	11.7%
31-50 31至50歲	5.9%
51 or above 51歲或以上	6.4%
Gender 性別	
Male 男性	8.8%
Female 女性	6.7%

Mainland China 中國內地

Total full time workforce
全職員工總數
2,813



Total part time workforce
兼職員工總數
1,247

Age group 年齡組別	Average monthly turnover rate* 平均每月流失率*
30 or below 30歲或以下	12.3%
31-50 31至50歲	5.8%
51 or above 51歲或以上	4.4%
Gender 性別	
Male 男性	10.8%
Female 女性	8.4%

* 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

As a responsible employer, maintaining stringent workplace safety standards in all operations is paramount. The Group's *Occupational Safety and Health (OSH) Committee* is responsible for assessing and identifying OSH risks, implementing corrective action plans and promoting OSH awareness in the workplace. Injury rates of our employees remained low during the year.

集團身為盡責僱主，首要任務自是為旗下所有營運保持嚴格的工作環境安全標準。我們的職業安全及健康(職安健)委員會負責評估和辨識職安健風險、實施改善措施，並向員工推廣職安健意識。年內員工受傷率維持偏低。

On a regular basis, we review and upgrade employees' protective equipment, conduct workplace safety audit, deliver OSH training and participate in campaigns to raise awareness amongst our staff. For our Mainland China operations, we have also established a dedicated OSH team to manage and improve workplace health and safety. The team regularly conducts workplace safety assessment, provides training to employees on proper equipment handling procedures to increase their OSH awareness, and reviews the effectiveness of OSH initiatives. Timely OSH messages and materials are conveyed to our employees through mobile platforms.

我們定期檢討及提昇員工防護裝備、審核工作間安全情況、提供職安健培訓，並向員工宣傳職安健意識。集團在中國內地亦建立了專責的職安健團隊，管理和改善工作間的健康與安全；團隊定期評估工作間安全、教導員工正確使用裝備、提高他們的職安健意識，並檢討職安健措施成效，更以手機平台向員工及時傳遞職安健資訊。





China – Our Efforts and Progress 中國 – 我們的努力和進展

Following the footsteps of our achievements in sustainability performance in Hong Kong, our operations in Mainland China are leveraging the Group's experience to develop sustainability approaches relevant for the local situation.

The labour market in Mainland China is competitive. With over 50% of our total workforce aged below 30, the Group has focused its efforts on recruiting, developing and retaining our young talents, which are essential in supporting continual business growth and achieving our vision of becoming *an employer of choice* in the region.

In 2016, we partnered with Guangdong Culinary School (廣東廚藝學校) and developed an internship programme for 110 students. During the intensive 4-day event, students were provided with lectures and practical training on kitchen operation, food handling and serving skills, as well as on the Group's inclusive corporate culture. The interns were given priority in applying for culinary positions in our corporation upon graduation. Follow-up visits were conducted to understand the career needs and expectations of the graduates.

As part of our long-term talent development strategy, we are currently revamping our *People Development System*. We aim to enable our employees to develop the necessary skills for their jobs and enhance their career prospect. This involves employee competency assessment, training needs analysis, employment package enhancement and performance tracking system development.

The Group proactively utilises different engagement channels to build up bonding amongst employees and strengthen their sense of belonging. These include regular townhall meetings to provide timely business development updates, dialogues with senior management to facilitate management-employee communication and recreational activities to enhance work-life balance of our employees.

Looking ahead, talent recruitment and retention remain our top priorities. We are exploring partnership opportunities with local organisations to establish culinary schools in rural regions to nurture talented individuals as well as secure a future employment source, while succession plans and different career advancement programmes are under development to support the Group's long-term growth.

集團借鏡香港業務的可持續發展成果，於中國內地推行當地適用的可持續發展措施。

中國內地的勞工市場競爭激烈。集團專注招聘、發展及保留年輕人才，逾半員工為三十歲以下，這有助業務持續增長，並讓我們成為區內首選僱主。

二零一六年，我們與廣東廚藝學校合辦實習計劃，共一百一十名學生參與；密集的四天活動包括課堂和實務培訓，教授廚房運作、食物處理、服務技巧和包容的企業文化。集團的廚務空缺會優先聘用這些畢業生，而為了解他們的事業需要我們亦作出跟進探訪。

作為長遠人才發展策略的一部分，我們正重新制定人才發展系統，協助他們發展所需技能及改善事業前景；這包括評核員工能力、分析培訓需要、提昇招聘薪酬待遇及發展績效追蹤系統。

集團積極採用不同的參與途徑，增加員工彼此間的聯繫和歸屬感，包括在定期會議分享最新的業務發展消息，與高級管理層對話以促進管理層與員工的溝通，並以康樂活動改善工作與生活平衡。

未來的首要任務，仍是招聘及保留人才。我們正研究與本地組織在鄉郊合辦廚藝學校，既作育英才，也確保未來招聘來源。為支持集團長遠增長，我們正發展承傳計劃及不同的事業發展計劃。



How Did We Perform in 2016/17 二零一六/一七年度集團表現

Target/Plan set 目標/計劃	2016/17 performance 二零一六/一七表現
Launch management trainee programme and explore new employment opportunities for store operation 推出見習管理人員計劃，為分店營運開拓新的招聘途徑	Expanded recruitment source through partnership with different parties. 與不同組織合作，開拓招聘來源。
Continue to review training and development programmes to strengthen staff competency 繼續檢討培訓和發展計劃，增強員工能力	Attained Qualification Framework Program Accreditation and Recognition of Prior Learning operated by the HKSAR Government. 獲香港特區政府的資歷架構課程認證及過往資歷認可。
Establish cross departmental committee to enhance engagement amongst staff 建立跨部門委員會，促進員工參與	Established the <i>Social Club</i> to facilitate communication amongst employees from different departments and operations. 成立樂滿Fun，促進各部門和營運單位員工的溝通。

Future Plans 未來計劃



Establish a Central Recruitment Centre to enhance effectiveness of talent recruitment and development in Hong Kong

設立中央招聘中心，促進香港人才招聘及發展



Develop a series of Specifications of Competency Standards based QF Programs 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



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



Launch a *People Development System* to uplift branch operation skills in Mainland China

推出人才發展系統，提昇中國內地分店的營運能力



Investing in Community

回饋社會

“

We rarely dine out as a family because of economic constraints, but this programme gave us the opportunity to celebrate the Chinese New Year with our neighbours this year. Our Chinese New Year celebration hasn't been this festive for many years!

由於經濟考慮，平時我們甚少一家人一起外出吃飯；這個活動讓我們可以走出去，一家與數十個街坊聚在一起開年。已經很多年沒這麼熱鬧過！

”

Ms Yeung,
participant of the
“Community Spring
Feast” event
楊女士

「區區開年飯」參加者





Serving the community has always been the guiding principle of the Café de Coral Group. Our founders' vision and philosophy in community service and engagement remain relevant – as we focus on addressing the needs of the communities in which we operate and leverage our extensive network to create a positive impact. This year, we continued to uphold the three community service and engagement principles as the backbone of our *Café de Coral Twinkle Action*:

集團一直致力回饋社會，並恪守集團創辦人造福社會的視野和理念，專注回應社會需要，並善用龐大分店網絡創造正面影響。今年，大家樂閃亮行動繼續堅守集團回饋社會的三大原則：

3 Principles 三個準則

1

Caring for the underprivileged
關懷弱勢

2

Promoting environmental awareness
推廣環保

3

Supporting education
支持教育



Café de Coral Twinkle Action 大家樂閃亮行動

Café de Coral Twinkle Action is the corporate social responsibility platform of the Café de Coral Group, which consolidates its long established efforts into greater contribution to the community. Leveraging our branch network across the city, the Group undertook various community engagement initiatives during the year under the three guiding principles.

大家樂閃亮行動是集團的企業社會責任平台，將多年工作成果整合，轉化為對社會更大的貢獻。憑藉我們遍佈香港的分店網絡，年內我們根據三大原則舉行了不同的回饋社會活動。



18 sessions of **Community Spring Feast** were organised at **Café de Coral** fast food stores in 14 districts, benefiting over 700 beneficiaries.
十八場區區開年飯於十四區大家樂分店舉辦，惠及七百多位基層市民



Café de Coral Music Station transformed 3 outlets in Shatin, Tseung Kwan O and Tin Shui Wai into a live music station.
大家樂壇將沙田、將軍澳和天水圍三間分店化身為現場音樂會



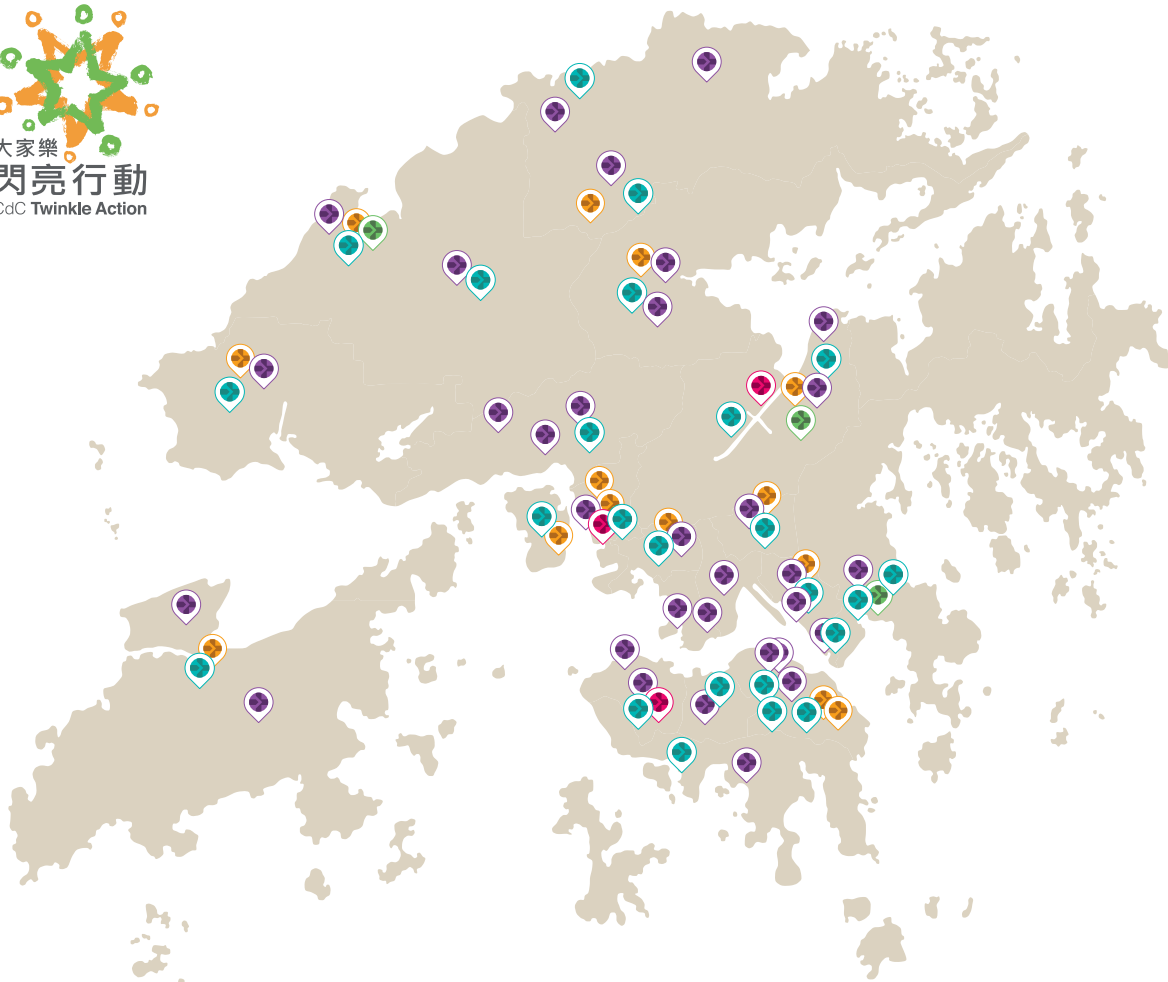
Power of Individual food waste reduction campaign kicked off in March 2017 to engage customers to reduce food waste and transform the resources to help the needy.
粒粒力量活動於二零一七年三月展開，鼓勵顧客減少剩飯，將資源轉贈有需要人士



Canteen-style on-site portioning approach of Luncheon Star is in place across 39 (or 25%) of our school clients, reducing an average of 20% of food waste compared to the ordinary lunch box distribution approach.
活力午餐的飯堂式現場分飯服務於三十九間學校推行，佔集團學校顧客25%，比傳統飯盒分派服務平均減少兩成廚餘



Café de Coral Group Scholarships were provided to students with outstanding academic achievement in food and nutrition majors in three tertiary education institutes.
大家樂集團獎學金表揚在三間大專院校主修食品及營養學的優秀學生





Caring for the Underprivileged 關懷弱勢

We are committed to bringing happiness to our customers, employees and other stakeholders, as well as contributing to our society. Upholding the “Happiness First” spirit, the Group continued to promote a caring and harmonious culture through engaging with our customers, employees, as well as the communities in which we operate.

Promoting a caring culture

During Lunar New Year, the Group collaborated with Food Grace and other community service organisations in the *Community Spring Feast* (區區開年飯). *Community Spring Feast* is a tradition of the Chinese people, serving traditional Chinese food during the beginning of Lunar New Year to indicate a good start of the year. Partnering with Food Grace and 14 local organisations, a total of 18 Spring Festival banquets were organised at **Café de Coral** fast food stores in 14 districts of Hong Kong. Our frontline and office staff volunteers served over 700 beneficiaries who were mainly from low-income families, elderly, newly arrived immigrants and people with disabilities. Besides promoting the caring culture, the event also promoted food waste reduction and encouraged donation to those in need.

集團矢志令顧客、員工及其他持份者快樂，努力為社會作出貢獻。我們秉持「快樂第一」精神，透過顧客、員工及社區參與，推廣關懷和諧文化。

推廣關懷文化

集團與食德好及另外十四個社區服務組織，於新春合辦「區區開年飯」活動，以傳統美食盆菜延續中國習俗，跟一眾街坊迎接美好一年。我們在香港十四區的大家樂分店舉辦了十八場開年飯，並由前線及辦公室義工同事為逾七百位基層家庭、長者、新移民及殘疾人士服務。活動除鼓勵關懷社區，也推廣減少剩食及鼓勵捐贈予有需要人士。





Caring for the Underprivileged 關懷弱勢



We are delighted to celebrate one of the most important festivals with our neighborhoods. This year, we are honored to partner with Food Grace and other local community groups to convey the good fortune and blessing message to over 700 people through our extensive branch network.

集團植根社區，十分希望藉著美食與街坊同慶佳節。好榮幸可以與食德好及多個地區團體合作，結合眾多分店及同事的力量，為七百多人送上節日祝福。

Mr Peter Lo

Chief Executive Officer of Café de Coral Group
大家樂集團首席執行官
羅德承先生



We deeply appreciate the support that Café de Coral Group has provided to the community. This event has benefited over 700 underprivileged, including elderly living alone and people with disabilities. What's more important is that it has enabled us to spread love and warmth across the community to these vulnerable groups during the festival!

十分感謝大家樂對社區工作的投入和支持，是次活動惠及超過七百個基層街坊，包括了獨居長者及殘疾人士等弱勢社群；更重要的是，在此重要節日，我們能讓各區基層街坊感受到社區溫暖！

Ms Marilyn Tang

Executive Director of Food Grace
食德好行政總監
鄧燕梨女士



Catering to community needs

The Group has formed long-term partnerships with different organisations to identify and cater to community needs. As part of our commitment to provide barrier-free access and facilities for people with disabilities, the Group is one of the first F&B chains to support the Hong Kong Guide Dogs Association since 2012 by welcoming guide dogs in over 200 stores along with their visually impaired users. We also continuously upgrade our stores, facilities and services to accommodate for the different needs and requirements of community members.

During the year, we participated in the New Territories Walk by Community Chest for the 8th year and charity food sale at the Oxfam Trailwalker by Oxfam Hong Kong for the 3rd consecutive year. The Group's *Social Club* organised different volunteering activities for our employees to participate and spread the Group's caring culture for the community.

Donation boxes for a number of organisations – including Food Grace, Hong Kong Guide Dogs Association, World Vision and Hong Kong Blind Union are placed at selected stores.

滿足社會需要

集團多年來與不同機構攜手，致力滿足社會所需。我們承諾為殘疾人士提供無障礙通道及設施，故自二零一二年起大力支持香港導盲犬協會，是首個表態歡迎導盲犬的香港餐飲集團，旗下多個品牌逾二百間分店對導盲犬和其視障主人開方便之門。我們亦不斷改善分店設施及服務，回應社會不同需求。

年內，集團第八年參與香港公益金新界區百萬行，及第三年參與樂施毅行者義賣。集團樂滿Fun舉辦多項讓員工參與的義工活動，宣揚關懷社會文化。

集團部分門店設置籌款箱，為食德好、香港導盲犬協會、世界宣明會及香港失明人協進會等多個組織籌款，讓顧客分享愛與關懷。

Caring for the Underprivileged 關懷弱勢

The Group has a long history of helping the underprivileged, in particular low income families, as well as people who are physically or intellectually challenged. Regularly we partner with NGOs and other civic groups to organise programmes to cater to the needs of underprivileged groups and care for youth.

Providing employment opportunities

To facilitate the process of integrating vulnerable groups into society, the Group has developed community partnership with a number of non-government and civic organisations. We worked with Hong Kong Christian Service, International Social Service (ISS) Hong Kong, and New Home Association, to recruit over 200 employees from minority groups. Our team included over 300 employees with physical or intellectual disabilities in 2016/17. The Group also supported the culinary arts courses of Hong Chi Association by providing them with kitchen appliances and equipment, and offering employment to their students who have completed the training.

Engaging the youth

For the second year, *Café de Coral Music Station* continued to strengthen the engagement and promote harmony in the community. By partnering with The Hong Kong Federation of Youth Groups, we transformed three of our outlets in Shatin, Tseung Kwan O and Tin Shui Wai, into a live music station. Twelve groups of talented young performers and local street musicians were invited to share their music with an audience of 300 young people. The events received overwhelming response and were streamed across social and digital media platforms.

集團多年來致力協助弱勢社群，尤其低收入家庭及殘疾人士。我們經常與非政府組織及其他公民團體合辦活動，既幫助弱勢社群，更關懷年輕人。

提供招聘機會

集團與多個非政府組織和公民團體組成社區夥伴，協助弱勢社群融入社會，包括與香港基督教服務處、香港國際社會服務處、新家園協會等合作，招聘逾二百位少數族裔員工。二零一六/一七年度，集團亦招聘了逾三百位殘疾人士。集團又為匡智會烹飪課程供應廚房電器和設備，並招聘完成課程的學生。

青年參與

第二屆舉辦的大家樂壇，繼續促進社區參與及和諧。我們與香港青年協會合作，將沙田、將軍澳及天水圍三間分店化身為現場音樂會，讓十二組充滿才華的年輕表演者及街頭音樂家與三百位年輕觀眾分享音樂。活動亦在社交媒體及電子傳媒中分享，得到好評。





Promoting Environmental Awareness 推廣環保

In addition to driving and implementing environmental initiatives in our daily business operations, we actively promote environmental awareness to the community and our customers through our network. Various campaigns and activities were rolled out this year to demonstrate our commitment on supporting environmental protection.

Food waste reduction awareness

On 17 March 2017, Café de Coral launched the *Power of Individual* food waste reduction campaign. This initiative, with St. James' Settlement as its beneficiary organisation, aims to avoid and reduce food waste through a "less rice" initiative, as well as to inspire the community to cherish resources and help the needy. During the campaign period, for each order of selected dishes with a "less rice" or "half rice" request made during lunch or dinner time, the Group donates HK\$3 to St. James Settlement's People's Food Bank. The donation is used to support their hot meal service in the Sham Shui Po District to provide nutritious meals to the needy.

集團除在日常營運減廢節能，亦積極地在旗下分店向顧客宣揚環保意識，年內更推出不同推廣活動，以實現我們對環境保護的承諾。

宣揚減少剩食

我們於二零一七年三月十七日與聖雅各福群會攜手推出「粒粒力量」活動，宣揚減少剩食及將珍貴食物轉化為助人資源。活動期間，顧客凡惠顧午餐或晚餐時要求「少飯」或「半飯」，集團便會捐出港幣三元予聖雅各福群會眾膳坊，以支持他們在深水埗區的熱餐服務，向弱勢社群送上溫暖和營養。



Through a simple act, this initiative not only encourages customers to reduce food wastage, it also leverages resources from individuals to spread the message of love across the community and support those in need.

是次活動不但讓顧客透過一個簡單的動作做到「惜食」，減少食物浪費，更凝聚各人力量，轉化資源，與有需要人士分享，將愛傳揚社區。

Mr Daren Lau

Managing Director (QSR) of Café de Coral Group
大家樂集團行政總裁(速食餐飲業務)
劉達民先生



We very much agree with the vision of the *Power of Individual* of Café de Coral, and hope that people won't underestimate the difference they could make. When individuals come together and everyone contributes, we could create a huge impact on society and the result will be magnificent. If each of us could take the necessary steps to conserve resources, we can help more people in need.

我們非常認同大家樂「粒粒力量」的理念，希望大家千萬不要少看自己每個微小動作，因為只要每人都願意出一分力，粒粒力量便能轉化為強大力量，意義深遠！只要大家都能珍惜，轉化資源，便能讓更多有需要的人得到幫助。

Ms Connie Ng

Senior Manager, RSW of St James' Settlement
聖雅各福群會扶貧服務高級經理
吳靈賢女士



Promoting Environmental Awareness 推廣環保

Partnering with schools

Leveraging the strong partnerships with our school clients, **Luncheon Star**, our school catering arm, has put great efforts to convey environmental protection and healthy eating messages to the young generation. **Luncheon Star** has been co-operating with E-Farm since 2015 on the Food Waste Conversion Programme. Students from participating schools made farm visits to learn about the process as well as environmental benefits of food waste conversion, and they bring home the concepts of environmental protection and food waste reduction. Talks were also held at schools to promote environmental protection awareness to students. During the year, 31 talks on health and nutrition for 27 of our client schools were organised to promote healthy and green lifestyle.

The on-site food distribution and portioning approach promoted by **Luncheon Star** has been adopted by 25% of our school clients. This approach aims to facilitate more accurate food portion estimation in order to reduce food waste. About 20% of food waste was reduced compared to the conventional lunch box distribution approach. Unserved meals are donated to Food Angel and Food Grace in support of their food rescue and food assistance programmes.

與學校合作

集團的學校飲食業務**活力午餐**與學校合作無間，致力向莘莘學子宣揚環境保護和健康飲食。自二零一五年，**活力午餐**與川上農莊合辦「廚餘轉化計劃」，讓參觀農場的學生見證廚餘轉化過程，明白減少廚餘有利環境，更從此成為宣揚環保及減少廚餘的生力軍。**活力午餐**在學校舉辦講座，推廣環保意識，年內為二十七間學校舉辦共三十一個宣揚健康和綠色生活的講座。

活力午餐推廣現場分飯服務，已獲25%學校顧客採用。現場分飯令食物份量預算更準確，從而減少剩食，比傳統派飯盒方法減少約20%廚餘。未享用的午餐則捐贈予惜食堂及食德好，以支持其食物援助計劃。



Luncheon Star partnered with Green Monday by launching the Green Monday School Programme to promote environmental protection to students through healthy diet.

活力午餐與「綠色星期一」推出「無綠不歡校園計劃」，透過綠色膳食，向學生宣傳環保。



Promoting Environmental Awareness 推廣環保

Promoting green living

For the 5th consecutive year, we joined forces with the Green Monday movement that promotes low carbon plant-based lifestyle, and at **Café de Coral** fast food we sold 260,000 vegetarian meals during the year. On the other hand, 168 of our stores participated in the Charter on External Lighting launched by the Environment Bureau to minimise energy wastage and light nuisance to the surroundings. **Oliver's Super Sandwiches** sponsored Green Run 2016 of Hong Kong Green Day to support the event participants and our staff also joined the event.

推廣綠色生活

我們已連續第五年與綠色星期一攜手推廣低碳生活，年內單是**大家樂**快餐已售出二十六萬份素菜餐。此外，集團各品牌共一百六十八間分店參與環境局「戶外燈光約章」，共同減少能源消耗及光污染。**利華超級三文治**贊助香港綠色日着綠狂奔2016，並支持員工參加。





Supporting Education 支持教育

The Café de Coral Group believes in investment in education as a key contribution to the long-term development of our society. Through empowering young people and equipping them with the right skills and positive values, they will become the future leaders of our society. In 2016/17, the Group continued to provide financial support to the young generation of Hong Kong in the pursuit of their dreams.

The *Café de Coral Scholarship* was set up in 2015 to support final year students of the following bachelor degree programmes in recognition of their outstanding academic performance. In 2016, we donated approximately HK\$100,000 to 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)

大家樂集團深信教育投資對社會長遠發展尤為關鍵。向年輕人傳授專業技能和正面價值，為他們充權，他們自能成為明日的社會棟樑。集團於二零一六/一七年度繼續資助香港年輕一代，協助他們追尋夢想。

集團於二零一五年設立大家樂獎學金，表揚以下學位課程畢業學年之優秀學生。在二零一六年，我們捐贈約十萬港元予以下課程：

- 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



China – Our Efforts and Progress 中國內地 – 我們的工作和進展

Following the footsteps of our achievements in sustainability performance in Hong Kong, our operations in Mainland China are leveraging the Group's experience to develop sustainability approaches relevant for the local situation.

Over the years, the Café de Coral Group has been actively exploring opportunities to contribute to the communities in which we operate.

In support of rural development, we develop and drive different initiatives to recruit and train people from different rural areas, including partnerships with local NGOs. Collaboration with Guangdong Culinary School (廣東廚藝學校) is our first step of supporting local youth development. Our Southern China operations have also been one of the main supporters of Guangzhou Huiling (廣州慧靈智障人士服務機構), a charitable organisation supporting the employment of people with intellectual disabilities. We worked with Huiling and launched the Yuren Programme (漁人計劃) in 2012 to provide employment opportunities for the physically and mentally challenged members of Huiling to help them integrate into society.

We are a regular supporter of community events which help us understand the needs of the community. Volunteers from our Mainland operation team participated in various social activities during the year. On 6 June 2016 (Dragon Boat Festival), our employees visited a school that provides education, training and accommodation for children aged 5 - 15 with learning difficulties and disabilities.

Going forward, we will step up and structure our community involvement to cater to the needs of the community. We target to consolidate our efforts to help build stronger synergies and partnerships with various organisations. We will continue to explore opportunities to extend our collaboration with culinary schools, as well as rural and urban organisations to provide job opportunities and career prospect to talented individuals. In the longer term, we shall leverage our branch network as community hubs to facilitate the social integration of different groups in society.

集團借鏡香港業務的可持續發展成果，於中國內地推行當地適用的可持續發展措施。

多年來，大家樂集團積極尋找不同機會回饋社會。

我們藉不同措施支持農村發展，例如與當地非政府組織合作招聘和培訓農村員工，又與廣東廚藝學校合作，作為支持當地青年發展的第一步。我們支持廣州慧靈智障人士服務機構，協助智障人士就業，並於二零一二年與慧靈推出漁人計劃，透過招聘傷殘人士，讓他們融入社會。

集團經常支持社區活動，因而更能了解社會需要。來自內地業務團隊的義工於年內參與多項社會服務，例如二零一六年六月六日端午節，我們的員工探訪一間為五至十五歲有學習障礙和身心殘缺的小孩提供教育、培訓和住宿的學校。

我們將提昇社會參與，回應社會需要，並與不同機構加強合作。我們會繼續尋求與烹飪學校及城鄉組織合作，為有能者提供就業機會和事業發展前景。長遠而言，我們會以分店網絡作為社區重心，協助社會各階層融合。





How Did We Perform in 2016/17 二零一六/一七年度集團表現

Target/Plan set 目標/計劃	2016/17 performance 二零一六/一七年度表現
Identify further opportunities to foster social integration through promoting the “Happiness First” culture in the community 在社區推廣「快樂第一」文化，促進社會融合	Programmes continued to roll out to spread the culture towards our customers and the wider communities. 計劃繼續推行，在顧客間與社區宣揚相關訊息。
Continue to integrate the underprivileged in the community by providing employment, a welcoming working environment and training opportunities 協助弱勢社群融入社會，提供就業和培訓機會，及容易適應的工作環境	We worked with NGOs to provide skillsets and mindsets training to assist employees with disabilities in adapting to the work life. 與非政府組織合作，提供技巧和思維訓練，協助殘疾員工適應工作生活。
Enhance our efforts to encourage our customers and employees to participate in our community activities 鼓勵顧客和員工參與集團舉辦的社區活動	Customer engagement programmes were rolled out to raise the awareness of food waste reduction. Employees actively participated in the Group’s CSR activities. 推展顧客參與計劃，宣揚減少廚餘。員工亦積極參與集團的企業社會責任活動。

Future Plans 未來計劃



Continue to organise different types of community caring activities under the *Café de Coral Twinkle Action* platform
以大家樂閃亮行動作平台，繼續組織不同的社區關懷活動



Encourage our employees to volunteer and participate in our community activities
鼓勵員工參與集團社區義工活動



Step up our efforts to organise community activities in Mainland China
在中國內地舉辦更多社區活動

Resource Optimisation

資源優化

“

Waste reduction is not something that can easily be achieved overnight. More importantly is to execute with vision, strategy and actions. Café de Coral Group's food waste audit demonstrates its commitment to promote environmental protection. I look forward to the results and also hope more companies will follow the same path.

減廢不是一蹴而就的事，最重要的是願景、策略與執行。透過今次廚餘審計，我看到大家樂在日常業務中推行環保的決心，期待她的成果，也希望更多集團仿效。

”

Mr Angus Ho,
Executive Director of
Greeners Action

何漢威先生
綠領行動總幹事





The Group is committed to contributing to environmental protection through more efficient use of resources and waste management as well as engaging our employees, customers, business partners and the wider community to embrace our environmental stewardship principles:

集團重視環境保護，既善用資源、實施廢物管理，並鼓勵員工、顧客、業務夥伴及社區支持我們的環保原則：

3 Principles 三個準則

1

Efficient use of resources
善用資源

2

Innovative waste management
創新廢物管理

3

Minimising environmental impacts
減少環境影響



Optimising Resource Usage 優化資源使用


Given the nature of our business, we recognise the importance of stringent control over use of electricity, fuel and water through responsible and efficient consumption. Over the years we have proactively and constantly stepped up our environmental protection measures across our operations, through systematic management, equipment upgrades and employee training.

基於業務性質，集團深明透過負責任及有效使用而嚴格控制用電、燃料和水的重要性。多年來，我們透過有系統的管理、設備提昇和員工培訓，積極而持續地在各項業務中增強環保措施。

From this report onwards, we shall include data for our Mainland China operations for a more comprehensive disclosure of our environmental performance.

由這報告開始，我們會涵蓋中國內地業務的相關數據，以作更全面的披露。



 **Energy saving initiatives in stores in Hong Kong**
香港分店節約能源措施

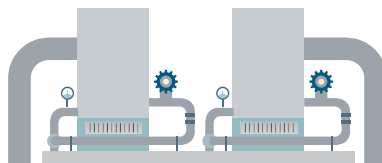
 **Water saving initiatives in stores in Hong Kong**
香港分店節約用水措施



Optimising Resource Usage 優化資源使用



**Chiller plant
冷水機廠房**
Detects steam and water leakage
偵測蒸汽及漏水

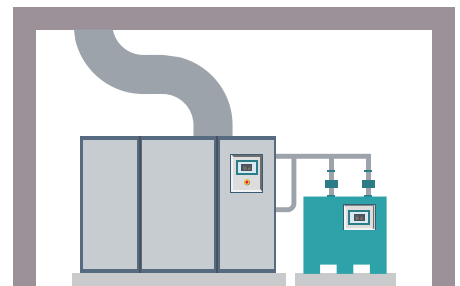


Lighting system 照明系統

Replaced T5 and T8 fluorescent lamps with LEDs in 4 staircases to conserve energy
於四條樓梯以發光二極體 (LED) 燈取代 T5 及 T8 螢光燈，節省能源
Optimised illumination level at office and reduced 10% of fluorescent tubes
優化辦公室照明水平，減少 10% 螢光管
Optimised the illumination effect by de-lamping and lighting reallocation
藉減少光管數目及重新劃分照明區域，提昇照明效果

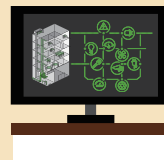


**Air compressor
空氣壓縮機**
Detects compressed air leakage
偵測壓縮空氣洩漏情況



Upgraded building management system 提昇樓宇管理系統

Centralises and monitors energy consumption level of particular areas or equipment and alert for any significant fluctuations or equipment malfunction
中央監控特定區域或設備的能源消耗水平，如有重大波動或設備故障即作警示



Staff training 員工培訓

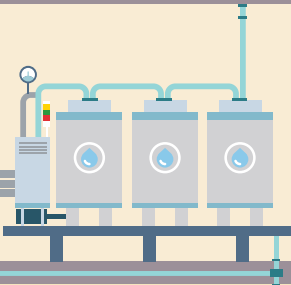
Conducts training and workshops to encourage behavioural change and increase awareness of our staff on energy saving
舉辦培訓及工作坊，鼓勵員工改變習慣，及提高節能意識

Installed more energy consumption sensors at various points to track the consumption level of a particular area or equipment, and fluctuations due to malfunction or improper use of equipment
在更多據點安裝能源消耗感應器，追蹤特定區域或設備的消耗水平，及因故障或設備誤用引致的波動

Software system upgrade to record historic energy consumption
提昇軟件系統，以紀錄能源消耗

Cleaning-in-pipe system 管道清洗系統

Provides streamlined and effective cleansing of food manufacturing equipment with reduction of equipment changeover frequency and water consumption
簡化食品製造設備清洗程序，減少設備轉換率及用水量

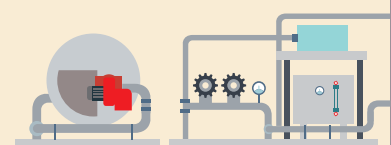


Water pipe 水管

Regular audits in water leakage
定期審查漏水情況

Boiler plant 鍋爐廠房

Detects steam and water leakage
偵測蒸汽及漏水



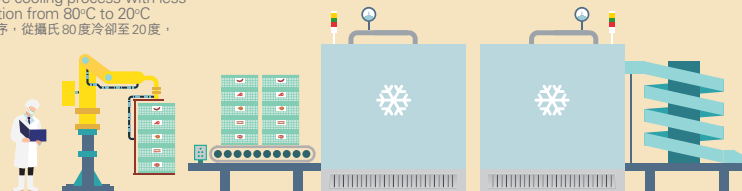
Low-flow-high-volume water sprays 低流量大容量噴水器

Cleans the floor and production equipment with 30% less water usage when compared with ordinary water pipes
清洗地板及生產設備的用水量較使用普通噴水器減少 30%



Glycol freezer 乙二醇速凍機

Provides effective cooling process with less water consumption from 80°C to 20°C
提供有效的冷卻程序，從攝氏 80 度冷卻至 20 度，並減少用水



Spiral freezer 螺旋式速凍機

Provides effective cooling process with less water consumption from 80°C to 20°C
提供有效的冷卻程序，從攝氏 80 度冷卻至 20 度，並減少用水

Environment control 環境控制

Office area air conditioned temperature at 25.5°C
辦公室區的空調溫度設為攝氏 25.5 度



Energy saving initiatives in Central Food Processing Centre in Taipo
大埔中央產製中心節約能源措施



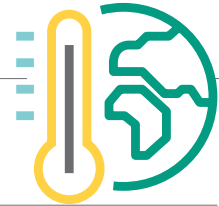
Water saving initiatives in Central Food Processing Centre in Taipo
大埔中央產製中心節約用水措施



Optimising Resource Usage 優化資源使用



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



kWh/RMB'm revenue
(Mainland China)
千瓦時/每百萬人民幣收入
(中國內地)

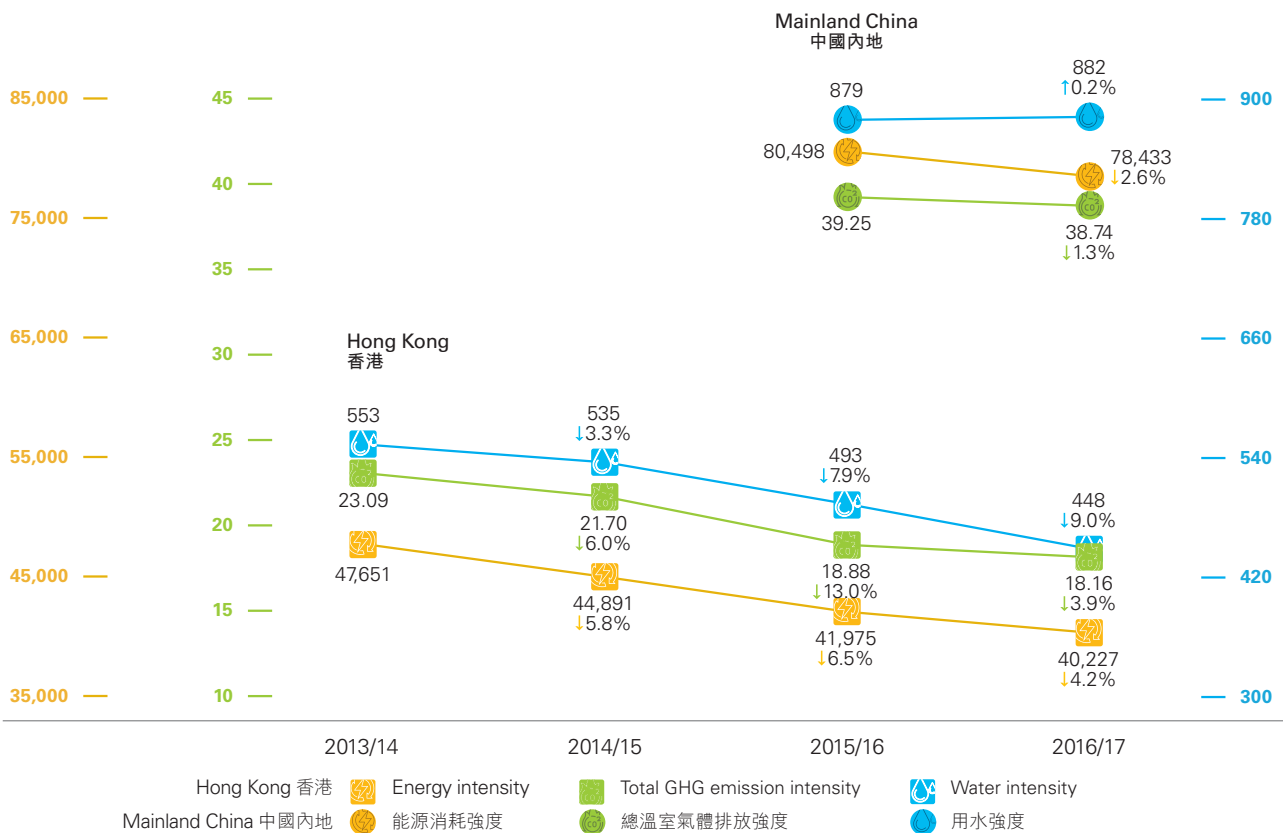
tCO₂e/RMB'm revenue
(Mainland China)
公噸二氧化碳當量/每百萬人民幣收入
(中國內地)

m³/RMB'm revenue
(Mainland China)
立方米/每百萬人民幣收入
(中國內地)

kWh/HK\$m revenue
(Hong Kong)
千瓦時/每百萬港元收入
(香港)

tCO₂e/HK\$m revenue
(Hong Kong)
公噸二氧化碳當量/每百萬港元收入
(香港)

m³/HK\$m revenue
(Hong Kong)
立方米/每百萬港元收入
(香港)



Efficient Energy Consumption

Energy conservation and efficient energy use is one of the Group's main environmental protection focus areas. On the production front, we regularly review the food manufacturing process and identify energy saving opportunities. Across our **Café de Coral** fast food stores in Hong Kong, according to corresponding renovation process and remaining leasing period of each store, we started to roll out the energy saving initiatives identified in last year's energy audit report, such as LED lights and electric wok replacement. An estimated 4% and 17% of energy shall be saved per year as a result of the LED and electric wok replacement respectively. Going forward, these measures will be extended to outlets of other brands in Hong Kong and Mainland China to further enhance the Group's energy consumption efficiency. More details of our measures and new initiatives on efficient energy consumption across the stores and the Central Food Processing Centre in Taipo are summarised on pages 54 to 55 of this report.

高能源消耗

集團環保焦點之一是節能，令能源用得其所。產製方面，我們定期檢視食品產製過程，尋找節能機會。在香港的**大家樂**快餐分店層面，我們根據每間分店的翻新過程和剩餘租約期，實施去年能源審計報告的節能建議，例如改用發光二極體(LED)燈和電炒鍋，預計因此每年分別節省4%和17%能源。這些措施將擴展至香港和中國內地其他品牌的分店，從而提昇集團的能源消耗效率。香港分店及大埔中央產製中心的其他節能方法和新措施，詳見本報告第54至55頁。

Optimising Resource Usage
優化資源使用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

	2013/14	2014/15	Variance 變動	2015/16	Variance 變動	2016/17	Variance 變動
Electricity 電力 (kWh 千瓦時)							
Hong Kong 香港	153,912,329	158,595,372	3.0%	162,754,655	2.6%	169,120,731	3.9%
Mainland China 中國內地	N/A	N/A	N/A	53,697,090	N/A	52,127,087	(2.9%)
Stationary fuel 固定燃料 (kWh 千瓦時)							
Hong Kong 香港	108,221,280	111,973,041	3.5%	103,177,961	(7.9%)	104,259,539	1.0%
Mainland China 中國內地	N/A	N/A	N/A	18,594,572	N/A	16,296,837	(12.4%)
Mobile fuel 車用燃料 (kWh 千瓦時)							
Hong Kong 香港	4,190,602	4,345,249	3.7%	4,720,704	8.6%	4,873,098	3.2%
Mainland China 中國內地	N/A	N/A	N/A	1,766,620	N/A	1,852,214	4.8%
Total energy consumption 總能源消耗 (kWh 千瓦時)							
Hong Kong 香港	266,324,211	274,913,662	3.2%	270,653,320	(1.5%)	278,253,368	2.8%
Mainland China 中國內地	N/A	N/A	N/A	74,058,282	N/A	70,276,138	(5.1%)
Energy intensity 能源消耗強度							
Hong Kong 香港 (kWh/HK\$m revenue 千瓦時/每百萬港元收入)	47,651	44,891	(5.8%)	41,975	(6.5%)	40,227	(4.2%)
Mainland China 中國內地 (kWh/RMB\$m revenue 千瓦時/每百萬人民幣收入)	N/A	N/A	N/A	80,498	N/A	78,433	(2.6%)
Scope 1 Direct emissions 範圍一 直接排放 (tCO₂e 公噸二氧化碳當量)							
Hong Kong 香港	21,985	22,745	3.5%	21,160	(7.0%)	21,451	1.4%
Mainland China 中國內地	N/A	N/A	N/A	4,517	N/A	4,046	(10.4%)
Scope 2 Indirect emissions 範圍二 間接排放 (tCO₂e 公噸二氧化碳當量)							
Hong Kong 香港	107,075	110,126	2.8%	100,605	(8.6%)	104,131	3.5%
Mainland China 中國內地	N/A	N/A	N/A	31,597	N/A	30,668	(2.9%)
Total emissions (Scope 1 + Scope 2) 總排放 (範圍一 + 範圍二) (tCO₂e 公噸二氧化碳當量)							
Hong Kong 香港	129,060	132,871	3.0%	121,765	(8.4%)	125,582	3.1%
Mainland China 中國內地	N/A	N/A	N/A	36,114	N/A	34,714	(3.9%)
Total GHG emission intensity 總溫室氣體排放強度							
Hong Kong 香港 (tCO ₂ e/HK\$m revenue 公噸二氧化碳當量/每百萬港元收入)	23.09	21.70	(6.0%)	18.88	(13.0%)	18.16	(3.9%)
Mainland China 中國內地 (tCO ₂ e/RMB\$m revenue 公噸二氧化碳當量/每百萬人民幣收入)	N/A	N/A	N/A	39.25	N/A	38.74	(1.3%)

Notes:

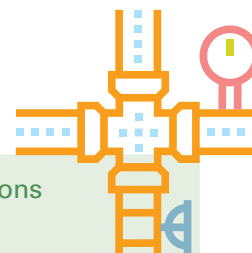
- The Group reports in accordance with the Hong Kong Carbon Audit Guideline (local) and Greenhouse Gas Protocol Corporate Standard developed by World Resources Institute. The exercise is a fair and reasonable representation of business activities and operations in which the Group has direct operational control and full authority to introduce and implement its operating policies.
- The Group reports on our GHG emissions with the exclusion of emissions arising from outsourced operations and fugitive emissions as we consider that they do not have a significant impact on our overall emission performance.
- Scope 1 refers to direct GHG emissions such as fuel combustion.
- Scope 2 refers to indirect GHG emissions from consumption of purchased electricity and town gas.
- 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 2013/14, 2014/15, 2015/16 and 2016/17 is HK\$5,589 million, HK\$6,124 million, HK\$6,448 million and HK\$6,917 million respectively, while that from Mainland China operations for 2015/16 and 2016/17 is RMB920 million and RMB896 million (adjusted for Value Added Tax for comparison purposes) respectively.

註:

- 集團根據香港碳審計指引(本地)及世界資源研究所訂立之溫室氣體企業標準協議匯報。有關計算能公平及合理反映集團有直接控制及可全權推出及執行營運政策的業務。
- 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，該等數據對於整體的排放表現並沒有重大影響。
- 範圍一為直接溫室氣體排放，例如燃料燃燒。
- 範圍二為消耗所購電力及煤氣所致的間接溫室氣體排放。
- 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營運的總收入。集團香港營運在二零一三/一四、二零一四/一五、二零一五/一六及二零一六/一七年度的總收入分別為五十五億八千九百萬元、六十一億二千四百萬元、六十四億四千八百萬元和六十九億一千七百萬元；中國內地業務在二零一五/一六及二零一六/一七年度的總收入分別為九億二千萬元人民幣和八億九千六百萬人民幣(經調整增值稅後作比較用途)。



Optimising Resource Usage 優化資源使用



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

	2013/14	2014/15	Variance 變動	2015/16	Variance 變動	2016/17	Variance 變動
Stores 分店 (m³ 立方米)							
Hong Kong 香港	2,916,444	3,032,508	4.0%	2,917,012	(3.8%)	2,832,116	(2.9%)
Mainland China 中國內地	N/A	N/A	N/A	610,309	N/A	603,307	(1.1%)
Central Food Processing Centres 中央產製中心 (m³ 立方米)							
Hong Kong 香港	164,011	232,387	41.7%	249,149	7.2%	259,288	4.1%
Mainland China 中國內地	N/A	N/A	N/A	197,101	N/A	185,806	(5.7%)
Other facilities 其他設施 (m³ 立方米)							
Hong Kong 香港	10,906	11,023	1.1%	11,057	0.3%	9,455	(14.5%)
Mainland China 中國內地	N/A	N/A	N/A	1,704	N/A	852	(50.0%)
Total water consumption 總用水量 (m³ 立方米)							
Hong Kong 香港	3,091,361	3,275,918	6.0%	3,177,218	(3.0%)	3,100,859	(2.4%)
Mainland China 中國內地	N/A	N/A	N/A	809,114	N/A	789,965	(2.4%)
Water intensity 用水強度							
Hong Kong 香港	553	535	(3.3%)	493	(7.9%)	448	(9.0%)
(m ³ /HK\$m revenue 立方米/每百萬港元收入)							
Mainland China 中國內地	N/A	N/A	N/A	879	N/A	882	0.2%
(m ³ /RMB\$m revenue 立方米/每百萬人民幣收入)							

Note:

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 2013/14, 2014/15, 2015/16 and 2016/17 is HK\$5,589 million, HK\$6,124 million, HK\$6,448 million and HK\$6,917 million respectively, while that from Mainland China operations for 2015/16 and 2016/17 is RMB920 million and RMB896 million (adjusted for Value Added Tax for comparison purposes) respectively.

註:

用水強度是將用水量絕對值除以集團香港營運或中國內地營運總收入。集團香港營運在二零一三/一四、二零一四/一五、二零一五/一六及二零一六/一七年度的總收入分別為五十五億八千九百萬元、六十一億二千四百萬元、六十四億四千八百萬元及六十九億一千七百萬元，而中國內地營運在二零一五/一六及二零一六/一七年度的總收入分別為九億二千萬元人民幣和八億九千六百萬人民幣(經調整增值稅後作比較用途)。

Efficient Use of Water

The Group is very mindful of water conservation in our daily operations and the importance of reducing consumption thereof through improving efficiency. Since the Group's Environmental Protection Centre started operating in 2015, we have optimised water consumption through the centralisation of the utensil and dish washing in about 33% of our **Café de Coral** fast food stores in Hong Kong, processing over 2,000 tonnes of utensils and dishes per year. More details of our measures and new initiatives on efficient water consumption across the stores and the Central Food Processing Centre in Taipo are summarised on pages 54 to 55 of this report.

高効用水

集團在日常業務營運中恪守節約用水的原則，藉提高用水效能以減少食水消耗。集團的環保中心自二零一五年開始運作，透過中央清洗約33%香港**大家樂**快餐分店，每年逾二千噸的碗碟和用具，減省用水。香港分店及大埔中央產製中心的其他節約用水方法和新措施，詳見本報告第54至55頁。



Strategic Waste Management Approach 策略性廢物管理方案

On the backdrop of the 80% increase of municipal solid waste in Hong Kong over the last 30 years and the projection that the landfills in our city will be exhausted by 2020, the Group proactively develops approaches and identifies opportunities to manage waste generated in our operations.

過去三十年，香港都市固體廢物大增八成，預計堆填區於二零二零年前飽和，因此集團積極提昇旗下業務的廢物管理方案。

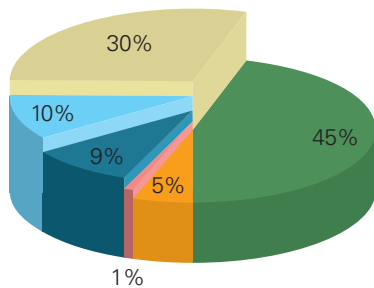
We conducted a waste analysis pilot study in 2016 covering our Central Food Processing Centre in Taipo and selected fast food stores in Hong Kong. As illustrated below, the analysis has revealed that food waste is our major waste category produced, followed by paper and plastics from packaging. Based on the findings, we have identified and focused on food waste as the top priority in the Group's long-term waste management programme, underpinned by the key strategies involving waste reduction at source and waste conversion.

集團於二零一六年，於指定快餐分店及大埔中央產製中心進行廢物分析先導研究。結果如下圖顯示，廚餘為主要廢物種類，其次是包裝紙及塑膠。我們根據結果確定廚餘為長遠廢物管理計劃重點，制定源頭減廢及廢物轉化的主要策略。



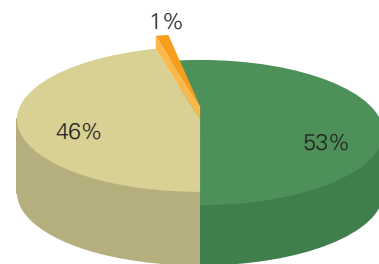
Findings of Waste Analysis 廢物分析結果

% in Central Food Processing Centre in Taipo
佔大埔中央產製中心廢物百分比



- Food 食物
- Paper 紙張
- Plastic bag and container 膠袋及塑膠容器
- Metal 金屬
- Glass bottle 玻璃樽
- Others 其他

% in selected stores
佔所選分店廢物百分比



- Food 食物
- Paper 紙張
- Others (including plastic/ metal/ glass bottle) 其他 (包括膠/金屬/玻璃樽)





Strategic Waste Management Approach 策略性廢物管理方案

Food waste reduction at source

At our stores, over 50% of food waste come from leftovers on plates, in particular rice and sauce. To better understand this issue, in 2016/17, we commissioned Greeners Action to conduct a food waste audit in 18 **Café de Coral** fast food stores and estimate the amount of food waste generated across all our stores in Hong Kong. Stores were selected from different districts, covering a customer portfolio from commercial, residential and mixed regions. Results show that food wastage from purchased meals contributed to 27.2% of total waste produced in stores. Leftover rice was found to be the largest proportion of the food wasted, representing 8.6%, 7.3% and 8.5% of total waste production in each region, respectively. Detailed audit result analysis is in progress, and the findings would help us develop a strategic waste management approach.

To address the food waste situation, the Group will continue its ongoing study of the “right portion of rice” programme with Greener Action. On the customer front, the Group partnered with St. James’ Settlement and launched the *Power of Individual* programme in March 2017 to engage with our customers to raise food waste reduction awareness and pursue more responsible consumption behaviour. Donation of HK\$3 will be made to St. James Settlement’s People’s Food Bank for each order of selected dishes with a “less rice” or “half rice” request made during lunch or dinner time of the campaign period. The campaign has received overwhelming response from the community and is scheduled to last until end of September 2017.

源頭減少廚餘

集團旗下分店的廚餘中，逾五成成為顧客剩食，特別是米飯與醬汁。為進一步了解情況，年內我們委託了綠領行動在十八間**大家樂**快餐分店進行廚餘審計，並按此推算香港全線分店的廚餘總量。這些分店遍佈各區，包括商業、住宅及混合地段。研究結果顯示，分店產生的廢物中，27.2%為顧客剩食，其中又以剩飯比例最大，佔各區廢物總量分別為8.6%，7.3%和8.5%。詳細結果仍在分析中，結果將有助我們制定策略性廢物管理方案。

集團為解決廚餘問題，將繼續與綠領行動研究「合適飯量」計劃。在顧客層面，我們於二零一七年三月與聖雅各福群會推出了「粒粒力量」計劃，提昇顧客減少剩食的意識，令消費行為更負責。活動期間，顧客凡惠顧午餐或晚餐時要求「少飯」或「半飯」，集團便會捐出三元港幣予聖雅各福群會眾膳坊。活動獲得顧客大力支持，將舉辦至二零一七年九月底。





Strategic Waste Management Approach 策略性廢物管理方案

Food waste conversion

The Organic Waste Treatment Facility (OWTF - 1) is the first large scale OWTF under the Food Waste and Yard Waste Plan for Hong Kong 2014 – 2022 by the HKSAR Government. Located at Siu Ho Wan, Hong Kong, the facility can handle up to 200 tonnes of food waste per day and turn it into useful compost products and biogas for energy recovery.

During the year, the Group's Central Food Processing Centre in Taipo and **Luncheon Star** Central Production Centre have signed up to indicate interest to join the Food Waste Source Separation, Collection and Delivery to OWTF - 1 by delivering food waste produced to the facility for treatment upon its commencement in 2017. We have hired certified vendors of food waste transport and are currently conducting training for our employees to handle food waste. In addition, a number of our outlets will co-operate with their respective shopping mall landlords who join the facility by gathering and collecting food waste. We look forward to including more of our outlets in similar programmes.

Packaging waste reduction

On the production front, we have been exploring ways to minimise packaging. During the year we identified improvement opportunities and worked with suppliers to modify packing specifications to reduce packaging waste. Those include shifting small-pack to bulk-pack logistics arrangement from our Central Food Processing Centre in Taipo to stores and procuring bulk-size canned products to minimise metal waste produced. We are also increasing the concentration level of a liquid product produced at our Central Food Processing Centre in Taipo, so as to reduce the quantity of packaging materials. By so doing, temperature controlled storage energy, manual handling and transportation truck space will also be minimised. At the same time, we are looking into use of more recyclable packaging materials to further reduce waste.

廚餘轉化

香港特區政府根據其「香港廚餘及園林廢物計劃 2014 – 2022」，計劃於小蠔灣成立有機資源回收中心，每天可處理達二百噸廚餘，並轉化為有用的堆肥產品和沼氣。

年內，集團的大埔中央產製中心及**活力午餐**產製中心已簽署協議，表示當有機資源回收中心於二零一七年啟用後，有意將旗下廠房的廚餘進行源頭分類和收集，再運送到中心處理。集團已聘用合資格廚餘運輸供應商，並正培訓員工處理廚餘。此外，我們部分分店會跟其商場業主合作，共同為有機資源中心收集廚餘，期望類似計劃會擴展至更多分店。

減少包裝廢物

產製方面，集團致力減少包裝廢物，年內與供應商合作調整包裝規格，包括將小包裝轉為大包裝及將包裝流程由大埔中央產製中心轉移到分店，並藉採購大裝罐頭產品以減少金屬廢物。集團又增加大埔中央產製中心的液體產品濃縮度，以減少包裝物料數量，並從而減省儲存的調溫能源、人手處理及運輸車空間。我們同時研究使用更多可循環再用的包裝物料，以進一步減少廢物。



China – Our Efforts and Progress 中國內地 – 我們的工作和進展

Following the footsteps of our achievements in sustainability performance in Hong Kong, our operations in Mainland China are leveraging the Group's experience to develop sustainability approaches relevant for the local situation.

Our operations in Mainland China have put more and more attention on environmental protection. Efforts on resource optimisation have also been stepping up.

We conduct regular assessments to identify opportunities for improving our environmental protection performance. Lighting system upgrade is in progress to reduce our energy consumption. The replacement of quick-freezers and air compressors with more energy-efficient ones has led to energy savings of about 194,000 kWh during the year. We also improved the wonton shrimp processing technique which resulted in saving 30 tonnes of water per day, an equivalent of 7,500 tonnes a year. Currently we are exploring opportunities to shift the food processing procedures from stores to the central food processing centres to increase the efficiency of our energy consumption.

In terms of waste management, we are focusing 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, which allows a more accurate estimation on the demand for each food product, optimises our shelf storage capacity and reduces wastage. A wastage report is regularly compiled to identify corrective action and solutions.

Going forward, we plan to engage external consultants to conduct feasibility assessments on energy saving. We will also develop plans to uplift our environmental performance through various aspects, including launching a monitoring system, equipment upgrades, encouraging environmentally-friendly behaviour of our staff as well as setting long term environmental targets. In the longer term, we intend to engage and collaborate with local authorities and departments to contribute to the positive impact on the environment.

集團借鏡香港業務的可持續發展成果，於中國內地推行當地適用的可持續發展措施。

集團的中國內地業務對環保愈來愈關注，並努力推動資源優化的工作。

我們進行定期評估，尋找改善環保成效的機會。為減少能源消耗，我們正提昇照明系統，而年內更換節能快速冷凍機和空氣壓縮機已為我們每年節省約十九萬四千千瓦時。我們亦改善了鮮蝦雲吞製作技術，每天節省三十噸水，相等於每年七千五百噸水。我們正研究將食品加工程序由分店轉至中央產製中心，以提高能源消耗效率。

廢物管理方面，我們致力減少中央產製中心的源頭廚餘，設立系統以監察食物消耗率，更準確地評估每項食品的真正需求，優化貨架儲存量及減少浪費。集團定期編制浪費報告，以助訂定改善措施和解決方案。

展望未來，我們計劃聘請外部顧問進行節能可行性評估，並透過不同方法提昇環保表現，包括推出監測系統、提昇設備、鼓勵員工保護環境，及制定長期環保目標。長遠而言，我們計劃與當地政府部門合作，為環境帶來正面影響。





How Did We Perform in 2016/17 二零一六至一七年度集團表現

Target/Plan set 目標 / 計劃	2016/17 performance 二零一六 / 一七年度表現
Reduce energy intensity of Hong Kong operations by over 10% by 2018 於二零一八年前減少香港業務能源消耗強度一成以上	Following a 6.5% energy intensity reduction in 2015/16, energy intensity was further reduced by 4.2% for Hong Kong operations. 繼二零一五 / 一六年度減少 6.5% 能源消耗強度，今年度香港業務能源消耗強度進一步減少 4.2%。
Roll out energy saving plans across Café de Coral fast food stores 在全線 大家樂 快餐分店開展節能計劃	Lighting system upgrade and electric wok replacement were rolled out across the fast food outlets. 在所有快餐分店提昇照明系統及改用電炒鍋。
Optimise water efficiency in stores and the Central Food Processing Centre in Taipo 在分店及大埔中央產製中心提昇用水效能	Initiatives from 2015/16 continued to be in effect, with Central Food Processing Centre in Taipo centralising utensil and dish washing for about 33% of our Café de Coral fast food stores and the same has been extended to shops of Super Super Congee & Noodles. 二零一五 / 一六年度的措施繼續落實，大埔中央產製中心處理約 33% 大家樂快餐分店的洗碗工作，並已擴展至一粥麵分店。
Formulate strategies and develop action plans on food waste management 制定廚餘管理策略及行動計劃	Various initiatives were in place to reduce food waste generation and recycle for alternative use. 以不同措施減少廚餘，並將廚餘循環再用。
Procure more than 50% of sustainably sourced seafood by 2016 在二零一六年前採購逾一半的可持續海鮮	60% of seafood procured were Aquaculture Stewardship Council (ASC) or Marine Stewardship Council (MSC) certified in accordance with the Sustainable Seafood Guide by the World Wide Fund for Nature (WWF). For details, please refer to "Total Customer Satisfaction" section. 六成採購海鮮獲水產養殖管理委員會或海洋管理委員認證，符合世界自然基金會的可持續海鮮選擇指引。詳見「全面顧客滿意度」一章。
Increase the use of biodiesel across 100% of our vehicle fleets by 2017 在二零一七年前，所有集團車輛增加使用生物柴油	The initiative has been influenced by external factors such as location and number of biodiesel stations in the region. As of 31 March 2017, 50% of our vehicle fleets were using biofuel. The Group will continue to identify potential opportunities to improve this figure. 此目標受區內生物柴油站的位置和數量等外在因素影響。截至二零一七年三月三十一日，一半集團車輛使用生物燃料。集團將致力增加數目。

Future Plans 未來計劃



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增加節能節水措施之可能性



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



Implement the waste management proposal in Hong Kong
在香港落實廢物管理建議



Conduct sewage treatment analysis and enhancement for the Central Food Processing Centre in Taipo
為大埔的中央產製中心進行污水處理分析和改善



About this Report

關於本報告

Guideline

The Environmental, Social and Governance Reporting Guide in Appendix 27 to 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 to this report.

Reporting period

1 April 2016 to 31 March 2017

Reporting scope

Key operations in Hong Kong and Mainland China

Reference materials

Café de Coral Group website: www.cafedecoral.com

Café de Coral Group Annual Report 2016/17

Café de Coral Group past Sustainability Reports:

指引

香港聯合交易所有限公司證券上市規則附錄二十七之環境、社會及管治報告指引（「香港聯交所環境、社會及管治報告指引」）

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

二零一六年四月一日至二零一七年三月三十一日

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

大家樂集團二零一六/一七年報

大家樂集團過往的可持續發展報告：



Sustainability Report 2015/16
二零一五/一六年度可持續發展報告



Sustainability Report 2014/15
二零一四/一五年度可持續發展報告



Sustainability Report 2013/14
二零一三/一四年度可持續發展報告

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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 corporate governance framework is built on the guiding policies and operation protocols outlined in the table below. Each of them is established based on local regulatory requirements, industry best practices and our business needs. Key policies and protocols are applicable to our Hong Kong operations, as well as our operations in Mainland China, where appropriate. The table below also sets out the relevant laws and regulations which have significant impact on us.

集團的企業管治架構建基於下表的主導政策及營運規章。每項政策規章均按本地規例要求、行業最佳常規及業務需要而制定，適用於香港業務以及中國內地業務（如合適）。下表亦列出對我們有重大影響之相關法律及規例。

Total Customer Satisfaction

全面顧客滿意度

Guiding policies and management approach

主導政策及管理方法

Purchasing Manual includes policies, procedures and practices to ensure a high standard of food procurement from our suppliers and 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 our suppliers from environmental and social perspective, including labour practice, human rights, occupational health and safety, and business ethics.
供應商行為守則列明集團對供應商就環境及社會方面的要求，包括勞工條例、人權、職業健康及安全，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。

Corporate Policy on Personal Data Privacy provides guidelines for managing different kinds of personal data and the establishment of a privacy framework that secures the personal data of our customers and business partners.
集團個人資料私隱政策為管理各類個人資料及設立私隱架構提供指引，保障顧客及業務夥伴的個人資料。

Adhering to international standards of food manufacturing process (such as ISO 22000 and HACCP accreditation).
遵守國際食品製造流程標準（如 ISO 22000 和 HACCP 認證）。

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。



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 Department formulates structured staff development framework and programmes and our *Performance Management System* enables recognition and rewards in line with our vision to becoming the preferred employer.
集團培訓及發展部制定具體的員工發展架構和方案。我們的績效管理制度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。

Best Practice and Guideline on Occupational Code of Ethics and *Protocol on Malpractice Reporting and Investigation* stipulate the responsibilities of all employees for maintaining ethical and equitable behaviour, as well as set out grievance channels for raising concerns in confidence.
良好職業操守行為及相關程序以及不當行為舉報及調查規章規定所有員工的行為均須符合道德和公平原則，並設立申訴渠道，讓員工在保密的情況下提出申訴。

Occupational Safety and Health Policy stipulates our responsibilities to our employees on issues of occupational health and safety 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。

Corporate Policy on Personal Data Privacy states the requirements of the Group for handling employee data. Under the Policy, data protection officers are assigned to provide support on data privacy issues in corresponding departments and business units.
集團個人資料私隱政策列明集團處理員工資料之要求。該政策設有資料保障專員向相應部門及業務單位就私隱問題提供支援。

Relevant laws and regulations 相關法律及規例

Employment Ordinance on 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 to protect 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 to safeguard 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。

Personal Data (Privacy) Ordinance to ensure 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。

Occupational Safety and Health Ordinance to ensure our employees could perform duties in healthy and safe workplace.
職業安全及健康條例確保集團員工可於健康安全的工作環境下工作。

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



Investing in Community 回饋社會

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

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 a 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

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

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 to control 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
A. ENVIRONMENTAL 環境		
Aspect A1 Emissions 層面 A1 排放物		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	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 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 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 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 produce any hazardous waste in its operations. 本集團於營運中並無產生任何有害廢棄物。
KPI 關鍵績效指標 A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility) 所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	The Group's waste management approach is set out in Resource Optimisation section of this report. The Group currently does not report on the volume of non-hazardous waste produced. We plan to disclose this information in future. 本集團之廢棄物處理方式載於本報告之資源優化章節。本集團目前並無就產生之無害廢棄物量作出報告。我們計劃於未來的報告中進行匯報。
KPI 關鍵績效指標 A1.5	Description of measures to mitigate emissions and results achieved 描述減低排放量的措施及所得成果	Resource Optimisation 資源優化
KPI 關鍵績效指標 A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved 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	Resource Optimisation 資源優化
Aspect A2 Use of resources 層面 A2 資源使用		
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
KPI 關鍵績效指標 A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per 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(如以每餐計算)	Resource Optimisation 資源優化
KPI 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

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 A2 層面 A2	Use of resources 資源使用		
KPI 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	52-63
KPI 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，以及提昇用水效益計劃及所得成果	Resource Optimisation 資源優化 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。	52-63
KPI 關鍵績效指標 A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量	The Group currently does not report on the volume of total packaging materials used. We plan to disclose this information in future. 本集團目前並無就所用包裝材料的總量作出報告。我們計劃於未來的報告中進行匯報。	N/A 不適用

Aspect A3 層面 A3	The environment and natural resources 環境及天然資源		
General Disclosure 一般披露	Policies on minimising the issuer's significant impact on the environment and natural resources 減低發行人對環境及天然資源造成重大影響的政策	Appendix I 附錄 I	65-67
KPI 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	52-63

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、招聘及晉昇、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。	65-67
KPI 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	28-39
KPI 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	28-39



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
Aspect B2 Health and safety 層面 B2 健康與安全			
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards 有關提供安全工作環境及保障僱員避免職業性危害的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	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。	65-67
KPI 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 was no work related fatalities during the reporting period. 報告期內並無因工作關係導致死亡事件。	N/A 不適用
KPI 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 0.19%. 報告期內，集團整體因工傷損失工作日數比率* 為0.19%。	N/A 不適用
KPI 關鍵績效指標 B2.3	Description of occupational health and safety 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	28-39
* 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. * 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。			

Aspect B3 Development and training 層面 B3 發展及培訓			
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities 有關提昇僱員履行工作職責的知識及技能的政策。描述培訓活動	Appendix I 附錄 I Focus on People 關顧員工	65-67 28-39
KPI 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	28-39
KPI 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	28-39

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
Aspect B4 層面 B4	Labour standards 勞工準則	
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour 有關防止童工或強制勞工的：(a) 政策；及(b) 遵守對發行人有重大影響的相關法律及規例的資料	Appendix I 附錄 I The Group is not aware of any non-compliance with relevant laws and regulations on preventing child or forced labour during the reporting period. 本集團並無發現於報告期內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。 The Group's Supplier Code of Conduct clearly states our zero-tolerance to employment of child labour and forced labour by our suppliers. 集團之供應商行為守則明確列明對供應商僱用童工及強制勞工採取零容忍態度。
KPI 關鍵績效指標 B4.1	Description of measures to review employment practices to avoid child and forced labour 描述檢討招聘慣例的措施以避免童工及強制勞工	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. 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。 Supplier visits and assessment are in place to ensure our suppliers comply with Supplier Code of Conduct. 安排到訪及評核供應商，以確保集團之供應商遵守供應商行為守則。
KPI 關鍵績效指標 B4.2	Description of steps taken to eliminate such practices when discovered 描述在發現違規情況時消除有關情況所採取的步驟	No such incidents were reported during the reporting period. 報告期內並無收到相關事件之報告。

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
KPI 關鍵績效指標 B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目	Total Customer Satisfaction 全面顧客滿意度 The Group considers it more meaningful to disclose its food origin by geographic region. 本集團認為披露食物來源地分佈較具意義
KPI 關鍵績效指標 B5.2	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



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
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。
KPI 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。
KPI 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 be 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。
KPI 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 regularly reviews its internal policies and systems to ensure that intellectual property rights are observed and protected. 集團定期檢討內部政策及系統以確保知識產權得到遵守及保護。
KPI 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
KPI 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	Appendix I 附錄 I The Group regularly reviews its information technology systems to ensure those are up to the latest standards to protect business and data of our customers and employees. We are certified with ISO 27001 information security management systems, recognising efforts to uphold robust corporate risk management. 集團定期檢視資訊科技系統以確保其達至最新的安全標準，保障集團業務及顧客和員工的資料。我們獲得 ISO 27001 資訊安全管理系統國際認證，肯定了我們在企業風險管理的承諾。

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
Aspect B7 層面 B7	Anti-corruption 反貪污	
General Disclosure 一般披露	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering 有關防止賄賂、勒索、欺詐及洗黑錢的(a) 政策；及(b) 遵守對發行人有重大影響的相關法律及規例的資料	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 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 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	Our Protocol on Malpractice Reporting and Investigation provides clear guidelines to employees and business partners on ways to raise matters in a strictly confidential manner. The Group ensures that all matters of genuine concern are investigated and appropriate actions are taken where necessary. 本集團的不當行為舉報及調查規章為僱員及業務夥伴提供清晰指引，確保彼等可在絕對保密的情況下經不同渠道通報彼等關注之事項。本集團確保所有真切關注的舉報事項均獲得所需之調查及處理。

Community 社區

Aspect B8 層面 B8	Community Investment 社區投資	
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策	Appendix I 附錄 I
KPI 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 Community 回饋社會
KPI 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 Community 回饋社會

