

大快活 Fairwood

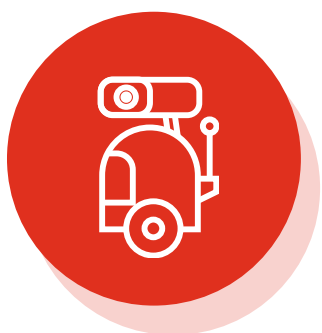
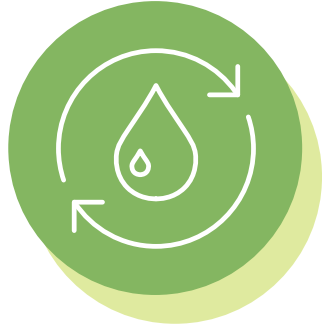
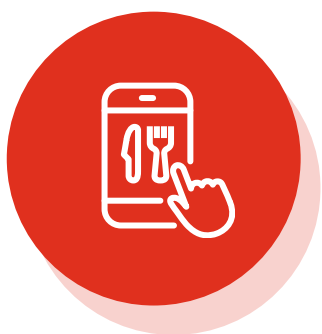
大快活集團有限公司
FAIRWOOD HOLDINGS LIMITED

(於百慕達註冊成立之有限公司)
(Incorporated in Bermuda with Limited Liability)

股票編號 Stock Code: 52

2023-2024

環境、社會及管治報告
Environmental, Social and
Governance Report



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大快活6C可持續發展框架

The Fairwood "6C" Sustainability Framework

38 以客為尊
Caring for Our Customers

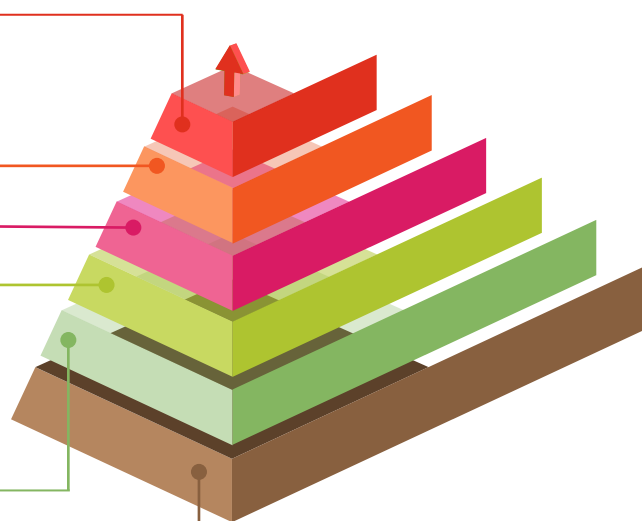
53 以食為樂
Cooking Quality Meals

70 以人為先
Cherishing Our Team

92 以社區為本
Contributing to Our Community

99 以地球為家
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124 以高效管治為基
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表現概覽、殊榮及認證

Performance, Accolades, and Recognitions

表現概覽 (香港業務)

Performance Highlights (Hong Kong operations)



29.5

億港元收入

Income

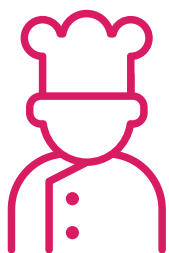
HK\$2.95 Billion



158

香港餐廳數目

No. of Restaurants
in Hong Kong



4,869

名員工


Employees

大快活App手機應用程式登記會員

Fairwood App Registered Users



730,000



減少用電量
Electricity Consumption Reduced

3.53 百萬千瓦時
Million kWh



282 名少數族裔員工
Ethnic Minorities
Employees



「快活谷」員工手機
應用程式面世
"Fairwood Team" Employee Mobile App Released



7 快活指數 (滿分10分)
Happy Index (out of 10)



100% 出席率[^]
attendance
rate[^]

可持續發展委員會會議
Sustainability Committee Meetings

[^] 包括董事會代表及所有部門代表
Including representatives from the Board and from all departments

殊榮及認證 Accolades and Recognitions



商界展關懷
Caring Company
(2009-2024)

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



信譽網店
Trusted Shop

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



HAPPY 開心企業
COMPANY
10 YEARS+

開心企業
Happy Company
(2014-2024)

香港中華廠商聯合會
Chinese Manufacturers' Association
of Hong Kong



香港Q嘜優質服務計劃認證機構
Licensee of the Hong Kong Q-Mark
Service Scheme
(2004-2024)

香港工業總會轄下香港優質標誌局
Hong Kong Q-Mark Council (A FHKI Council)



健康企業 2023
HEALTHY CORPORATE
SLIVER AWARD
ORGANIZED BY METHODIST CENTRE

健康企業嘉許計劃 2023
Healthy Corporate 2023

銀獎 Silver Award
循道衛理中心
Methodist Centre



RETAILER
SMART
TRANSFORMATION &
INNOVATION AWARD
2023智能轉型及創新獎
(零售商)

Bronze 銅獎



RETAILER
SMART GREEN
RETAIL BRAND
AWARD

綠色智能零售品牌獎
(零售商)

智能轉型及創新獎 - 零售商組別 - 銅獎
Smart Transformation & Innovation Award (Retailer Group) - Bronze Award

綠色智能零售品牌獎
Smart Green Retail Brand Award (Retailer Group)

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



人才企業嘉許計劃
Manpower Developer Award Scheme
Super MD
僱員再培訓局
Employees Retraining Board



戶外燈光約章
鉑金獎
Charter on
External Lighting
Platinum Award
(2016-2024)
環境及生態局
Environment and
Ecology Bureau



ERB年度頒獎禮2023-24- 優異僱主獎
ERB (The Employees Retraining Board)
Annual Award 2023-24
僱員再培訓局
Employees Retraining Board

約章 Pledges



ESG+約章 Pledge Scheme
ESG 倡導企業 ESG Advocator
香港中華廠商聯合會
Chinese Manufacturers'
Association of Hong Kong



種族多元共融僱主約章 - 創始簽署機構
The Racial Diversity and Inclusion Charter
for Employers – Founding Signatory
平等機會委員會
Equal Opportunities Commission



「推動資歷架構」約章簽署機構
"Support QF" Charter Signatory
QF星級之友
QF Star Supporter
教育局
Education Bureau



好心情@健康工作間約章
Joyful @ Healthy Workplace Charter
衛生署、勞工處、職業安全健康局
Department of Health, Labour Department,
The Occupational Safety and Health Council



精神健康職場約章
Mental Health Workplace Charter
衛生署、勞工處、職業安全健康局
Department of Health, Labour Department,
The Occupational Safety and Health Council

一圖看懂我們的可持續發展亮點 Executive Summary

<p>以客為尊 Caring for Our Customers</p> <p>服務質素 Quality of Service</p>  <p>透過神秘顧客，客服渠道及聚焦小組研討會，主動做好服務質素管理 Ensured sound quality of service management through mystery shopper, customer service channels and focus group discussions</p>	<p>以食為樂 Cooking Quality Meals</p> <p>食品安全及質素 Food Safety and Quality</p>  <p>自設實驗室，嚴格監管食物安全及質素 Established an in-house laboratory to closely monitor food safety and quality</p>	<p>以人為先 Cherishing Our Team</p> <p>員工待遇與福祉 Talent Practice, Welfare, and Well-being</p>  <p>為員工提供優於僱傭條例基礎要求的僱員福利及待遇 Offered staff benefit that is better than the legislative requirement</p>	<p>以社區為本 Contributing to Our Community</p> <p>與非政府機構建立策略性伙伴關係 Strategic Partnership with NGOs</p>  <p>與超過20個非政府機構合作 Collaborated with more than 20 NGOs</p>	<p>以地球為家 Conserving Our Planet</p> <p>氣候變化 Climate Change</p>  <p>確立了三個氣候相關目標 Three climate-related targets established</p>	<p>以高效管治為基 Cementing Effective Corporate Governance</p> <p>道德與誠信 Ethics and Integrity</p>  <p>設有完善的匿名投訴機制去保護投訴人 Well established whistle-blowing system to protect whistleblowers</p>
<p>顧客體驗 Customer Experience</p>  <p>第四代裝潢正式推出，提高可暢達度，更多更貼心設計 Heart-warming the 4th generation store decoration with enhanced accessibility</p>	<p>營養與健康 Nutrition and Health</p>  <p>設計煮食及運輸流程時考慮到營養價值的保存 Designed the food processing and logistics process with the preservation of nutritional value in mind</p>	<p>員工培訓與發展 Talent Development and Empowerment</p> <p>ESG 未來方向</p>  <p>推出ESG證書課程，以及管理督導課程 Rolled out ESG certification program and supervisory management program</p>	<p>社區支援及參與 Community Support and Engagement</p>  <p>透過「窩心膳行」及「與耆同樂」活動，以食會友，以食物連結社區，為長者送上關懷和溫暖 Spread the love and care to the elderly and connect the community by delicious food through our flagship programs - "Heart-warming Food Donation" and the "Joyous Meal with Seniors"</p>	<p>可持續包裝及打印 Sustainable Packaging and Printing</p>  <p>我們強調，列印前先想清楚，而必須要印製紙本的文件，需以可持續的方式去印製 We promote think before print, and print sustainably</p>	<p>反賄賂及貪污 Anti-Bribery and Corruption</p>  <p>為員工安排年度培訓，鞏固對反貪污及賄賂的意識 Arranged annual training for staff to reinforce awareness of anti-corruption and bribery issues</p>
<p>負責任市場推廣 Responsible Marketing</p>  <p>負責任市場推廣，著重保障顧客私隱 Responsible marketing practice and paying extra attention on protection of customer privacy</p>	<p>負責任採購及動物權益 Responsible Sourcing and Animal Welfare</p>  <p>採購時將可持續發展納入考慮之列 Considered sustainability as one of the criteria during the procurement process</p>	<p>多元、平等和共融 Diversity, Equity, and Inclusion</p>  <p>致力為來自三大洲的同事打造開心共融工作間 Building an inclusive work environment for employees coming from three continents</p>	<p>廚餘及廢物管理 Food Waste and Waste Management</p>  <p>「活得夠Green」系列引領大眾踏上環保之路 "Live a GREEN Life" campaign - Leading the way to a green life</p>	<p>企業管治及風險管理 Corporate Governance and Risk Management</p>  <p>聘用顧問，強化企業風險管理架構 Engaged external consultant to review and strengthen enterprise risk management</p>	<p>資料管理及網絡安全 Data Governance and Cyber Security</p>  <p>善用AI深度學習工具，提升網絡安全 Strengthened cybersecurity through deep learning capability of Artificial Intelligence</p>
<p>可持續營運管理 Sustainable Operation</p>  <p>透過大數據及流程機器人技術的應用去提升分店管理效率 Enhanced management efficiency through application of big data analytics and robotic process automation</p>	<p>共融餐單設計 Inclusive Menu Design</p>  <p>設計餐單時考慮到不同人士的需要及偏好 Considered the need and preference of different people when designing the menu</p>	<p>職業安全與健康 Occupational Safety and Health</p>  <p>配備個人裝置，打造職安健工作環境 Building a safe and healthy environment with personal protection equipment offered</p>			

A Letter from the Chief Executive Officer

Dear Valued Stakeholders

I am pleased to share with you our latest environmental, social and governance report, which highlights the strides we have made towards a more sustainable and inclusive future.

At Fairwood, we recognize the importance of responsible business practices, and this year I am proud to introduce our newly established "Fairwood 6C Sustainability Framework", which serves as our roadmap for positive change. In line with our sustainability framework, we have set targets to help drive our company-wide initiatives. These targets encompass various areas, including reducing our carbon footprint, supporting local communities, enhancing the well-being of our employees, and strengthening internal communication and corporate governance. By establishing clear targets and implementing robust strategies, we are confident that we can make a tangible impact on the sustainability of our operations.

The "6C" of the sustainability framework represents the six focus areas starting with "C": Caring for our customers, Cooking quality meals, Cherishing our team, Contributing to our community, Conserving our planet, as well as Cementing effective corporate governance. To keep a tight rein on expenses, we strive to find cost-effective and prudent ways to balance the interests of our shareholders, our stakeholders, and the Earth.

Digital transformation, such as the use of artificial intelligence, robotic process automation, an electronic menu system, and the deployment of our "Fairwood Team" employee mobile app can contribute to our sustainability goals. We believe that by embracing technology and leveraging digital tools, we can drive efficiency, enhance stakeholder satisfaction, minimize administrative burdens, and bring positive impact to the environmental footprint.

I want to extend my sincere gratitude to our dedicated team members and stakeholders for their commitment to our sustainability journey. Together, we can create a more sustainable and inclusive future for our industry and the communities we serve.

Let us enjoy great food, live a great life, and co-create a great and sustainable future.

Thank you for your continued support.

Warm regards,

Francis Lo

Chief Executive Officer

行政總裁給持份者的一封信

致持份者閣下：

很榮幸能夠與您分享我們最新的《環境、社會及管治報告》，本報告突顯了我們在追求更可持續和包容性的未來方面所取得的進展。

在大快活，我們深知負責任商業實踐的重要性。在剛過去的財政年度，我們訂立了「大快活6C可持續發展框架」，這成為我們實現可持續發展轉型的路線圖。根據此框架，我們設定了不同目標去推動可持續發展。這些目標涵蓋多個領域，包括減少碳足跡、支持本地社區、提升員工福祉，以及加強內部溝通和公司管治等。通過確立明確的目標並實施堅實的策略，我們有信心能夠對業務可持續性產生實質的影響。

可持續發展框架中的「6C」代表著六個以「C」字起首的重點領域：以客為尊(Caring for our customers)、以食為樂(Cooking quality meals)、以人為先(Cherishing our team)、以社區為本(Contributing to our community)、以地球為家(Conserving our planet)，以及以高效管治為基(Cementing effective corporate governance)。嚴控開支作為我們的一貫經營作風，我們努力尋找謹慎且注重成本的方式來平衡股東、持份者，以至地球的利益。

數碼轉型，如人工智能、機器人流程自動化、電子餐牌系統和「快活谷」員工手機應用程式的應用，可以為我們的可持續發展目標作出貢獻。我們相信，通過擁抱技術和利用數碼工具，我們可以提高效率，增強持份者的滿意度，減少行政負擔，同時對我們的地球帶來更多更正面影響。

在此我希望向敬業樂業的大快活團隊成員和持份者表示衷心的感謝，感謝各位對我們可持續發展之旅承諾的認可。透過合作，我們可以為我們的行業和所服務的社區創造更可持續和包容性的未來。

讓我們繼續食得開心，活得精彩，並一起同創可持續的未來。

感謝您一直以來的支持。

羅輝承

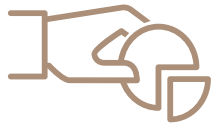
行政總裁

關於大快活集團

Fairwood at a Glance

大快活集團有限公司（股票編號：52）（「大快活」、「集團」或「我們」）扎根香港逾半世紀，由羅芳祥先生及羅開福先生於1972年創立，總部設於香港，一直致力為廣大市民提供卓越品質、價錢大眾化的優質美食，餐廳環境務實舒適，凡事應客所需，服務從心出發，積極履行「食得開心，活得精彩」的品牌使命。集團一直不斷擴充餐廳網絡，於2023/24年度，在香港及中國內地市場，合共經營182間（香港158間，中國內地24間）大快活快餐店和特色餐廳（包括ASAP、一碗肉燥及一葉小廚），為顧客提供各具特色的多元化中西美食。

Fairwood Holdings Limited (Stock Code: 52) (also known as "Fairwood", "the Group" or "we") has been a trusted name in Hong Kong for over half a century. Our founders, Mr. Lo Fong Cheung and Mr. Lo Hoi Fook, established the company in 1972 with a vision to provide the public with high-quality and affordable gourmet food. Headquartered in Hong Kong, we are dedicated to creating a practical and comfortable restaurant environment that cater to the needs of our valued customers. Our brand mission, "Enjoy Great Food. Live a Great Life" is at the core of everything we do. We strive to deliver exceptional service with unwavering dedication. For 2023/24, the group operates 182 restaurants, 158 in Hong Kong and 24 in Mainland China. These include not only the classic Fairwood fast food restaurants but also a series of specialty restaurant brands: ASAP, Taiwan Bowl, and The Leaf Kitchen.



願景

成為顧客
最愛的餐飲集團

Vision

To be the most loved
F&B Group



目標

為顧客、團隊、
企業及社區創造價值

Purpose

To create value for our customers,
our team, our company and the
community we serve



使命

食得開心
活得精彩

Mission

Enjoy great food
Live a great life

有關我們的架構和財務表現的更多信息，請參閱 [大快活集團有限公司 2023/24年報](#)。

For further information about our Group structure and financial performance, please refer to the [Fairwood Holdings Limited 2023/24 Annual Report](#).

快活價值 Our Values



團隊合作

我們建立互信，與團隊及夥伴坦誠溝通、互相尊重、衷誠合作。

Teamwork

We will continue to foster a culture of open communication, mutual respect, and sincerity in our cooperations between our team and our partners.



追求卓越

與團隊及夥伴不斷挑戰卓越，勇於創新，提升效率。

Pursuit of Excellence

We challenge ourselves and our partners to excel in all we do, to have the courage to innovate, and to enhance efficiencies.



不斷學習

我們推動知識承傳，重視員工發展，達致共同進步和成長。

Continuous Learning

We encourage the continuous development of knowledge, value personal growth, and are committed to improving and growing together.



關愛社區

我們積極聯繫顧客、夥伴及社群，投入社區，實現可持續發展，回饋社會。

Care for our Community

We proactively engage with our customers, partners, and the community, as we are dedicated towards meeting our sustainable development commitments, and giving back to society.

在大快活，人是我們的首要考量。這包括我們的顧客和每一位員工。更廣義地說，它還包括我們所屬社區和周邊地區的人們。我們相信，我們的任務是為每一個群體創造價值。對於我們的顧客，我們通過提供美味的食物、不斷創新我們的菜單，以及使我們的店內和外賣服務更加友好和便利來實現這一目標。對於我們的員工而言，這意味著成為一個優秀的工作場所，確保他們的工作環境安全，並為他們提供令人滿意的職業發展道路。對於更廣泛的社區而言，我們通過定期的社區行動、員工參與義工服務以及為那些需要幫助的人提供特別優惠來增加價值。

At Fairwood, people always come first, especially when it comes to our valued customers, and every one of our staff. However, we also value the people within our community and the neighbourhoods we are part of. We believe our job is to create value for every one of these groups. For our customers, we do that by delivering great food, constantly innovating our menus, and making our in-store and takeaway services as friendly and convenient as possible. For our staff, it means being a great place to work, ensuring their work environment is safe, as well as offering them a fulfilling career path. For the wider community, we add value through regular community actions, staff participation in volunteer service, and our provision of special deals aimed at helping those who need our help.



可持續發展里程

Our Sustainability Journey



- 以客為尊 Caring for Our Customers
- 以食為樂 Cooking Quality Meals
- 以人為先 Cherishing Our Team
- 以社區為本 Contributing to Our Community
- 以地球為家 Conserving Our Planet
- 以高效管治為基 Cementing Effective Corporate Governance

可持續發展管治架構及策略

Sustainability Governance Structure and Strategy

可持續發展是大快活持續致力於為持份者創造核心價值。在堅實的管治框架的引領下，我們將可持續原則融入日常決策和營運中，實現價值創造最大化。我們持續檢討並改善可持續管治策略和政策，以優化價值創造過程。

Sustainable development forms the core of Fairwood's enduring dedication to creating value for our stakeholders. With a strong governance framework as our guide, we incorporate sustainability principles into our decision-making and daily operations to maximize value creation. We consistently improve our sustainability governance strategies and policies to optimize the value creation process.

董事會 (「董事會」) Board of Directors (the "Board")

董事會負責確保集團的成功和有效實施其企業管治體系。
The Board is responsible for the Group's success and ensuring the effectiveness of its corporate governance system.



審核委員會核下的 可持續發展和風險管理工作組 Sustainability and Risk Management Working Group of the Audit Committee

可持續發展和風險管理工作組會就與集團相關的可持續發展風險和問題的策略向董事會提供建議。
Sustainability and Risk Management Working Group provide suggestions to the Board on strategies related to ESG risks and issues relevant to the Group.

可持續發展委員會 Sustainability Committee

可持續發展委員會負責制定集團的可持續發展策略，制訂實現氣候目標的途徑，識別氣候相關風險及尋求相關緩解方案，並領導持份者參與活動。
Sustainability Committee is responsible for formulating the Group's sustainability strategies, developing the roadmap towards achieving climate goals, identifying and mitigating climate risks, as well as leading major stakeholder engagement campaigns.

可持續發展專責小組 Sustainability Taskforces

集團內的四個與可持續發展有關的專責小組負責在業務單位層面上實施可持續發展策略並監控績效。
The four taskforces in relation to sustainable development within the Group are responsible for implementing sustainability strategies at the business unit level, in addition to monitoring performance.



減廢專責小組
Waste Reduction
Taskforce



減碳排專責小組
Carbon Emission
Taskforce



員工福利及福祉專責小組
Staff Welfare and
Well-being Taskforce



平等共融專責小組
Promote Equality
Taskforce

由上而下方式
Top-down Approach

由下而上方式
Bottom-up Approach

董事會 Board of Directors

大快活董事會是最高的管治機構，負責確保集團的有效實施其企業管治體系。三個支持董事會工作的委員會，包括審核委員會、薪酬委員會和提名委員會。

The Board of Fairwood serves as the highest governing body, responsible for the Group's success and ensuring the effectiveness of its corporate governance system. Supporting the Board are three committees: the Audit Committee, Remuneration Committee, and Nomination Committee.

審核委員會核下的可持續發展和風險管理工作組

Sustainability and Risk Management Working Group of the Audit Committee

審核委員會核下的可持續發展和風險管理工作組對大快活的企業責任和可持續發展起著核心作用。該工作小組為董事會提供指導，就與集團相關的風險和問題的策略提供建議。這確保董事會獲得專家的建議和指導，使其能夠做出明智的決策，並有效監督組織內可持續發展的實施。

Sustainability and Risk Management Working Group of the Audit Committee plays a central role in addressing corporate responsibility and sustainable development at Fairwood. It provides guidance and advises the Board on strategies related to ESG risks and issues relevant to the Group. This ensures that the Board receives expert recommendations and guidance, enabling them to make informed decisions and effectively oversee the implementation of sustainability within the organization.

可持續發展委員會 Sustainability Committee

行政總裁主持管理層級的可持續發展委員會。部門主管積極參與制定集團的可持續發展策略，開發實現氣候目標的途徑，並領導持份者參與活動。可持續發展委員會每季度舉行會議，會議期間討論了大快活的可持續發展策略和績效，以及幫助集團實現環境、社會、管治和氣候目標的潛在方案。為提高會議效率，從2023年起，我們邀請外部可持續發展顧問參與會議，以便顧問公司的代表能夠對會議中討論的可持續發展議題提供及時建議。於報告期內，可持續發展委員會共舉行了四次會議。

Chief Executive Officer presides over the management-level **Group Sustainability Committee**. Department heads actively participate in formulating the Group's sustainability strategies, developing the pathway to achieve climate goals, and leading major stakeholder engagement campaigns. The Sustainability Committee meets quarterly. During the meeting, the ongoing sustainability strategies and performance of Fairwood were discussed, along with potential approaches to help the Group achieve its environmental, social, governance, and climate goals. To enhance the efficiency of the meeting, effective in 2023, our external sustainability consultant is invited to join the meeting so that representatives from the consulting firm can provide prompt advice on sustainability issues discussed during the meeting. During the reporting period, four meetings were held.

可持續發展專責小組 Sustainability Taskforces

可持續發展專責小組負責在業務單位層面上實施可持續發展策略並監控績效。於報告期內，有四個可持續發展專責小組在運作，分別是減廢專責小組、減碳排專責小組、員工福利及福祉專責小組以及平等共融專責小組。

Sustainability Taskforces are responsible for implementing sustainability strategies and monitoring performance at the business unit level. During the reporting period, four sustainability taskforces - Waste Reduction Taskforce, Carbon Emission Taskforce, Staff Welfare and Well-being Taskforce, and Promote Equality Taskforce - were established.

以高效管治為基 Cementing Effective Corporate Governance

權責清晰、透明度高，而且系統化的管治乃企業可持續發展的根基。為此，我們對優化企業管治一直不遺餘力。除了定時審視及更新現行政策，我們還會聘用第三方專業顧問協助建構更高效的管理制度及系統。我們將企業管治納入「大快活6C可持續發展框架」其中一支柱，關於我們的企業管治介紹，詳見「[以高效管治為基](#)」部份。

Clear accountability, high transparency, and systematic governance are the foundations of sustainable development for any organization. Therefore, we spare no effort in optimizing our corporate governance. In addition to regularly reviewing and updating our current policies, we also engage third-party professional consultants to assist in building more efficient management systems and processes. We incorporate corporate governance as an integral part of "Fairwood 6C Sustainability Framework". For more information about our corporate governance, please refer to the "[Cementing Effective Corporate Governance](#)" section.

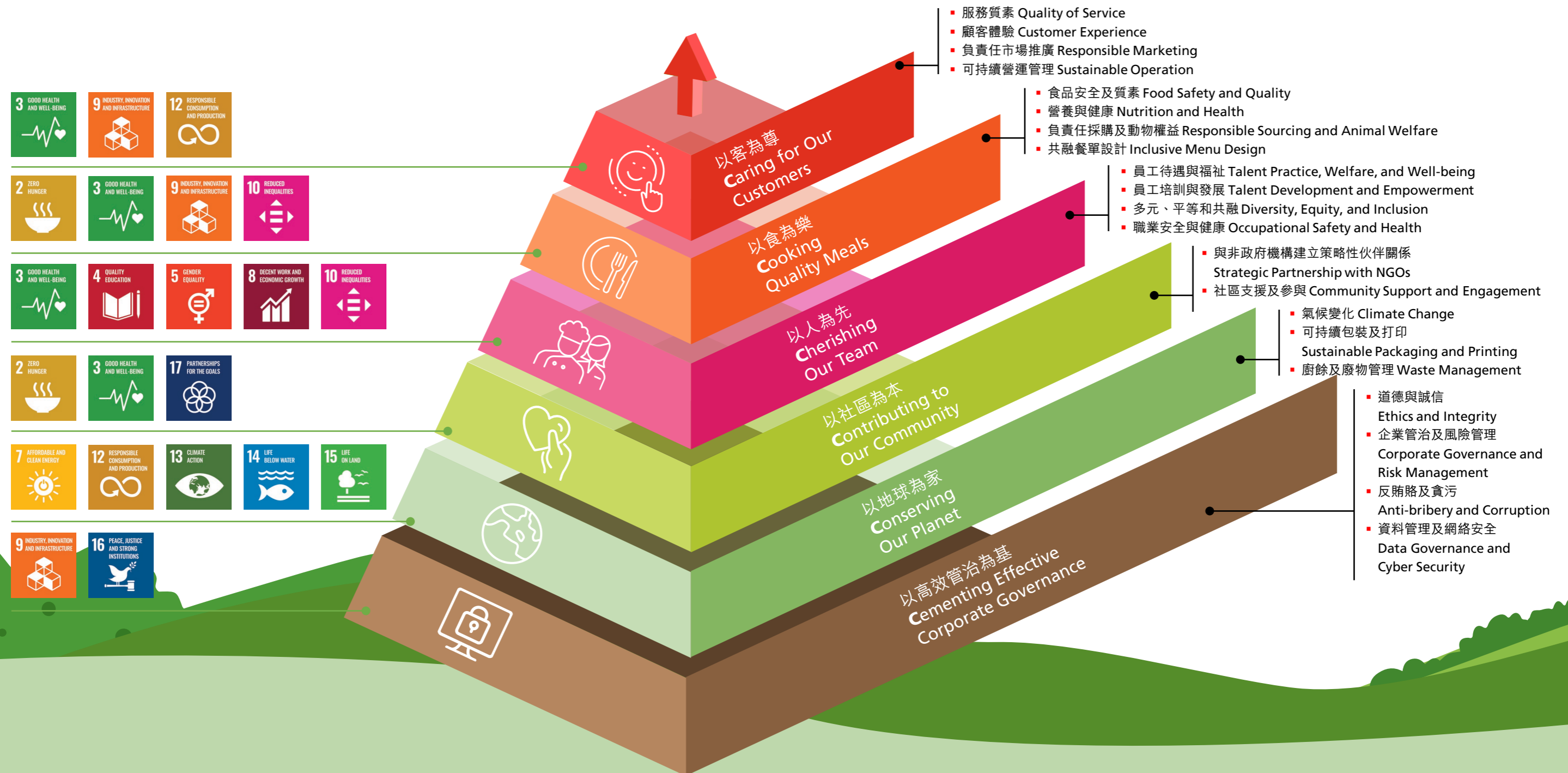


大快活6C可持續發展框架

The Fairwood "6C" Sustainability Framework

於報告期內，我們透過不同形式的持份者參與活動，包括高級管理層訪談，以及聚焦小組研討會，去探討集團既有可持續發展方向，並正式確立全新可持續發展「6C」框架。框架包括六個核心支柱：「以客為尊」、「以食為樂」、「以人為先」、「以社區為本」、「以地球為家」，以及「以高效管治為基」。每個支柱對應不同對我們業務具有重要影響的議題，並連結到不同聯合國可持續發展目標。框架的設立，是希望可協助引領集團實現「為顧客、團隊、企業及社區創造價值」的企業目標。

During the reporting period, we engaged stakeholders through various forms of participation, including senior management interviews and focus group workshops, to explore the existing sustainability direction of the Group. As a result, we have officially established the new "6C" framework for sustainable development. The framework comprises six core pillars: "Caring for Our Customers", "Cooking Quality Meals", "Cherishing our Team", "Contributing to Our Community", "Conserving Our Planet", and "Cementing Effective Corporate Governance". Each pillar corresponds to different issues that have significant impacts on our business and aligns with various United Nations Sustainable Development Goals. The establishment of this framework aims to guide the Group in achieving its corporate objectives of creating value for customers, teams, the company, and the community.



持份者參與 Stakeholder Engagement

我們透過積極與持份者溝通並定期進行重要性評估，持續改進我們的可持續發展策略和披露。我們通過多種溝通渠道與持份者互動，積極努力理解他們的期望和主要關注點。在此列出我們的主要持份者以及我們維持與每個持份者群體持續互動的方法的概述。

We consistently enhance our sustainability strategy and reporting by actively engaging with stakeholders and conducting periodic assessments of materiality. We engage with stakeholders through various communication channels as we actively seek to comprehend their expectations and primary concerns. Below, we provide an overview of our key stakeholder groups, and the methods through which we maintain ongoing engagement with each of them.

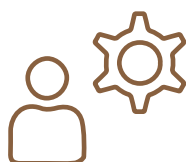
價值鏈持份者 Stakeholders Along the Value Chain



下游 Downstream

顧客 Customers

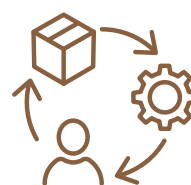
- 集團網站
Corporate website
- 大眾傳媒
Mass media
- 顧客體驗調查
Customer surveys
- 直接溝通
Direct communication
- 社區大使
Community ambassadors
- 前線員工
Frontline staff
- 焦點小組
Focus groups
- 大快活App手機應用程式
Fairwood App
- 持份者參與活動
Stakeholder engagement events
- 顧客服務熱線
Customer service hotline



業務營運 Operations

員工 Employees

- 快活指數
Happy index
- 內聯網
Intranet
- 新聞短片與通訊
News clips and newsletters
- 告示欄
Notice board
- 人力與文化發展會議
People and culture development meeting
- 「Big Bang」大會
"Big Bang" meetings
- 焦點小組
Focus groups
- 快活開心新聞
Happy news
- 「快活谷」員工手機應用程式
"Fairwood Team" employee mobile app
- 持份者參與活動
Stakeholder engagement events
- 恆常會議
Regular meetings



上游 Upstream

供應商及銷售商 Suppliers and Vendors

- 評核
Evaluations
- 行業展覽
Industry exhibitions
- 實地考察
Site visits
- 供應商審核
Supplier audits
- 投標程序
Tendering and procurement process
- 持份者參與活動
Stakeholder engagement events
- 恆常會議
Regular meetings

其他持份者 Other Stakeholders



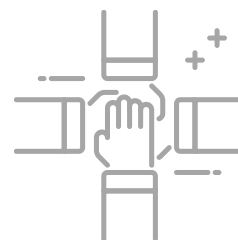
投資者及股東 Investors and Shareholders

- 股東周年大會
Annual general meeting
- 年報、財務報表和公告
Annual report, financial statements, and announcements
- 集團網站
Corporate website
- 投資者簡報
Investor briefing



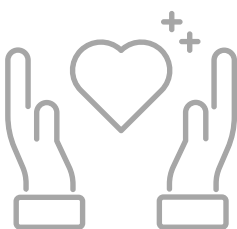
公眾 General Public

- 股東周年大會
Annual general meeting
- 年報、財務報表和公告
Annual report, financial statements, and announcements
- 直接溝通
Direct communication
- 論壇、研討會和工作坊
Forums, seminars, and workshops



行業協會 Industry Associations

- 論壇、研討會和工作坊
Forum, seminars, and workshops
- 持份者參與活動
Stakeholder engagement events



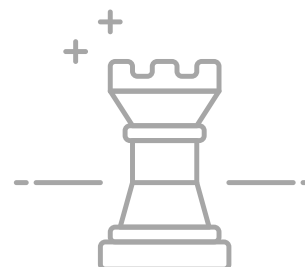
非政府機構及慈善機構 Non-Profit and Charitable Organizations

- 定期會議
Regular meetings
- 合辦計劃
Joint projects
- 義工機會
Volunteer opportunities
- 慈善活動
Charitable events
- 持份者參與活動
Stakeholder engagement events



傳媒 Media

- 傳媒簡介會、發布會及午間聚會
Media briefing, conferences, and luncheons
- 新聞發布
Press releases
- YouTube 頻道
YouTube Channel
- 持份者參與活動
Stakeholder engagement events



政府 Government

- 論壇、研討會和工作坊
Forum, seminars, and workshops
- 持份者參與活動
Stakeholder engagement events

重要性評估 - 序列 Materiality Assessment – The Process

於報告期內，我們與一家獨立顧問合作，進行了全面的重要性評估。這次評估包括評估我們在經濟、環境和個人方面相關的可持續發展議題所帶來的正面和負面影響，以及這些影響在我們價值鏈中的傳遞。

During the reporting period, we partnered with an independent consultant to perform a thorough materiality assessment. This assessment encompassed evaluating both the positive and negative effects that our sustainability issues, relevant to the economy, environment, and individuals, have throughout our value chain.

1

確認關鍵趨勢並了解持份者所想 Identification of megatrends and stakeholders' concerns

我們確定了行業的可持續性大趨勢、最佳實踐以及香港交易所和其他國際組織制定的報告標準相關的新興問題。我們的目標是確保我們的評估和相應的可持續性倡議與行業最新趨勢和需求保持一致。通過持續對這些發展的關注，我們可以有效地應對持份者不斷變化的需求，積極促進正面的改革。

We have identified emerging issues that are linked to global sustainability megatrends, industry best practices, and reporting standards established by the Hong Kong Stock Exchange and other international organizations. Our goal is to ensure that our evaluation and corresponding sustainability initiatives stay aligned with the most current trends and industry demands. By remaining attentive to these developments, we can effectively address the evolving needs of our stakeholders and actively contribute to positive change.

2

透過持份者參與活動識別出與大快活業務相關的可持續發展議題 Identify sustainability topics related to the business of Fairwood through stakeholder engagement events



網上調查 Online Survey

2,441 有效回饋
valid responses received

+



聚焦小組研討會 Focus Group Discussion

1場 外部持份者 + **6場** 內部持份者
1 session for external stakeholders + 6 sessions for internal stakeholders

+



3場 高級管理層個別訪談
3 sessions for individual interviews with senior management

2

透過持份者參與活動識別出與大快活業務相關的 可持續發展議題（續）

Identify sustainability topics related to the business of Fairwood through stakeholder engagement events (continued)

除了進行3場高級管理層個別訪談和7場針對特選持份者的焦點小組研討會以收集質性數據外，我們還通過一項涉及來自內部和外部持份者的網上調查，收集其反饋和意見。這些持份者包括董事會成員、員工、供應商、顧客、香港特區政府相關部門、商業協會、媒體和非政府機構。為確保全面了解，我們採用了影響重要性方法，讓持份者根據自己的觀點和對大快活業務影響的看法，表達對確定的可持續發展問題的意見。該方法結合了質性和量化方法，以獲得全面的呈現。

Apart from the 3 individual interviews with senior management and 7 focus group discussions with selected stakeholders for collection of qualitative data, we also have gathered feedback and opinions through an online survey involving key stakeholders from both internal and external sources. This included Board members, employees, suppliers, customers, relevant bureaus of the HKSAR government, commercial chambers, media, and NGOs. To ensure a comprehensive understanding, we adopted an impact materiality approach, allowing stakeholders to express their views on identified sustainability issues based on their perspectives and the impact on Fairwood's business. This approach utilized both qualitative and quantitative methods to capture a holistic representation.

3

為重要議題排序 Material topics prioritization

根據調查結果，我們在重要性議題對每個可持續性問題進行了優先排序，並與我們的業務營運、行業趨勢、可持續相關標準和指南一起分析了反饋。這個全面的過程使我們能夠識別需要關注的重大可持續性問題。

Based on the survey results, we prioritized each sustainability issue in the materiality matrix and analyzed the feedback in conjunction with our business operations, industry trends, sustainability-related standards, and guidelines. This comprehensive process allowed us to identify the significant sustainability issues that require attention.

4

覆檢及核實重要性評估結果 Assessment result review and validation

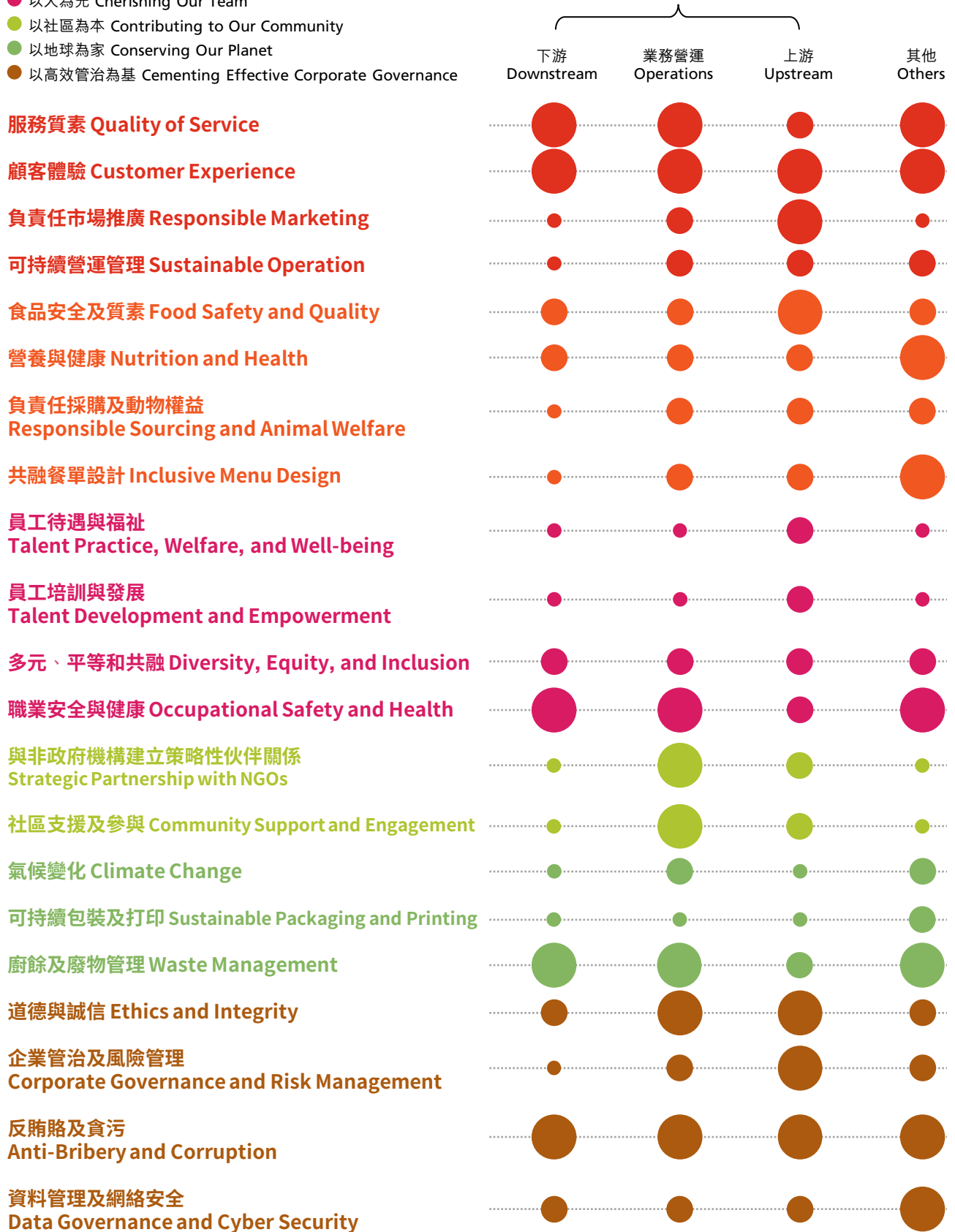
可持續發展委員會負責核實重要性議題，以確保重要性議題的準確性和相關性。高級管理層和董事會負責確認可持續發展委員會所呈交的重要性議題。

The Sustainability Committee is responsible for verifying materiality issues to ensure their accuracy and relevance. Senior management and the Board of Directors are responsible for reviewing the materiality issues submitted by the Sustainability Committee.

影響重要性評估 Impact Materiality Assessment

- 以客為尊 Caring for Our Customers
- 以食為樂 Cooking Quality Meals
- 以人為先 Cherishing Our Team
- 以社區為本 Contributing to Our Community
- 以地球為家 Conserving Our Planet
- 以高效管治為基 Cementing Effective Corporate Governance

對價值鏈的影響 Value Chain Impact



影響重要性評估 Impact Materiality Assessment

已識別最重要議題 Identified Most Material Topics	可持續發展框架核心支柱 Sustainability Pillar/ 本報告對應章節 Chapter of this Report	對應聯合國可持 續發展議題 Aligned UNSDGs	受影響持份者 [^] Stakeholders [^] Impacted			
服務質素 Service Quality	以客為尊 Caring for Our Customers		1	2		4
顧客體驗 Customer Experience	以客為尊 Caring for Our Customers		1	2	3	4
食品安全及質素 Food Safety and Quality	以食為樂 Cooking Quality Meals		1		3	
職業安全與健康 Occupational Safety and Health	以人為先 Cherishing Our Team		1	2		4
廚餘及廢物管理 Waste Management	以地球為家 Conserving Our Planet		1	2		4
道德與誠信 Ethics and Integrity	以高效管治為基 Cementing Effective Corporate Governance			2	3	
反賄賂及貪污 Anti-Bribery and Corruption	以高效管治為基 Cementing Effective Corporate Governance		1	2	3	4

[^] 受影響持份者索引 Stakeholder Impacted - Index

1	顧客 Customers
2	員工 Employees
3	供應商 Suppliers and Vendors
4	其他持份者 Other Stakeholders

- 投資者及股東
Investors and Shareholders
- 公眾 General Public
- 行業協會 Industry Associations
- 非政府機構及慈善機構
Non-Profit and Charitable Organizations
- 傳媒 Media
- 政府 Government

焦點故事

Featured Stories

- 1** 致力推動多元、平等和共融的工作氛圍及用餐體驗
Diversity, Equity, and Inclusion for Working Vibe and Dining Experience
- 2** 活得夠 GREEN – 咖啡渣及檸檬皮升級再用
Live a GREEN Life – Repurpose Coffee Grounds and Lemon Rinds
- 3** 我們的紅雞蛋派發傳統
Traditional Folklore of Chinese Red Eggs
- 4** 快活尖星名冊及QSCI 大獎 – 卓越服務的耀眼認可
"Fairwood Awards" and QSCI Award – Recognition of Quality Service
- 5** 一站式員工手機應用程式 – 「快活谷」
Comprehensive "Fairwood Team" Employee Mobile App



致力推動多元、平等和共融的工作氛圍及用餐體驗

Diversity, Equity, and Inclusion for Working Vibe and Dining Experience



早於2018年，平等機會委員會（「平機會」）推出《種族多元共融僱主約章》，我們是11個創始簽署機構中唯一的快餐連鎖店。這印證我們在推動職場多元(Diversity)、平等(Equity)和共融(Inclusion)的前瞻視野及實踐決心得到認可。

多年來，我們建立了一套完善的內部程序，確保在餐廳營運及內部管治方面，以至對社區的投入及貢獻，每一個細節中都充分考慮到多元、平等和共融（「DEI」）的要求。

Early in 2018, when the Racial Diversity and Inclusion Charter for Employers was first introduced by the Equal Opportunities Commission ("EOC"), among the 11 founding signatories, we were the only fast food restaurant chain. This is a recognition of our forward-thinking vision and determination in ensuring diversity, equity, and inclusion ("DEI") in the workplace.

Over the years, we have established a set of sophisticated internal procedures ensuring DEI is thoroughly considered in every detail, ranging from restaurant operations to internal corporate governance, as well as our inputs and contributions to the community.

多元、平等和共融的工作氛圍

Diversity, Equity, and Inclusion for Working Vibe

種族共融措施 Race Inclusion Practices



我們為不同族裔人士提供就業機會，我們提供全面的支持和職業發展機會予不同族裔的員工，讓他們在大快活能發展自己的事業。針對不同族裔員工的措施，詳見「[多元、平等和共融](#)」。

We provide employment opportunities for individuals from diverse ethnic backgrounds, offering comprehensive support and career development opportunities at Fairwood. For practices tailored for employees from different ethnic backgrounds, please refer to "[Diversity, Equity, and Inclusion](#)".

家庭崗位 共融措施 Family Status Inclusion Practices



在餐廳輪班安排上，我們特設「媽媽更」，工作時間與學童上課時間相約，孩子上課時媽媽上班，讓媽媽能同時兼顧家庭崗位及工作安排，取得生活平衡，同時亦有助釋放婦女勞動力。

In creating our restaurant employee shift schedule, we have implemented a special arrangement called "Momma's shift" that aligns working hours with school hours. This allows mothers to balance their family responsibilities and commitments at work, achieving a harmonious life. This also helps unleash the labor force potential of women.

年齡共融措施 Age Inclusion Practices



年齡在大快活並不是一個限制！大快活的工作團隊內不乏「少老」長者，他們的魄力，對工作的熱誠及投入絕對是我們重要的人力資產。我們會以時薪形式聘用「少老」長者，讓他們可以根據自己的身體狀況，有最大的自主空間去編定自己的日程。

Age is not a limitation at Fairwood! Our workforce is enriched with experienced individuals who defy conventional age stereotypes. These "young old" employees bring forth their vitality, enthusiasm, and dedication, making them invaluable assets to our organization. We hire these individuals on an hourly basis, allowing them to have maximum autonomy in planning their schedules based on their own physical well-being.

身體特徵 共融措施 Uniqueness Inclusion Practices



針對有特殊需要的員工，我們會提供相應設備去協助他們工作，讓他們在無障礙的情況下發揮所長。例如我們會為視障同事安排經特別調節顯像的電腦。

For employees with special needs, we provide appropriate equipment to assist them in their daily work, allowing them to excel in an accessible environment. For instance, we arrange computers with specially adjusted displays for visually impaired colleagues.

早於1991年，我們開始提供職位予少數族裔人士，開創多元共融工作間的先河。直到今天，我們的團隊成員來自五湖四海，橫跨歐亞非三大洲。為了向不同背景及不同需要人士提供一個公平共融而又安全的工作環境，我們在每個行政細節上都以共融平等為首要考量，包括製作多種語言及附字幕的培訓視頻，以照顧所有同事的需要。

As early as 1991, we began offering positions to ethnic minority individuals, pioneering a diverse and inclusive workplace. The Fairwood team members come from all corners of the globe, spanning the continents of Europe, Asia, and Africa. In our commitment to providing a fair, inclusive, and safe working environment for individuals from diverse backgrounds and with different needs, we prioritize inclusivity and equality in every administrative aspect. This includes creating a variety of language options and subtitled training videos, ensuring that we cater to the needs of all our colleagues.



印度 India
印尼 Indonesia
馬來西亞 Malaysia
摩洛哥 Morocco
尼泊爾 Nepal
巴基斯坦 Pakistan
菲律賓 The Philippines
葡萄牙 Portugal
新加坡 Singapore
南韓 South Korea
泰國 Thailand
越南 Vietnam
英國 United Kingdom

以客為尊 Caring for Our Customers

多元、平等和共融的用餐體驗

Diversity, Equity, and Inclusion for Dining Experience



我們的餐廳在裝潢及服務設計上均盡力兼顧不同人士需要。設於靠近餐廳門口位置的枱椅可自由移動，令有需要人士，例如推著嬰兒車的父母或需輪椅代步人士，均能因應個人需要移動枱椅，選購食物時亦可要求送餐服務。同時，全線大快活分店及特色餐廳均歡迎導盲犬，亦特設優先座，為長者及有需要人士提供一個舒適又安心的用餐環境。

食品方面，我們定期推出素食或高蛋白餐單，滿足不同階段人士需要。

在服務設計方面，我們的餐廳率先推出全港首創的無障礙服務。對於行動不便的顧客，我們會主動提供代行點餐，以及送餐服務等等，讓他們可以輕鬆在店內用膳，我們的一切安排，都是從心出發的「窩心服務」。

In our restaurants, we strive to accommodate the needs of different individuals when we work on the interior design and service design. The chairs at tables located near the restaurant entrance are designed to be easily movable, allowing individuals with special needs such as parents pushing strollers or wheelchair users to adjust the chairs according to their preferences. They can also request delivery-to-table service when they order their food. All Fairwood restaurants and specialty restaurants are welcoming to guide dogs and have designated priority seating to provide a comfortable and reassuring dining environment for seniors and individuals with special needs.

In terms of food options, we regularly provide vegetarian or high-protein menus to cater to the diverse needs of different individuals at different stages.

In service design, we were the first Hong Kong fast food restaurant chain to provide customers with a "barrier-free" environment, designed to remove or minimize every obstacle that can make life difficult for our elderly and disabled customers. We also take orders at the table and deliver to the table for those in need. These are our heartfelt initiatives to serve our customers.

以社區為本 Contributing to Our Community

攜手共建多元、平等和共融的社區 Join Hands to Build a Diversity, Equity, and Inclusive ("DEI") Community

作為《種族多元共融僱主約章》的創始約章簽署機構，我們鼎力支持平等機會的多元共融舉措，希望可藉着分享我們的經驗及專業意見，讓更多機構，不論是來自餐飲業與否，能夠踏出在我們的社區內建構多元共融工作間的第一步。

As the founding signatory of The Racial Diversity and Inclusion Charter for Employers, we wholeheartedly support the initiatives of Equal Opportunities Commission. We hope that by sharing our experiences and professional insights, more organizations, regardless of whether they are from the food and beverage industry or not, can take the first step towards building a diverse and inclusive workplace among our community.



於公開講座分享無障礙科技的最佳實踐 As a Guest Speaker in the Seminar about Good Practices on Accessible Technology Application

平等機會委員會於2023年11月22日舉辦了「餐飲服務中的無障礙科技應用」研討會。研討會特別針對餐廳運營團隊的經理和高級主管、餐廳集團的資訊技術部門、食品外送平台以及提供銷售點(POS)系統的公司等人士而設計。在研討會上，我們的數碼與信息技術總監蘇先生(Patrick)分享了在大快活引入的無障礙科技的真知灼見和最佳實踐。

Equal Opportunities Commission organized the "Application of Accessible Technology in Catering Services" seminar on 22 November 2023. The seminar was specifically designed for managers and executives from restaurant operation teams, information technology departments of restaurant groups, food delivery platforms, and companies providing Point of Sale (POS) systems, among others. During the seminar, Mr. Patrick So, our Director of Digital & Information Technology, shared valuable insights and good practices on incorporating accessible technology in Fairwood.

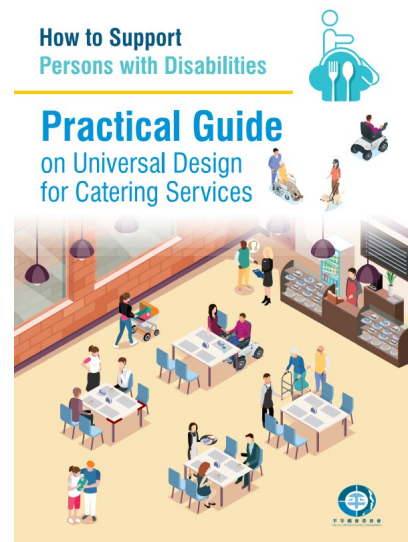


為平機會可暢達指南提供意見

Contributing to the Practical Guide Published by EOC

為推動業界重視可暢達無障礙餐廳設計，將多元、平等和共融概念融入餐飲體驗，大快活工程及維修部團隊獲平等機會委員會邀請，為其於 2023年10月發表的《[餐飲服務通用設計實用指南](#)》提供業界意見。該指南旨在為飲食業界提供簡易實用指引以服務有不同需要的顧客，並且羅列提供便利措施時需注意之處。

To encourage the industry to put more emphasis towards incorporating accessibility and inclusivity within restaurant design, as well as integrating concepts of diversity, equity, and inclusivity into the dining experience, the Project and R&M Department of Fairwood were invited by the Equal Opportunities Commission to provide industry insights for their publication in October 2023 titled "[Practical Guide on Universal Design for Catering Services](#)". This guide aims to provide the food and beverage industry with practical and user-friendly guidance to serve customers with diverse needs, while highlighting important considerations when implementing accessibility measures.



以食物帶出地道傳統 讓外國人都愛上香港

Immersing foreigners in Hong Kong's culture and traditions through our food

來自澳洲的YouTuber Brendan是大快活煲仔飯的新代言人。Brendan聞名於一口流利的廣東話，以及對香港烹飪傳統的欣賞，我們相信他將是代表我們標誌性菜餚的完美人選。Brendan在廣告中展現出對香港美食的真愛和熱情令人感動，他通過自營的人氣網上美食頻道與香港以至全球觀眾聯繫，即席邀請觀眾體驗大快活煲仔飯的真正風味，這使他成為分享香港豐富烹飪傳承理想的合作夥伴。Brendan的參與不僅將大快活帶到全世界，還吸引更多老饕來探索我們的美食文化。

YouTuber Brendan, originally from Australia, is the new spokesperson for our signature dish, Claypot Rice. Brendan is renowned for his fluent Cantonese and appreciation for Hong Kong's culinary traditions, making him the perfect choice to represent us. In the advertisements, Brendan showcases his genuine love and passion for Hong Kong cuisine, connecting with audiences globally through his popular online food channel. He impromptly invites viewers to experience the authentic flavors of Fairwood's Claypot Rice, making him an ideal partner to share Hong Kong's rich culinary heritage. Brendan's involvement not only brings Fairwood to the world stage but also attracts more food enthusiasts to explore our gastronomic culture.



活得夠GREEN - 咖啡渣及檸檬皮升級再用 Live a GREEN Life - Repurpose Coffee Grounds and Lemon Rinds



我們矢志將可持續發展概念融入日常營運當中。

於報告期內，我們在130間餐廳店鋪推出「活得夠GREEN」專櫃提供免費咖啡渣及檸檬皮，供大眾以先到先得形式按實際需要以自攜容器取用，減少約210噸廚餘。計劃吸引了廣泛媒體正面報導，估計價值超過港幣470萬元。於二零二四年一月，我們亦推出**糖包回收計劃**，以重用而非丟棄顧客不需要的糖包。

We are committed to integrating the concept of sustainable development into our daily operations.

During the reporting period, we introduced the "Live a GREEN Life" counter in 130 restaurant outlets, offering free coffee grounds and lemon rinds to the public on a first-come, first-served basis for personal use with their own containers, in the process eliminating around 210 tonnes of food waste for the Group. The initiative also generated much positive media coverage, calculated to be worth over HK\$4.7 million. In January 2024 we also launched a **Recycle of Unused Sugar Bag Program** which is helping us to reuse unwanted packets of sugar rather than discarding them.

以人為先 Cherishing Our Team

將員工的提議及時轉化成行動給咖啡渣第二次生命 Turning Employee's Suggestion into Action, Promptly, and Giving Coffee Grounds a Second Life

向市民大眾免費提供咖啡渣的建議，由顧客服務部服務教練曹美女提出。曹美女在大快活前線服務37年，觀察入微，對分店運作瞭如指掌，在「**與耆同樂**」活動中參加者將咖啡渣功用娓娓道來。曹美女得悉咖啡渣的奇妙功用，而每日分店又產生大量咖啡渣，遂向公司建議將咖啡渣分享給市民大眾，讓大快活的咖啡渣在其第二段生命裡以另一個形式去服務每個家庭。

May Cho, a service coach from our Customer Service Department, came up with the idea of providing free coffee grounds to the general public. After 37 years on the front lines at Fairwood and as a keen observer of our outlet operations, she noticed the significant amount of leftover coffee grounds at our stores. During the event "**Joyous Meal with Seniors**", one of the participants shared some amazing uses of coffee grounds. Recognizing the various uses of coffee grounds, May suggested sharing them with the community, allowing the coffee grounds to serve a second purpose in every household.



大快活咖啡渣孕育的辣椒將環保意識在社區傳開去 Spreading the Story of Chili Pepper in the Community and Arising the Awareness of Circularity

顧客將大快活咖啡渣帶回家作肥料，為家中植物施肥，然後把大快活咖啡渣孕育出來的肥美的小辣椒分享給我們的員工以及家人，口耳相傳，將我們對環境的關切，以及與顧客如好朋友般的情誼傳達到社區每一處，同時亦間接協助將「循環經濟」這個政府大力推廣的概念在社區植根。

Customers took the used coffee grounds to use as fertilizer for their plants. They then shared the bountiful chili peppers grown from these nourished plants with our employees and their families. Through word-of-mouth, our commitment to the environment and the friendly bond we share with our customers has spread throughout the community, indirectly promoting the government's concept of a "circular economy" at a grassroots level.

咖啡渣種辣椒仔

顧客用我地大快活咖啡渣種出來嘅辛辣椒仔，拎返嚟畀同事分享！我地大快活真係好有愛☺☺多謝公司！

A customer, having used our coffee grounds for fertilizer, brought back some chillis he grown to share! Here at Fairwood, we have such a caring community ☺☺ Thanks Fairwood!



檸檬皮也是寶 Benefits of Lemon Rinds

檸檬茶及檸檬水是連鎖快餐廳必備飲料，同時，檸檬具豐富維他命C，是入饌首選。與咖啡渣一樣，檸檬皮一般都被視為廚餘，但其實兩者都是寶，為此，「活得夠GREEN」專櫃特別展示咖啡渣和檸檬皮的升級再用貼士，務求在社區推廣循環經濟概念，讓「轉廢為材」從日常做起。

Lemon tea and lemon water are essential beverages in our fast-food chain, and lemons are known for their rich vitamin C content, making them a popular choice for consumption. Similar to the case of coffee grounds, lemon rinds are often considered food waste. Yet both of them still have their own merits. To promote the concept of a circular economy in our community, our "Live a GREEN Life" counter showcases tips on upcycling and reusing coffee grounds and lemon rinds, aiming to encourage the practice of "turning waste into resources" in our daily lives.

我們的紅雞蛋派發傳統 Traditional Folklore of the Chinese Red Eggs



農曆新年的第七天，也被稱為「人日」，分店添了特別的布置。到了下午茶時段，我們向顧客親手奉上寓意吉祥的紅雞蛋，並附上親切笑容及祝福語「人日快樂」，與大眾一起慶賀生辰。

雞蛋象徵著誕生或新的開始；在中國民間傳統，人們在生日時會送贈紅雞蛋給親人，分享喜悅及吉祥。

在大快活，送贈紅雞蛋的傳統已有悠久歷史，為在場的每個人帶來共同的喜悅，而這也是對傳統習俗的一種禮讚和致敬。除人日外，分店的開幕紀念，以及部份長期捧場顧客的壽辰，我們也會向在座顧客派發紅雞蛋，實行與眾同樂。

On the seventh day of the Lunar New Year, also known as "Common Man's Birthday", we distributed red eggs in the afternoon tea session to our customers. This special occasion allowed us to celebrate the tradition together with the community.

Eggs symbolize birth or a new start; in traditional Chinese folklore, people distribute red eggs to their loved ones on birthdays, sharing joy and prosperity.

The practice of distributing red eggs has a long-standing history at Fairwood, creating a sense of shared joy and celebration among everyone present. It is also an appreciation and tribute to the folklore and traditional custom. Apart from Common Man's Birthday, we will also present red eggs to our customers on opening anniversaries, as well as some birthday of our loyal customers.

派發紅雞蛋加強了我們與社區的聯繫，展示了我們對保護傳統文化的堅持和共同慶祝重要日子的愉悅。每顆紅雞蛋象徵著慶祝和感激之情，表達了我們能參與顧客生活故事的衷心感謝。

派發紅雞蛋有助於促進文化傳承和跨代聯繫。通過派發紅雞蛋給顧客，我們將這些傳統習俗呈現於年輕一代面前，這有助於保育及傳承這些習俗給年輕一代。傳統習俗提醒我們家庭的重要性，尊重長輩以及社區同慶的價值。

派發紅雞蛋不僅為顧客帶來驚喜，還展示了我們致力成為一個以社區為本的連鎖快餐集團的承諾。紅雞蛋強化了大快活的品牌形象，讓顧客認識到我們在社區服務中的重要角色，展示了我們回饋社會、推動社區凝聚力的精神。

The distribution of red eggs strengthens our connection with the community and showcases our commitment to preserving traditional culture and the importance of celebrating these occasions together. Each red egg symbolizes celebration and gratitude, expressing our sincere appreciation for being a part of our customers' life stories.

The distribution of red eggs helps promote cultural heritage and intergenerational connections. Through distributing red eggs to our customers, we present these traditional customs to the younger generation, contributing to the conservation and transmission of these traditions to the younger generation. Traditional customs remind us of the importance of family, respect for elders, and the value of celebrating together as a community.

The distribution of red eggs not only brings joy to our customers but also demonstrates our dedication to being a community-oriented chain of fast food restaurants. The red eggs enhance the brand's image of Fairwood, allowing customers to recognize our role in serving the community, as well as showcasing our spirit of giving back to society and promoting cohesion within our community.



快活尖星名冊及QSCI大獎 – 卓越服務的耀眼認可

"Fairwood Awards" and QSCI Award – Recognition of Quality Service



我們積極推動欣賞文化，每年選出品質、服務和清潔上最出色的分店，以及將獲表揚員工及備受顧客欣賞的優秀個案輯錄至年度出版的《快活尖星名冊》內，以肯定員工的出色表現。

We actively promote a culture of "Feel Good" appreciation where each year, through our customer service hotline and mystery shopper evaluations, we select the top-performing outlets in terms of quality, service, and cleanliness. The outstanding employees and exemplary cases that receive praise from customers are compiled in our annual publication, "Fairwood Awards", in an effort to recognize the exceptional performance of our staff.

QSCI 大獎 The QSCI Awards

為了持續改善生產流程、提升食物質素，我們於1999年訂立了品質服務清潔指標(QSCI)，以品質(Quality)、服務(Service)和清潔(Cleanliness)為核心的價值觀，致力為顧客提供難忘而獨特的體驗。我們致力確保優質服務和高質烹調，不僅提供卓越服務，餐廳環境亦雅緻舒適，讓我們的顧客可以在大快活餐廳中品味每一口美食，同時也享受每一刻時光品味一刻。

「QSCI大獎」每月都會以劃一標準去評審所有餐廳店鋪，確保其品質、服務和清潔均達標。各分區評審分數最高的餐廳店鋪，會於「[Big Bang](#)」大會內表揚，並會名列該年度的《快活尖星名冊》。

「QSCI大獎」計劃的主要目標是在餐廳和員工中培養精益求精，持續改進的文化。獎項不僅是榮譽，更是激勵所有餐廳分店和員工追求卓越的催化劑。

To continuously improve our production processes and enhance food quality, we established the Quality Service Cleanliness Index (QSCI) in 1999. With a focus on quality, service, and cleanliness as core values, we are committed to providing our customers with memorable and unique experiences. We strive to ensure excellent service and high-quality culinary offerings, not only delivering exceptional service but also creating a cozy and comfortable dining environment. At Fairwood, our customers can savor every bite of delicious food while enjoying every moment of their time.

The QSCI Awards, evaluated monthly with standardized criteria, ensure that all restaurant outlets meet the standards of quality, service, and cleanliness. The highest-scoring restaurants in each area are recognized at the "[Big Bang](#)" meeting and listed in the annual "Fairwood Awards" publication.

The primary objective of the QSCI award is to foster a culture of strive-for-excellence and continuous improvement among the restaurants and their staff. This recognition serves as more than just an honor; it acts as a catalyst for inspiring all Fairwood restaurants and employees to strive for excellence.

《快活尖星名冊》 The "Fairwood Awards" Publication

快活尖星名冊

除得獎餐廳店鋪外，得到顧客嘉許及表揚的員工均會名列《快活尖星名冊》。透過不同溝通渠道，我們收到顧客不同的回饋，當中不少都是顧客對員工的嘉許。我們會在云云顧客回饋內嚴選窩心小故事刊載於《快活尖星名冊》內，希望將窩心的一刻延伸開去。

In addition to QSCI award-winning restaurant outlets, employees who receive commendations and praises from customers are also listed in the "Fairwood Awards" publication. Through various communication channels, we receive different feedback from customers, many of which are compliments for our employees. We carefully select heartwarming stories from these customer feedbacks, aiming to extend the warmth of those special moments.

一站式員工手機應用程式 - 「快活谷」 Comprehensive "Fairwood Team" Employee Mobile App

於報告期內，我們推出大快活員工手機應用程式 - 「快活谷」，成為同事處理基本工作的首選平台。這款容易使用的應用程式讓大快活員工方便且高效地執行各種功能，包括：

- 申請假期
- 使用網上學習平台
- 獲取大快活最新消息

「快活谷」不僅是一個人力資源工具。自動化人力資源流程和促進學習與發展功能是踏上數位轉型之旅的第一步。應用程式仍在不斷發展中，未來還將加入更多功能。

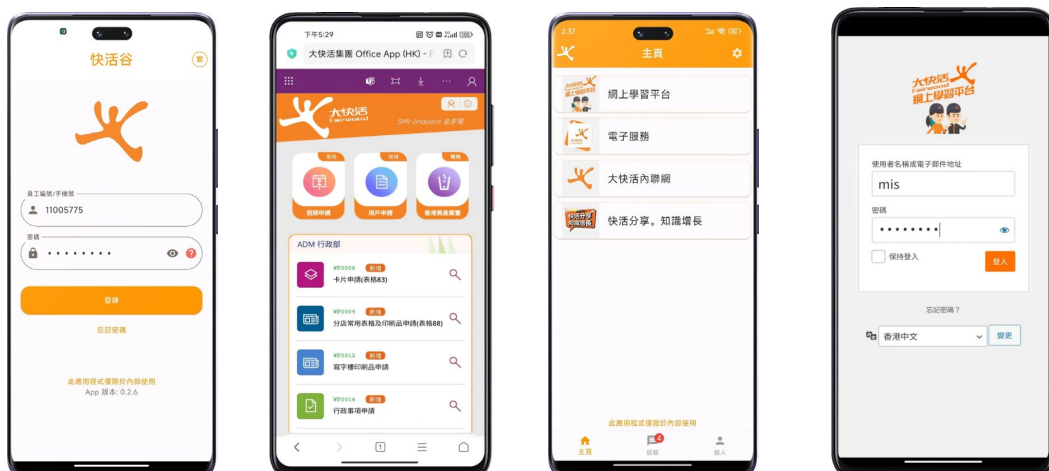
開發「快活谷」能立刻解決因列印糧單及報稅單而消耗的紙張和碳粉的問題，同時亦能減少因運輸文件而產生的碳排放或搬動重物而衍生的職安健風險，更重要的是應用程式為所有大快活員工提供了一個觸手可及而且容易操作的平台去處理其工作，同時令集團企業管治更高效。

During the reporting period, the "Fairwood Team" employee mobile app ("app") was launched and immediately became the primary platform for carrying out essential tasks. This user-friendly app grants Fairwood employees convenient and efficient access to a range of functions, including:

- Applying leave
- Access e-learning portal
- Staying informed with Fairwood news

The "Fairwood Team" employee mobile app goes beyond being a mere human resource tool. Automating HR processes and facilitating learning and development functions marks the initial step towards embarking on a digital transformation journey. Rest assured, the app is still very much evolving and additional features will be incorporated into the app in the near future.

By developing the "Fairwood Team" app, we can immediately address the issues of paper and toner consumption caused by printing pay slips and employer's returns. It also helps reduce carbon emissions from transporting documents and minimizes occupational health and safety risks associated with moving heavy objects. The app provides all of our employees with a user-friendly and accessible platform to handle their work tasks, and most importantly, it enhances the efficiency of corporate governance within the organization.



以客為尊

Caring for Our Customers



重點議題 Key Focus Areas

- 服務質素 Quality of Service
- 顧客體驗 Customer Experience
- 負責任市場推廣 Responsible Marketing
- 可持續營運管理 Sustainable Operation



服務質素 Quality of Service

真誠、專注和關愛的服務精神 SAC (Sincere, Attentive, and Caring) Ethos

我們的前線團隊致力於以真誠 (Sincere)、專注 (Attentive) 和關愛 (Caring) 的精神服務顧客，這是我們顧客服務成功的基本要素。這一理念，加上我們團隊對於營造正面的顧客體驗的熱情承諾，使我們能夠與顧客建立深厚的聯繫，並在餐廳店鋪營造出賓至如歸的氛圍。

Our frontline team is dedicated to delivering service with a Sincere, Attentive, and Caring (SAC) ethos, a fundamental component of our customer service success. This philosophy, coupled with our team's fervent commitment to fostering a positive customer experience, has enabled us to forge a profound bond with our patrons and establish a homely atmosphere in our outlets.

真誠、專注和關愛的服務精神 SAC (Sincere, Attentive, and Caring) Ethos

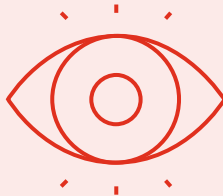
真誠 Sincere



真誠接待顧客，
展現同理心，
誠實對待及樂於助人。

Engage with genuine
warmth, show
empathy, and be
forthright and supportive.

專注 Attentive



保持專注，主動耐心聆聽，
並解決顧客的需要。

Stay alert and proactive in
listening to and
addressing customer
concerns.

關愛 Caring



超越顧客的期望，
主動滿足他們的需求。

Exceed expectations for
customers, and
proactively fulfil their
requirements.

神秘顧客 Mystery Shoppers

神秘顧客每月都會匿名造訪我們的餐廳店鋪，獨立評估用餐體驗。這個關鍵機制使我們能夠保持卓越的顧客體驗。這些神秘顧客評估各種要素，包括食品的擺放、食物的味道和香味，以及環境氛圍。他們還審查服務質素，重點關注前線員工與顧客之間的互動。

從這些神秘顧客評估中獲得最高分數的分店將獲得獎勵，以表彰其優秀表現。這些獲得QSCI獎項的餐廳分店，會於「Big Bang」大會內表揚，並會名列該年度的《快活尖星》名冊。

Mystery shoppers make incognito visits to our restaurant outlets each month to independently evaluate the dining experience. This critical mechanism allows us to maintain exceptional customer experiences. These mystery shoppers assess various elements, including the presentation of dishes, the flavor and aroma of the food, and the ambiance of the outlets. They also review service quality, focusing on the interaction between frontline staff and customers.

Outlets that receive the highest scores from these mystery shopper assessments are rewarded for their outstanding performance. These QSCI award winning restaurant outlets will be recognized in the "Big Bang" meeting and listed in the annual "Fairwood Awards" publication.

神秘顧客機制 Mystery Shopper Program



顧客滿意度 Customer Satisfaction

大快活的持續發展全賴寶貴的顧客反饋。我們致力通過提升服務質素和設施來滿足顧客的需求。為了評估用餐體驗和食物品質的滿意度，我們定期進行顧客調查，調查使我們能夠深入了解顧客用餐的習慣及其不斷變化的偏好。

投訴案例會定期匯總，作為個案研究與員工分享，確保團隊保持靈活應變並對顧客的反饋做出恰當回應。

我們已建立多種渠道來收集顧客意見和讚揚。這些渠道包括顧客調查、焦點小組討論、熱線電話、電子郵件、手機應用程式內的「聯絡我們」按鈕、線上及現場查詢和現場意見箱等。

Fairwood's continuous growth is fueled by valuable customer feedback. We are dedicated to meeting our customers' needs by enhancing service quality and upgrading our facilities. To evaluate satisfaction with the dining experience and food quality, we regularly conduct customer surveys. These surveys also enable us to gather insights into dining habits and evolving preferences.

Complaint cases are consistently summarized and shared with our employees as case studies, ensuring our team remains adaptable and responsive to customer feedback.

We have established various channels to gather opinions and compliments from our customers. These include customer surveys, focus group discussions, hotlines, email correspondence, an in-app "Contact Us" button, online and in-person inquiries, as well as on-site opinion boxes.

顧客滿意度評核機制 Customer Satisfaction Assessment



投訴處理機制 Complaint Handling Mechanism

我們的投訴處理指南詳細說明了處理投訴案件和文件要求的程序和規程。我們將為可能需要處理投訴案件的員工提供充足而定期的培訓，顧客服務部門將整合顧客反饋並定期向高級管理團隊匯報。

Our Complaint Handling Guidance details the procedures and protocol in handling complaint cases and documentation requirements. Adequate and regular training will be offered to staff members who may need to handle complaint cases, and Customer Service Department will consolidate customer feedback and report to senior management team on a regular basis.



顧客回饋精選 Selected Feedback from our Customers



見到員工好忙碌處理外賣，但都留意到我，發現我經網上點餐時訂錯分店，仲要好好禮貌同好有耐性地幫我安排食物，我真的很感動！

Although I saw the employee busy with takeaway orders, they still took notice and realized that I had mistakenly placed an online order with the wrong outlet, and they politely and patiently helped me arrange the food. I was truly moved by their kindness!



現今世代，真的好難得有員工咁盡心盡力去做好工作，在忙碌的情況下真的很難做得好，好整齊擺放好每一份餐！

It is truly rare to find employees who are dedicated and go above and beyond in their work. It is challenging to maintain such high standards, especially in busy situations, and ensure that every meal is prepared and presented neatly!



有位伯伯在店內頭暈嘔吐及失禁，餐廳經理除了為伯伯叫救護車，也代通知其家人，也讓伯伯坐在原位等救護員。當時有其他顧客要求取消已做好的食物或改為外賣，經理都很有禮貌及迅速地處理好，又協助其他顧客轉位和及時進行消毒，很專業，很有人情味，很值得表揚！

A customer in the store experienced dizziness, vomiting, and incontinence. The restaurant manager immediately called for an ambulance and notified the customer's family. The customer was allowed to remain in his seat until the paramedics arrived. Despite some other customers requesting changes to their orders or opting for takeout, the manager handled the situation promptly and courteously. They also assisted other customers in finding alternate seating arrangements and sanitized the area promptly. The manager's professionalism, empathy, and quick response are commendable and worthy of recognition!



我點了青檸梳打，但我的小朋友飲了幾口就扭計大哭。收銀姐姐看到後立刻走來問我們要不要換汽水。小朋友飲完面露笑容，我都鬆一口氣！收銀姐姐好親切，好有人情味，我們一定會繼續支持！

I ordered a lime soda, but my child took a few sips and started crying uncontrollably. The cashier lady immediately approached us and asked if we wanted to switch to soft drink. My kid smiled after finishing the drink, and I felt relieved. The cashier lady was very friendly and compassionate. We will definitely continue to support them!

香港Q嘜優質服務計劃 - 以外力守護服務質素 Gatekeeping our Service Quality - The Hong Kong Q-Mark Service Scheme

我們是香港唯一一家符合香港工業總會推出的香港Q嘜優質服務計劃（服務計劃金章）資格的連鎖快餐集團。這已是我們第20年獲得這一認可。

在整個認證過程中，香港優質標誌局將評估申請者的質量管理體系，以及根據國際或國家標準評估我們的服務。我們將認證過程視為第三方定期審查，引證我們的優質服務系統恆之有效。

We are the only fast food chain in Hong Kong qualified to receive the Gold Mark (Service Scheme) of the Q-Mark Service Scheme rollout by the Federation of Hong Kong Industries. It is the 20th year for us to garner this recognition.

We consider the accreditation journey as a regular third party screening of our quality service system. Throughout the accreditation journey, the Hong Kong Q-Mark Council will assess the applicant's quality management system and assess our service based on international or national standards.

顧客體驗

Customer Experience

第四代設計裝潢 – 都會駅分店案例分享

The 4th Generation Design – A Metro Town Restaurant Case Study

大快活每一代裝潢各有特色，切合當時顧客取向並同時平衡品牌風格。進化至第四代裝潢，我們添加了更多電子化及可暢達元素，同時亦提供更多餐枱組合去滿足不同人士需要。經歷過2019冠狀病毒病，我們對消毒潔淨措施也份外重視。

Each generation of Fairwood's decorations has its own unique features, catering to the preferences of customers at the time while maintaining a balance with the brand's style. As we evolve into the fourth generation of decorations, we have incorporated more electronic and accessibility-related elements, while also offering a wider variety of table settings to cater to different needs. In light of the challenges posed by the COVID-19 pandemic, we have placed extra emphasis on implementing thorough disinfection and cleanliness measures.



1

提供多種電子支付選項，包括PayMe、支付寶、八達通、微信支付、BOCpay、雲閃付和信用卡
Offering a variety of electronic payment options, including PayMe, Alipay, Octopus, WeChat Pay, BOCpay, UnionPay, and credit cards

2

電子餐牌，菜單即時更新 Electronic menu, updating the menu real-time

3

自助點餐機 Kiosk for food ordering

4

供明確的營業時間指示，歡迎導盲犬入內，並為有需要的人士提供體貼周到的座位安排
Clear instructions on opening hour, guide dog friendly, considerate seatings available for persons in need

5

平坦地面設計，方便輪椅及嬰兒車移動
Flat surface design, to ease the movement of wheelchair and baby pram



6

寬闊走廊，方便輪椅及嬰兒車進出
Widen the corridor for easy access of wheelchair and baby pram

7

送餐服務 At-table delivery service

8

吧枱式用餐空間設計 Bar table design

9

無線手提電話充電裝置 Wireless mobile charger

10

智能收盤機械人 Tray collection robot

11

桌邊掛鉤 Tableside hooks



13

托盤回收站 Tray return counter

14

取餐提醒設備 Number display for food collection

15

外賣取餐處 Takeaway collection counter

12

可移動座椅設計，提供高靈活性的用餐空間 Movable desk design, adaptable seating space

13

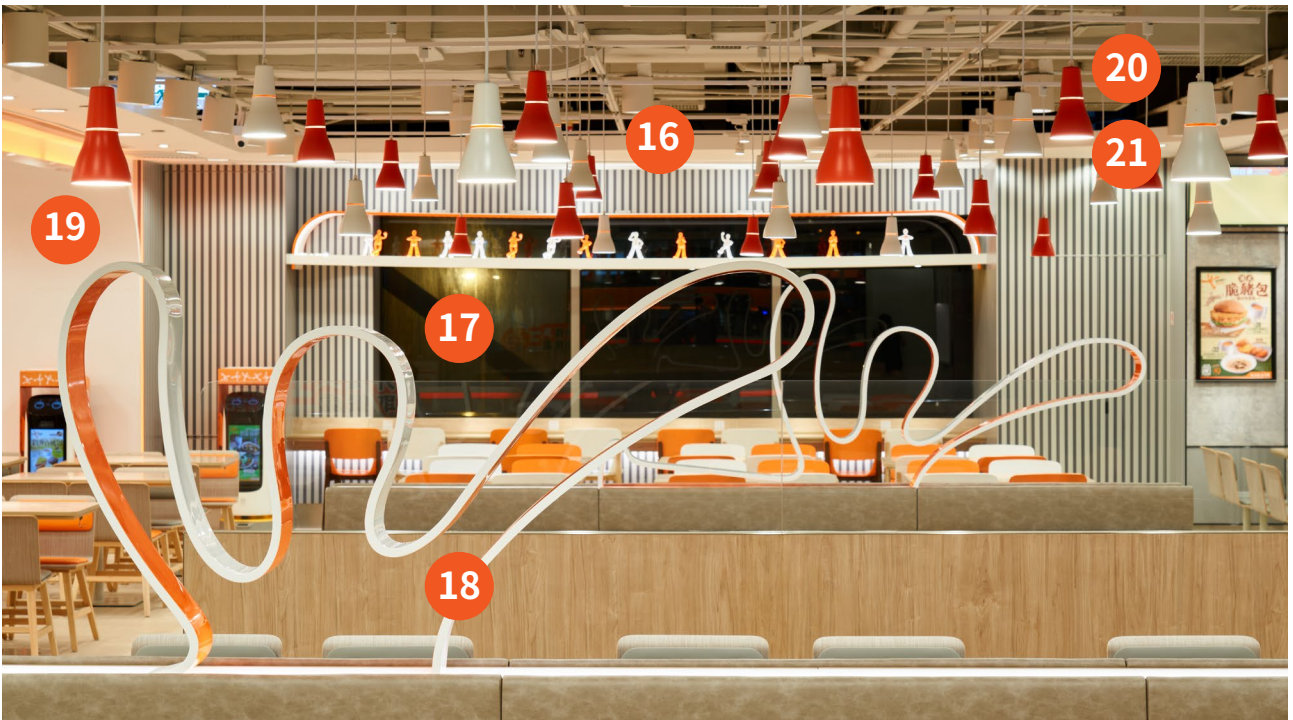
托盤回收站 Tray return counter

14

取餐提醒設備 Number display for food collection

15

外賣取餐處 Takeaway collection counter



- 16 舒適自然的節能照明 Energy saving lamps
- 17 窗戶引入自然光 Daylighting with windows
- 18 簡潔而矚目的品牌標誌 Clean and eye-catching brand identity
- 19 店內濕度和溫度標準化 Standardized in-store humidity and temperature
- 20 均勻通風 Evenly distributed ventilation
- 21 增強通風與空氣淨化 Enhanced ventilation and air purification



- 22 提供室溫水及熱水的自助飲水設施
Self-service drinking facilities providing room temperature and hot water
- 23 提供洗手液的洗手設施 Hand washing sink with hand sanitizer provided

大快活App手機應用程式一周年回顧 1st Anniversary of the Fairwood App – A Review



大快活App手機應用程式於2022年10月推出，至今累計登記用戶超過730,000人。大快活App集訂餐、優惠、環保及關愛社區於一身，讓會員於外賣自取美食時可以預先落單及付款。於報告期內，大快活App成功通過香港零售管理協會推出的「優質網店認證計劃」的「優網店」認證，滿足了18個信譽及發展方面的基礎條件，包括在過去12個月的消費者委員會投訴記錄宗數少於每年網上訂單總數的指定百分比。

The Fairwood App mobile application was launched in October 2022 and has accumulated over 730,000 registered users to date. It combines ordering, promotions, environmental initiatives, and community care, allowing Fairwood members to place advance orders and make payments for takeaway meals. During the reporting period, the Fairwood App successfully obtained the "Quality E-Shop" recognition under the "Quality E-Shop Recognition Scheme" launched by the Hong Kong Retail Management Association. This certification demonstrates compliance with 18 criteria related to trust and development, including maintaining a designated percentage of consumer complaints from the Consumer Council over the past 12 months, which is below the total number of online orders per year.

公開分享數碼化在餐飲業界的應用及透過手機應用程式與顧客互動 Public Sharing about Use of Digitalization in F&B Sector and Customer Engagement through Mobile Application

我們於不同場合獲邀向業界，以至廣大的資訊科技及零售業分享大快活App以及會員計劃的見解和經驗。

We have been invited to various occasions to share our insights and experiences in running the Fairwood App mobile application together with the loyalty program with industry professionals, as well as the wider information technology and retail sectors.



大快活App於香港零售管理協會智能零售大獎2023勇奪兩殊榮 The Fairwood App Garnered Two Awards in HKRMA Retail Awards 2023



大快活App成功拉近我們與顧客的距離，為顧客提供更便捷的點餐體驗。而我們透過大快活App將訂餐連結到優惠、環保舉措以及關愛社區三方面的創新意念，獲得了香港零售管理協會2023智能零售大獎的認可，成功奪得綠色智能零售品牌獎及智能轉型及創新獎（銅獎）。展望未來，我們將持續透過大快活App這個平台去創造更多可能性，將顧客消費與可持續發展舉措連結，與顧客一起攜手創造更美好明天。

The Fairwood App has successfully bridged the gap between us and our customers, providing them with a more convenient ordering experience. Through the innovative integration of ordering with promotions, environmental initiatives, and community care, we have been recognized at the 2023 Hong Kong Retail Management Association Smart Retail Awards. We are proud to have received the Green Smart Retail Brand Award and the Smart Transformation and Innovation Award (Bronze). Looking ahead, we will continue to leverage the Fairwood App platform to create more possibilities, connecting customer consumption with sustainable development initiatives, and working hand in hand with our customers to create a better tomorrow.



負責任市場推廣 Responsible Marketing

我們嚴格遵守香港法例第362章《商品說明條例》所規定的法規，提供準確的信息，讓顧客能夠做出合適的食物選擇。

我們致力於在市場營銷中堅守誠信，確保避免對產品和服務的正面社會或環境影響作出誇大或無依據的聲稱，我們也堅決不提供誤導性資訊。為了及時了解相關法律法規的最新變化，我們定期為參與市場營銷活動的員工分享相關資訊。

我們充分瞭解和理解不同市場活動的各種法規和許可要求。例如，如果我們希望進行貿易促銷競賽，我們將向由民政及青年事務局局長委任的公職人員申請貿易促銷競賽牌照，以確保貿易促銷活動符合相關法律。我們的市場部與法律事務部保持密切溝通，以確保我們的促銷活動以合法合規的方式進行。

We strictly comply with the regulations outlined in the Trade Description Ordinance (Cap.362 of the Laws of Hong Kong). Providing precise and dependable information is crucial for enabling customers to make well-informed decisions about our products.

We are dedicated to upholding integrity in our marketing endeavours, ensuring that we refrain from making exaggerated or unsupported claims regarding the positive social or environmental effects of our products and services. We also abstain from providing misleading information. To stay up-to-date with the latest changes in relevant laws and regulations, we timely dispatch responsible marketing information for our employees involved in marketing activities.

We are fully aware of and understand the various regulations and licensing requirements for different marketing activities. For instance, if we wish to conduct a trade promotion competition, we will apply for a trade promotion competition license from the public officer appointed by the Secretary for Home and Youth Affairs, to ensure the trade promotion is abide with relevant legislation. Our Marketing Department maintains close communication with the Legal and Company Secretarial Department to ensure that our activities are conducted in a legal and compliant manner.



針對網上點餐的顧客私隱保護 Protection on Privacy on Online Ordering

我們十分著重對顧客個人私隱的保護，嚴格遵守香港法例第486章《個人資料（私隱）條例》，並確保個人資料私隱專員公署六項保障資料原則有效執行。大快活App及「Click & Collect」均容許顧客以訪客身分，在毋須提供顧客個人資料的情況下點餐，或只按實際所需收集最少量的個人資料；如擬使用個人資料作直接促銷，我們亦清晰地告訴顧客並就此徵求他們同意，有關選項預設為空白，同時亦提供超連結至我們上載至的私隱政策。同時我們制訂明確清晰的資料保留政策，定期刪除過時或不必要的顧客資料，以減少資料外洩的風險。

We place a strong emphasis on protecting the personal privacy of our customers and strictly adhere to the Personal Data (Privacy) Ordinance under Chapter 486 of the Laws of Hong Kong. We ensure the effective implementation of the six data protection principles set forth by the Office of the Privacy Commissioner for Personal Data. Both Fairwood App and "Click & Collect" allow customers to place orders without providing personal information as guests or collect only the minimum necessary personal data. If we intend to use personal data for direct marketing purposes, we clearly inform customers and seek their consent, with the default options left blank. We also provide a hyperlink to our uploaded privacy policy. Furthermore, we have established clear data retention policies, regularly deleting outdated or unnecessary customer data to minimize the risk of data breaches.



可持續營運管理 Sustainable Operation

高效地根據大數據做出適當決策。為了提升我們新建和現有餐廳店鋪的整體營運管理、庫存控制和物流流程，我們計劃根據實際情況逐步引入廚房管理系統 (KMS) 和電子餐單系統。這一戰略性部署將使我們能夠優化營運並提高效率。引入 KMS 和電子餐單系統也有助於減少等候時間，提升顧客的整體用餐體驗。

在當今市場中，利用大數據分析對於獲取競爭優勢至關重要。通過充分利用數據分析和獲取有價值的洞察，企業可以做出明智的決策，推動收入增長並提升整體業務績效。基於這一點，我們目前正在研究在我們的銷售系統中整合實時數據的可行性，並考慮引入 Tableau 軟件。這一整合將使我們能夠編制高質量的實時數據分析，從而使我們能夠高效地根據大數據作出適當決策。

To enhance the overall operational governance, inventory control, and logistics flow in our newly built or existing restaurant outlets, we aim to gradually implement the Kitchen Management System (KMS) and e-menu system in our restaurant outlets, depending on the actual circumstances. This strategic deployment will enable us to streamline operations and improve efficiency. The introduction of KMS and e-menu systems can also help reduce wait times and enhance the overall dining experience for our customers.

In today's market, the utilization of big data analytics is crucial for attaining a competitive edge. By harnessing the power of data analytics and deriving valuable insights, companies can make well-informed decisions that fuel revenue growth and elevate overall business performance. With this in mind, we are currently exploring the feasibility of implementing Tableau software to consolidate real-time data stored in our Point of Sale (POS) system. This integration will enable us to compile high-quality insights and prompt intelligence, empowering us to make data-driven decisions efficiently.

案例分享 Case Study

利用流程機器人技術 (RPA) 管理餐廳分店閉路電視 Robotic Process Automation (RPA) CCTV Integrated Digital Monitoring and Alert

大快活擁逾千台網絡閉路電視，由肉眼去判斷每一台是否運作正常的話，會消耗大量時間，而且是個較低增值而冗長的工作。於報告期內，數碼及資訊科技部引入流程機器人技術去協助管理員管理閉路電視，若發現到其中一台閉路電視的錄像有異常，便會立刻通知管理員，這樣可完善分店管理，加強保安，同時可善用人才去處理更複雜問題。透過自動化流程，IT 管理員將能更快速地調查和解決問題。

Having over a thousand network CCTV cameras, manually inspecting each one to determine if they are functioning properly would be a time-consuming and low-value, repetitive task. During the reporting period, the Digital and Information Technology Department introduced RPA technology to assist administrators in managing the CCTV cameras. If any abnormality is detected in the video footage of a particular camera, the administrators are immediately notified. This enhances outlet management, improves security, and allows personnel to focus on more complex issues. By automating processes, IT administrators can investigate and resolve problems more quickly.

相關法律法規及相關附屬法例

Relevant Laws, Regulations, and Subsidiary Legislations

於報告期內，我們恪守下列法律法規及相關附屬法例：

Throughout the reporting period, our Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.



商品說明條例 Trade Description Ordinance

香港法例第362章 Cap.362 of the Laws of Hong Kong



個人資料（私隱）條例 Personal Data (Privacy) Ordinance

香港法例第486章 Cap.486 of the Laws of Hong Kong



商標條例 Trade Marks Ordinance

香港法例第559章 Cap.559 of the Laws of Hong Kong



以食為樂

Cooking Quality Meals



重點議題 Key Focus Areas

- 食品安全及質素 Food Safety and Quality
- 營養與健康 Nutrition and Health
- 負責任採購及動物權益 Responsible Sourcing and Animal Welfare
- 共融餐單設計 Inclusive Menu Design



食品安全及質素 Food Safety and Quality

我們所使用的食材均嚴格遵守香港的食品安全法規和標準。我們確保主要食材供應商擁國際食品安全認證，所供應的食材已通過香港政府的全面檢驗。所有進口到香港的食材必須符合其原產國的合法食品生產和出口法規，以及香港進口食品的食品安全法規。

所有大快活旗下食品和飲料都按照我們的內部手冊烹調，該手冊詳細列出了嚴格的品質、外觀、口感、質地和食品安全要求。我們的餐廳員工都接受了全面的培訓，確保他們具備廣泛的食品處理及安全知識。

We uphold strict standards for the ingredients we use, adhering to Hong Kong's food safety regulations and standards. We ensure that our first tier ingredient suppliers possess international food safety certifications, and that the supplied ingredients have undergone comprehensive inspections by the Hong Kong Government. All imported ingredients into Hong Kong must comply with the legal food production and export regulations of their country of origin, as well as the food safety regulations for imported food in Hong Kong.

All of Fairwood's ingredients and food items are prepared in accordance with our internal manual, which outlines rigorous standards for quality, appearance, taste, texture, and food safety. Our restaurant staff members have undergone comprehensive training, ensuring that they possess extensive knowledge in food processing and safety practices.



於報告期內，我們與第三方檢測公司合作，分析食品成分，確保符合食品安全法規。

除每兩個月舉行食品安全會議，審查並更新操作流程外，我們也會定期檢討營運流程。此外，我們亦制訂了一套完善的事務通報，危機處理及回收機制，及時報告任何食品安全問題，並提供適當的後續措施。

在草擬食物安全措施時，我們參考由食物環境衛生署出版的《[食物衛生守則](#)》以及由食物環境衛生署及食物安全中心出版的《[食安Guide](#)》內所提及的建議。同時，我們會不時參考食品安全相關案例，檢討並改善現行措施。

在整個營運價值鏈（包括中央食品加工中心和餐廳店舖）中，我們對食物品質和安全尤其重視。在價值鏈每個階段，我們都採用先進的管理理念和技術，以確保對食品安全和質量實施的全面控制。此外，我們密切關注餐飲業政策和法規的變化，確保經常保持合規。

During the reporting period, we collaborate with third-party testing companies to analyze food components, ensuring compliance with food safety regulations.

In addition to conducting bi-monthly food safety meetings to review and update practices, we also regularly review operational processes. Furthermore, we have established a comprehensive incident reporting, crisis management, and recall mechanism to promptly report any food safety issues and provide appropriate follow-up actions.

When formulating food safety measures, we refer to the guidelines outlined in the "[Food Hygiene Code](#)" published by the Food and Environmental Hygiene Department, as well as the recommendations mentioned in the "[Food Safety Guide](#)" published by both the Food and Environmental Hygiene Department and the Food Safety Centre. We periodically reference relevant food safety cases to review and improve our existing measures.

We place utmost importance on food quality and safety throughout our entire operational value chain, which includes the Central Food Processing Plant and our restaurant outlets. We implement advanced management concepts and technologies at every stage to ensure comprehensive control over food safety and quality. Moreover, we remain vigilant in monitoring changes in food industry policies and regulations to ensure that our compliance remains strong.



中央食品加工中心 Central Food Processing Plant

中央食品加工中心採用系統化食品加工和監控框架，以促進質量控制的持續改善。

The Central Food Processing Plant ("CFPP") employs a systematic framework for food processing and monitoring to foster continuous improvement in quality control.



合規 Compliance

產品開發和品質保證部門確定關鍵控制點（「CCPs」）以確保遵守法規

The Product Development and Quality Assurance departments identify Critical Control Points ("CCPs") to ensure adherence to regulations

監控 Monitoring

在整個生產過程中進行定期監控，以確保在識別的CCPs上完全符合食品安全標準

Regular monitoring is conducted throughout the production process to ensure full compliance with food safety standards at identified CCPs

標準化 Standardization

為每個食品製備階段建立具體的質量標準和溫度控制

Establish specific quality standards and temperature controls for each phase of food preparation

改進 Improvement

與各部門進行跨功能會議，持續提升食品安全標準

Conduct cross-functional meetings with various departments to continuously enhance food safety standards

審核 Audit

定期進行審核，評估質量控制措施和衛生條件的有效性

Regular audits are performed to assess the effectiveness of quality control measures and hygiene conditions

生熟分離 Separation

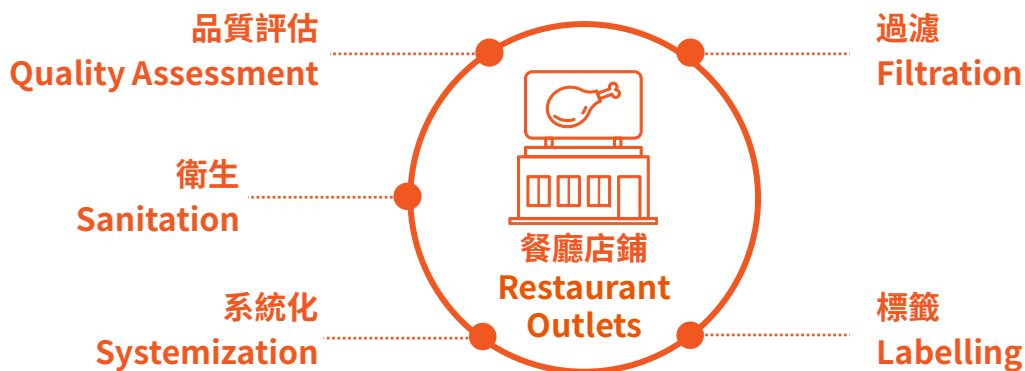
確保生食和熟食分開處理，以避免交叉污染

Ensure that raw and cooked foods are handled separately to prevent cross-contamination

餐廳店鋪 Restaurant Outlets

確保餐廳店鋪的食物品質和安全對保障顧客健康和福祉至關重要。為確保所有餐廳店鋪的食品安全，我們實施了幾項重要措施：

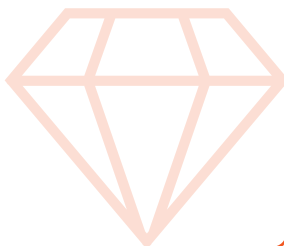
Ensuring food quality and safety in our restaurant outlets is of utmost importance in safeguarding the health and well-being of our customers. To guarantee food safety across all restaurant outlets, we have implemented several key procedures:



品質評估 Quality Assessment

在食材到達分店時會進行評估和確保品質。我們的內部審核和質量控制部門還進行店鋪巡視，以確保所有程序得到正確實施

Assessing and ensuring the quality of food materials upon their arrival at the outlet. Our internal audit and quality control departments also conduct shop visits to ensure that all procedures are properly implemented



衛生 Sanitation

徹底清潔和消毒場所和後勤區域，以維持衛生條件並防止食物污染

Thoroughly cleaning and sterilizing both the premises and back-of-house areas to maintain hygienic conditions and prevent food contamination

過濾 Filtration

在所有新店鋪安裝食水過濾系統，以確保提供優質飲用水，這對於提供美味飲料至關重要

Installing water filtration systems in all new outlets to ensure the availability of quality potable water, which is essential for serving great-tasting beverages

系統化 Systemization

遵循5S系統（結構化、系統化、消毒、標準化和自我紀律），以正確存儲和處理食材、器具和清潔劑

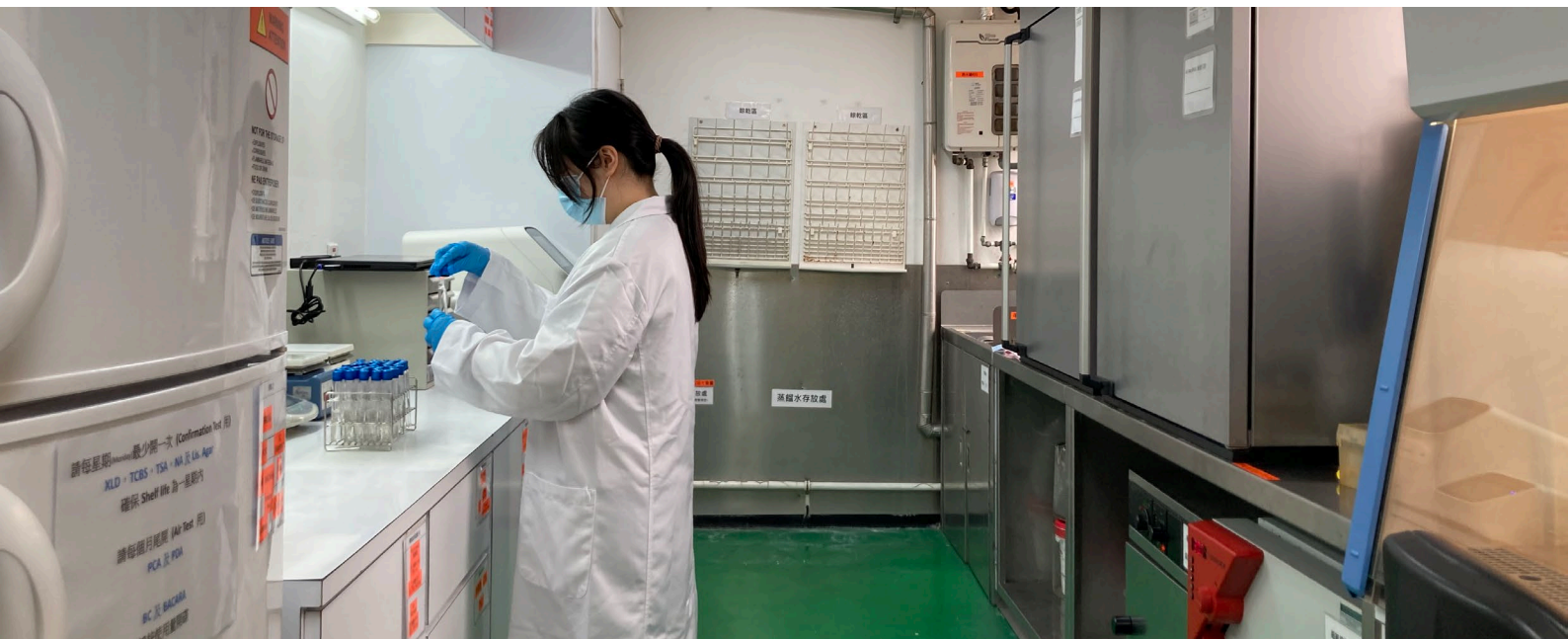
Following the 5-S system (Structurize, Systemize, Sanitize, Standardize, and Self-discipline) for proper storage and handling of food materials, utensils, and cleaning agents

標籤 Labelling

清楚標示所有食品的生產日期和預計保質期，以促進有效的庫存管理

Clearly marking all food products with their production date and estimated shelf life to facilitate effective inventory management

位於中央食品加工中心的質量控制實驗室 Quality Control Lab in Central Food Processing Plant



為保障食品安全，我們在中央食品加工中心成立了質量控制實驗室（「QC實驗室」）。QC實驗室擁有一支由專業人士組成的團隊，專門負責檢驗、驗證和測試。同時，實驗室配備精密設備，有助縮短等待實驗結果時間，從而使管理層能夠更快和更準確地做出決策。

儘管海鮮在我們的菜單中並不是恆常主要成分，於報告期內，QC實驗室迎來了他們的新成員——實時螢光核酸定量處理分析系統——用於水產養殖和海鮮的實驗室測試。

QC實驗室的食品評估機制專注於以下項目：

- **環境條件：**評估包括檢查供水、供冰和空氣質量。
- **設備：**檢查食品生產和準備的設備。
- **進貨食材：**抵達時對到貨的肉類和蔬菜等原材料進行測試。
- **成品產品：**評估熟食和預產食品的安全性和質量。

To safeguard food safety, we have established our own **Quality Control Laboratory** ("QC Lab") in Central Food Processing Plant, with a team of professionals specializing in inspection, verification and testing. With precision equipment outfitted, the QC Lab can help expedite laboratory result and so forth can empower the management to make quicker and valid decisions.

Although seafood is not considered as a major ingredient in our menu, during the reporting period, QC Lab welcomed their new addition – Real Time Polymerase Chain Reaction System – for laboratory test of aquaculture and seafood.

The food assessment mechanism of QC Lab focuses on the following items:

- **Environmental Conditions:** Assessment includes checking the water supply, ice, and air quality.
- **Equipment:** Examining equipment used in food production and preparation.
- **Incoming Ingredients:** Testing ingredients like meat and vegetables upon arrival.
- **Finished Products:** Evaluating the safety and quality of cooked meals and prepared dishes.

對於食材檢測，我們設定了一套原則去決定所選成分進行的樣本測試數量：

- 產品的受歡迎程度
- 產品的特性和季節性
- 風險水平
- 最近的食物事件趨勢
- 新引入的食材

我們會進行適當的測試，檢查重金屬、防腐劑、微生物計數和其他因素。我們還會驗證相關食品成分中抗生素的安全水平，以確保符合食品安全標準。所有現有和新的成分都會進行樣本測試，以確保其安全性。

QC實驗室遵循三個步驟的評估框架，當中採用嚴格的抽樣測試原則：

For ingredient testing, we have established a set of principles to determine the number of sample tests conducted on selected ingredients:

- **Product popularity**
- **Product characteristics and seasonality**
- **Level of risk**
- **Recent trends in food incidents**
- **Introduction of new ingredients**

Appropriate tests are conducted to check for heavy metals, preservatives, microbial count, and other factors. We also verify the safety levels of antibiotics in related food ingredients to ensure compliance with food safety standards. All current and new ingredients undergo sample testing to ensure their safety.

The QC Lab follows an assessment framework consisting of three steps, incorporating strict principles of sampling and testing:

QC實驗室評估框架 The QC Lab Assessment Framework

1

監控 Monitoring

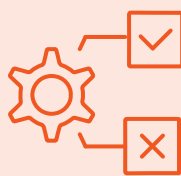


監控整個食品評估過程，從原材料採購到生產以至交付的整個過程。

Supervising the whole food assessment process, encompassing sourcing, production, and delivery.

2

測試 Testing



定期對供應商的原材料和產品進行測試，包括在不同階段或設定的時間範圍內進行測試。

Carrying out regular tests on suppliers' ingredients and products at different stages or predetermined intervals.

3

解決 Resolving Issue



反覆測試任何不符合標準的材料或產品，並制定適當的解決方案。

Re-testing any materials or products that do not meet the required standards and developing suitable solutions.

衛生管制措施 Hygiene Control Measures

我們已建立、實施並嚴格執行衛生規範，以確保個人和場地的環境衛生。這些措施展示了我們積極的維持嚴格的衛生標準，堅守對品質和安全的追求。在衛生標準最高的餐廳用餐，顧客可絕對放心。

The company has established, implemented, and strictly enforced hygienic protocol to ensure personal and site hygiene. These measures collectively demonstrate Fairwood's proactive and comprehensive approach to maintaining strict hygiene standards in their operations, upholding their reputation for quality and safety. Customers can dine with confidence, knowing that the highest standards of kitchen hygiene are being met.



中央食品加工中心 Central Food Processing Plant



員工 Employees



體溫達到37.5°C或以上的員工必須求醫
Employees with a body temperature of 37.5°C or higher must seek medical advice



定期消毒措施
Regular disinfection practices



在疾病爆發期間，員工必須報告過去14天外遊情況
Employees must report any travel outside Hong Kong within the past 14 days during disease outbreaks



進入工作場所前，員工必須戴上口罩和進行手部消毒
Face masks and hand sanitization - Mandatory for staff before entering the site area

廚房/加工場範圍 Kitchen/Processing Area



在主要位置設置消毒潔手裝置，鼓勵個人衛生
Hand sanitizer dispensers - Availability at key points to promote personal hygiene



根據公共衛生考慮，在走廊安裝通風設備
Installed ventilators in corridors to enhance ventilation based on public hygiene concerns



額外通告及午餐時段廣播，提醒個人衛生
Additional notices and lunchtime announcements about personal hygiene



定期在廁所、更衣室和食堂噴灑抗菌噴霧
Regular application of anti-bacterial spray in toilets, changing rooms, and the canteen



在公共區域加強清潔和消毒措施
Reinforced cleaning and disinfecting in the public areas



增加新空氣通風，如法規要求，安裝合規定的空氣淨化器
Increased fresh air ventilation and installation of compliant air purifiers if required by regulations

員工 Employees



體溫達到37.5°C或以上的員工必須求醫

Employees with a body temperature of 37.5°C or higher must seek medical advice



在處理任何生食或熟食時戴上手套

Wearing gloves when handling any raw or prepared foods



進入廚房區域前戴上口罩、髮網和靴子

Adorning face masks, hairnets, and boots prior to entering the kitchen area



前線員工與顧客互動時，需戴上合適口罩及手套

Wearing suitable face masks and gloves when frontline staff interact with customers



員工如有任何傳染病病徵，請立即通知僱主

Employees who show any symptoms of infection disease should report to their employer

廚房範圍 Kitchen Area



保持地板環境的清潔

Maintaining a spotless floor environment



根據指定的規定，徹底消毒所有工具和機器

Thoroughly sanitizing all tools and machinery according to prescribed protocols



定期清潔冷藏設備和冷凍櫃

Conducting routine cleaning of refrigeration units and freezers



定期清理隔油池

Regularly clearing out grease traps



在營業時間結束後，關閉所有門窗以確保安全

Securing all windows and doors post-operation hours

營養與健康 Nutrition and Health

為了回應大眾日益增長對與食品相關環境和健康的關注，大快活推出多個融入了綠色、健康、均衡營養和成分豐富的系列。除了「美味素」和「點都唔落味精」系列外，於報告期內，我們還推出了「食得夠 GYM」系列，以迎合不同的顧客需求。為了回應公眾日益增長的健康意識，我們通過將不含抗生素和激素成分的產品納入餐單，展示出我們對這些問題的關注，並提供可持續性和促進更好營養選擇的承諾。

肉類生產直接影響溫室氣體排放，所以我們積極鼓勵顧客探索可持續替代品。「美味素」內部份菜餚選用OmniPork入饌，這是一種植物性食材，由非基因改造、零殘忍和非肉類成分製成的肉類替代品。我們還提供紅米配廚星(Plant Sifu™)植物肉和番茄芹菜汁醬烹調的雜菜等健康輕盈的菜餚。餐飲方面，我們提供無糖綠茶，滿足以減少糖份攝取量為目標人士的需求。我們努力創新，實施各種舉措，為顧客提供具相對低碳的食品選擇，以配合他們對環境的關注。

In response to the growing awareness and concerns surrounding environmental and health issues related to food, Fairwood has introduced multiple product lines that incorporate green, healthy, well-balanced, and nutrient-dense ingredients. In addition to the **"Tasty and Green"** series and the **"No MSG Added"** series, we have introduced the **"Fuel Up with Protein"** series this year to cater to different customers. Furthermore, in light of increasing public awareness, we advocate for products that are free from added antibiotics and hormones by incorporating ingredients that are devoid of these substances into our business practices. These initiatives showcase our dedication to addressing these concerns and providing options that prioritize sustainability and promote better nutritional choices.

At Fairwood, we recognize the significant greenhouse gas emissions associated with meat production and actively encourage customers to explore sustainable alternatives. Our "Tasty and Green" series features OmniPork, a plant-based ingredient that serves as a sustainable alternative. OmniPork is made from non-GMO, cruelty-free, and non-meat ingredients. We also offer dishes like Red Rice with Plant Sifu™ Plant-pork and Assorted Vegetables in Tomato and Celery Sauce, which are both healthy and light. Additionally, we provide sugar-free green tea for individuals seeking to reduce their sugar intake. Moreover, we have implemented various initiatives to offer customers food choices with a lower carbon footprint, aligning with their environmental concerns.

「食得夠 GYM」
健身愛好者系列
"Fuel Up with Protein"
series

2023

健怡套餐系列、紅米飯
Wholesome Delights
series, red rice

2017

低鹽系列
Low Sodium series

2018

「美味素」系列
"Tasty and Green" series

2014

「個人化服務」系列
Customization Service

2011

「點都唔落味精」系列
"No MSG Added" series

2007

「食得夠 GYM」系列健身愛好者之選 For Fitness Enthusiasts – The "Fuel Up With Protein" Series



「食得夠**GYM**」系列特別為健身愛好者和注重健康的顧客而設，其中南瓜淮山汁雞胸紅米飯（含葵花籽）是系列內主打菜餚。系列強調菜餚本身的營養價值和健身效益，使其成為遵循生酮飲食人士的理想選擇。

每份菜餚提供**49克**蛋白質，相當於**7隻雞蛋**的蛋白質含量，能滿足一個**59公斤**體重成年人的每日蛋白質所需¹。我們明白每位顧客的蛋白質吸收需求各異。為此，在我們特設加港幣**20元**可多配一件雞胸的選擇，讓顧客可因應自己身體需要而添配蛋白質。

雞胸特別用上先煎後焗方法烹調，確保肉質鮮嫩多汁，並減少營養流失，配上健康紅米飯，以及健脾養胃的淮山汁，務求讓顧客能在大快活快活用膳之餘，亦能輕鬆達到健身及健康目標。

The "**Fuel Up With Protein**" series is specially designed for fitness enthusiasts and health-conscious customers, with the **Red Rice Chicken Breast in Pumpkin and Yam Sauce (with Sunflower Seeds)** being the signature dish in the series. The "Fuel Up With Protein" series emphasizes the nutritional value and fitness benefits of the dish, making it an ideal choice for individuals following a ketogenic diet.

Each serving of the dish provides **49 grams** of protein, equivalent to the protein content of **seven eggs**, which meets the daily protein requirements for an adult weighing **59 kilograms**¹. We understand that each customer's protein intake needs may vary. Therefore, we offer an additional chicken breast option for an extra **HK\$20**, allowing customers to customize their protein intake based on their individual needs.

The chicken breast is specially prepared using a two-step cooking method of searing and baking, ensuring tender and juicy meat while minimizing nutrient loss. Combined with healthy red rice and a nourishing yam sauce, the dish aims to not only provide a satisfying dining experience but also help customers effortlessly achieve their fitness and health goals.



註1：根據香港特別行政區食物安全中心資料顯示，每天每公斤體重需要攝入0.83克蛋白質，以一個59公斤體重的人士為例，每日就需要約49克蛋白質

Note 1: According to data from the [Centre for Food Safety of the HKSAR Government](#), it is recommended to consume approximately 0.83 grams of protein per kilogram of body weight daily. For instance, an individual weighing 59 kilograms would require approximately 49 grams of protein per day

負責任採購及動物權益

Responsible Sourcing and Animal Welfare

負責任採購 – 快活食物鏈

Responsible Sourcing – The Fairwood Food Chain

一個高效的供應鏈對於向顧客提供高品質的產品和服務，同時最大程度地降低成本和風險至關重要。我們遵循一個全面而有系統的「快活食物鏈」，以開發和提供深受顧客喜愛的美食。供應商行為守則是我們對供應商在可持續性和商業道德等方面的期望的文件，旨在減輕供應鏈風險。

從產品開發到原材料採購和生產的每一個步驟都由我們的品質保證部嚴格監督。

在我們的供應鏈管理中，我們非常重視確保持續供應新鮮原材料。我們積極與供應商合作，確保其產品符合我們的高標準。為此，供應鏈管理部的職責主要與維護供應鏈完整性相關：

- 與供應商建立開放和雙向溝通，積極參與並根據顧客反饋傳達期望。
- 走訪供應商設施，審查其生產流程和營運，評估其社會責任和環保方面的表現。
- 優先選擇已實施ISO 22000食品安全管理體系和危害分析和關鍵控制點（「HACCP」）計劃的供應商。
- 聘請顧問提供可持續採購培訓。
- 在供應鏈實踐可持續採購。

我們的供應商篩選程序也適用於非食品供應商。主要評估非食品供應商能否履行其環境和社會責任。

An efficient supply chain is crucial for delivering high-quality products and services to our customers, all while minimizing costs and risks. Fairwood follows a comprehensive and methodical approach, known as the **Fairwood Food Chain**, to develop and deliver popular meals that are adored by our customers. The **Supplier Code of Conduct** is the documentation narrating our expectations to suppliers in terms of sustainability and business ethics, and so forth to mitigate supply chain risks.

Every step of the process, from product development to ingredient sourcing and production, is carefully overseen by our **Quality Assurance Department**.

In our supply chain management, Fairwood places great emphasis on ensuring a consistent supply of fresh raw materials. We actively engage with suppliers to ensure their products meet our high standards. **The Supply Chain Management Department** plays a vital role in maintaining the integrity of our supply chain and has several responsibilities:

- Establishing open and bilateral communication with suppliers to actively engage and convey expectations based on customer feedback.
- Conducting visits to suppliers' facilities to review their production processes and operational practices, assessing their social and environmental performance.
- Giving preference to suppliers who have implemented ISO 22000 Food Safety Management Systems and Hazard Analysis and Critical Control Point ("HACCP") plans.
- Engaging consultants to provide training on sustainable procurement.
- Implementing sustainable procurement practices within the supply chain.

Our supplier screening procedures extend to non-food suppliers. We also assess whether non-food suppliers fulfil their environmental and social responsibilities.

供應商行為守則 Supplier Code of Conduct

我們的供應商行為守則旨在通過建立一套所有主要供應商都遵守的關鍵原則（如下述），減輕風險，並要求所有主要供應商都遵守。我們會進行定期檢查，以驗證供應商是否遵守這些原則。不合規或拒絕提供合規證據可能導致訂單取消或終止業務關係。

Fairwood's Supplier Code of Conduct aims to mitigate risk by establishing a set of key principles (as detailed below) that all major suppliers are required to adhere to. We conduct periodic checks to verify compliance with these principles. Non-compliance or refusal to provide evidence of compliance may lead to order cancellation or termination of the business relationship.



反貪污 Anti-corruption

致力於防止賄賂、腐敗和洗錢活動限制了不必要的娛樂和互動，以免影響員工為公司最大利益行事的能力

Commitment to preventing bribery, corruption, and money laundering activities; Restriction on unnecessary entertainment and interactions that may compromise the ability of Fairwood staff to act in the best interest of the company



勞工標準 Labour standard

禁止僱用未成年勞工，禁止強迫或強制勞動，遵守有關最低工資、工作時間和公平對待員工的當地法律

No employment of underage labor, no forced or compulsory labor; Compliance with local laws regarding minimum wage, working hours, and fair treatment of employees



平等機會 Equal opportunities

提供平等的就業機會，不因年齡、膚色、性別、種族、殘疾和其他類似因素而歧視

Providing equal employment opportunities without discrimination against age, color, gender, race, disability, and other similar factors



公平競爭 Fair competition

參與公平競爭，遵守所有相關的法律和法規

Engaging in fair competition and complying with all relevant competition laws and regulations



環境 Environmental

遵守國家法律和國際標準的環境保護

Adherence to national laws and international standards for environmental protection



為了支持本地經濟，我們主要優先考慮本地供應商。原產地遍及五大洲28個國家及地區，包括阿根廷、澳洲、比利時、巴西、加拿大、中國、捷克共和國、丹麥、英格蘭、德國、荷蘭、印度、印尼、意大利、日本、韓國、馬來西亞、墨西哥、新西蘭、菲律賓、波蘭、南非、西班牙、台灣、泰國、土耳其、美國，以及越南。

Recognizing the benefits of supporting the local economy, we give preference to local suppliers. Country of origin of our procurements included 28 countries and regions spanning over 5 continents, including Argentina, Australia, Belgium, Brazil, Canada, China, Czech Republic, Denmark, England, Germany, The Netherlands, India, Indonesia, Italy, Japan, Korea, Malaysia, Mexico, New Zealand, The Philippines, Poland, South Africa, Spain, Taiwan, Thailand, Turkey, USA, and Vietnam.

於報告期內，我們向
During the reporting
period, we partnered with



4 間海外供應商，以及
overseas, and

135 間本地供應商採購。
local suppliers.

動物權益 Animal Welfare

「五大自由」於1979年由農場動物福利委員會在回應大規模工業化養殖實踐時建立。這些自由原則隨後成為英國眾多動物福利法律的基礎，以及歐盟關於農場動物福利的政策。在內部採購指引中，我們將「五大自由」視為採購家畜和家禽產品的主要考慮。同時，我們將探索在菜單中使用可持續海鮮的可能性。

The "Five Freedoms" were established by the Farm Animal Welfare Council in 1979 as a response to the emergence of large-scale, industrial farming practices. These freedoms have since become the foundation of numerous animal welfare laws in the UK, as well as the European Union's policy regarding the welfare of farm animals. We consider the "Five Freedoms" as a guiding reference when procuring livestock and poultry products in our internal procurement guideline. We will also explore possibilities on using sustainable seafood in our menu.

「五大自由」 The Five Freedoms

免於痛苦或傷病的自由
Freedom from
pain, injury, and
disease

表達天性的自由
Freedom to express
normal patterns of
behavior



免於恐懼不安的自由
Freedom from fear and distress

免於飢渴的自由
Freedom from
hunger, thirst, and
malnutrition

免於因環境而承受痛苦的自由
Freedom from physical and
thermal discomfort

共融餐單設計 Inclusive Menu Design

我們的菜餚不僅滿足甚至超越了顧客的期望，這令我們引以為傲。我們致力於通過提供可定制和營養豐富的菜單，創造獨特而多樣化的用餐體驗。我們廣泛的產品範圍展示了新鮮、可持續和優質食材轉化為令人垂涎的美味佳餚的過程。

除了我們經典的皇牌菜單外，我們還不斷開發新的產品系列，以迎合不斷變化的用餐偏好和健康意識的顧客。於報告期內，我們進行了18次品味測試，涉及內部團隊品嚐新菜餚，並就口味、外觀、食品成本、營運效率和迎合目標客群等方面提供反饋。我們非常樂意為顧客提供多樣化的食物選擇和可定制的菜單，確保每個人都能享受到愉悅且個性化的用餐體驗，於報告期內，我們合共開發了109道新菜餚。

為了支持推動香港的「惜食」文化，早於2011年，我們已開始推廣個人化服務餐單，以迎合顧客個人的口味。我們靈活的菜單讓顧客可以選擇自己想要的餐點份量，有助於減少食物浪費，提供符合個人需求的選擇。

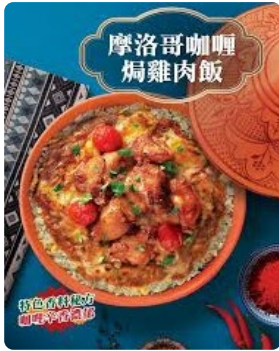
We take tremendous pride in not only meeting but exceeding customer expectations. We are committed to creating unique and diverse dining experiences by offering customizable and nutritious menus. Our extensive range of products exemplifies the transformation of fresh, sustainable, and premium ingredients into mouthwatering delicacies.

In addition to our timeless signature menu, we consistently develop new product lines to cater to evolving dining preferences and health-conscious customers. Throughout the reporting period, we conducted 18 taste tests involving various internal groups who sampled new dishes and provided feedback on taste, presentation, food cost, operational efficiency, and suitability for our target audience. During the reporting period, we have developed 109 new dishes. Fairwood is thrilled to provide customers with a wide array of food options and customizable menus, ensuring a delightful and personalized dining experience for everyone.

To support the "food wise" culture in Hong Kong, we promote a customized service that caters to the individual tastes of our customers early in 2011. Our adaptable menu allows customers to choose their desired meal portions, contributing to the reduction of food waste by providing choices that align with their personal needs.



「限時美食」- 系列帶顧客的味蕾周遊列國 Limited Time Offer - Diversified Meal Options Fitting Customers' Taste Buds



一如既往，我們繼續推出新穎創新的產品，以提升顧客體驗並吸引新的用餐者。「限時美食」活動展示了獨特菜單項目的引進，例如日式豬排、摩洛哥烤飯以及受東南亞美食啟發的選擇。這些限時美食提供額外的加配項目，鼓勵顧客探索多元化美食。同時，我們維持了多種價格實惠的特色菜和具有競爭力的用餐促銷活動，以迎合對價格敏感的顧客。

As always, the Group continued to introduce new and innovative products to enhance the customer experience and attract new diners. The Limited Time Offer ("LTO") campaign showcased the introduction of unique menu items such as Japanese Pork Cutlet, Moroccan Baked Rice, and a selection inspired by Southeast Asian cuisine. These LTOs, available with additional menu items, encouraged customers to explore and diversify their culinary journey. At the same time, the Group maintained a wide range of cost-effective specialty dishes and competitive dining promotions for customers who are mindful of prices.



同樣地，我們推出了「Croffle」，這是一種創意結合了可頌和高夫的美食。這款美味的點心可作為甜點或鹹食選擇，搭配茶點套餐，迎合了追求中階特色咖啡店氛圍的咖啡愛好者。這一策略性舉措在目標人群中引起了相當大的關注，獲得了社交媒體上的卓越互動和正面反饋。這些有針對性的策略展示了我們在吸引新的年輕客群方面的有效成果，為大快活帶來了新的機遇。

Additionally, the Group launched the "Croffle", a creative combination of a croissant and waffle. This delectable treat can be enjoyed as a dessert or savory option within a tea set, catering to café enthusiasts seeking a mid-tier specialty café atmosphere. This strategic move generated significant interest among the intended demographic, resulting in exceptional engagement on social media and positive feedback. These targeted strategies demonstrate the Group's effective efforts in reaching out to new and younger audiences for Fairwood.

相關法律法規及相關附屬法例

Relevant Laws, Regulations, and Subsidiary Legislations

於報告期內，我們恪守下列法律法規及相關附屬法例：

Throughout the reporting period, our Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.



進出口條例

Import and Export Ordinance

香港法例第60章 Cap.60 of the Laws of Hong Kong



公眾衛生及市政條例

Public Health and Municipal Services Ordinance

香港法例第132章 Cap.132 of the Laws of Hong Kong



商品說明條例

Trade Descriptions Ordinance

香港法例第362章 Cap.362 of the Laws of Hong Kong



消費品安全條例

Consumer Goods Safety Ordinance

香港法例第456章 Cap.456 of the Laws of Hong Kong



食物安全條例

Food Safety Ordinance

香港法例第612章 Cap.612 of the Laws of Hong Kong



以人為先 Cherishing Our Team



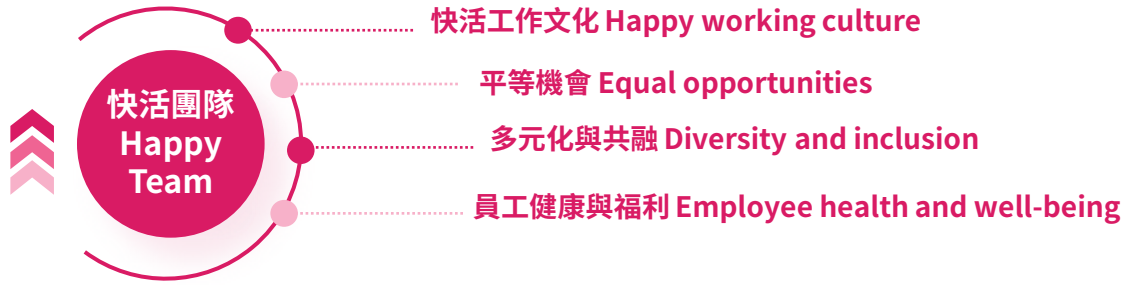
重點議題 Key Focus Areas

- 員工待遇與福祉 Talent Practice, Welfare, and Well-being
- 員工培訓與發展 Talent Development and Empowerment
- 多元、平等和共融 Diversity, Equity, and Inclusion
- 職業安全與健康 Occupational Safety and Health



員工待遇與福祉 Talent Practice, Welfare, and Well-being

快活文化 The Fairwood Culture



快樂是大快活員工體驗的基本要素。我們致力於培養一支充滿喜悅的團隊，為我們的顧客和社區帶來快樂。遵循「快活團隊」原則，我們對人才發展的方法以四個核心元素為指導：連結、肯定、責任和環境（「CARE」）。

Happiness is a fundamental aspect of the Fairwood employee experience. We are dedicated to cultivating a joyful team that brings happiness to our customers and the community. Following the "Happy Team" principle, our approach to people development is guided by four core elements: Connection, Affirmation, Responsibility, and Environment ("CARE").

CARE 員工發展方針核心要素 "CARE" Approach of People Development

CARE

連結 Connection

提高團隊之間的合作和文化融合
Enhance collaboration and culture integration among teams

肯定 Affirmation

鼓勵待人以寬、信任和互助文化
Bolster a culture of forgiveness, trust, and support

責任 Responsibility

在團隊中主動積極承擔責任
Shoulder responsibility to take an active role in the team

環境 Environment

提倡快活工作環境
Advocate a happy working environment

我們提供予員工的福利比僱傭條例所列明的優越，除額外考試假、健康檢查、家屬折扣卡外，亦會於節日安排特別禮物給員工，希望為員工帶來喜悅。於報告期內，我們在辦公室的開放空間區域設置了飲料自動販賣機和零食吧，還建立了休閒娛樂區和育嬰室。這些舉措旨在營造一個快樂、公平和友善的工作環境。

The employee welfare we provide to our employees go beyond the generous provisions stated in the employment regulations. In addition to extra exam leave, health check-ups, and family discount cards, we also arrange special gifts for our employees during festive seasons, aiming to bring joy to everyone's lives. During the reporting period, we have installed beverage vending machines and a snack bar in the open space area of our offices, as well as a leisure entertainment space and a breast-feeding Room. These initiatives aim to create a happy, fair, and friendly working environment.

員工常規 Talent Practice

我們非常重視員工，將他們的福祉置於優先位置。我們製定了員工手冊，以滿足我們員工的需求，目標是培養一種強調開放、卓越、公平和包容的工作文化。我們致力於支持員工的成長和發展，協助他們實現職業抱負。我們通過基於功績的方式，持續認可和獎勵優秀的表現和貢獻，提供激勵和表彰卓越的機會。

We highly value our employees and make their well-being a priority. Our Employee Handbook is meticulously produced to cater to the needs of our employees, with the goal of cultivating a work culture that emphasizes openness, excellence, fairness, and inclusivity. We are dedicated to supporting the growth and development of our employees, assisting them in achieving their career aspirations. We consistently acknowledge and reward outstanding performance and contributions through a merit-based approach, offering incentives and recognitions for excellence.

人才招聘 Talent Acquisition

雖然我們優先考慮內部晉升，並通過績效評估和領導力發展計劃投資於內部人才的成長，但我們也意識到獲取外部人才的重要性，以確保我們擁有一支能夠滿足顧客不斷變化需求的高效團隊。於報告期內，我們共進行了201場招聘路演。

我們每年進行人力資源五年規劃的評估，以預期我們業務策略所需的員工需求。為確保符合法規要求並與企業戰略目標保持一致，大快活定期檢討其平等機會就業政策。此外，我們採取嚴格的招聘和僱用措施，禁止任何形式的未成年或強迫勞動。這些措施體現了大快活在業務營運的各個方面都堅持道德責任的承諾。

While we prioritize promoting from within and investing in the growth of our internal talent through performance reviews and leadership development programs, we also recognize the importance of acquiring external talent to ensure we have a high-performing team capable of meeting the evolving demands of customers. During the reporting period, a total of 201 sessions of recruitment road show have been conducted.

We conduct a five-year manpower forecast every year to assess the workforce requirements necessary to support our business strategy. To ensure compliance with regulatory requirements and alignment with corporate strategic goals, Fairwood regularly reviews its Equal Opportunities Employment Policy. Additionally, rigorous recruitment and employment measures are in place to prohibit any form of underage or forced labor. These measures reflect Fairwood's dedication to maintaining ethical and responsible practices in all aspects of its operations.



員工概覽 Employee profile

性別分布 Gender breakdown 2023/24

女性
Female
3,605

男性
Male
1,264

按地區分布 Employee by geographical region

香港
Hong Kong

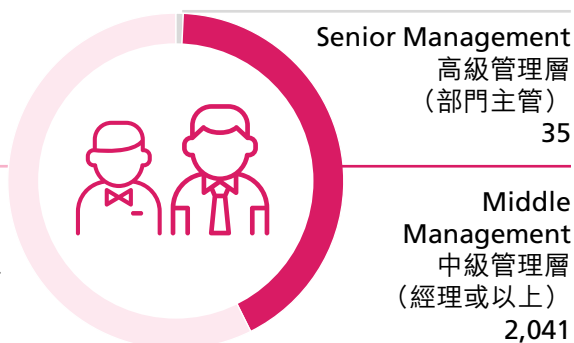
4,869

年齡分布 Age breakdown

51 or above
51歲或以上
2,170

職位分布 Grading breakdown

Frontline and
general staff
前綫及一般員工
2,793



績效評估與晉升 Performance Review and Promotion

集團透過透明公正的評估制度，為表現優異的員工提供晉升和個人成長的機會，使他們能夠展示自己的技能並對集團的發展做出有意義的貢獻。績效評估流程旨在向員工提供過去表現的反饋，建立未來的績效基準，並設定個人和職能目標。評估結果也作為薪酬審查和晉升的基礎，確保全面客觀地評估員工的表現。

在紀律處分或終止僱傭合約的情況下，我們遵守內部人力資源政策，以確保遵守香港相關法律法規，絕對禁止不公平或非法的解僱。

於2024年3月31日，集團在香港擁有4,869位優秀且經驗豐富的員工。為了培養員工歸屬感，讓員工享受在大快活團隊工作的樂趣，我們致力創造一個關愛和積極的工作環境。於報告期內，我們的自願離職率約為6.4%。

The Group offers opportunities for advancement and personal growth to high-performing employees through a transparent and fair assessment system, enabling them to demonstrate their skills and make meaningful contributions to the Group's development. The Performance Appraisal process has been designed to provide employees with feedback on their past performance, establish performance benchmarks for the future, and set individual and professional goals. The outcomes of the appraisal also serve as a foundation for salary reviews and promotions, ensuring a comprehensive and objective evaluation of employee performance.

When it comes to disciplinary action or termination of employment contracts, we adhere to internal human resource policies to ensure compliance with relevant laws and regulations in Hong Kong. Unfair or unlawful dismissals are strictly prohibited.

As of 31 March 2024, the Group boasts a talented and experienced team of 4,869 employees in Hong Kong operation. To foster the sense of belongings so that our employees always enjoy working in our Happy Team, we are committed to creating a caring and positive work environment. During the reporting period, our voluntary employee turnover rate stood at approximately 6.4%.

員工福利一覽 Staff Benefit at a Glance



節日禮物 Festival gifts

農曆新年年糕券 Chinese New Year pudding coupons
端午節糉子 Tung Ng Festival Rice dumplings



慶祝生日 Birthday celebration

生日卡和餐券，以表示我們對員工的關心
Birthday cards and dining vouchers, to show our care for employees



家庭禮物 Family gifts

贈送禮餅券慶祝新婚及新生子女之喜悅
Bakery coupons, to celebrate new marriages and new births



水果派發 Fruit distribution

派發水果，推廣健康飲食
Fruit distribution to promote a healthy diet



優惠門票 Ticketing discount

主題樂園折扣門票
Discounted tickets of amusement parks



健康檢查 Medical check-up

為即將退休的員工提供免費體檢
Free medical check-ups for staff reaching retirement



員工及其家屬折扣卡 Employee and family discount cards

員工於店鋪用膳可享惠顧折扣
Discounts on meals at restaurant outlets



假日提早下班 Early leave before holidays

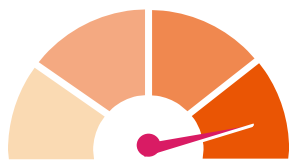
辦公室員工在聖誕節前夕、除夕和中秋節當日等提早下班
Early leave for office staff before holidays, such as on Christmas Eve, New Year's Eve and Mid-Autumn Festival

員工參與 Staff Engagement Initiatives

與員工保持開放且持續的對話對於瞭解他們的期望和需求，並最終在大快活內產生積極的影響至關重要。為此，人力資源部組織了一系列員工參與計劃，包括「Big Bang」大會、聚焦小組研討會、「快活指數」滿意度調查和員工活動。這些舉措旨在創造一個支持性的環境，讓員工感到被聆聽和重視，從而使我們能夠更好地理解他們的觀點，共同努力實現集體成功。

Maintaining an open and continuous dialogue with our employees is crucial to gaining insights into their expectations and needs, and ultimately making a positive impact within Fairwood. To foster this engagement, our Human Resources department has organized a range of staff engagement programs, including **"Big Bang" meeting, focus group discussions, "Happy Index" staff satisfaction surveys, and staff activities.** These initiatives aim to create a supportive environment where employees feel heard and valued, allowing us to better understand their perspectives and work together towards collective success.

「快活指數」內部評估系統 "Happy Index" Assessment System



7

2023/24 快活指數 Happy Index

「快活指數」內部評估系統於2012年6月設立，每年兩次透過問卷形式去收集所有全職員工的意見。問卷涵蓋十個範疇，包括員工福利、薪酬、培訓安排、工作環境、以及團隊凝聚力等。於報告期內，「快活指數」得分為7分，而10分滿分則代表最高的滿意度。

「快活指數」問卷協助評估員工整體滿意度、公司政策和實踐方面的領域，調查結果將被視為規劃集團未來人力資源相關策略的參考。

The "Happy Index" internal assessment system was established in June 2012. It collects feedback from all full-time employees twice a year through a questionnaire that covers ten categories, including compensation and benefits, learning and development arrangements, work environment, and team cohesiveness. During the reporting period, the "Happy Index" scored 7 out of 10, with 10 being the highest level of satisfaction.

The "Happy Index" questionnaire helps assess overall employee satisfaction and areas related to company policies and practices. The survey results will be considered as a reference for human resource strategy planning and implementation within the organization.

聚焦小組研討會及定期會議 Focus Group Discussion and Regular Meeting

我們每月舉行餐廳分店層面會議和線上聚會，以維護和加強大快活的企業文化。此外，我們還進行了三次由人力資源部主持的面對面聚焦小組研討會。這些小組為員工提供了一個平台，可以坦誠地分享反饋意見，這有助於我們更有針對性地改進員工滿意度和服務質素的方法。

Store-level meetings and online gatherings were held monthly to maintain and strengthen the corporate culture at Fairwood. We also conducted three in-person focus group sessions, chaired by our Human Resources department. These groups provided a platform for employees to share candid feedback, which helped us refine our approach to improving employee satisfaction and service quality in a more targeted manner.

「Big Bang」大會 "Big Bang" Meeting

「Big Bang」大會於2002年開始，每年舉辦兩次，由人力與文化發展專責小組推動。「Big Bang」員工大會除了回顧集團的業務表現，並為未來發展訂立新目標及設定方向，介紹發展藍圖，同時為員工加強大快活的企業道德標準及誠信標準。大會亦為不同級別的員工提供互動機會，並有助於他們互相分享心得。於報告期內，召開了兩次「Big Bang」員工大會，主題分別是「快活領導·價值提升」以及「快活是·快活事」。

Firstly introduced in 2002, the semi-annual "Big Bang" meeting is coordinated by the Human Resources and Cultural Development Taskforce. In addition to reviewing the group's business performance, setting new goals and directions for future development, and introducing the development blueprint, the meeting also reinforces the company's ethical and integrity standards for employees. The meeting provides interactive opportunities for employees at different levels to share with each other their experiences. Two meetings were held during the reporting period; the themes were "Leadership and Value Co-creation" and "Meals Become Memories" respectively.



51周年暨長期服務獎頒獎典禮 - 305位員工獲頒長期服務獎 51st Anniversary cum Long Service Award Presentation Ceremony - 305 Employees Honored with Long Service Awards

我們每年都會聚首一堂，慶祝開業周年紀念，同時頒發長期服務獎，以答謝資深員工對業務的支持及貢獻。於報告期內，我們向305位員工頒授長期服務獎，其中2位獲35年服務獎、8位獲30年服務獎、6位獲25年服務獎、10位獲20年服務獎。

Every year, we gather together to celebrate our business anniversary and present long-service awards as a token of appreciation for the unwavering support and contributions of our dedicated employees. During the reporting period, we awarded long-service recognition to 305 employees, including 2 recipients of the 35-year service award, 8 recipients of the 30-year service award, 6 recipients of the 25-year service award, and 10 recipients of the 20-year service award.



快活是包羅萬有的員工活動

Contentment is an All-encompassing Range of Fairwood Activities that Bring Joy and Fulfilment

於報告期內，大快活舉辦了多項活動，旨在喚起員工的社群意識。為增加員工參與度，我們成立了休閒活動小組，於報告期內舉行了六次會議。

During the reporting period, Fairwood arranged multiple activities aimed at rejuvenating the employees' attachment to the community. To enhance employee involvement, a Recreation Taskforce was established. Six meetings were held during the reporting period.



新春團拜及抽獎 Chinese New Year Party and Lucky Draw



中央食品加工中心新春團拜 Central Food Processing Plant Chinese New Year Party



餐廳店鋪生日會 Birthday Party at Restaurant Outlets



中央食品加工中心14周年誌慶
Central Food Processing Plant 14th Anniversary Celebration



快活健康講座 Health Seminar



中央食品加工中心感謝晚宴 Central Food Processing Plant Annual Dinner



歡渡中秋活動 Mid-Autumn Festival Celebration



捐血活動 Blood Donation Activity



中央食品加工中心及烘焙中心迎新禧聯歡會 Central Food Processing Plant and Fairwood Bakery New Year Party



聖誕聯歡會 Christmas Party



新春行大運 New Year Celebration

快活是家屬也照顧得到 Family Happiness is Fairwood Happiness

大快活教育基金 - 鼓勵員工子女勤勉學習 Fairwood Education Fund - A Tool for Motivating Employees' Children



我們明白，教育乃可持續發展之基本，而基金的成立與聯合國所倡議的教育方針目標一致。大快活教育基金（「基金」）於2011年成立，旨在為員工減輕子女的教育支出負擔，同時亦希望透過發放獎學金，鼓勵莘莘學子用功學習。所有全職員工的在學子女，凡於本地接受大專、中學或小學教育者，均合資格申請，評審準則主要圍繞品行及學業成績。於報告期內，我們共發放港幣181,800元獎學金或等值書券，惠及87位中小學生，以及23位大專生，合共110位員工子女，當中一位獲獎學生為少數族裔人士。

We recognize that education is fundamental to sustainable development, and the establishment of the Fund aligns with the education policy goals advocated by the United Nations. The Fairwood Education Fund ("the Fund") aims to alleviate the financial burden for employees who need to pay for their children's education. It also encourages diligent learning through provision of scholarships. All full-time employees with children enrolled in local universities, secondary schools, or primary schools are eligible to apply, and the judging criteria is based on the conduct and academic performance of the awardee. Throughout the reporting period, we awarded a total of HK\$181,800 in scholarships or book coupons, benefiting 87 primary and secondary school pupils, and 23 students who are receiving tertiary education. A total of 110 of our employees' families were benefited, and one of the awardees is from an ethnic minority family.

本人服務大快活不經不覺已多個年頭，當小兒就讀小學期間，剛巧公司設立了「大快活教育基金」給員工申請，雖然小兒並非班中尖子，我也嘗試替他申請。

小兒幸獲公司從云云子弟中揀選成為其中一名幸運兒，他得悉獲獎後非常高興，自此也成為他努力讀書的動力之一！看見小兒獲獎時那份自信滿滿的笑容，我也非常感恩，多謝公司給員工體貼的關懷，甚至連員工的家人也感受到這份情義！

I have been working with Fairwood for many years now, and during my son's primary school years, the company launched the "Fairwood Education Fund" for employees to apply. Even though my child was not the top notch in the class, I still decided to give it a try and apply for him.

My son was selected as one of the lucky recipients from among the eligible children of employees. He was thrilled to learn about receiving the award, which became one of the driving forces for him to study hard. Seeing his confident smile when he won the award, I am truly grateful and thankful to the company for their considerate care towards employees, and even the employees' families can feel this sense of camaraderie!



威哥 **Wai**
成本部 Costing Department
服務大快活超過30年
Over 3 decades' dedication in Fairwood

員工培訓與發展

Talent Development and Empowerment

於報告期內，我們優先關顧員工的成長及發展，提供全面和專業的培訓，以增強他們的技能並使他們能夠發揮潛力。我們提供了入職培訓，例如「前線管理人員入職培訓計劃」，以確保新員工能順利融入大快活團隊。此外，符合條件的員工還可以參加專業培訓計劃，如「督導級培訓計劃」和「精英培訓計劃」，旨在促進晉升機會。

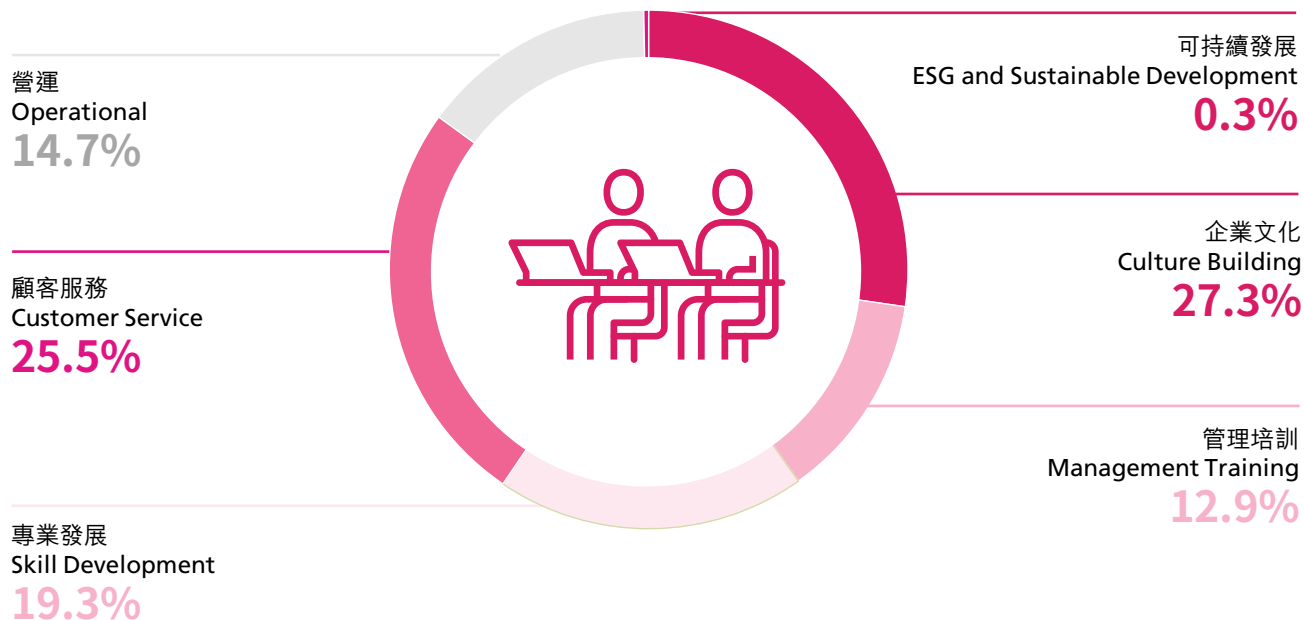
對於新加入的成員，除了確保他們的安全和營運知識，我們透過迎新會和夥伴計劃來協助增強他們的歸屬感。對於現有的員工，我們提供持續的複習培訓，包括產品、服務、衛生和安全實踐方面的培訓，同時也提供數碼操作、管理和軟技能的能力提升培訓。而對於接班人的發展計劃，我們實施了領導和導師計劃，以培養和培育我們的人才儲備，為大快活的持續發展做好準備。

Throughout the reporting period, our focus was on the growth and development of our employees. We prioritized their professional advancement by providing comprehensive and role-specific training programs designed to enhance their skills and unleash their full potential. To facilitate a seamless transition for new Fairwood team members, we offered induction training such as the "Orientation Program for Frontline Managerial Staff." Moreover, eligible employees were granted access to specialized training initiatives such as the "Supervisory Level Training Program" and the "Elite Training Program", both of which aimed to create pathways for career progression.

When welcoming new employees, our priority goes beyond ensuring their safety and operational knowledge. We also focus on fostering a sense of belonging through orientation sessions and our buddy program. For our existing staff, we provide ongoing refresher training that covers product knowledge, service excellence, hygiene and safety practices. Additionally, we offer capacity-building training in digital operations, management skills, and soft skills. As part of our successor development program, initiatives like the Leadership and Mentors Program are designed to cultivate and nurture our talent pool, ensuring the long-term success and sustainability of Fairwood.



內部培訓內容及其佔總培訓時數的百分比 Types of Internal Learning and Its Percentage of Total Training Hours



精神健康急救課程 Mental Health First Aid Course

員工的心理健康和福祉對我們來說至關重要。「精神健康急救」概念源自澳洲，至今已於不同地區舉辦相關課程。於報告期內，我們共有六名員工參加了這項全面的12小時培訓課程。課程教授常見的情緒病和精神問題特徵，讓學員可以及早辨識問題所在，在未獲專業援助前，初步介入及協助當事人適當地舒緩和疏導當事人的情緒，防止精神健康繼續惡化，並維護當事人及身邊人的生命。

Employees' mental health and well-being are of utmost importance to us. We prioritize their welfare by providing training in "Mental Health First Aid," an internationally recognized certification course that originated in Australia and has since been adopted by various countries. During the reporting period, we enrolled six employees in this comprehensive 12-hour training program. The course equips participants with the skills to assist individuals facing mental health challenges or crises, offering support until professional help can be accessed.



針對可持續發展的內部能力建設 Capacity Building for Sustainable Development

針對前線員工的ESG證書課程 Certificate in ESG for Frontline Employees



洞悉到可持續發展對餐飲業的重要性，由2022年起，學習及發展部開始密鑼緊鼓針對餐廳分店員工，開發了一個ESG（環境、社會及管治）證書課程。所有餐廳分店員工均需完成四個單元課程，並於評核試中取得75分或以上及格成績。於報告期內，共有3,719位員工成功修畢課程並考獲證書，佔總餐廳分店人員93%。本視頻課程目前提供廣東話、英文及印地語版。

Recognizing the importance of sustainability in the food and beverage industry, our Training Department has been diligently developing an ESG (Environmental, Social, and Governance) certification course for restaurant outlet employees since 2022. All restaurant outlet employees are required to complete this certification course and achieve a passing score of 75 or above in the assessment. During the reporting period, a total of 3,719 employees successfully completed the course and obtained the certification, accounting for 93% of the total restaurant outlet staff. This video course is available in Cantonese, English, and Hindi.

ESG視頻月刊讓同事們沉浸在ESG的氛圍 Immersive Capacity Building through Monthly ESG Video Magazine



除ESG證書課程外，學習及發展部亦製作了視頻，讓員工定期獲得相關資訊，務求令ESG的精神融入日常工作當中。精彩視頻內容包括環保資訊分享、相關社區聯繫活動、居家及餐廳層面ESG小錦囊、以及ESG問答遊戲。

In addition to the ESG certification course, our Training Department has also created videos to provide employees with regular updates and relevant information, aiming to integrate the spirit of ESG into their daily work. These engaging videos cover a range of topics, including sharing environmental information, community engagement activities, ESG tips for both home and restaurant settings, and an ESG question-and-answer game.

管理督導課程 Supervisory Level Training Program

於報告期內，首屆管理督導課程正式舉行，共有27名員工經部門主管引薦參加。主題為集團文化建設，整個課程為期六個月，管理督導課程主要針對非前線員工，目標為培育未來一代經理人，充實接班人梯隊，提升員工個人領導管理技巧及團隊精神，同時增強部門間內部溝通及連繫。

此結構性培訓課程透過不同活動，包括方案設計，外訪，設計思維工作坊，企業交流等，去引發學員自我認識及反思，精煉領導技巧及解決問題能力。同學需以組合形式去完成畢業作品，並向集團高級管理人員提交方案。

During the reporting period, the inaugural Supervisory Level Training Program was officially launched, with 27 employees recommended by department supervisors to participate. The course focused on building the corporate culture and spanned a duration of six months. The Supervisory Level Training Program primarily targeted non-frontline staff with the goal of cultivating the next generation of managers, enriching the successor pipeline, enhancing employees' personal leadership and management skills, fostering team spirit, and strengthening communication and connections between departments.

This structured training program employed various activities, including solution design, field visits, design thinking workshop, and corporate exchanges, to stimulate self-awareness and reflection among participants, refine leadership skills, and enhance problem-solving abilities. Students were required to complete a graduation project in group format and submit proposals to senior management within the company.

本人早前有幸獲上司引薦，參與第一屆管理督導課程。在是次課程中，透過一系列的培訓和外訪活動，讓我學會了有關不同領袖和督導下屬的知識和技巧。此外，藉著課程最後的團隊演說項目，更能有機會與其他部門的同事合作，將課堂學會的知識有效地應用出來，同時亦能增進同事之間的溝通及交流，令我獲益良多。在此再次感謝公司給予我這個寶貴的學習機會。

I was fortunate to be recommended by my supervisor to participate in the inaugural Management and Supervision Course. Throughout this program, I had the opportunity to acquire knowledge and skills related to leadership and supervising subordinates through a series of training sessions and field visits. Additionally, the team presentation at the end of the course provided a chance to collaborate with colleagues from other departments, effectively applying the knowledge learned in class. It also enhanced communication and interaction among colleagues, which proved to be highly beneficial. I would like to express my gratitude to the company once again for granting me this valuable learning opportunity.



Carlos
財務部 Finance Department
服務大快活5年
5 wonderful years in Fairwood

多元、平等和共融 Diversity, Equity, and Inclusion

我們的社區招聘計劃特別設計以支持香港的平等就業機會，並且我們已經通過它找到了一些來自少數族裔和從未參加過職場工作的家庭主婦等代表性群體中的優秀員工。為確保這些特殊群體的優秀員工能夠成功融入我們獨特的工作環境並保持良好的工作與生活平衡，我們提供靈活的工作時間和量身定制的在職培訓，同時少數族裔候選人也可以得到特別指定的文化大使的支持。

所有重要資訊及操作細則均翻譯為不同語言，以協助員工理解公司指引，文化大使更會充當作傳譯員，向少數族裔員工傳達公司政策。

Our community recruitment program has been specially designed to support equal-opportunity employment in Hong Kong, and through the program we have found some of our best employees from under-represented groups, such as ethnic minorities and homemaker women who have never been in the workforce. To ensure these special groups of talented employees integrate successfully into our unique working environment and maintain a good work-life balance, we offer flexible working hours and tailored on-the-job training, while ethnic minority candidates have the support of a specially-appointed ethnic minority ambassador.

All important information and operational details are translated into different languages to assist employees in understanding company guidelines. Cultural ambassadors also serve as interpreters, conveying company policies to ethnic minority employees.

善用短片教學衝破語言障礙 Break the Barrier through Video-based Learning

為確保不同學習需要的員工均能接受培訓，適時吸收工作相關知識，為顧客提供優質服務，保持競爭力，我們逐步將培訓課程以視頻形式推出，視頻分別設有中文及英文版本，輔以字幕，讓員工能自行完成培訓課程。未能自行完成課程的員工，我們會安排文化大使提供協助。迄今我們已製作超過100小時的視頻培訓課程，涵蓋4個學習主題。

To ensure that employees with different learning needs can receive training and acquire job-related knowledge in a timely manner, enabling them to provide quality service to customers and maintain competitiveness, we have gradually introduced training courses in video format. These videos are available in both Chinese and English versions, with subtitles, allowing most employees to complete the training independently. For any employees who may have difficulty completing the video training on their own, we will assign cultural ambassadors to help. To date, we have developed over 100 hours of video training courses, covering 4 learning topics.

向少數族裔員工送上節日祝福 Festive Blessings Sent to Ethnic Minority Employees

我們認識到員工們所帶來的豐富文化多樣性，因此在重要的文化節日，如排燈節、開齋節和潑水節，我們特別向少數族裔員工表達節日祝福。這些祝福不僅尊重我們多元化團隊成員的獨特傳統和風俗，還建立了一個更包容的工作環境。通過積極慶祝這些重要的節日，我們旨在建立員工歸屬感和互相尊重，以及強化我們對公平和多元的企業文化。這些舉措反映出我們樂於認識每個人獨特背景，在公司內培養一種包容的氛圍，讓所有員工都感到被重視。

Recognizing the rich cultural tapestry that our employees bring, we extend festive blessings during significant cultural events such as Diwali, Ramadan, and Songkran, specifically to our ethnic minority employees. These gestures of acknowledgment not only honor the unique traditions and customs of our diverse team members but also build a more inclusive workplace environment. By actively celebrating these important dates, we aim to create a sense of belonging and respect among employees, reinforcing our commitment to an equitable and diverse organizational culture. These initiatives are a testament to our dedication to recognizing each individual's unique background while fostering an inclusive atmosphere where all employees feel valued and heard.

我在深水埗區的大快活分店工作了超過10年，工作得很開心，與同事和熟客都相處非常愉快，我非常感恩。許多熟客已經很了解我們的餐單，一來到就知道該點些什麼。更令我感到欣慰的是，我在公司遇到不少同鄉同事和顧客，我們可以用母語交流，這讓我這個身在異地工作的人，感受到家的溫暖和慰藉。同事就像朋友一樣，我們經常聊天，分享生活點滴。我很珍惜這份工作，很感恩能夠在這快樂的工作環境中打拼。

I have worked in Fairwood at the Sham Shui Po outlet for over 10 years. Here at Fairwood, I am very happy to work, and I have a very pleasant relationship with my colleagues and regular customers. I am truly grateful for this. Many of our regular customers are already very familiar with our dishes, and they know what to order the moment they walk in. What gives me great comfort is that there are many colleagues and customers from my home country working here as well. We can converse in our native language, which makes me, a person working far away from home, feel the warmth and solace of being back home. I am truly thankful that I can work in such a joyful environment. The colleagues here are like friends, and we often chat and share our lives with each other. I truly cherish this job at Fairwood.



阿鳳 **Fung**
印尼華僑 Indonesian Chinese
在大快活工作10多年 Over 10 years' service in Fairwood

職業安全與健康

Occupational Safety and Health ("OSH")

管理委員會 Management Committee

集團的職業安全委員會致力於職業健康和安全管理，監督實現既定目標的進展。中央食品加工中心安全委員會則主要負責推動有效實施並促進中央食品加工中心的持續改進。

The Group has formed the Occupational Safety Committee, dedicated to occupational health and safety management, overseeing the progress towards established goals. Additionally, the Central Food Processing Plant ("CFPP") Safety Committee was established with an aim to drive efficient implementation and facilitate ongoing enhancements in CFPP.

事故通報和危機管理 Incident Reporting and Crisis Management

我們已實施了一套事故通報和危機管理政策和程序，系統化地應付不同嚴重程度的事件。在發生與工作相關的事故時，我們進行徹底調查並採取必要和即時的糾正措施，包括有針對性的培訓、審查和改進控制層級，以及提供個人防護裝備等措施。

We have implemented a set of incident reporting and crisis management policy and procedures to address incidents of varying severity levels systematically. In the event of work-related accidents, we conduct thorough investigations and take necessary and immediate corrective actions, including targeted training, review and refine of the hierarchy of control, as well as provision of personal protective equipment are considered.

為確保集團範圍內的職業安全衛生，我們遵循「計劃(Plan)-執行(Do)-檢查(Check)-行動(Act)」的管理方法。這包括識別和優先處理安全風險，進行定期檢查和演練以驗證我們程序的有效性和效率。衛生及安全政策適時檢討，以確保持續改進和及時更新。

To warrant OSH across the Group, we follow a "plan-do-check-act" approach. This involves identifying and prioritizing safety risks, conducting regular inspections and drills to validate the effectiveness and efficiency of our procedures. The Health and Safety Policy is reviewed on regular basis to ensure that they are constantly improved and up to date.

員工培訓，能力和意識培養 Training, Capacity and Awareness Building

我們定時適時在中央食品加工中心和大快活烘焙中心進行模擬各種已識別緊急情況的演練。這些演練旨在確保我們團隊熟悉處理緊急情況的程序。

In CFPP and Fairwood Bakery, we regularly and timely carried out drills to simulate various emergency situations that had been identified during the reporting period. These drills were conducted to ensure that our teams become well-acquainted with the appropriate protocols for handling emergencies.

為了提升員工對健康和福祉的知識和理解，我們推出了一個專注於健康和安全的在線培訓計劃。我們為廚房員工和食品生產加工員工提供定期的健康和安全教育培訓，以增強他們對工作場所健康、衛生和安全的認識和意識。

To enhance employee knowledge and comprehension regarding health and wellness, we initiated an online training program focused on health and safety. Regular health and safety training has been provided to kitchen staff and CFPP staff to enhance their knowledge and awareness of workplace health, hygiene, and safety in a food production and processing setting.

於報告期內，大快活連續三年沒有發生與工作有關的死亡，與工作有關的工傷總數為110宗，比2022/23年度減少17宗，因工傷損失的工作日數為5,212天，比去年減少82天。

During the reporting period, Fairwood has had no work-related fatalities for three consecutive years, and the total number of work-related injuries was 110, a decrease of 17 from 2022/23, with 5,212 work days lost due to work-related injuries, a reduction of 82 days from the previous year.

案例分享 Case Study

員工戒煙計劃 Employee Smoking Cessation Program



我們從多方面關注員工的身心安康，當中包括鼓勵吸煙員工戒煙，遠離煙草禍害。

員工戒煙計劃（「計劃」）於2022年推出，鼓勵吸煙員工參加由香港吸煙與健康委員會與香港大學護理學院及公共衛生學院舉辦的「戒煙大贏家」比賽（「比賽」），透過專業評估及戒煙輔導，協助吸煙員工戒煙。今屆共有4位員工報名參加，當中2位已成功通過第一階段戒煙測試。成功戒煙的員工，除可獲得主辦單位港幣1,000元獎勵外，集團更額外1:1配對獎勵，員工實際共獲價值共港幣2,000元的獎勵。

於報告期內，我們更成為第十三屆「戒煙大贏家」無煙社區計劃支持機構，響應香港特區政府訂下在2025年將吸煙率降至7.8%的目標，協助把無煙信息推廣至社區的每一個角落，鼓勵更多吸煙人士戒煙，共建無煙香港。



We prioritize both the physical and mental well-being of our employees in various aspects, including encouraging smokers to quit smoking and stay away from the harms of tobacco.

The Employee Smoking Cessation Program ("the Program") was launched in 2022 to encourage smoking employees to participate in the "Quit to Win" competition ("the Competition") organized by the Hong Kong Council on Smoking and Health ("the Council") and the School of Nursing and the School of Public Health at the University of Hong Kong. Through professional assessment and smoking cessation counselling, the Competition assists smoking employees in their journey to quit smoking. This year, a total of four employees have registered for participation, out of which two have successfully passed the first stage of the smoking cessation test. Employees who successfully quit smoking will not only receive a reward of HK\$1,000 from the organizing committee but will also be eligible for an additional 1:1 matching reward from the Group, resulting in a total reward value of HK\$2,000 for the employee.

To maximize the impact, we have also become a supporting organization for the 13th "Quit to Win" Smoke-free Community Campaign to support HKSAR Government's target of lowering the smoking prevalence rate to 7.8% by 2025, helping to promote smoke-free messages to every corner of the community, encouraging more smokers to quit, and building a smoke-free Hong Kong.

相關法律法規及相關附屬法例

Relevant Laws, Regulations, and Subsidiary Legislations

於報告期內，我們恪守下列法律法規及相關附屬法例：

Throughout the reporting period, our Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

員工待遇與福祉 Talent Practice, Welfare, and Well-being

- **僱傭條例 Employment Ordinance**
香港法例第57章 Cap. 57 of the Laws of Hong Kong
- **僱員補償條例 Employees' Compensation Ordinance**
香港法例第282章 Cap. 282 of the Laws of Hong Kong
- **強制性公積金計劃條例 Mandatory Provident Fund Schemes Ordinance**
香港法例第485章 Cap. 485 of the Laws of Hong Kong
- **個人資料（私隱）條例 Personal Data (Privacy) Ordinance**
香港法例第486章 Cap. 486 of the Laws of Hong Kong
- **最低工資條例 Minimum Wage Ordinance**
香港法例第608章 Cap. 608 of the Laws of Hong Kong

多元、平等和共融 Diversity, Equity, and Inclusion

- **性別歧視條例 Sex Discrimination Ordinance**
香港法例第480章 Cap. 480 of the Laws of Hong Kong
- **殘疾歧視條例 Disability Discrimination Ordinance**
香港法例第487章 Cap. 487 of the Laws of Hong Kong
- **家庭崗位歧視條例 Family Status Discrimination Ordinance**
香港法例第527章 Cap. 527 of the Laws of Hong Kong
- **種族歧視條例 Race Discrimination Ordinance**
香港法例第602章 Cap. 602 of the Laws of Hong Kong

職業安全與健康 Occupational Safety and Health

- **工廠及工業經營條例 Factories and Industrial Undertakings Ordinance**
香港法例第59章 Cap. 59 of the Laws of Hong Kong
- **佔用人法律責任條例 Occupiers Liability Ordinance**
香港法例第314章 Cap. 314 of the Laws of Hong Kong
- **職業安全及健康條例 Occupational Safety and Health Ordinance**
香港法例第509章 Cap. 509 of the Laws of Hong Kong
- **職業安全及健康規例 Occupational Safety and Health Regulation**
香港法例第509A章 Cap. 509A of the Laws of Hong Kong

以社區為本 Contributing to Our Community



重點議題 Key Focus Areas

- 與非政府機構建立策略性伙伴關係 Strategic Partnership with NGOs
- 社區支援及參與 Community Support and Engagement



與非政府機構建立策略性伙伴關係 Strategic Partnership with NGOs



我們致力對社區產生正面影響，培育可持續未來。憑藉共同的願景，推廣「Feel Good」的理念，大快活與普羅大眾站在一起，攜手追求更光明未來。

我們主要的關注議題為長者關顧、青年發展、以及可持續發展能力建設。於報告期內，我們的義務工作時數累計660小時，慈善捐款合共港幣846,000元。

我們積極支持數項全港性大型慈善項目，同時亦著手推出自家地區性慈善舉措，務求在不同層面透過不同方式去支持社區。於報告期內，我們與超過20間非政府機構或慈善機構合作，為長者送暖。我們對社區的投入獲香港社會服務聯會授予「15+商界展關懷」嘉許，引證著我們長期以來致力於回饋社會的堅定決心。

We are committed to creating a positive impact on the community and cultivating a sustainable future. With a shared vision of promoting a "Feel Good" ethos, Fairwood stands in solidarity with the people of Hong Kong, working together towards a brighter tomorrow.

Our primary focus areas are elderly care, youth development, and sustainability capacity building. During the reporting period, we accumulated 660 hours of volunteer work and made charitable donations totalling HK\$846,000.

We actively support various large-scale charitable initiatives across Hong Kong, while also launching our own localized charitable initiatives, aiming to support the community in different ways and on different levels. During the reporting period, we collaborated with over twenty non-governmental organizations or charitable institutions to bring warmth to the elderly. As a result, we were honored with the "15+ Business Caring Award" by the Hong Kong Council of Social Service, which recognizes our long-standing commitment to giving back to society. This accolade serves as a testament to our unwavering determination to make a positive impact on the community.



長者關顧
Elderly Care



青年發展
Youth Development



可持續發展能力建設
Sustainability
Capacity Building

社區支援及參與 Community Support and Engagement

「快活愛心送遞」 – 分享喜悅，傳遞愛意 "Fairwood Care for Community" Program – Sharing Joy, Sharing Love



為了實現我們「食得開心，活得精彩」的使命，我們伙拍社區團體以及和我們的社區大使「快活粉絲」，定期組織「窩心膳行」和「與耆同樂」活動。

To fulfill our mission of "Enjoy Great Food. Live a Great Life", we have collaborated with local community groups and our community ambassador, "Fairwood Fans", to organize the "Heart-warming Food Donation" and the "Joyous Meal with Seniors" program.

「窩心膳行」 Heart-warming Food Donation

由2021年起，我們與來自不同地區的社區非政府機構合作，向指定分店的長者提供免費餐飲和生活雜貨福袋。此外，我們還邀請長期顧客成為大使，讓他們有機會與我們的員工和長者進行直接面對面的互動。透過「窩心膳行」計劃，於報告期內，我們與10間非政府機構合作，舉辦了13次「窩心膳行」活動，共分發了超過1,300份免費餐飲。

Starting from 2021, in partnership with community-based NGOs from different districts, we have been providing complimentary meals and grocery items to senior citizens at selected restaurants. Furthermore, we have extended invitations to our repeat customers, inviting them to become ambassadors and allowing them the chance to engage in direct interactions with our staff and the elderly community. During the reporting period, we collaborated with 10 NGOs and conducted 13 occasions "Heart-warming Food Donation" program, and over 1,300 free meals were distributed.



「與耆同樂」 Joyous Meal with Seniors

大快活餐廳店鋪遍佈全港，與社區緊密接觸。為了向長者送暖，由2021年起，我們各餐廳分店不定期與區內社福機構合作，舉辦「與耆同樂」活動，招待獨居長者街坊，同吃同樂，一同慶祝節日，同時也透過送贈糧油雜貨福袋，向長者傳達關懷。於報告期內，我們與10間非政府機構合作，舉辦了14次「與耆同樂」活動。

With our restaurant outlets spread throughout Hong Kong, we maintain a close connection with the local community. From 2021 onwards, our restaurant outlets collaborate periodically with social welfare organizations in the respective districts to organize "Joyous Meal with Seniors" events. During these events, we host elderly neighbors living alone, celebrating festivals together and sharing joyful moments. To express our care for the elderly, we presented them with gift bags containing essential groceries and provisions. During the reporting period, we collaborated with 10 NGOs and conducted 14 occasions of "Joyous Meal with Seniors" program.



快活關愛長者卡 Care for Seniors Discount Card



我們於2014年首次推出「快活關愛長者卡」計劃。透過此計劃，長者可享受每筆交易港幣3元的折扣，每月最高可累積港幣300元的折扣金額。除了港幣3元的恆常折扣優惠，於報告期內，我們特別推出了6次加碼優惠，實行與長者同樂。

從2021年開始，「快活關愛長者卡」的申請已擴展至樂悠卡持有人，讓更多長者可以以優惠價在大快活享用美饌。年內，「快活關愛長者咭」會員人數持續增加，截至年底，已突破470,000名會員，該計劃旨在向香港的長者提供特別餐飲優惠及其他專利。自六個月前發布中期報告以來，會員人數增幅超過3萬人。

Our sincere appreciation was first demonstrated in 2014 when Fairwood introduced the "Care for Seniors Discount Card". Through this program, senior citizens in our community who enroll in the scheme are eligible for a HK\$3 discount on each transaction, with the opportunity to accumulate up to HK\$300 in monthly savings. In addition to the regular discount of HK\$3, we introduced 6 special promotions during the reporting period, providing extra incentives to bring joy to our senior customers.

Starting from 2021, applications for the "Care for Seniors Card" have been extended to include "JoyYou Card" holders, allowing more senior citizens in our community to enjoy a delicious meal at Fairwood at a discounted price. Membership of the program continued to climb over the year. By year end, over 470,000 seniors were members of the card program, which offers special meal deals and other privileges for elderlies of Hong Kong. This number represents a climb of over 30,000 since our Interim Report six months ago. Meanwhile, our Fairwood Care for Community Program expanded its activities.

長者日
高心優惠加碼

於11月19日至25日
憑快活關愛長者咭惠顧

每次優惠由\$3
升級至\$6
(以單一發票計算)

快活是 快活事

食得開心
大快活
CARE FOR SENIORS

關愛長者
CARE FOR SENIORS

母親節關愛優惠

於5月8日至14日
憑快活關愛長者咭惠顧

每次優惠由\$3
升級至\$6
(以單一發票計算)

快活是 快活事

食得開心
大快活
CARE FOR SENIORS

關愛長者
CARE FOR SENIORS

續紛優惠加倍

於4月6-12日
憑快活關愛長者咭於晚市惠顧

養生 **燉湯套餐減\$6**

快活是 快活事

「暑期工獎學金」獎勵計劃 Fairwood Summer Job Scholarship



自2014年以來，我們一直向在集團暑期就業中表現出色的優秀高中文憑試(DSE)學生頒發「暑期工獎學金」。獎學金包括現金獎助金獎、書券，以及智能裝置等。於報告期內，共聘用了429名DSE學生，相比前一年有顯著增長。

Since 2014, Fairwood has been granting "Summer Job Scholarships" to commendable Diploma of Secondary Education Examination ("DSE") students who excelled in their summer employment with the group. During the reporting period, a total of 429 DSE students received the scholarship on a monetary basis, via book coupons or electronic gadgets, marking a notable rise compared to the previous year.

成為香港大專商學生聯會「ESG挑戰2023」活動策略伙伴 Supporting HKFBS ESG Challenge 2023



我們致力提高大眾對ESG的認識，並賦權學生發揮潛力。我們獲邀成為香港工商管理學生聯會ESG挑戰賽2023的戰略合作夥伴，提供特定主題的實際業務經驗，啟發學生的思考並擴大他們的視野。今年挑戰賽的主題是「可持續發展之路」，大快活集團首席財務官及公司秘書陳先生(Aves)與大學生分享了飲食業中的ESG相關風險和機遇，這使我們能為學生呈現在真實商業環境中ESG的影響力及重要性，同時亦能鼓勵他們積極參與可持續實踐和創新解決方案。

We are committed to raising awareness about ESG among the general public and empowering students to unlock their potential. Fairwood has been invited to be the strategic partner of the Hong Kong Federation of Business Students (HKFBS) ESG Challenge 2023, providing real-life business experiences on specific topics to inspire students' thinking and expand their horizons. The theme for this year's challenge was "Road to Sustainability". Mr. Aves Chan, Chief Financial Officer and Company Secretary of Fairwood Group shared insights on ESG-related risks and opportunities within the food and beverage industry with university students. This allowed us to contribute to the students' understanding of ESG and its significance in the real business world while encouraging their participation in sustainable practices and innovative solutions.



「走塑·齊齊捐」 "Meal Donation" Campaign



為了減少塑膠廢物並支持本地社區，我們通過大快活手機應用程式實施了可持續的做法，並推出了「走塑·齊齊捐」活動。顧客可在大快活餐廳店鋪或通過「大快活會員應用程式」點餐時選擇無餐具用餐，累積8次選擇無餐具用餐即可向有需要人士捐贈餐飲，我們將配合顧客的捐贈金額進行捐贈。這種方式促進了共同責任感，使顧客能夠通過餐飲選擇產生有意義的影響。活動主要目標是減少一次性外賣餐具的使用。受益於此計劃的對象包括長者、殘障人士、待業人士和符合條件的家庭。在「走塑·齊齊捐」活動帶動下，於報告期內，我們已減少使用超過100萬件一次性塑料餐具，並已捐出超過35,000個飯盒。政府於2024年4月22日起對一次性餐具進行規管，「走塑·齊齊捐」活動已於2024年2月29日完滿結束。

In our commitment to reducing plastic waste and supporting the local community, we implemented sustainable practices through the Fairwood mobile application and introduced the "Meal Donation" Campaign. As part of this effort, customers had the option to enjoy a cutlery-free dining experience at our restaurant outlets or when ordering through the "Fairwood Loyalty App". For every eight "cutlery-free actions" (i.e. times that a customer selected not to include plastic cutlery in their meal set), Fairwood donated one meal on behalf of the customer and made a matching donation to those in need. Customers could participate in meal donations to individuals in need, with Fairwood matching their contributions. This approach promoted a sense of shared responsibility and empowered customers to make a meaningful impact through their dining choices. The primary goal of this initiative was to minimize the use of disposable takeaway tableware. The beneficiaries of this program included the elderly, individuals with disabilities, the unemployed, and eligible families. During the reporting period, we saw a reduction of over 1 million pieces of single-use plastic cutlery, and donated over 35,000 meals as a result. In light of the government's regulation on disposable cutlery starting from 22 April 2024, the "Meal Donation" Campaign was discontinued on 29 February 2024.



以地球為家 Conserving Our Planet



重點議題 Key Focus Areas

- 氣候變化 Climate Change
- 可持續包裝及打印 Sustainable Packaging and Printing
- 廚餘及廢物管理 Food Waste and Waste Management



氣候變化 Climate Change

我們所賣出的食物，盛載著溫飽，也盛載著對可持續發展的堅持。我們不斷探索創新方法，與地球和諧共存，同時將我們的使命「活得精彩」置於我們的努力前沿。隨著可持續發展成為我們業務的重要組成部分，我們致力保護環境。我們的目標是成為一家負責任的快餐連鎖店，不僅提供暖心美饌，還與持份者合作，為未來世代創造一個快樂且可持續的將來。

我們成立了環境和設備專案小組，負責引入創新技術和可持續物料。我們積極擁抱創新，實現碳減排和優化資源利用。

Every meal we sell carries not only nourishment but also our dedication to sustainable development. We are constantly exploring innovative approaches to coexist harmoniously with our planet while keeping our mission, "Live a Great Life" at the forefront of our endeavors. As sustainability becomes an integral part of our business, we are dedicated to making significant efforts to protect the environment. Our objective is to be a responsible fast-food chain that not only serves exceptional food but also collaborates with our stakeholders to create a joyful and sustainable planet for future generations.

We have established an **Environmental and Equipment Taskforce**, tasked with introducing innovative technologies and sustainable materials. We are actively embracing innovation to achieve decarbonization and optimize resource utilization.

針對氣候變化的相關目標 Climate Related Targets

回望過去，我們為了世界變得更加美好，自發性地推行了很多舉措。經年累月，這些舉措成為了今天大快活可持續發展框架的雛形。於報告期內，我們確立了「大快活6C可持續發展框架」，針對這個框架，我們參考「SMART」原則（明確的(Specific)、可衡量的(Measurable)、可達成的(Achievable)、相關的(Relevant)和有時限的(Time-Bound)），訂立了一系列目標。不同部門的員工們緊隨這些目標進發，希望將推動可持續發展的效果推至頂峰。

Reflecting on the past, we voluntarily implemented numerous initiatives to make the world a better place. Over the years, these initiatives have evolved into the foundation of the Happy Life Sustainable Development Framework we have today. During the reporting period, we established the "Fairwood 6C Sustainability Framework". In line with this framework, we formulated a series of goals, referenced by the "SMART" (Specific, Measurable, Achievable, Relevant, and Time-Bound) goal-setting principle. Employees from different departments and business units are actively pursuing these goals, aiming to maximize the impact of driving sustainable development.



**溫室氣體排放密度
Greenhouse Gas (GHG)
Emission Intensity**

於2029/30財政年度
實現減少5%的
溫室氣體排放密度
To achieve a
5% reduction in
GHG emission intensity
by the fiscal year 2029/30



**能源使用密度
Energy Use
Intensity**

於2029/30財政年度
實現減少8%的能源使用密度
To achieve an
8% reduction
in energy use intensity
by the fiscal year 2029/30



**用水密度
Water Consumption
Intensity**

於2029/30財政年度
實現減少10%的用水密度
To achieve a
10% reduction in
water consumption
intensity
by the fiscal year 2029/30

我們的環境政策是我們追求可持續環境的指導原則。我們致力於達到以下環境目標，這些目標在我們的政策中有所概述：

- 遵守所有相關的環境法規和其他法律要求，同時制定和實施相應的標準作業程序。
- 採用有效的管理系統預防污染，並最小化對環境的不良影響。
- 通過高效利用能源、水資源和原材料，優化生產過程。
- 促進資源效益，減少廢物產生，並在適用時鼓勵實踐「重用和回收」。
- 通過強化教育和培訓計劃，提高員工對環境保護的意識，並鼓勵員工履行他們的環境責任。
- 我們承諾定期審查並更新我們的環境政策，同時加強我們的環境管治體系。

Our Environmental Policy serves as a guiding force in our pursuit of a sustainable environment. We are committed to the following environmental objectives, as outlined in our policy:

- Comply with all relevant environmental legislation and other legal requirements, while developing and implementing standard operating procedures accordingly.
- Adopt an effective management system to prevent pollution and minimize adverse impacts on the environment.
- Optimize production processes by efficiently utilizing energy, water, and raw materials.
- Promote resource efficiency to reduce waste generation and encourage the practice of "reuse and recycle" whenever applicable.
- Enhance staff awareness of environmental protection through robust education and training programs, and encourage employees to fulfill their environmental responsibilities.
- We are committed to regularly reviewing and updating our environmental policy while strengthening our environmental governance system.

案例分享 Case Study

透過物流整合去提升營運效率減少碳排放 Enhancing Operational Efficiency and Reducing Carbon Emissions through Logistics Integration



優化交貨模式和路線規劃能有助提高營運效率並減少對環境影響。我們鼓勵餐廳店鋪制定戰略性的送貨時間表，當中包括將中央食品加工中心向分店的交貨頻率從每天縮減至每週三至四次。

通過整合重組送貨時間表和更有效地規劃路線，減少燃料消耗，降低排放量，並減少所需的總行程數。這不僅有助於減少我們的碳足跡，還提高了物流效率並降低了營運成本，與我們更可持續發展目標不謀而合。

In our ongoing efforts to improve operational efficiency and minimize our environmental impact, we are focusing on optimizing our delivery patterns and route planning. We are encouraging our restaurant outlets to develop strategic delivery schedules, which may involve reducing the frequency of deliveries from the Central Food Processing Plant to the outlets from daily to 3-4 times per week.

By consolidating deliveries and planning routes more effectively, our goal is to reduce fuel consumption, lower emissions, and minimize the overall number of trips required. This initiative not only helps us in reducing our carbon footprint but also enhances logistical efficiency and decreases operational costs, aligning with our broader sustainability objectives.

氣候相關風險分析 Climate Risk Analysis

氣候變化為我們帶來的挑戰不容置疑，我們透過第三方顧問諮詢、同行基準和大趨勢分析，確定了與我們業務相關的氣候風險。了解這些風險，使我們能夠更好地應對最重要的氣候挑戰並預先制定適當的應對措施，致力減少其對我們業務的影響。

氣候風險分為實體風險及過渡風險兩大類。實體風險是指與氣候變化實體影響有關的風險，可由洪災及颱風（急性風險）等事件或氣候模式中較長期的轉變，例如持續高溫及海平面上升（慢性風險）導致。過渡風險則指與過渡至更低碳經濟有關的風險，這可能牽涉政策、法律、技術及市場變化，以應對減緩及適應氣候變化的要求。

Climate change remains one of the major challenges we face, and we are making significant efforts to reduce its impacts on our operations. Through consultations with third-party advisors, benchmarking with industry peers, and analyzing major trends, we have identified climate risks relevant to our business. Understanding these risks allows us to better address the most critical climate challenges and proactively develop appropriate response measures to minimize their impact on our operations.

Climate risk can be categorized into physical risks and transition risks. Physical risks are associated with the direct impacts of climate change, such as acute risks from events like floods and typhoons, as well as chronic risks from longer-term shifts in climate patterns, such as prolonged high temperatures and rising sea levels. Transition risks, on the other hand, refer to risks associated with transitioning to a lower-carbon economy, which may involve policy, legal, technological, and market changes to meet the requirements of climate mitigation and adaptation.

實體風險 Physical Risk



極端天氣和氣候事件

Extreme Weather and Climate Events

- 實體風險 Physical Risk – 急性風險 Acute Risk
- 受影響領域 Affected Area – 業務營運及規劃 Business Operation and Planning
- 短期及中期 Short- and Mid-Term

氣候變化可能加劇極端天氣和氣候事件的嚴重程度，進而對員工的安全構成風險，並干擾餐廳分店的經營及運作，影響收入。這些事件還可能導致我們的實物資產和設備損壞，增加維修和保養支出。保費因而上升，保險覆蓋受到影響。極端天氣可能影響物流和供應鏈，也可能對農業原材料的產量和品質產生不利影響，從而影響原材料的穩定性和可用性，繼而增加成本。

Climate change has the potential to intensify the severity of extreme weather and climate events, posing risks to employee safety and disrupting the operations and profitability of restaurant outlets. These events can also result in damage to our physical assets and equipment, leading to increased spending on maintenance and repairs. Insurance premiums may rise, and insurance coverage may be affected. Extreme weather conditions can impact logistics and supply chains, as well as adversely affect the yield and quality of agricultural raw materials. This, in turn, can disrupt the stability and availability of raw materials, leading to increased costs.

減緩措施 Mitigation Measures



避免選址於低窪或水浸情況相對嚴重地區的地舖或地庫。

Avoid renting premises on the ground level or basement in flood-prone, or low-lying areas.



於颱風季節調整分店食材庫存策略。

Adjust inventory strategies for restaurant outlets during the typhoon season.

過渡風險 Transition Risk



健康食品的需求增加

Customer Demand for Healthier Food Options

- 過渡風險 Transition Risk – 市場 Market
- 受影響領域 Affected Area – 食物 Food
- 中期 Mid-Term

社會對營養和健康生活方式日益關注，導致顧客對更健康食品的需求增加。另外，顧客亦開始對擁有環保設計的餐廳感更大的興趣。如果我們未能及時有效地回應這些顧客口味和偏好變化，或者如我們競爭對手能更理想地應對這些訴求，這可能對我們的業務、財務狀況和經營成果產生負面影響。

The growing focus on nutrition and healthy lifestyles may lead to increased customer demand for healthier food options. Additionally, customers are showing greater interest in restaurants with environmentally friendly designs. If we fail to promptly or effectively respond to these evolving customer tastes and preferences, or if our competitors are better able to address these concerns, it could have a significant negative impact on our business, financial condition, and operating results.

減緩措施 Mitigation Measures



調整烹調方法，減少鹽、油和糖的使用，以及烹飪過程中的排放。

Adjust cooking methods to reduce the use of salt, oil, and sugar, as well as emissions during the cooking process.



調動內部資源，透過發起更多持份者參與活動，例如聚焦小組研討會，以及做好大數據分析，積極監測顧客飲食口味轉變，並竭盡所能滿足顧客的口味也能做到營養均衡。

Mobilize internal resources, engage more stakeholders through initiatives like focus group discussions, and conduct thorough big data analysis to actively monitor shifts in customer dietary preferences. We strive to meet our customers' taste preferences while ensuring nutritional balance.

過渡風險 Transition Risk



都市固體廢物收費

Municipal Solid Waste ("MSW") Charging

- 過渡風險 Transition Risk – 政策及法例 Policy and Legal
- 受影響領域 Affected Area – 廢物管理 Waste Management
- 中期 Mid-Term

推行都市固體廢物收費主要旨在減少堆填區處理的廢物量。這項措施被視為氣候轉型風險，源於香港特區政府為降低填田廢物分解所產生的碳排放而制定的策略。雖然政府宣佈暫緩推行《廢物處置（都市固體廢物收費）（修訂）條例草案》，我們仍需準備好法例會隨時再推行。

Municipal Solid Waste Charging is primarily implemented to decrease the volume of waste being disposed of in landfills. This measure is recognized as a climate transition risk, arising from the Hong Kong SAR Government's strategy to mitigate the carbon impact associated with landfill waste decomposition. Although the implementation of the "Proposed Amendment to the Waste Disposal (Charging for Municipal Solid Waste) Bill" has announced to defer, we must also be prepared for the possibility of the legislation being implemented at any time.

減緩措施 Mitigation Measures



為餐廳分店建立針對垃圾袋消耗的內部關鍵績效指標，鼓勵員工少生產垃圾及少用垃圾袋，同時提供垃圾擠壓器，引導分店員工於固體廢物收費實施前充分利用垃圾袋空間，減少使用垃圾袋，減少生產垃圾。

Establish internal key performance indicators (KPIs) for restaurant outlets to track and reduce the consumption of garbage bags, and encourage employees to minimize waste production and the use of garbage bags, while providing garbage compactors and guide outlet staff to utilize the space in garbage bags effectively before the implementation of municipal solid waste charging, aiming to reduce the usage of garbage bags and minimize waste generation.



在財務策劃上做好資金撥備，以應付垃圾袋收費。

Ensure proper financial planning by setting aside funds to accommodate MSW charging designated bag.

氣候變化緩減 Climate Change Mitigation

作為對環境承諾的一部分，我們積極主動施行脫碳措施以緩減氣候變化。我們的溫室氣體排放的主要來源屬於範疇1和範疇2，包括用電、液化石油氣和城市煤氣的使用。從2016/17至2023/24，我們成功降低了29%的溫室氣體排放密度（每港幣百萬元營收）。這一顯著降低主要歸功於我們電力和燃氣供應的脫碳化，以及各種環境倡議，而使用低碳替代雪種就是我們施行的其中一個舉措。

隨著環境因素對能源價格的影響日益增加，預計消費者在中長期內可能面臨較高的成本。為了應對這一情況，我們積極計劃減少能源消耗。這種做法不僅可以避免長期成本，還有助於減少溫室氣體的排放。

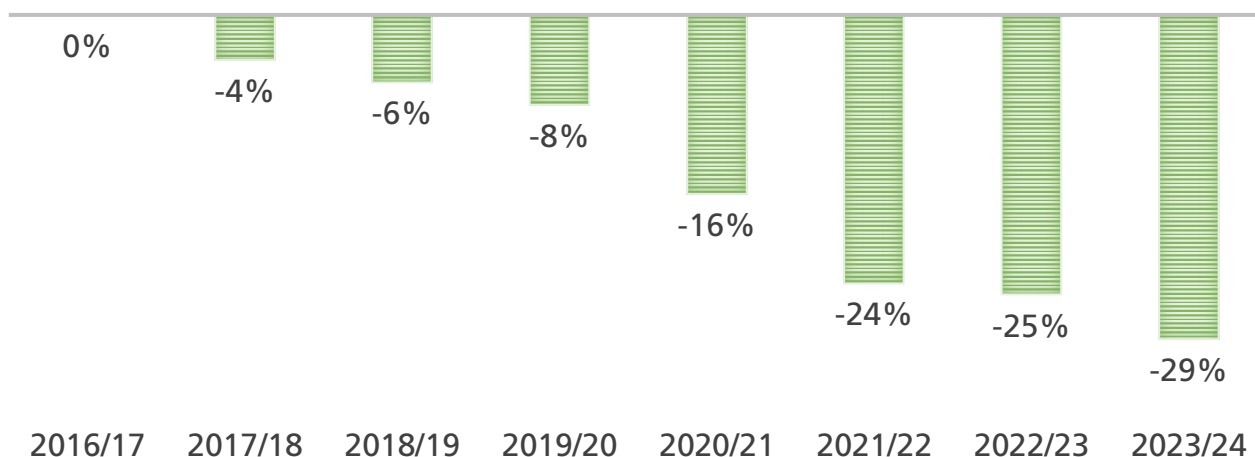
展望未來，我們致力於實施進一步的節能措施。於報告期內，我們制定具體的溫室氣體減排目標，作為引領我們在減排方面的明燈。這體現了我們對可持續發展的承諾，以及我們在應對氣候變化影響方面的角色。

As part of our environmental commitment, we are actively involved in mitigating climate change and proactively decarbonizing our operations. The primary sources of Fairwood's Greenhouse Gas (GHG) emissions, categorized under Scope 1 & 2, are electricity, LPG, and Towngas usage. From 2016/17 to 2023/24, Fairwood has successfully achieved a 29% reduction in GHG emissions intensity (per HKD million in revenue). This significant reduction can be largely attributed to the decarbonization of our electricity and gas supply, as well as various environmental initiatives such as the replacement of refrigerants with low-carbon alternatives.

As environmental considerations increasingly impact energy pricing, it is anticipated that consumers may experience higher costs in the medium to long term. In anticipation of this, Fairwood is actively planning to reduce energy consumption. This approach not only allows for long-term cost avoidance but also contributes to a reduction in greenhouse gas (GHG) emissions.

Looking ahead, we are committed to implementing further energy-saving measures. Within the reporting period, we will establish specific greenhouse gas reduction targets to serve as our guiding light in emissions reduction. This reflects our dedication to sustainable development and our role in addressing the impacts of climate change.

2016/17至2023/24年溫室氣體排放密度的百分比變化 GHG emission intensity % change from 2016/17 to 2023/24



能源管理 Energy Management

我們依賴各種主要能源來維持日常營運，包括供應店舖和中央食品加工中心運作的電力，以及烹煮食材常用到的液化石油氣和煤氣。為了管理和實施環境和能源策略，公司成立了一個專門負責設備和能源創新的團隊，直接向高層匯報。

由特許測量師、工程師和餐廳店舖營運專業人士組成的環境和設備工作組，在公司內監控能源消耗和提升能源效率方面發揮著關鍵作用。於報告期內，專責小組實施了多項節能措施，詳情如下，這些措施體現了大快活通過優化能源使用和採用更環保技術來減少環境影響和致力於可持續發展的積極態度。

Fairwood relies on various primary energy sources to support its daily operations, including electricity, which is essential for outlets and the Central Food Processing Plant, as well as liquefied petroleum gas (LPG) and Towngas, which are crucial for cooking. To manage and implement environmental and energy initiatives, the company has established a dedicated team focused on innovation in equipment and energy, reporting directly to top management.

Formed by chartered surveyors, engineers, and professionals in restaurant outlet operation, the Environmental and Equipment Taskforce plays a crucial role in monitoring energy consumption and enhancing energy efficiency throughout the company. During the reporting period, the taskforce has implemented several energy-saving measures as detailed below, and these measures exemplify Fairwood's proactive approach to reducing its environmental impact and dedication to sustainable practices by optimizing energy use and embracing greener technologies.

案例分享 Case Study

大快活連續九年獲頒戶外燈光約章鉑金獎展現節能及打擊光污染的決心 Fairwood Received Charter on External Lighting-Platinum Award for the Ninth Consecutive Year



自2016年起，大快活一直是「戶外燈光約章」的支持者，該約章由環境及生態局推行，旨在對抗光污染並促進節能。於報告期內，我們旗下78間餐廳店舖在晚上11時至早上7時預調時間關掉戶外燈光，展示了我們對減少能源浪費和減少光污染的決心，並獲主辦單位頒發鉑金獎。

Fairwood has been a participant in the "Charter on External Lighting" since 2016, an initiative introduced by the Environment and Ecology Bureau of the HKSAR Government to combat light pollution and promote energy conservation. During the reporting period, the Group's dedication to environmental stewardship was acknowledged with a Platinum Award with 78 restaurant outlets achieved the goal of turning off external lights every day from 11:00 p.m. to 7:00 a.m., showcasing our committed efforts to reduce energy waste and minimize light disturbance.

我們的《節能政策》體現了對能源節約和效率的承諾，政策主要覆蓋以下層面：

- 定期監測所有營運活動的能源使用情況，以確定需改進的領域。
- 確保符合與能源使用和效率相關的相關法規和指導方針。
- 在可能的情況下優先考慮能源消耗較少的設計和設備。
- 積極減少資源浪費，特別是電力和其他公用設施。
- 推動節能政策，提高員工對節能的意識，例如通過QR碼向分店員工提供節能提示。
- 建立內部競爭氛圍，鼓勵店鋪提高能源效率。
- 持續評估和更新能源節約政策和目標，以確保其有效性和相關性。

Our commitment to energy conservation and efficiency is demonstrated through our Energy Reduction Conservation Policies, which encompass the following:

- Regularly monitoring energy usage across all operations to identify areas for improvement.
- Ensuring compliance with relevant legislation and guidelines related to energy use and efficiency.
- Prioritizing designs and equipment that consume less energy whenever possible.
- Actively working to minimize waste of resources, particularly electricity and other utilities.
- Promoting energy reduction policies to raise staff awareness about energy conservation, such as providing energy-saving tips to outlet staff through QR codes.
- Establishing a competitive environment to encourage outlets to enhance their energy efficiency.
- Continuously assessing and updating energy conservation policies and objectives to ensure their effectiveness and relevance.

案例分享 Case Study

中電「高峰用電管理」計劃助力提高整體能源效率 Participated In CLP Peak Demand Management Program Contributing Overall Energy Efficiency



我們長期積極參與了各個公用事業機構發起的能源減排活動，展示對可持續能源實踐的承諾。我們參與了由中電所舉辦的高峰需求管理計劃，涵蓋了所有餐廳店鋪和中央食品加工中心。該計劃旨在通過將能源使用從高峰時段轉移到離峰時段，從而降低能源消耗，提高整體能源效率並節省成本。

Throughout the years, Fairwood has actively participated in various energy reduction campaigns organized by utility companies, showcasing our commitment to sustainable energy practices. We have taken part in the CLP Peak Demand Management program across all restaurant outlets and the Central Food Processing Plant. This program focuses on reducing energy consumption by strategically shifting usage from peak to off-peak hours, thereby contributing to overall energy efficiency and cost savings.



中央食品加工中心天台安裝太陽能光伏板系統支持可再生產能源 Installation of Solar Panel at the Roofs of CFPP to Support Renewable Energy



於報告期內，我們在中央食品加工中心天台安裝了126塊太陽能光伏板，用作供應加工中心電力並減少碳排放。這個太陽能光伏板模組共產生逾36,000千瓦時的可再生能源。

該太陽能板模組附設雲端監視系統（「系統」），用於實時監控數據，提供有關發電量、能源消耗和環境影響等關鍵指標的資訊。系統所提供的透明度及數據讀取度能協助我們優化能源使用，以提高太陽能光伏板的效率。雲端監視系統能迅速檢測和解決問題，確保太陽能光伏板的性能，在管理能源生產和支持設施的主動維護功能中發揮關鍵作用。

During the reporting period, 126 solar panels were installed on the roofs of the Central Food Processing Plant ("CFPP") to generate electricity and contribute to the reduction of carbon emissions. In total, these panels generated more than 36,000kWh of renewable energy.

An online portal was supplemented for real-time monitoring of data, providing valuable insights into key metrics such as electricity generation, energy consumption, and environmental impact. This level of accessibility and transparency enabled us to optimize our energy usage and improve the efficiency of our solar power system. The portal facilitated prompt detection and resolution of any issues, ensuring optimal performance of the solar panel system. This digital tool played a crucial role in managing energy production and supporting proactive maintenance of the solar installation.



我們的能源消耗密度，以每港幣百萬元收入為單位衡量，自2016/17年以來一直呈現持續下降的趨勢，這主要歸因於對節能技術和計劃的投資。

從2016/17年到2023/24年，我們的能源密度顯著下降了18%。下降原因歸功於持續投資於節能設備。

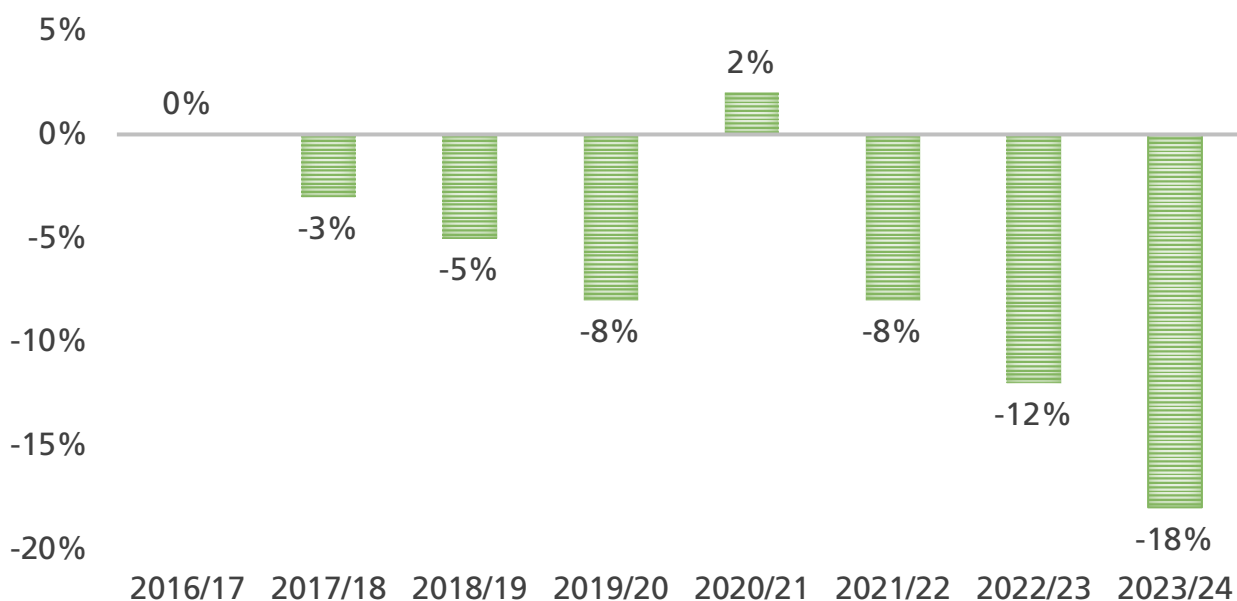
鑑於這些發展，我們正在制定精確、定量的能源減少目標。這些目標旨在指導公司未來的能源節約努力，確保在營運中進一步減少能源消耗並提升可持續性的結構化和可衡量的方法。

Fairwood's energy consumption intensity, measured per HKD million of revenue, has consistently decreased since the 2016/17 period, primarily due to investments in energy-saving technologies and initiatives.

From 2016/17 to 2023/24, Fairwood experienced a significant 18% reduction in energy intensity. This decline can be attributed to the company's ongoing commitment to investing in energy-efficient equipment.

In response to these developments, Fairwood is currently in the process of establishing precise and quantitative energy reduction targets. These targets will guide the company's future energy conservation efforts, ensuring a structured and measurable approach to further decrease energy consumption and enhance sustainability in its operations.

2016/17至2023/24年能源密度的百分比變化 Energy intensity % change from 2016/17 to 2023/24



用水管理 Water Management

穩定的供水對於維持我們的日常營運至關重要。我們目前雖未有遇到供水問題，但我們意識到全球對水資源的可用性與保護的關注不斷提升。為了提高用水效率，環境和設備專責小組已經實施了以下措施：

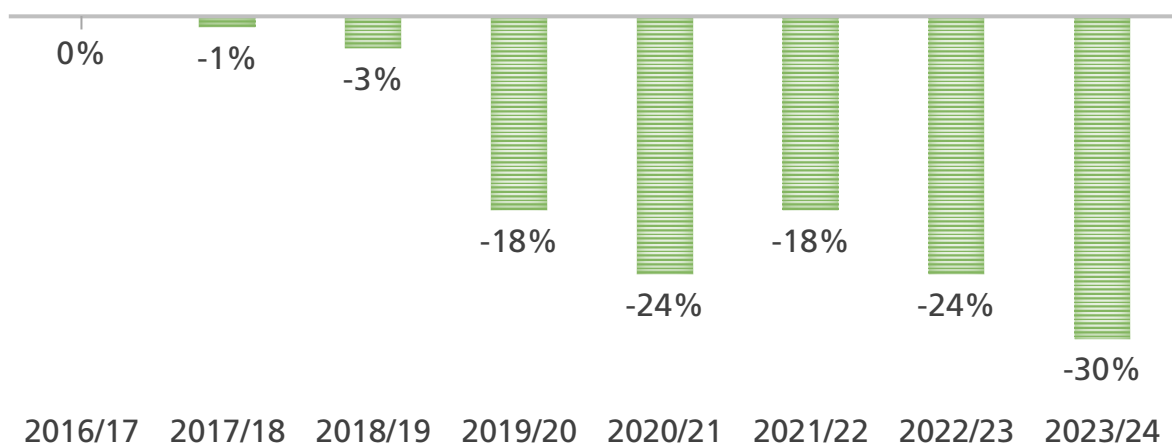
- 研究引入除霜水槽，以減少用水量。
- 在餐廳廚房中安裝了新型電動保溫水箱，讓整體廚房用水量減少30%。
- 逐步安裝節水效能更高的新型洗碗碟機。

A reliable water supply is essential for sustaining our daily operations. While Fairwood has not faced any water sourcing issues, we recognize the increasing global concern regarding water availability and the significance of water conservation. The **Environmental and Equipment Taskforce** has implemented the following measures to enhance water efficiency:

- Conduct feasibility study on introducing new defrosting sinks designed to minimize water consumption.
- Installed a new type of electric bain-marie (water bath) in outlet kitchens, leading to a reduction in overall kitchen water usage of 30%.
- Gradually install new dishwashers with greater water efficiency.

2016/17至2023/24年水消耗密度的百分比變化

Water consumption intensity % change from 2016/17 to 2023/24



案例分享 Case Study

於餐廳廚房逐步引入節水裝置

Gradual Introduction of Water-Saving Devices in Restaurant Kitchens



於報告期內，我們於餐廳廚房逐步引入節水裝置。務求透過技術層面控制用水量來減少不必要的消耗。

During the reporting period, we gradually introduced water-saving devices in our restaurant kitchens. Our aim is to reduce unnecessary water consumption by implementing technological solutions to effectively control the amount of water used.



可持續包裝及打印 Sustainable Packaging and Printing

我們已經制定了一個全面的包裝策略，重點關注我們包裝材料的環境影響。根據可持續發展的「4R」原則—減少、重複使用、回收和替代—我們致力於通過實施創新的包裝解決方案、探索新材料和利用先進技術等策略來減少我們的包裝產生的廢棄物。集團供應鏈管理部門將與其他各個部門合作，結合他們的專業知識和技能，不斷提升包裝創新。

我們致力於實踐環境責任，我們使用大豆油墨，並選擇使用回收或經過森林管理委員會(FSC)認證的紙張去印製中期業績報告、年報和ESG報告。大豆油墨相對於傳統石油基油墨來說，更具可持續性，因為其揮發性有機化合物含量較低。此外，它們提供更亮麗和鮮明的顏色，增強了報告的視覺吸引力。通過使用回收紙張，我們減少對原始資源的需求，並將廢棄物降至最低。此外，使用經過FSC認證的紙張確保紙漿來自負責任管理的森林，這些森林為環境、社會和經濟帶來益處。這種做法體現了我們對可持續發展的承諾，並反映了我們在業務營運的各個方面努力減少環境影響的持續努力。我們印製的數量經嚴格控制，以防過度打印，破壞環境。

Fairwood has developed a thorough packaging strategy that prioritizes the environmental impact of our packaging materials. Guided by the Sustainability "4R" Principles — Reduce, Reuse, Recycle, Replace — we are committed to reducing our packaging footprint through the implementation of innovative packaging solutions, exploring new materials, and leveraging advanced technologies, among other strategies. Our Group Supply Chain Management Department, in collaboration with various other departments, will combine their expertise and skills to continually enhance packaging innovation.

In the production of our interim, annual, and ESG reports, we are committed to practicing environmental responsibility. To achieve this, we utilize soy-based inks and opt for recycled or Forest Stewardship Council (FSC)-certified paper. Soy-based inks offer a more sustainable alternative to traditional petroleum-based inks, as they have lower levels of volatile organic compounds. Additionally, they provide brighter and sharper colors, enhancing the visual appeal of our reports. By using recycled paper, we reduce our reliance on virgin resources and minimize waste. Furthermore, the use of FSC-certified paper ensures that the pulp originates from responsibly managed forests, which contribute to environmental, social, and economic benefits. This approach reflects our dedication to sustainability and our ongoing efforts to reduce our environmental impact across all aspects of our business operations. We prudently control the quantity on hardcopy production in order to avoid damage of the natural environment due to over-printing.



踏破鐵鞋為顧客尋找堅固又耐用的可重用外賣餐具
Beating the Bushes for a set of Sustainable Cutlery for Customers



立法會通過的《2023年產品環保責任（修訂）條例》，對一次性塑膠餐具和其他塑膠物品實施限制，餐飲場所不得向顧客提供一次性塑膠餐具。為此，我們將從第一階段措施生效日期起停止提供外賣訂單的一次性塑膠餐具。顧客可以港幣1元購買竹漿餐具（中式和西式）或可以港幣2元購買不銹鋼西式餐具。這些套裝是精心選用可持續材料製成，如不銹鋼、木材和竹子。

不銹鋼餐具套裝的設計靈感來自飛機航班上提供的較輕巧又實用的餐具。雖然這些餐具比餐廳店鋪內用餐提供的餐具輕盈得多，但它們經過精心設計，堅固耐用，即使在壓力下也能保持其形狀。我們反覆進行測試，確保所採購的不銹鋼餐具，其堅韌度足以應付扒類菜餚。

竹子則是一種優秀的可再生資源，其快速生長、高抗性、多功能和耐用等特點，使其能夠廣泛應用在餐具製作上。

Following the enactment of the Product Eco-responsibility (Amendment) Bill 2023 by the Legislative Council, which imposes restrictions on disposable plastic tableware and other plastic items, dining establishments are now prohibited from providing single-use plastic utensils to their customers. In compliance with this new regulation, we will cease the distribution of disposable plastic tableware for takeout orders starting from the effective date of the first-phase regulation. Instead, customers will have the option to purchase eco-friendly bamboo cutlery sets, available in both Chinese and Western styles, at a nominal cost of HK\$1, or a stainless steel cutlery set at HK\$2. These sets are thoughtfully crafted using sustainable materials such as stainless steel, wood, and bamboo.

The design of the stainless steel cutlery set takes inspiration from the lightweight and practical tableware provided on flights. Although these utensils are significantly lighter than the ones used for dine-in service at our restaurant outlets, they are designed to be durable, maintaining their shape even under pressure. We have conducted testing repeatedly to ensure that the stainless steel cutlery we procure is strong enough to handle grilled dishes.

Bamboo is an excellent renewable resource, and it can be used as a cutlery due to its features, such as fast growth, high resistance, versatility, and durability.

外賣顧客
可自備餐具
Customer can Bring Their Own Cutlery for Takeaway
或購買環保餐具包
or Purchase Eco-friendly Cutlery Set

為響應環保
大快活將於2024年4月22日開始
停止派發即棄餐具
To Be Environmentally Friendly, Fairwood will Stop Offering Disposable Tableware Starting From 22 April 2024.

活得夠GREEN

可重用
更方便鏢扒
Reusable &
Good for cutting meat

\$1 中式餐具包
(包含: 竹漿羹、竹筷子、餐紙)
(Includes: Bamboo Spoon, Bamboo Chopsticks and Napkin)

\$2 不銹鋼環保餐具包
(包含: 不銹鋼刀、不銹鋼羹、不銹鋼叉、餐紙)
(Includes: Stainless Steel Knife, Stainless Steel Spoon, Stainless Steel Fork and Napkin)

\$1 西式餐具包
(包含: 木刀、竹漿羹、木叉、餐紙)
(Includes: Wooden Knife, Bamboo Spoon, Wooden Fork and Napkin)

案例分享 Case Study

第一階段：按法律餐飲業者不可向顧客供應以下即棄塑膠餐具

First Phase: Under the regulation, caterers cannot supply the following disposable plastic tableware to customers:



發泡膠餐具
Expanded
Polystyrene
(EPS) tableware



飲管
Straws



攪拌棒
Stirrers



進食餐具
Cutlery



碟
Plates



杯
Cups



杯蓋
Cups lids



食物容器
Food containers



食物容器蓋
Food containers
covers

✗ 堂食 Dine-in、到會 Catering、外賣 Takeaway

✗ 堂食 Dine-in、到會 Catering

第二階段管制實施時間暫定為2025年，日期取決於有關類型的非塑膠或可重用替代品的普及性和可負擔性。我們供應鏈管理部已馬不停蹄去尋覓理想的可行生物分解的容器及杯蓋。

我們對推動環保義不容辭。早在2018年，我們已推出「飲筒全走」運動，主動停止派發飲筒。我們相信，大快活作為一家在香港擁有超過150間餐廳，家傳戶曉的連鎖快餐集團，我們可協助培養市民大眾自備餐具及容器的習慣。而我們供應的竹漿及不銹鋼餐具，則為未有自備餐具的人士提供及適時服務。

通過以上安排，我們希望能促進環保的用餐文化，同時維持整體顧客體驗，我們鼓勵顧客在擁抱可持續發展的同時亦不影響用餐體驗。

The second-phase regulation is tentatively set for 2025, depend on the availability and affordability of the relevant non-plastic or reusable alternatives. Our Supply Chain Management Department is actively searching for ideal biodegradable containers and cup lids.

We are committed to driving environmental protection initiatives. As early as 2018, we launched the "No Straws" campaign, proactively discontinuing the distribution of plastic straws. As a well-known chain of over 150 restaurants in Hong Kong, we believe that Fairwood can help cultivate a habit among the general public to bring their own cutlery sets and containers. Meanwhile, our supply of bamboo and stainless steel cutlery serves as a convenient alternative for customers who do not have their own cutlery sets with them.

Through these arrangements, we aim to promote an environmentally conscious dining culture while maintaining the overall customer experience. We encourage customers to embrace sustainability without compromising their dining experience.

廚餘及廢物管理

Food Waste and Waste Management

食物的整個生命週期，從生產和加工到處理，都在我們的營運系統中扮演著重要角色，並對環境產生重大影響。以此，我們積極推行可持續的食物處理實踐，推動循環經濟並減少廢物產生。我們遵循以下廢物管理程序，而廢物棄置將是廢物管理過程的最後一步。

The entire life cycle of food, from production and processing to disposal, plays a vital role in our operational ecosystem and has a significant environmental impact. Recognizing this, we are actively pursuing more sustainable practices in food preparation and consumption to enhance the circularity of our operations and reduce waste generation. Our approach to waste management follows a hierarchy framework that prioritizes the following steps, where disposal of waste will be the final step in the waste management process, used as a last resort.

大快活廢物管理程序四部曲 Fairwood's 4-Step Approach to Waste Management

1 預防 Prevention

源頭減廢，竭力減少使用一次性材料。

Efforts to minimize single-use materials to reduce waste at the source.

2 分隔 Segregation

將不同類型的廢物分隔，以促進更高效的回收和再利用過程。

Separating different types of waste to facilitate more efficient recycling and recovery processes.

3 回收 Recycling

在可行的情況下實施廢物回收。

Implementing procedures to recycle waste materials wherever feasible.

4 復元 Recovery

尋找從廢料中復元資源或能源的方法。

Finding ways to recover resources or energy from waste materials.

響應香港政府的《香港2035年廢物藍圖》，我們致力完善廢物管理程序以減低其對環境的影響。為此我們內部已制定了具體的廢物減量和回收試行目標。

於報告期內，我們開始於試點分店進行廚餘回收分類，務求完善整體廢物管理策略，然後再將做法擴展到其他餐廳分店，為可持續的營運模式作出貢獻。同時，我們已實施多項措施去從源頭減廢並逐步淘汰一次性物料。

Aligned with the "Waste Blueprint for Hong Kong 2035" introduced by the Hong Kong Government, Fairwood is dedicated to addressing its waste impact. Fairwood has set specific internal and provisional waste reduction and recycling goals.

During the reporting period, we initiated food waste recycling and sorting at pilot outlets, aiming to enhance our overall waste management strategy. Subsequently, we will expand these practices to other restaurant outlets, contributing to a sustainable operational model. Additionally, we have implemented various measures to reduce waste at the source and gradually phase out single-use materials.

針對都市固體廢物收費的部署

Our Strategy Towards Municipal Solid Waste Charging



《廢物處置（都市固體廢物收費）（修訂）條例草案》雖然暫緩實施，仍無損我們厲行減少餐廳店鋪膠袋使用的決心。同時，我們亦為隨時政策重推的可能性作好準備。

我們積極倡導源頭減廢，提高員工環保意識並確保遵守廢物管理標準。我們的餐廳分店已建立了內部關鍵績效指標，以2024年3月的基準數據作基礎，目標在2024/25年結束時，餐廳中使用的垃圾袋數量減少50%。為協助各餐廳分店達標，行政部已為全線餐廳分店購置垃圾擠壓棒，務求用盡每個垃圾袋每吋空間。

Although the implementation of the "Proposed Amendment to the Waste Disposal (Charging for Municipal Solid Waste) Bill" has been announced to be deferred, it does not diminish our determination to reduce the use of plastic bags in our restaurant outlets. At the same time, we are also prepared for the possibility of policy reintroduction at any time.

Fairwood has intensified efforts to raise employee awareness on waste minimization at the source and ensure adherence to waste management protocols. We have established internal Key Performance Indicators (KPIs) for our outlets, with the target to reduce the use of plastic bags by a substantial 50% from the baseline recorded in March 2024, achieving this target by the end of the fiscal year 2024/25. To assist all restaurant outlets in meeting the targets, the **Administration Department** has procured garbage compacting rods for all outlets, aiming to maximize the utilization of every inch of space in each garbage bag.

「廢置食用油」管理

Waste Cooking Oil ("WCO") Management

「廢置食用油」屬有價值的可回收物料。妥善回收「廢置食用油」不但可循環再造成生物柴油、肥皂等工業產品，亦可避免不當處理「廢置食用油」所造成的環境污染。

我們已實施了嚴謹的廢置食用油管理和儲存程序，以防止「廢置食用油」重入食物鏈及保護環境。中央食品加工中心遵守環境保護署製訂關於廢置食用油儲存和文件記錄的指南。油膩廢物通過油脂捕集器進行提取，並由授權的廢置食用油收集商收集。這些收集商將廢置食用油重新利用為生物柴油等工業產品。

Waste Cooking Oil ("WCO") are traded recyclables. By ensuring proper recycling of WCO, we can not only transform it into useful industrial products like biodiesel and soap, but also prevent environmental pollution that may result from improper handling of WCO.

Fairwood has implemented strong protocols for the management and storage of waste cooking oil to prevent environmental pollution and its re-entry into the food supply chain. Central Food Processing Plant adhered to the guidelines set by the Environmental Department of Protection for on-site storage and documentation of WCO. Greasy waste is extracted using grease traps and collected by authorized WCO collectors. These collectors then repurpose the oil into industrial products such as biodiesel.

廚餘管理 Food Waste Management

中央食品加工中心的廚餘管理 Food Waste Management in Central Food Processing Plant

在食品加工領域，廢物管理是關鍵問題，特別是在像中央食品加工中心這樣的大規模營運中。我們制定了明確指引，指導員工飯堂的廢物分類，促進有效回收。這些廢物每天會被送往有機資源回收中心，轉化為有用的資源，如堆肥或沼氣。

同時，我們的目標是完全利用所有食材，最大限度地減少甚至消除食物浪費。廚師和廚房工作人員精心計劃食譜、份量和庫存，以確保每一項食材的有效利用。這種做法不僅有助於環境可持續性，還提高了營運成本效益。在食品加工中追求零浪費不僅符合環保實踐，還在烹飪業設立了可稱道的標準，促進了更可持續、更負責任的食物消費和廢物管理方法的推廣。

In the realm of food processing, waste management is a critical concern, especially in large-scale operations like our Central Food Processing Plant ("CFPP"). At CFPP, there are clear guidelines for separating food waste in the canteen, facilitating efficient recycling. This waste is sent to the Organic Resources Recovery Centre on a daily basis, where it is transformed into valuable resources such as compost or biogas.

An ambitious target is set to achieve complete utilization of all ingredients, minimizing or even eliminating food waste. Chefs and kitchen staff meticulously plan recipes, portion sizes, and inventory to ensure efficient use of every item. This approach not only contributes to environmental sustainability but also enhances operational cost-effectiveness. The pursuit of zero waste in food processing aligns with eco-friendly practices and sets a commendable standard in the culinary industry, promoting a more sustainable and responsible approach to food consumption and waste management.



將廚餘減到最少的豬隻入饌策略

Achieving Zero Food Waste: Full Utilization of a Pig



為確保食品質素，營養價值，支持本地生產及創造職位，以及嚴守不浪費食材的原則，早於2015年，我們於大埔中央食品加工中心設立香腸生產線，每天新鮮製腸供應各餐廳店鋪。

To ensure the quality and nutritional value of our food, support local production and job creation, and adhere to the principle of minimizing food waste, we established our own sausage production line at the Central Food Processing Plant in 2015, supplying sausages to our restaurant outlets.

環境保護署和渠務署「廚餘、污泥共厭氧消化」計劃

EPD and DPD's Food Waste / Sewage Sludge Anaerobic Co-Digestion Trial Scheme

自2019年10月起，我們積極參加由環保署和渠務署協力共同推行的「廚餘、污泥共厭氧消化」計劃。在該計劃下，環保署主要負責收集廚餘、為廚餘進行預處理，並利用密封管道將經預處理的廚餘輸送到渠務署轄下的大埔污水處理廠內的特定厭氧消化缸；渠務署將負責共厭氧消化的操作和將共厭氧消化所得的生物氣體用以產生電力供污水處理廠使用。

在過去兩年中，中央食品加工中心透過此計劃平均每月處理超過15噸的食物廢物。我們還持續監測食物廢物和污泥的混合比例，以及其他操作方面的細節。

Since October 2019, Fairwood has actively participated in the Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial scheme is collaboratively initiated by Environmental Protection Department ("EPD") and Drainage Services Department ("DPD"). Under the food waste/sewage sludge anaerobic co-digestion trial scheme, EPD will be responsible for food waste sourcing, food waste pre-treatment and delivery of pre-treated food waste to a designated anaerobic digester at Tai Po Sewage Treatment Works; and DSD will be responsible for the co-digestion operation and making use of the biogas generated for electricity generation to supplement the sewage treatment facilities' internal power consumption.

Over the past two years, CFPP has treated an average of over 15 tonnes of food waste per month. We also continuously monitor the mix ratio of food waste and sewage sludge, along with other operational aspects of the process.

餐廳店舖廚餘管理

Food Waste Management in Restaurant Outlets

餐飲業界對推動減少廚餘的工作任重道遠。在我們的餐廳店舖，我們鼓勵顧客以「Food Wise」及惜食的考量去點餐，點適當份量的餐點，並鼓勵顧客把剩食帶回家。

The food and beverage industry has a long way to go in promoting waste reduction efforts. In our restaurant outlets, we encourage customers to make mindful choices by considering "Food Wise" principles and practicing food conservation. We encourage customers to order appropriate portion sizes and also encourage them to take any leftover food home with them.

案例分享 Case Study

個人化服務 提升顧客用餐體驗 同時推動源頭減廢 Enhancing Dining Experience and Contribute Waste Reduction at the Source through Customization Service

自2011年起，我們推出創新的「個人化服務」，打破以往快餐食物就是劃一且不設客製化的框架。我們的客製化選擇由最基本的多飯少飯，以至意想不到的煎蛋選擇，都令顧客的用餐體驗大大提升。此外，客製化服務還可減少廚餘的產生，是源頭減廢的最佳實踐。個人化服務餐牌設計上用上奪目醒神的紫色，提醒顧客「有得揀」，令顧客在選購食物時也不忘考慮一下是否需要客製化服務。

能夠在提升顧客體驗的同時亦助力推廣惜食文化，而且直接從源頭減廢，「個人化服務」讓顧客明白到，餐廳的一個窩心構思，惠及的不單是個人，而是整個社區，整個地球。

Since 2011, we have introduced innovative "customized services", breaking away from the conventional notion that fast food is uniform and lacks personalization options. Our range of customization choices, from portion sizes to unexpected "how do you want your egg" options, greatly enhances the dining experience for our customers. Customized services also contribute to waste reduction at the source, making it an excellent practice in waste reduction. The eye-catching and vibrant purple color used in the design of our personalized service menu reminds customers that they have choices, encouraging them to consider whether they require personalization when selecting their food.

By enhancing the customer experience while promoting a culture of food conservation, customized services not only benefit individuals but also contribute to waste reduction at the source. Customers understand that this thoughtful concept in our restaurant extends beyond personal benefits, but also benefits the entire community and the planet as a whole.



環保署廚餘收集先導計劃 Pilot Scheme on Food Waste Collection

我們也積極支持由環保署於2021年發起的「廚餘收集先導計劃」，如業主有參加「廚餘收集先導計劃」，位於該商場內的餐廳店舖就可先作源頭分類，然後將廚餘放入政府安排的紫色廚餘收集桶，再由環保署送往小蠔灣O.PARK1有機資源中心。

We also actively support the "Pilot Scheme on Food Waste Collection" initiated by the Environmental Protection Department ("EPD") in 2021. If the property owners participate in the scheme, our restaurant outlets located within the mall can carry out source separation by sorting the food waste at the point of generation. The food waste will then be placed into the designated purple food waste collection bins provided by the government and subsequently transported by the EPD to the O.PARK1 Siu Ho Wan Organic Resources Centre for further processing.

案例分享 Case Study

「活得夠 GREEN」糖包回收計劃 "Live a GREEN Life" – Recycle of Unused Sugar Bag Program



隨著健康意識的不斷提高，我們注意到越來越多顧客選擇不使用我們提供的糖包。為把握機會推廣及鼓勵惜食文化，我們順勢於2024年1月推行糖包回收計劃。我們設置指定的回收箱，供顧客安置未使用的糖包。這些糖包經過嚴格的篩選，確保它們乾淨完整。乾淨完整的糖包將供日後使用，有效減少浪費並促進更可持續消費的實踐。這項措施不僅有助我們管理廢物，符合我們對環境責任的承諾，同時支持顧客注重健康的選擇。於報告期內，有130家分店設置了糖包回收箱。

As the awareness of health continues to grow, we have observed an increasing number of customers opting not to use the sugar bags we provide. In response to this trend, we have implemented a recycling program to address the issue of unused sugar bags in January 2024. We have introduced designated recycling boxes where customers can dispose of their unused sugar packets. These packets undergo a thorough selection and filtering process to ensure they are clean and undamaged. The clean and reusable sugar bags are then made available for future use, effectively reducing waste and promoting more sustainable consumption practices. This initiative not only helps us manage waste but also aligns with our commitment to environmental responsibility and supports our customers' health-conscious choices. During the reporting period, 130 shops have implemented the designated recycling box.



辦公室廢物管理 Office Waste Management

我們致力建立一個更環保、可持續的工作場所，減少辦公廢物。這包括回收各種材料，例如紙張和墨盒，並提供特定的培訓去提高員工環保意識。我們還參與社區廢物管理項目，特別是參與明愛電腦翻新項目。在總部提供回收設施，鼓勵員工培養良好的回收習慣，從源頭上促進減廢和節能。

我們竭力採取的各種行動去推動廢物管理與減量，例如：

- 設置金屬、塑料、電燈泡和熒光燈管的回收箱。
- 設置打印機墨盒回收箱。
- 培養環保友好的辦公文化。
- 利用內部溝通系統定期教導員工高效庫存管理的重要性，以減少食物浪費，避免過度訂購。

We are dedicated to fostering a greener and more sustainable workplace by minimizing office waste. This involves recycling various materials, including paper and toner cartridges, and provide specific education programs and training to raise our staff's awareness. The Group also engages in community waste management initiatives, notably participating in the Caritas Computer Refurbishment Project. Recycling facilities are provided at its headquarters, encouraging staff to cultivate good recycling habits, thereby promoting waste reduction and energy saving from the source.

Our commitment to environmental sustainability and proactive waste management and reduction is reflected in the various initiatives and systems we have in place:

- Recycling bins for metals, plastics, electric bulbs, and fluorescent lamps.
- Printer toner recycling.
- Fostering an environmentally-friendly office culture.
- Utilizing our internal communication system to regularly educate and engage employees about the importance of efficient inventory management. This helps reduce food waste by avoiding excessive ingredient orders.

各個部門齊節約「慳紙大賽」提高環保意識也提高凝聚力 Paper Saving Competition: Boosted Environmental Awareness and Boosted Morale



為了推廣工作數碼化並減少日常工作中的紙張使用，我們於報告期內再次舉辦「慳紙大賽」，鼓勵員工使用 OneDrive 和 SharePoint 等電子系統進行信息共享和儲存。同時，我們亦鼓勵文檔掃描以減少紙張消耗，僅在必要情況下才打印。

這項比賽不僅促進環保辦公文化，提高同事對環境保護的意識，還鼓勵各部門之間的合作和團隊精神。達到紙張使用百分比最高減少和實際紙張減少量最大的前三個部門將獲得特別獎品。

To promote a culture of digitalization and reduce paper usage in daily tasks, during the reporting period, Fairwood is once again organizing the Paper Saving Competition. Employees are encouraged to utilize electronic systems such as OneDrive and SharePoint for information sharing and storage. Document scanning is also encouraged to minimize paper consumption, with printing limited to essential instances only.

This competition not only fosters an environmentally-conscious office culture and raises awareness about environmental protection among colleagues but also encourages collaboration and team spirit across all departments. The top three departments that achieve the highest percentage reduction and the greatest actual reduction in photocopier meter readings will receive special gifts.



相關法律法規及相關附屬法例

Relevant Laws, Regulations, and Subsidiary Legislations

於報告期內，我們恪守下列法律法規及相關附屬法例：

Throughout the reporting period, our Group has diligently adhered to the laws and regulations and their subsidiary legislation listed as follows.

氣候變化 Climate Change



空氣污染管制條例 Air Pollution Control Ordinance
香港法例第311章 Cap.311 of the Laws of Hong Kong



水污染管制條例 Water Pollution Control Ordinance
香港法例第358章 Cap.358 of the Laws of Hong Kong

可持續包裝 Sustainable Packaging and Printing



2023年產品環保責任（修訂）條例
Product Eco-responsibility (Amendment) Ordinance 2023
香港法例第603章 Cap.603 of the Laws of Hong Kong

廚餘及廢物管理 Waste Management



廢物處置條例 Waste Disposal Ordinance
香港法例第354章 Cap.354 of the Laws of Hong Kong



以高效管治為基 Cementing Effective Corporate Governance



重點議題 Key Focus Areas

- 道德與誠信 Ethics and Integrity
- 反賄賂及反貪污 Anti-Bribery and Anti-Corruption
- 企業管治及風險管理 Corporate Governance and Risk Management
- 資料管理及網絡安全 Data Governance and Cyber Security



道德與誠信

Ethics and Integrity

舉報政策 Whistleblowing Policy

我們一直堅持著舉報政策，以確保遵守我們的企業政策和相關法律。該政策使個人能夠通過保密機制向獨立的第三方舉報任何不正當行為或不合規的情況。如果員工根據該政策提出真實且合適的關切，他們將獲得公平對待，包括保護免受不公平解雇、報復或不合理的紀律處分，即使這些關切被證明並不成立。

我們鼓勵任何發現集團內存在或可能存在不當行為、不當操作或不規範情況的舉報人，盡快通過舉報政策中詳細列出的不同渠道向稽核部主管舉報。除非舉報人需要提供證據或接受相關監管機構或當局的面談，否則集團對舉報人的身份保密。

根據舉報者提供的相關資訊和現有的證據，稽核部將進行全面調查。稽核部主管將確保適當的案件監督，跟進行動以及向審核委員會匯報調查結果。

我們的舉報政策已上載到官方網頁。該政策將及時進行審查和更新，以確保符合相關法律。

於報告期內，我們的舉報渠道沒有報告任何經證實的不當行為、不當操作或不規範情況。

We have consistently upheld a [Whistleblowing Policy](#) to ensure compliance with our corporate policies and relevant laws. This policy enables individuals to confidentially report any instances of misconduct or non-compliance to an independent third party. If an employee raises valid and appropriate concerns under this policy, they are guaranteed fair treatment, including protection against unfair termination, retaliation, or unwarranted disciplinary action, even if the concerns are unfounded.

We encourage any whistleblower who becomes aware of existing or potential cases of misconduct, improper practices, or irregularities within the group to promptly report them to the Head of Internal Audit through various channels outlined in the Whistleblowing Policy. The Group will maintain the whistleblower's confidentiality unless it becomes necessary for them to provide evidence or be interviewed by relevant regulatory bodies or authorities.

Depends on the information provided by whistleblower and evidence available, Internal Audit Department will conduct a comprehensive investigation. The Head of Internal Audit will ensure appropriate case oversight, follow-up action and investigation result reporting to the Audit Committee.

Our Whistleblowing Policy is publicly available on our official website. It undergoes regular reviews and updates to ensure compliance with relevant laws.

During the reporting period, no confirmed case of misconduct, improper practice, or irregularity was reported through our whistleblowing channel.

反賄賂及貪污

Anti-Bribery and Corruption

大快活致力於在其業務營運中堅守誠信和道德行為的承諾。公司多年來建立的誠實可信的商譽是大快活穩步發展的重要資產。

我們的員工手冊涵蓋利益衝突、賄賂、競爭和反壟斷、私隱合規和平等機會。集團內的每位員工都必須完全遵守員工手冊內容。

所有員工在開始受僱於公司之前都必須簽署一份承諾書並聲明任何利益衝突。此外，未經董事長事先書面同意，員工不得接受任何競爭對手、客戶、委託人、承包商、供應商或任何與本公司有業務關係的人士的任何好處。為了提高反賄賂及反貪污意識，我們定期透過各種溝通渠道向員工傳達訊息，包括我們定期邀請廉政公署為員工舉辦反貪污研討會。

我們對供應商保持相同的道德標準。我們的供應商行為守則詳細說明了供應商應有的道德標準，以及我們對供應商在企業內提高反貪意識的期望。

我們的反貪污政策已上載到官方網頁。該政策定期進行審查和更新，以確保符合相關法律。

於報告期內，未發生任何違反相關法律和法規對集團產生重大影響的情況。

Fairwood is dedicated to upholding a strong commitment to integrity and ethical conduct in all of its business operations. The company's reputation for honesty and trustworthiness, which has been established over many years, is a valuable asset for Fairwood's stable growth.

Our Staff Handbook addresses conflicts of interest, bribery, competition and antitrust, privacy compliance, and equal opportunity. Every employee within the Group must fully adhere to the Staff Handbook.

All employees will be required to sign a letter of undertaking and to declare any conflict of interest before commencement of employment with the Company. Moreover, employees are not allowed to receive any favors from any competitor, customer, client, contractor, supplier or any person having business relations with the Company, without prior written consent from the Chairman. To raise awareness regarding anti-bribery and anti-corruption, we regularly circulate information among our employees through various communication channels, including we regularly invite Independence Commission Against Corruption to conduct anti-corruption seminar for our employees.

We uphold the same ethical standard to anti-corruption in workplace through email to all employees. Our Supplier Code of Conduct details the ethical standard of our suppliers, as well as our expectation to supplier in terms of awareness building within the organization.

Our **Anti-Corruption Policy** is publicly available on our official website. It undergoes regular reviews and updates to ensure compliance with relevant laws.

During the reporting period, there were no instances of non-compliance with relevant laws and regulations that had a significant impact on the Group.

反貪污培訓

Anti-corruption training



董事會全體成員
All Member of the
Board of Directors

透過閱覽資料更新
反貪污資訊
Ant-bribery updates
circulated



高級管理層
Senior Management

100%

已接受年度培訓
Annual training attended



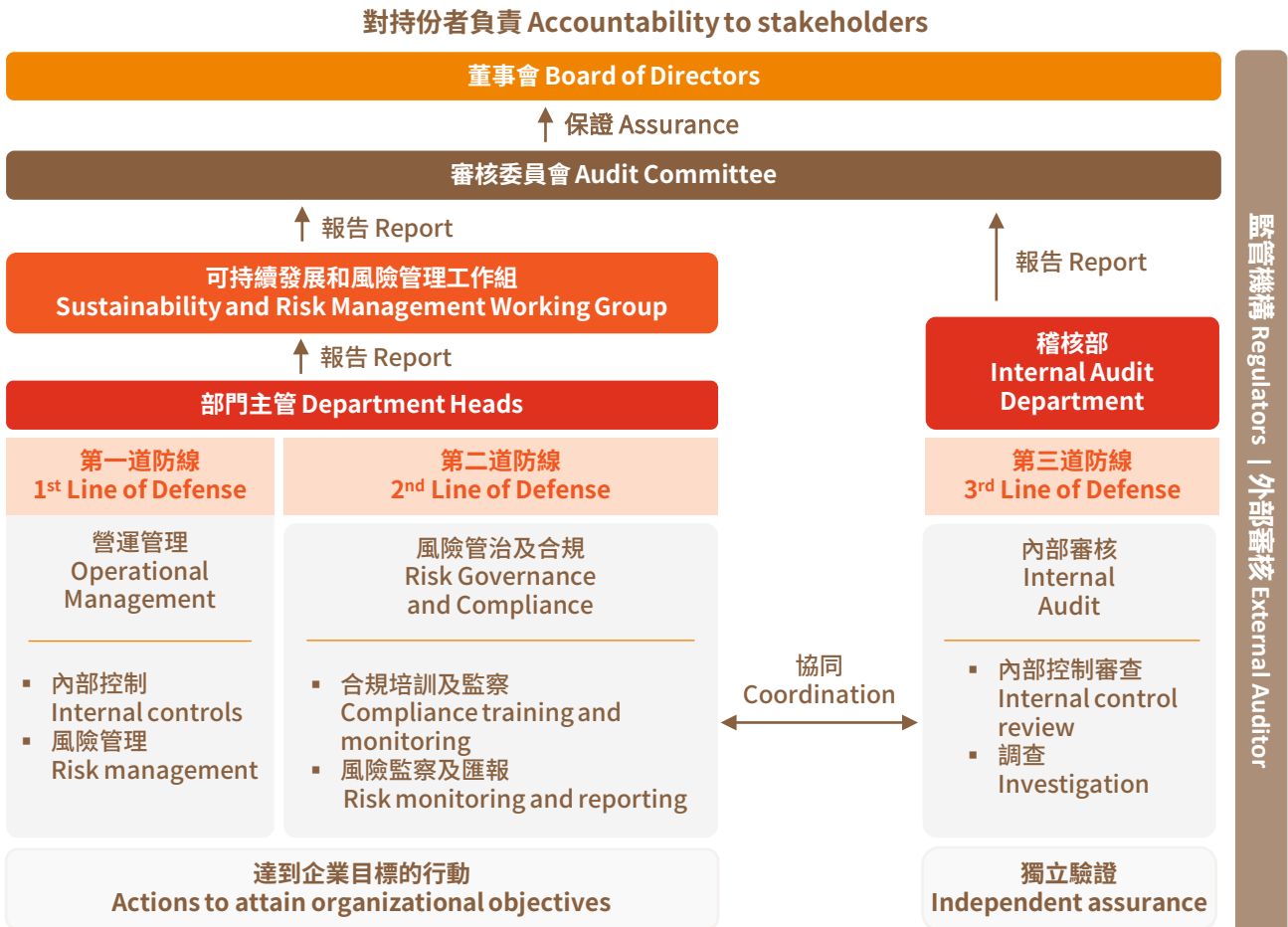
中級管理層
Middle Management

1,238 小時
Hours

培訓時數總和
Total training hours

企業管治及風險管理 Corporate Governance and Risk Management

風險管治體系 Risk Governance Structure



董事會對建立、維護和監督有效的風險管理和內部控制系統負有最終責任。我們的風險管治架構採用了三線防禦，共同管理和減輕與我們業務相關的風險。

我們實施了一系列程序和控制措施，包括更新的企業風險登記冊，根據其影響嚴重性和發生概率評估和評估外部因素、戰略風險、營運風險、財務風險、企業管治風險，以及ESG風險。可持續發展和風險管理工作組密切監控主要風險，和相應的部門或職能作為風險責任人。

The Board holds the ultimate responsibility for establishing, maintaining, and overseeing effective risk management and internal control systems. Our risk governance structure, which incorporates three lines of defense, collectively manages and mitigates risks associated with our business.

We have implemented procedures and control measures, including an updated corporate risk register that evaluates and assesses external factors, strategic risks, operational risks, financial risks, governance risk, and ESG risks based on their severity of impact and probability of occurrence. **The Sustainability and Risk Management Working Group** closely monitors major risks, with the relevant departments or functions acting as risk owners.

稽核部提供獨立客觀的保證和指導，評估我們的控制和風險管理流程的適當性和有效性。關鍵的風險管理流程接受審計，以確保及時識別改進領域並及時實施適當措施。

有關風險管治體系的更多信息，請參閱 [大快活集團有限公司2023/24年報](#)。

Internal Audit Department provides independent and objective assurance and guidance on the adequacy and effectiveness of our control and risk management processes. Key risk management processes undergo audits to identify the area that requires improvement in a timely fashion and to implement the appropriate measures accordingly.

For further information about the risk governance structure, please refer to the [Fairwood Holdings Limited Annual Report 2023/24](#).

案例分享 Case Study

透過流程機器人技術去鞏固企業管治並精簡程序 RPA Strengthening on Corporate Governance and Streamlining on Process

流程機器人技術(RPA)是一種商業流程自動化技術，利用軟件機器人來自動化人類執行的任務，在工作場所的應用愈見廣泛。除了自動提取電子郵件附件和報表報告外，RPA還可整合和驗證相關信息，將其存儲在指定位置或直接導入工作流程中。這大大減少了乏味且容易出錯的重複步驟。通過利用RPA提高效率和準確性，用戶可以將更多時間用於發展核心業務功能，從而提升公司的整體效能。

我們善用RPA技術去將冗長的工序簡化，減少員工手動工序，節省人力成本，將工序數碼化亦有助提升企業管治。於報告期內，財務部將發票入賬的工序交由RPA代勞，減輕了入賬核對等工序，同時亦為公司減輕紙本文件存倉及運輸成本，以及當中所產生的碳排放。

目前RPA在大快活的應用尚處於起步階段。我們會繼續研究RPA在其他部門的應用，務求將工序簡化，並提高企業管治效率。

Robotic Process Automation (RPA) is a business process automation technology that utilizes software robots to automate tasks performed by humans and is increasingly being used in the workplace. In addition to automating the extraction of email attachments and spreadsheet reports, it can also integrate and validate relevant information, storing it in designated locations or directly importing it into workflows. This significantly eliminates repetitive steps that are tedious and prone to errors. By utilizing RPA to enhance efficiency and accuracy, users can allocate more time to developing core business functions, ultimately enhancing the overall effectiveness of the company.

We apply RPA technology to streamline lengthy procedures, reduce manual tasks for employees, and effectively save on labor costs. Digitization of work processes has also contributed to enhancing corporate governance. During the reporting period, the finance department delegated the invoice input process to robots, alleviating the burden of tedious data input for the company, as well as the associated carbon emissions.

The application of RPA in Fairwood is still in its early stages. We will continue to explore the use of RPA in other business functions, aiming to streamline processes and enhance corporate governance efficiency.

知識產權 Intellectual Property

我們非常重視保護知識產權(IP)權益，嚴格遵守相關法律法規。我們實施了一套量身定制的IP保護機制，以符合我們公司的制度特點，確保維護我們的聲譽和品牌。有需要時，我們會註冊IP，以確保權益得以維護，堅決反對任何權益侵犯的行為。

We place significant emphasis on safeguarding intellectual property ("IP") rights and adhere strictly to applicable laws and regulations. We have implemented a customized IP protection practice that aligns with the institutional characteristics of our company, ensuring the preservation of our reputation and brands. When necessary, promptly register our IP accomplishments to secure our rights and vehemently oppose any activities that infringe upon them.



資料管理及網絡安全

Data Governance and Cyber Security

網絡安全 Cyber Security

我們了解資訊安全在保護我們的資訊和資產方面的重要性。在快速演變的數位環境中，我們非常重視資訊安全，並定期更新我們的措施以有效應對潛在威脅。保護我們的軟硬件和資料免受網絡威脅是我們全面資料保護框架的重要組成部分。

我們持續實施和加強資訊安全措施，以確保系統和資訊的機密性、完整性和可用性。通過優先考慮資訊安全，我們旨在維護持份者的信任，並在不斷變化的數碼環境中維護我們業務的安全。

數碼及資訊科技部負責監督集團的網絡安全和資訊科技設施。他們定期向行政總裁匯報資訊科技事宜。

於報告期內，我們沒有發生任何違反資料私隱或法規的事件。

We understand the crucial significance of cybersecurity in safeguarding our information and assets. In the rapidly evolving digital landscape, we place great importance on cybersecurity and regularly update our measures to effectively address potential threats. Safeguarding our hardware, software, and data from cyber threats is vital to our comprehensive data protection framework.

We consistently implement and enhance our measures on cybersecurity to ensure the confidentiality, integrity, and availability of our systems and information. By prioritizing cybersecurity, we aim to maintain the trust of our stakeholders and uphold the security of our operations in an ever-changing digital environment.

The **Digital and Information Technology Department** is accountable for supervising Fairwood's network security and IT infrastructure. They regularly provide updates to the Chief Executive Officer.

During the reporting period, Fairwood had no reported incidents of data privacy breaches or regulatory violations.

案例分享 Case Study

引進人工智能技術 守護網絡安全 Deploying Self-learning AI to Enhance Network Security

於報告期內，我們開始採用人工智能技術作為減輕網路風險的措施。

人工智能的自學技術分析來自手提電腦、桌上電腦和伺服器的數據，主動監控可疑的數據傳輸、勒索軟件事件、異常的管理員憑證以及任何前所未有的異常行為。一旦識別到潛在威脅，人工智能將立即剿滅攻擊並通知網絡管理員。

During the reporting period, we deployed Artificial Intelligence ("AI") technology as a measure to mitigate cyber risk. Self-Learning AI technology analyzes data from various sources such as laptops, desktops, and servers, actively monitoring for suspicious data transfers, ransomware incidents, unusual administrative credentials, and any unprecedented abnormal behaviors. Whenever a potential threat is detected, AI will cut the attack short and notify the network administrator.

展望未來 Looking Ahead

面對全球可持續發展意識崛起，因應香港「2050碳中和」目標而推出的政策為飲食業帶來重重挑戰，港交所針對上市公司氣候方面披露要求亦愈見精闢。為此，我們會制訂減碳路線圖，落實部門可持續發展目標，審慎地在可持續發展策略及業務拓展方面取得平衡。

作為多元、平等和共融的倡導者，展望未來，在餐廳可暢達及無障礙設計方面，我們會更多與專業組織協助完善業界標準，同時亦會因應香港人口結構轉變去開發更多不同口味佳餚，以及為不同需要人士創造更多就業機會。

過去51年，大快活與香港一同成長，風雨同路。未來一年，我們繼續努力創新，以應付顧客口味轉變；努力求變，謹慎理財，繼續在變幻莫測的營商環境為持份者創造價值；努力回饋社會，為我們的社區添飽添暖。

In the face of the rising global awareness of sustainable development and the challenges brought upon the food and beverage industry by Hong Kong's "2050 Carbon Neutrality" target, the Hong Kong Stock Exchange's requirements on climate-related disclosure have become increasingly precise. To address these challenges, we will develop a carbon reduction roadmap, implement sustainable development goals within our departments, and carefully strike a balance between sustainable development strategies and business expansion.

As advocates for diversity, equity, and inclusion, we look ahead to the future. In terms of restaurant accessibility and barrier-free design, we will increase our involvement in professional organizations to help enhance industry standards. Also, we will adapt to the changing demographics of Hong Kong by developing a wider range of flavors and creating more employment opportunities for individuals with different needs.

Over the past 51 years, we have grown alongside Hong Kong, been together through thick and thin. In the coming year, we will continue to innovate to meet changing customer preferences, strive for change while managing our finances prudently, and create value for stakeholders in an unpredictable business environment. And, we will remain committed to giving back to our community and bringing warmth and enrichment to those around us.



關於本報告

About this Report

報告範圍

本報告是大快活集團有限公司發表的第10份《環境、社會及管治報告》。本報告概述了公司的可持續發展願景、策略和2023年4月1日至2024年3月31日期間的績效。

報告範圍以集團主要收入來源及財務重要性方面的考量。因此，報告範圍僅限於集團在香港地區的業務運作，包括集團總部、中央食品加工中心、大快活烘焙中心，以及香港所有餐廳店鋪。於報告期內，報告範圍、業務營運或組織架構沒有重大變化。

報告標準及原則

本報告遵循香港聯合交易所證券上市規則附錄C2中《環境、社會及管治報告指引》（「指引」）中規定的強制性披露要求和「遵守或解釋」規定而撰寫。報告採用的報告原則為指引中概述的「重要性」、「量化」、「一致性」及「平衡性」準則。

獲取本報告的渠道

本報告提供繁體中文和英文版本。報告的電子版於2024年7月發佈，公眾可於[香港聯合交易所網頁](#)及[大快活集團官方網頁投資者關係部份](#)閱覽及下載。

聯絡我們及分享你的意見

閣下意見對我們來說至關重要，如有任何意見或查詢，歡迎電郵至

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Reporting Scope and Boundary

This Report represents the 10th Environmental, Social, and Governance report published by Fairwood Holdings Limited. It provides an overview of the company's sustainability vision, strategy, and performance from 1 April 2023 to 31 March 2024.

The reporting boundary is determined based on the financial materiality aspects. The potential and actual significance of these aspects are taken into consideration. Therefore, the reporting scope is limited to the Group's operations in Hong Kong, unless explicitly stated otherwise. This includes Fairwood's head office, the Central Food Processing Plant, the Fairwood Bakery, and all restaurant outlets in Hong Kong. There were no significant changes in the reporting scope, business operations, or organizational structure during the reporting period.

Reporting Standards and Principles

The Report adheres to the mandatory disclosure requirements and "comply or explain" provisions outlined in the ESG Reporting Guide ("ESG Guide") set out in Appendix C2 of the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange. The reporting principles employed include "materiality", "quantitative", "consistency" and "balance" criteria as outlined in the ESG Guide.

Accessibility

The Report is available in both Traditional Chinese and English. The digital edition of the Report will be published in July 2024 and can be accessed on [the Hong Kong Stock Exchange's website](#) and [the Investor Relations section of the Company's website](#).

Contact Us and Share Your Thoughts

We value your input regarding our efforts in sustainable development and reporting. Please share your thoughts at esg@fairwood.com.hk

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可持續發展相關表現數據

Sustainability-related Performance Table

環境績效 Environmental Performance

僅限於香港的營運 Operations in Hong Kong only	單位 Unit	2023/24(附註 Note 1)	2022/23(附註 Note 2)
耗電量 Electricity consumption			
總部 Headquarters	千瓦時 kWh	464,864	486,426
中央食品加工中心 CFPP	千瓦時 kWh	5,437,128	5,640,665
大快活烘焙中心 Fairwood Bakery	千瓦時 kWh	635,564	688,191
餐廳店鋪 Restaurant outlets	千瓦時 kWh	66,073,058	69,328,977
總用電量 Total electricity consumption	千瓦時 kWh	72,610,614	76,144,259
氣體燃料消耗量 Gaseous fuel consumption			
中央食品加工中心 CFPP	千瓦時 kWh	2,911,264	3,123,055
大快活烘焙中心 Fairwood Bakery	千瓦時 kWh	0	0
餐廳店鋪 Restaurant outlets	千瓦時 kWh	39,996,212	41,811,431
總氣體燃料使用量 Total gaseous fuel consumption	千瓦時 kWh	42,907,476	44,934,486
汽油燃氣能耗量 (附註4) Petrol gas energy consumption (Note 4)			
總部 Headquarters	千瓦時 kWh	45,335	53,457
能源消耗總量 (附註3及4) Total energy consumption (Notes 3 & 4)			
總部 Headquarters	千瓦時 kWh	510,199	539,883
中央食品加工中心 CFPP	千瓦時 kWh	8,348,392	8,763,720
大快活烘焙中心 Fairwood Bakery	千瓦時 kWh	635,564	688,191
餐廳店鋪 Restaurant outlets	千瓦時 kWh	106,069,270	111,140,408
總能源消耗量 Total energy consumption	千瓦時 kWh	115,563,425	121,132,202
總能源密度 (附註5) Total energy intensity (Note 5)			
總部 Headquarters		173	188
中央食品加工中心 CFPP	千瓦時 / 百萬港元 收入	2,831	3,053
大快活烘焙中心 Fairwood Bakery	kWh / 收入	216	240
餐廳店鋪 Restaurant outlets	HKD million revenue	35,975	38,715
總能源密度 Total energy intensity		39,195	42,196

僅限於香港的營運 Operations in Hong Kong only	單位 Unit	2023/24 (附註 Note 1)	2022/23 (附註 Note 2)
溫室氣體排放量 (附註4及6) GHG emissions (Notes 4 & 6)			
範疇1 直接排放量 (附註7) Scope 1 Direct emissions (Note 7)	公噸二氧化碳當量 tCO ₂ e	8,230	8,618
範疇2 間接排放量 (附註8) Scope 2 Indirect emissions (Note 8)	公噸二氧化碳當量 tCO ₂ e	35,266	36,352
溫室氣體排放總量 Total GHG emissions	公噸二氧化碳當量 tCO ₂ e	43,496	44,970
總溫室氣體排放密度 (附註5) Total GHG emissions intensity (Note 5)	公噸二氧化碳當量/ 百萬港元收入 tCO ₂ e/HKD million revenue	14.8	15.7
廢氣排放量 (附註3, 4 及9) Air emissions (Notes 3, 4 & 9)			
氮氧化物 Nitrogen oxides (NO _x)	公噸 Tonnes	0.556	0.649
硫氧化物 Sulphur oxides (SO _x)	公噸 Tonnes	0.003	0.003
顆粒物 Particulate matter (PM)	公噸 Tonnes	0.0002	0.00017
耗水量 (附註10及11) Water usage (Notes 10 & 11)			
總部 Headquarters	立方米m ³	231	236
中央食品加工中心 CFPP	立方米m ³	84,741	86,131
大快活烘焙中心 Fairwood Bakery	立方米m ³	748	934
餐廳店鋪 Restaurant outlets	立方米m ³	1,152,528	1,246,048
總用水量 Total water usage	立方米m ³	1,238,248	1,333,349
總用水密度 (附註5) Total water consumption intensity (Note 5)			
總部 Headquarters	立方米/百萬港元收入 m ³ /HKD million revenue	0.1	0.1
中央食品加工中心 CFPP	立方米/百萬港元收入 m ³ /HKD million revenue	29	30
大快活烘焙中心 Fairwood Bakery	立方米/百萬港元收入 m ³ /HKD million revenue	0.3	0.3
餐廳店鋪 Restaurant outlets	立方米/百萬港元收入 m ³ /HKD million revenue	391	434
總用水密度 Total water consumption intensity	立方米/百萬港元收入 m ³ /HKD million revenue	420	465
回收物料 無害廢棄物 Waste diverted from disposal			
已回收的廢置食用油 Recycled waste cooking oil	立方米m ³	191	181
已回收的廚餘 Recycled food waste	公噸 Tonnes	173	189
已回收的紙皮 Recycled cardboard	公噸 Tonnes	175	178
包裝物料 (附註13) Packaging material (Note 13)			
已採購的食品及飲料包材料 Procured food and beverage packaging materials	公噸 Tonnes	1,849	2,644
比較環保的材料 (例如：可堆肥、紙/木質) Environmentally preferable materials (e.g. compostable, paper / wood-based)	公噸 Tonnes	876	293

附註 - 環境績效

1. 2023/24年包括158間餐廳店鋪資料。
2. 2022/23年包括157間餐廳店鋪資料。
3. 大快活的運輸車隊為外判服務，因此相關的燃料和排放數據均並不受大快活的營運控制。目前亦未有完善的量化方法，而且未能容易地從外判商收集相關數據供大快活披露準確的數據以反映其在外判服務中的環境足跡。為確保本報告及所披露數據的準確度，相關的數據未有披露。
4. 由於大快活所擁有的兩輛私家車僅用作高級管理層日常的商業運輸及個人用途，並無涉及大快活的公司營運而且相對應的燃料耗量並不重大。
5. 密度值的計算方法是將能源/溫室氣體/水消耗量除以香港業務的總收入。2022/23年及2023/24年香港業務的總收入分別為港幣28.7億元及港幣29.5億元。
6. 大快活範圍一、範圍二及總溫室氣體排放計算方法參考環保署編寫的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的審計和報告指引》（2010年版）。根據聯交所編製的《如何編製環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》，由大快活的外判運輸車隊和商業運輸產生的溫室氣體排放均被視為範圍三的溫室氣體排放（其他間接溫室氣體排放），而發行人可選擇量化和報告相關數據。大快活的溫室氣體排放目前並不包括外判活動、其他合約協議安排或商業運輸所產生的排放，然而大快活會定期審視和完善溫室氣體排放的範圍，以加強未來報告的披露。
7. 範圍一為直接溫室氣體排放及減除，其披露主要包括固定燃料消耗之溫室氣體排放。我們採用了由政府間氣候變化專門委員會第六次評估報告中公佈的全球變暖潛能值計算。
8. 範圍二為間接溫室氣體排放，其披露主要包括消耗所購電力及煤氣。排放指標取自本地電力公司最新公佈的可持續發展報告。
9. 大快活的中央食品加工中心已獲《空氣污染管制（火爐、烘爐及煙囪）（安裝及更改）規例》的批准證明書，以確保燃燒燃料設備的設計符合有關廢氣排放的環境標準。大快活所計算的廢氣排放是參考聯交所的環境關鍵績效指標匯報指引。匯報的廢氣排放包括氣體燃料消耗（即煤氣和液化石油氣）及大快活私人車輛造成的排放。
10. 部分餐廳店鋪的水費單跨越兩個報告期，用水量是根據水費單按比例計算。
11. 用水量數據是根據實際數字按比例計算。
12. 由於餐廳店鋪並沒有統一的廢棄物數據收集系統，因此相關數據未有披露。然而，大快活正逐步改善廢棄物收集系統，以加強未來報告的披露。
13. 大快活所採購的食品及飲料包裝材料包括盛裝餐點和處理餐點的用具。相關的數據均是根據已收集的數據統計所得。大快活今年大量投入環保材料使用，顯著降低非環保材料對環境的影響。

Note - Environmental Performance

1. 2023/24 data inclusive of 158 restaurant outlets.
2. 2022/23 data inclusive of 157 restaurant outlets.
3. Fairwood's transportation fleet is outsourced to a third party, so fuel consumption and emissions are not under its operational control. There are no comprehensive, accessible and accurate data from this party on the environmental impact of the services provided to Fairwood. Transportation has therefore been omitted from the list of sources of energy consumption rather than risk including inaccurate information.
4. Fairwood owns two private cars, which are only used by senior management for routine business transportation and for personal use. These activities are not directly related to the Group's business operations, and the fuel consumption is estimated to be relatively insignificant, so details have been omitted.
5. Intensity values are calculated by dividing the absolute energy / GHG / water consumption by the total revenue from Hong Kong operations. The total revenue from Hong Kong operations for 2022/23 and 2023/24 was HK\$2.87 billion and HK\$2.95 billion respectively.
6. Scope1, Scope2 and total GHG emissions are calculated with reference to EPD's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 edition). According to Appendix 2: Reporting Guidance on Environmental KPIs under "How to Prepare an ESG Report" released by the Stock Exchange, the GHG emissions arising from Fairwood's outsourced fleets and business travel are considered as Scope 3 GHG emissions (other indirect GHG emissions), which the issuer may choose to quantify and report. Although Fairwood's GHG emissions data do not currently include outsourced activities, other contractual arrangements or business travel, this practice will be reviewed regularly.
7. Scope1 refers to direct emissions from sources and removals, and for the main source is stationary fuel combustion. The global warming potentials used for calculation are adopted from Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report.
8. Scope2 refers to energy indirect emissions, which are mainly from purchased electricity and Towngas.
9. Fairwood's CFPP has obtained a certificate of approval under the Air Pollution Control (Furnaces, Ovens and Chimneys) (Installation and Alteration) Regulations to ensure that the design of fuel-burning equipment meets environmental standards in terms of the discharge of air emissions. Fairwood's air emissions are calculated with reference to the Stock Exchange's ESG Reporting Guide on environmental KPIs. The reported air emissions include gaseous fuel consumption (i.e. Towngas and LPG) and private cars owned by Fairwood.
10. Water bills for some of the restaurant outlets span two reporting periods so the water consumption figures are calculated on a pro-rata basis.
11. The water consumption figures are calculated on pro rata basis based on actual figures.
12. There is no standardized system for gathering information on waste collection from restaurant outlets, so the relevant data is not given in this report. Fairwood is progressively improving its data management systems and hopes to be able to include reliable figures in future reports.
13. Fairwood's procured food and beverage packaging materials include plastic bags and utensils. Fairwood has invested heavily in the use of environmentally friendly materials this year, significantly reducing the impact of non-environmentally friendly materials on the environment.

社會績效 Social Performance

僱員 (香港) Employees (Hong Kong)		2023/24 就業數據 Employment data	2023/24 平均每月僱員 流失比率 (附註1) Average monthly staff turnover rate ^(Note 1)	2022/23 就業數據 Employment data	2022/23 平均每月僱員 流失比率 (附註1) Average monthly staff turnover rate ^(Note 1)
總僱員人數 Total number of employees		4,869	6.4%	4,681	6.1%
按性別 By gender	男 Male	1,264	8.5%	1,229	7.5%
	女 Female	3,605	5.6%	3,452	5.6%
按類型 By type	全職 Full-time	2,758	N/A 不適用	2,812	N/A 不適用
	兼職 Part-time	2,111	N/A 不適用	1,869	N/A 不適用
按年齡組別 By age group	<30	632	14.8%	611	11.0%
	30–50	2,067	4.7%	2,092	5.1%
	>50	2,170	5.5%	1,978	5.5%
按僱員職位 By employee grading	高級管理層 Senior management	35	N/A 不適用	31	N/A 不適用
	中級管理層 Middle management	2,041	N/A 不適用	2,003	N/A 不適用
	前線和一般員工 Frontline and general staff	2,793	N/A 不適用	2,647	N/A 不適用
按地區類型 By geographical region	香港 Hong Kong	4,869	6.4%	4,681	6.1%
按種族 By race	本地 Local	4,587	6.5%	4,386	6.1%
	少數族裔 Ethnic minorities	282	4.9%	295	6.7%

僅限於香港的營運 Operations in Hong Kong only	單位 Unit	2023/24	2022/23
培訓與發展 (香港) Training and Development (Hong Kong)			
總培訓時數 Total number of hours trained	小時 Hours	46,290	-
按性別劃分的平均培訓時數 (附註2) Average Hours of Training by Gender (Note 2)			
男性 Male	小時 Hours	10.6	-
女性 Female	小時 Hours	9.1	-
按僱員職位劃分的平均培訓時數 (附註2) Average Hours of Training by Employment Category (Note 2)			
高級管理層 Senior management	小時 Hours	4.3	-
中級管理層 Middle management	小時 Hours	12.8	-
前線和一般員工 Frontline and general staff	小時 Hours	7.2	-

僅限於香港的營運 Operations in Hong Kong only	2023/24	2022/23	2021/22
職業健康和 safety Occupational Safety and Health			
與工作有關的死亡宗數 Work-related fatalities	0	0	0
與工作有關的工傷宗數 Work-related injuries	110	127	153
因工傷損失的工作日數 Lost days due to work injuries	5,212	5,294	7,531

附註 - 社會績效

1. 平均每月僱員流失比率指某一特定類別的員工在一個月內離職的人數，除以該特定類別當月的平均員工人數，以百分比表示，然後對每月百分比進行匯總和平均。
2. 為了加強我們ESG報告的披露，我們重新審視並更新了計算平均培訓時數的方法，以總培訓時數除以年底時的總僱員人數計算。

Note-Social Performance

1. Average monthly staff turnover = number of employees in a specific category who leave their jobs in a month, divided by the average number of employees in the specific category in that month, expressed as a percentage. The monthly percentages are then totaled and averaged.
2. To enhance our ESG reporting disclosure, we have revisited and updated the methodology for calculating the average training hours to "total training hours divided by the total number of employees at year end".

香港交易所《環境、社會及管治報告指引》索引

HKEX ESG Guide Content Index

環境 Environmental

關鍵績效指標 KPI	披露 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A1: 排放物 Emission		
一般披露 General Disclosure	<p>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：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。註：廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化合物、全氟化碳及六氟化硫。有害廢棄物指國家規例所界定者。</p> <p>Information on: (a) the policies; and</p> <p>(b) compliance with relevant laws and regulation 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.</p> <p>Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.</p>	<p>可持續發展管治架構及策略 Sustainability Governance Structure and Strategy</p> <p>以地球為家 Conserving Our Planet</p> <p>於報告期內，本集團並無發現任何嚴重違反對集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.</p>
A1.1	<p>排放物種類及相關排放數據。 The types of emissions and respective emissions data.</p>	<p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
A1.2	<p>直接（範圍1）及能源間接（範圍2）溫室氣體排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。</p> <p>Direct (Scope1) and energy indirect (Scope2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
A1.3	<p>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）。</p> <p>Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>由於餐廳店鋪並沒有統一的廢棄物數據收集系統，因此相關數據未有披露。然而，大快活正逐步改善廢棄物收集系統，以加強未來報告的披露。我們正在開發健全的廢物數據收集系統，供下年的廢物產生數據。</p> <p>There is no standardised system for gathering information on waste collection from restaurant outlets, so the relevant data is not given in this report. Fairwood is progressively improving its data management systems and hopes to be able to include reliable figures in future reports. Robust waste data collection systems are being developed and waste generation data will be reported next year.</p>

環境 Environmental

關鍵績效指標 KPI	披露 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A1: 排放物 Emission		
A1.4	<p>所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。</p> <p>Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>由於餐廳店鋪並沒有統一的廢棄物數據收集系統，因此相關數據未有披露。然而大快活正逐步改善廢棄物收集系統，以加強未來報告的披露。我們正在開發健全的廢物數據收集系統，供下年的廢物產生數據。</p> <p>There is no standardised system for gathering information on waste collection from restaurant outlets, so the relevant data is not given in this report. Fairwood is progressively improving its data management systems and hopes to be able to include reliable figures in future reports. Robust waste data collection systems are being developed and waste generation data will be reported next year.</p>
A1.5	<p>描述所訂立的排放量目標及為達到這些目標所採取的步驟。</p> <p>Description of emission target(s) set and steps taken to achieve them.</p>	<p>以地球為家 Conserving Our Planet</p>
A1.6	<p>描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。</p> <p>Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.</p>	<p>以地球為家 Conserving Our Planet</p>
層面 Aspect A2: 資源使用 Use of Resources		
一般披露 General Disclosure	<p>有效使用資源（包括能源、水及其他原材料）的政策。</p> <p>Policies on the efficient use of resources, including energy, water and other raw materials.</p>	<p>可持續發展管治架構及策略 Sustainability Governance Structure and Strategy</p> <p>以地球為家 Conserving Our Planet</p>
A2.1	<p>按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。</p> <p>Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).</p>	<p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
A2.2	<p>總耗水量及密度（如以每產量單位、每項設施計算）。</p> <p>Water consumption in total and intensity (e.g. per unit of production volume, per facility).</p>	<p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
A2.3	<p>描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。</p> <p>Description of energy use efficiency target(s) set and steps taken to achieve them.</p>	<p>以地球為家 Conserving Our Planet</p>
A2.4	<p>描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。</p> <p>Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.</p>	<p>以地球為家 Conserving Our Planet</p>

環境 Environmental

關鍵績效指標 KPI	披露 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A2: 資源使用 Use of Resources		
A2.5	製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	可持續發展相關表現數據 Sustainability-related Performance Table
Aspect A3: 環境及天然資源 The Environment and Natural Resources		
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	可持續發展管治架構及策略 Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A3.1	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。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	以地球為家 Conserving Our Planet
層面 Aspect A4: 氣候變化 Climate Change		
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	可持續發展管治架構及策略 Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	以地球為家 Conserving Our Planet

社會 Social

關鍵績效指標 KPI 披露 Disclosure 聲明 / 部分 Statement / Section

僱傭及勞工常規 Employment and Labour Practices

層面 Aspect B1: 僱傭 Employment

<p>一般披露 General Disclosure</p>	<p>有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：(a)政策；及(b)遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare.</p>	<p>以人為先 Cherishing Our Team</p> <p>可持續發展管治架構及策略 Sustainability Governance Structure and Strategy</p>
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<p>B1.1</p>	<p>按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.</p>	<p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
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<p>B1.2</p>	<p>按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.</p>	<p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
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層面 Aspect B2: 健康與安全 Health and Safety

<p>一般披露 General Disclosure</p>	<p>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。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.</p>	<p>以人為先 Cherishing Our Team</p> <p>可持續發展管治架構及策略 Sustainability Governance Structure and Strategy</p> <p>於報告期內，集團並無發現任何嚴重違反對本集團有重大影響的相關法律及規例之事宜。 During the reporting period, the Group was not aware of any material non-compliance with relevant laws and regulations that had a significant impact on the Group.</p>
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<p>B2.1</p>	<p>過去三年（包括匯報年度）每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting period.</p>	<p>以人為先 Cherishing Our Team</p> <p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
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<p>B2.2</p>	<p>因工傷損失工作日數。 Lost days due to work injury.</p>	<p>以人為先 Cherishing Our Team</p> <p>可持續發展相關表現數據 Sustainability-related Performance Table</p>
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社會 Social

關鍵績效指標 KPI	披露 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect B3: 發展及培訓 Development and Training		
B2.3	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。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	以人為先 Cherishing Our Team
層面 Aspect B3: 發展及培訓 Development and Training		
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	以人為先 Cherishing Our Team 可持續發展管治架構及策略 Sustainability Governance Structure and Strategy
B3.1	按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	集團為同事提供了多元化的培訓活動。於報告期內，我們擴大了數據披露範圍以涵蓋僱員培訓時數，同時我們仍在改進數據收集的方法，以披露按性別及僱員職位劃分的受訓同事的百分比。 The Group has provided diverse training activities to our colleagues. During the reporting period, we have expanded our data scope to capture the training hours while we are still enhancing our data collection mechanism to capture the percentage of colleagues trained by gender and employment category.
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	可持續發展相關表現數據 Sustainability-related Performance Table
層面 Aspect B4: 勞工準則 Labour Standards		
一般披露 General Disclosure	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。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	以人為先 Cherishing Our Team 可持續發展管治架構及策略 Sustainability Governance Structure and Strategy
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	以人為先 Cherishing Our Team
B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	以人為先 Cherishing Our Team

社會 Social

關鍵績效指標 KPI	披露 Disclosure	聲明 / 部分 Statement / Section
營運慣例 Operating Practice		
層面 Aspect B5: 供應鏈管理 Supply Chain Management		
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	以客為尊 Caring for Our Customers 以食為樂 Cooking Quality Meals 可持續發展管治架構及策略 Sustainability Governance Structure and Strategy
B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	以客為尊 Caring for Our Customers 以食為樂 Cooking Quality Meals
B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	以食為樂 Cooking Quality Meals
B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals
B5.4	描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals
層面 Aspect B6: 產品責任 Product Liability		
一般披露 General Disclosure	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。 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.	可持續發展管治架構及策略 Sustainability Governance Structure and Strategy
B6.1	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。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	於報告期內，並無產品因安全與健康理由而須回收。 During the reporting period, there were no product recalls for safety and health reasons
B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service-related complaints received and how they are dealt with.	以客為尊 Caring for Our Customers 報告期內，集團並無發現任何有關產品及服務的重大投訴。 The Group was not aware of any significant product-or service-related complaints during the reporting period.

社會 Social

關鍵績效指標 KPI	披露 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect B6: 產品責任 Product Liability		
B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	集團遵循相關的法例和法規以維護及保障知識產權。 The Group complied with relevant laws and regulations related to intellectual property rights.
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	以食為樂 Cooking Quality Meals
B6.5	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。 Description of consumer data protection and privacy policies, how they are implemented and monitored.	集團遵循相關的法例和法規以確保妥善處理和管理保密及個人資料。 The Group complied with relevant laws and regulations to ensure proper handling and management of confidential and personal data.
層面 Aspect B7: 反貪污 Anti-Corruption		
一般披露 General Disclosure	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。 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.	以高效管治為基 Cementing Effective Corporate Governance
B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 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.	以高效管治為基 Cementing Effective Corporate Governance
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	以高效管治為基 Cementing Effective Corporate Governance
B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	以高效管治為基 Cementing Effective Corporate Governance
社區 Community		
層面 Aspect B8: 社區投資 Community Investment		
一般披露 General Disclosure	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。 Policies on community engagement to understand the needs of the community where the issuer operates and to ensure its activities take into consideration the interest of the community.	以社區為本 Contributing to Our Community
B8.1	專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	以社區為本 Contributing to Our Community
B8.2	在專注範疇所動用資源（如金錢或時間）。 Resources (e.g. money or time) contributed to the focus area.	以社區為本 Contributing to Our Community

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