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

2021/2022

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

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快活企業概覽
Fairwood at a Glance

公司資料

大快活集團有限公司(以下簡稱「大快活」或「本集團」)是香港其中一間知名的連鎖餐廳。大快活在香港的主要營運業務涵蓋了快餐店、特色餐廳（包括ASAP，墾丁茶房、一葉小廚及一碗肉燥四個品牌）、一間中央食品加工中心(「中央加工廠」)和一條烘焙生產線。自一九七二年首家餐廳開業以來，本集團在過去50年來一直穩步成長。於二零二二年三月三十一日，本集團在香港和中國內地分別有157間餐廳和20間餐廳。

Company profile

Fairwood Holdings Limited (collectively referred to as "Fairwood" or the "Group") is one of Hong Kong's well-known restaurant chains. Fairwood's main operations in Hong Kong cover fast food outlets, specialty restaurants (including four brands of ASAP, Kenting Tea House, The Leaf Kitchen and Taiwan Bowl), one central food processing plant ("CFPP") and one bakery production line. Since the opening of our first restaurant in 1972, Fairwood has grown progressively in the last 50 years with 157 restaurants spanning across Hong Kong and 20 restaurants in Mainland China as at 31 March 2022.

快活旅程 Fairwood Journey

2021
正式成立可持續發展委員會向董事會匯報
Established a formal Sustainability Committee reporting to the Board

2020
「買定嚟走」網上點餐服務，有助減少外賣服務時的接觸以及推廣更佳的顧客體驗
"Click and Collect" online ordering system to minimise contact during takeaway and promote better customer experience

2019
「Feel Good」顧客體驗
"Feel Good" Customer Experience

2018
「飲筒全走」環保運動
Environmentally-friendly "No Straw" Campaign

2017
「Feel Good」行動
"Feel Good" Movement

2016
提供送餐服務
Deliver-To-Your Table Service

2015
最受顧客讚賞的餐飲品牌
Most customer appreciated F&B brand

2010
晉升成為最佳餐飲管理團隊
Elevated the best food and beverage ("F&B") management team

2009
一間位於大埔新建的中央食品加工中心開始運作
A new central food processing plant in Tai Po started to operate

2003
品牌革新行動，設計一個飛躍而且形似「大」字作為新標誌，並提高整體產品和服務質量
Re-branding campaign, with new "Jumping Man" logo, to improve overall product and service quality

1992
首間在北京開設門店的香港快餐連鎖餐廳
First Hong Kong fast food chain opened restaurant in Beijing

1991
於香港聯合交易所上市，進一步為業務發展及擴展提供平台
Listing on the Stock Exchange of Hong Kong provided a platform for further development and expansion

1981
設立第一間中央食品加工中心以確保食品質量一致
First central food processing plant established to ensure consistent food quality

1972
首間大快活餐廳開設於荃灣眾安街
First Fairwood restaurant established at Chung On Street, Tsuen Wan

可持續發展業務摘要

儘管因為長時間的社交距離限制導致餐飲業面臨著前所未有的挑戰，但我們在這一充滿挑戰的時期表現出了堅毅和可持續性。以下是我們代表股東為社會於二零二一／二二年度作出的本地經濟貢獻。

Business sustainability highlights

Despite unprecedented challenges in the F&B industry due to social distancing regulations lasting for prolonged periods, we have demonstrated resilience and sustained through the challenging times. The following seeks to capture the local economic contribution we have made on behalf of our shareholders to society in the Year 2021/22.

港幣 27.3 億元
HK$2.73 billion
來自食品及飲品收入（僅佔香港營運業務）
revenue from F&B (account for HK operations only)

4,825
名香港員工
employees in Hong Kong

284
名少數族裔員工
ethnic minorities employees
（佔香港員工人數6%）
(6% of HK employees)

6 間新香港餐廳
new restaurants in Hong Kong

157 間香港餐廳
restaurants in Hong Kong

關於本報告
About This Report

報告準則、期間及範圍

此報告根據香港聯合交易所有限公司(「聯交所」)《證券上市規則》(「上市規則」)附錄二十七《環境、社會及管治報告指引》所載列之指引編製。本集團總結了我們在二零二一年四月一日至二零二二年三月三十一日(「報告期」)期間關於環境、社會及管治的績效和進展。有關企業管治的資料已根據上市規則附錄十四在二零二一／二二年年報中闡述。

在編寫報告時，本集團已遵守《環境、社會及管治報告指引》中的報告原則：

Reporting standard, period and scope

The report is prepared in accordance with Environmental, Social and Governance ("ESG") Reporting Guide set out in Appendix 27 of the Rules Governing the Listing of Securities (the "Listing Rules") on the Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The Group has summarised our ESG performance and progress for the period of 1 April 2021 to 31 March 2022 (the ''Reporting Period"). Information regarding corporate governance was addressed in the 2021/22 annual report according to Appendix 14 of the Listing Rules.

In preparation of the report, the Group adheres to the reporting principles under the ESG Reporting Guide:

重要性
Materiality

大快活根據不同業務的重要性審視並釐定報告範圍，並於報告中披露對環境、社會及管治有重大影響的業務部門及營運。

Fairwood reviews and defines the reporting scope based on the significance of different operations. Business units and operations with significant ESG impacts are disclosed in the report.

量化
Quantitative

大快活在報告中列出量化的環境和社會關鍵績效指標(「關鍵績效指標」)以及過往數據，以便在可適用時進行比較。

Fairwood presents quantitative environmental and social key performance indicators ("KPIs") as well as historical data in the report for comparison where applicable.

平衡
Balance

大快活委任外部可持續發展顧問準備報告，不偏不倚地展視我們的成就和表現。

Fairwood appoints external sustainability consultant in preparation of the report to present an unbiased picture of our achievements and performances.

一致性
Consistency

大快活在準備報告和環境及社會關鍵績效指標時採用一致的方法，以便長時間進行適合的比較。

Fairwood adopts consistent methodologies when preparing the report and the environmental and social KPIs to allow for meaningful comparisons over time.

關於本報告
About This Report

除非另有説明，本報告的範圍僅涵蓋本集團在香港的業務，包括大快活總部辦公室、中央加工廠、烘焙生產線及位於香港的所有餐廳店鋪。大快活在中國內地的業務佔本集團二零二一/二二年總收入約5%。因此，有關中國內地業務的資料並不包括在本報告之中。報告期內，報告範圍、業務運作及組織結構並沒有重大改變。

就此報告，本集團已委任沛然環保顧問有限公司（股票編號:8320）提供環境、社會及管治報告及諮詢服務。

Unless otherwise stated, the scope of the report covers the Group's operations in Hong Kong only, which includes Fairwood's headquarter office, CFPP, bakery production line and all restaurant outlets in Hong Kong. Fairwood's operations in Mainland China are accountable for approximately 5% of the Group's total revenue in 2021/22. Therefore, information regarding the operations in Mainland China is not included in this report. There are no substantial changes in the reporting scope, business operations and organisational structure during the Reporting Period.

The Group has appointed Allied Sustainability and Environmental Consultants Group Limited (Stock Code: 8320) to provide ESG reporting and consultancy services for the report.

信息與反饋 Information and feedback

您的意見對於大快活的持續改進相當寶貴。如有任何意見和建議，歡迎電郵到

Your feedback is valuable for Fairwood's continuous improvement. Please feel free to offer your comments and suggestions at

esg@fairwood.com.hk

有關大快活的財務表現和企業管治詳情，請參閱本集團的官方網站

For details regarding Fairwood's financial performance and corporate governance, please refer to Fairwood's official website

www.fairwoodholdings.com.hk

行政總裁寄語

親愛的持份者：

自一九七二年我們開設第一家餐廳以來，大快活五十年來一直與香港人同舟共濟。我們與香港社會緊密相連，通過「快活團隊」、「快活顧客」、「快活食品」和「快活環境」四項經營原則，我們一直不遺餘力地為社會帶來積極影響。

我很高興提交二零二一/二二年的環境、社會及管治報告。今年的報告主題是「融入以人為本的可持續價值」，我們探求如何擴大我們在員工和本地社區中的正面影響。今年，我們通過成立可持續發展委員會，定期向董事會匯報，以尋求進一步強化我們的可持續發展承諾。這是一個關鍵的里程碑，我們認知到一個組織的持續不僅取決於賺取溢利，還取決於其對社會和環境的影響力。我們的投資對社會和環境有正面影響力，最終建立一個令我們的員工為其工作感到自豪及顧客也樂於在此用膳的品牌。

為培養「快活團隊」，本集團持續構建重視員工福利及欣賞彼此對企業貢獻的文化。從定期的慶祝活動到戶外活動，我們全心全意地鼓勵員工之間的社交聯繫和互動。我們還通過大快活教育基金計劃向我們員工的付出作出感激，該計劃多年來支持我們的1,500多名員工為他們的孩子提供優質教育。我們欣喜地得知，二零二一/二二年的快活指數創下了員工滿意度的歷史新高，這個成果於去年獲得並一直維持至今年。在欣賞我們成功故事的同時，我們很高興將會推出的大快活學院，該學院將專注於通過全面發展來提升我們員工的能力。

為營造「快活環境」，本集團致力成為讓員工以在大快活工作為自豪、顧客亦以在大快活用餐為首選的公司。我們收到了顧客對我們的環保包裝和提供無肉低碳膳食選擇的讚賞。此外，我們背後一直積極進行資源投資以減少我們的環境足跡。憑藉我們新的節水設備投資，截至二零二一/二二年底，我們的用水密度（每百萬港元收入）較二零一六/一七基準年減少了17%。隨著我們可持續發展委員會的成立，我們正在轉向採用一些前瞻性的方法，並正在制定長期環境目標。

無可否認，今年對香港餐飲業來說是極具挑戰性的一年。我要感謝我的團隊成員，他們在困難時期表現出了極大的堅毅和持續性。我們期待著為顧客和公眾不斷提高我們的可持續性的表現。

此致，

行政總裁
羅輝承

Message from the CEO

Dear stakeholders,

Since our first restaurant in 1972, Fairwood has lived and breathed through the celebrations and pains of the Hong Kong people for five decades. Highly intertwined with the fabric of Hong Kong society, we have never spared efforts to bring positive impact to our community through the four operating principles of "Happy Team", "Happy Customer", "Happy Food" and "Happy Environment".

I am delighted to present our ESG report for the 2021/22 reporting year. The reporting theme this year is "Integrating Sustainability in our Value for Happy People", where we seek to capture how we amplified our positive impacts among our staff and the local community. This year, we have sought to further formalise our commitment to sustainability through the establishment of our Sustainability Committee that reports to the Board of Directors (the "Board") on a periodic basis. This is a key milestone where we recognise that the longevity of an organisation is dependent on more than just its financial bottom line, but also its social and environmental impacts. Our investments in positive social and environmental impacts ultimately build a brand that our staff are proud to work at and our customers are happy to dine at.

To nurture a "Happy Team", the Group has continued to foster a company culture that values staff well-being and appreciates the contribution of each other. From regular festivity celebrations to company outings, we wholeheartedly champion social bonding and interaction among our employees. We also show our appreciation to our employees through the Fairwood Education Fund Scheme which has supported more than 1,500 of our employees over the years in providing quality education for their children. We were pleased to find that the Happy Index of 2021/22 was a record-high employee satisfaction score, which was achieved last year and maintained this year. As much as we appreciate our success stories, we are excited to roll out our Fairwood Academy soon that focuses on empowering our staff through all-rounded development.

In pursuit of a "Happy Environment", the Group endeavours to be a company that our staff are proud to work for and Fairwood is the first choice of our customers. We have received words of appreciation from our customers regarding our eco-friendly packaging and meat-free low-carbon meal options. Moreover behind-the-scenes, we have been proactive in investing resources in curtailing our environmental footprint. With our new water-saving equipment investments, we have achieved 17% reduction in water consumption intensity (per HKD million revenue) from base year 2016/17 as of end of 2021/22. With the establishment of our Sustainability Committee, we are shifting to a forward-looking approach and is in the process of developing long term environmental targets.

It is undeniable that it has been an immensely challenging year for the F&B industry in Hong Kong. I would like to extend my gratitude to my team members who have demonstrated great resilience and a heart for sustainability despite the difficult times. We look forward to forging continuous improvement in our sustainability performance for our customers and the public.

Yours sincerely,

Lo Fai Shing Francis
Chief Executive Officer

快活可持續框架
Fairwood Sustainable Framework

通過其穩健的企業和可持續性管治，大快活旨在能夠經受時間的考驗。我們充分認識到，任何顧客、團隊成員和資本的支持都不應被視為理所當然，並努力使我們的四大營運原則「快活團隊」、「快活顧客」、「快活食品」和「快活環境」成為日常慣事。

Through its robust corporate and sustainability governance, Fairwood is designed to stand the test of time. We fully recognise none of our customers, team members and natural capital should be taken for granted, and endeavour to make our four-pillar operating principles "Happy Team", "Happy Customer", "Happy Food" and "Happy Environment" a daily reality.

企業管治

堅持高標準的企業管治、商業道德和誠信是我們作為一間負責任企業的義務。以下舉措支持了其標準：

- 員工手冊
  定義我們的主要政策和程序並概述我們的文化。我們向新入職和現有員工傳達大快活的使命、價值觀、政策和法規。
- 員工行為準則
  行為準則規定了業務的規則、責任、道德原則和願景。
- 反貪污指南
  員工必須報告任何涉嫌賄賂、勒索、欺詐、洗錢和違反保密協議的案件。
- 反貪污培訓
  我們的高級管理團隊還參加了與反貪污相關的培訓
- 內部審計部門
  負責調查涉嫌違規案件的真確性，並在必要時作出適當的紀律處分。
- 內部審計委員會
  負責制定政策及監察執行。

Corporate governance

To uphold high standards of corporate governance, business ethics and integrity is our obligation as a responsible corporation. The following initiatives have supported our standards:

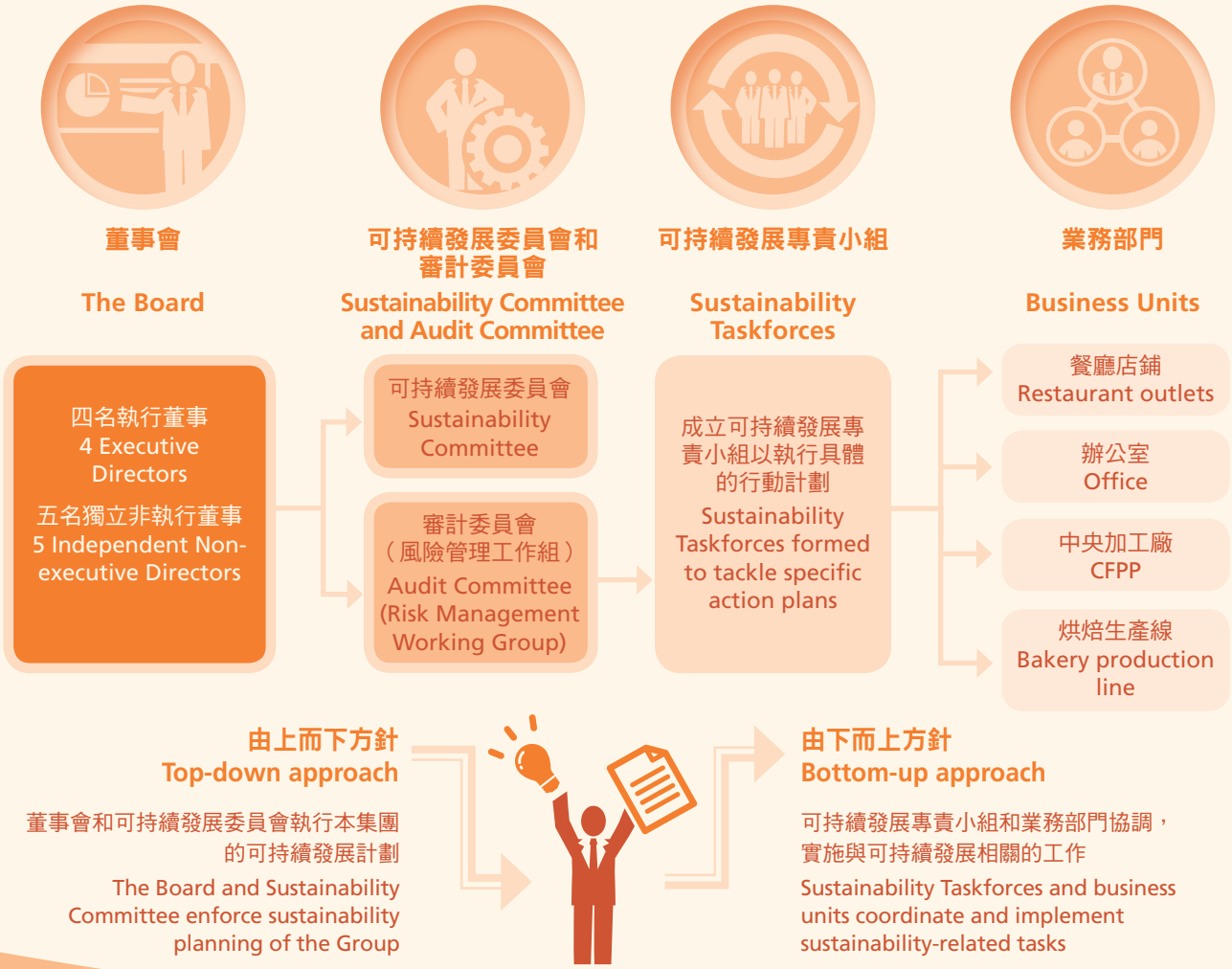
- Employee handbook
  Defines our key policies and procedures and outlines our culture. We communicate Fairwood's mission, values, policies and regulations to new and existing employees.
- Staff code of conduct
  A code of conduct states the rules, responsibilities, ethical principles and vision for our business.
- Anti-corruption guidelines
  Employees are required to report any suspected cases of bribery, extortion, fraud, money laundering and the violation of confidential agreement.
- Anti-corruption trainings
  Our senior management team had also participated in trainings related to anti-corruption.
- Internal audit department
  Responsible for investigating the validity of suspected non-compliant cases and determining the appropriate disciplinary actions if necessary.
- Internal audit committee
  Responsible for policy formulation and monitoring implementation.

董事會關於可持續發展管治的聲明

根據聯交所最新的環境、社會及管治要求，今年大快活正式成立了一個可持續發展委員會，並定期向董事會匯報。應對環境、社會及管治（包括氣候變化）風險的可持續性議題的重要性現時與其他重大財務決策不相上下。董事會通過審計委員會的可持續和風險管理工作組進行的策略分析和環境、社會及管治目標設定，監督所有環境、社會及管治決策。可持續發展委員會由行政總裁擔任主席，由管理團隊的主要領導組成，以確保通過前瞻性的角度認識環境、社會及管治。可持續發展工作組協助可持續委員會在不同業務部門實施環境、社會及管治目標和行動計畫。

Board statement on sustainability governance

In line with the updated ESG requirements of the Stock Exchange, this year Fairwood has formalised a Sustainability Committee that reports to the Board on a periodic basis. The sustainability agenda to address our ESG (including climate change) risks is now on par with other financially material decision-making. The Board oversees all ESG decision-making through the strategic analysis and ESG target-setting conducted by the Sustainability and the Risk Management Working Group of the Audit Committee. The Sustainability Committee is chaired by the CEO and composed of key leaders of the management team to ensure ESG is approached through a forward-looking lens. The Sustainability Taskforce assists the Sustainability Committee in the implementation of ESG goals and action plans across the different business units.



聯合國可持續發展目標（「可持續發展目標」）

大快活的業務與香港社會和環境高度相連在一起。我們努力擴大我們的正面影響力，同時通過我們對聯合國可持續發展目標的貢獻減少我們的負面影響。

United Nations Sustainable Development Goals ("SDGs")

Fairwood's operations are highly intertwined with the fabric of Hong Kong society and environment. We endeavour to multiply our positive impact while diminishing our negative impacts through our contributions to the United Nations SDGs.

可持續發展目標 SDGs

SDG 2

零飢餓
Zero Hunger

- 與慈善團體FOOD-CO合作
  Partner with charity organisation FOOD-CO
- 推出「快活關愛長者」咭，向長者提供可負擔的膳食
  Launch the "Care for Seniors" cards to provide affordable meals for senior citizen

SDG 3

良好健康與福利
Good Health and Well-being

- 保障員工的職業健康和安全
  Safeguard employees' occupational health and safety
- 實現沒有因工死亡事件
  Achieve no work-related fatalities
- 減低工傷事故
  Reduce occupational injuries
- 職業安全小組委員會定期召開安全會議
  Occupational Safety Committee that convenes regular safety meetings
- 在我們的日常營運中嚴格遵守2019冠狀病毒準則
  Strictly comply with the COVID-19 guidelines at our daily operation

SDG 4

優質教育
Quality Education

- 為員工提供津貼，增加他們的持續進修機會
  Provide subsidies for employees to promote their lifelong learning opportunities
- 本報告年度，112名員工受益於大快活集團教育基金計劃，以支持員工子女的教育
  112 employees benefited from the Fairwood Education Fund Scheme to support education of employees' children during the reporting year

SDG 6

潔淨食水與衛生
Clean water and sanitation

- 安裝更多新設計的電動隔水鍋和洗碗機
  Continue to install new water-saving models of electric bain marie and dishwashing machines
- 為所有新店和將開業的店鋪安裝過濾水系統
  Installed water filtration system for all new and upcoming stores
- 通過我們的節水措施，截至二零二一/二二年底，我們的總用水密度（每百萬港元收入）比二零一六/一七基準年降低了17%
  Through our water-saving initiatives, we have achieved 17% reduction in total water consumption intensity (per HKD million revenue) from base year 2016/17 as of end of 2021/22

快活可持續框架
Fairwood Sustainable Framework

可持續發展目標 SDGs

SDG 7

可負擔和清潔能源
Affordable and Clean Energy

- 將煮食油及廚餘分類，以供生產生物柴油、發電及可再生能源的副產品
  Segregate used cooking oil and food waste for the production of biodiesel, electricity and renewable by-products
- 安裝更多新型節能烹飪設備和洗碗機
  Continue to install new energy-saving models of cooking equipment and dishwashing machines

SDG 8

就業與經濟增長
Decent Work and Economic Growth

- 為主要供應商制定可持續發展採購政策
  Establish a sustainable procurement policy for major suppliers
- 在本報告年度為少數族裔提供284個就業機會（佔香港員工6%）
  Providing 284 job opportunities (6% of HK employees) to ethnic minority groups during the reporting year
- 衡量和審查員工滿意度的「快活指數」
  "Happy Index" to measure and review employee satisfaction level

SDG 10

減少不平等
Reduced Inequalities

- 加強及提供予員工平等機會
  Enforce and provide equal opportunities for staff
- 建立無歧視文化
  Build up a discrimination-free culture

SDG 12

負責任消費和生產
Responsible Consumption and Production

- 於二零二二/二三年前，進行廢棄物審核，並建立廢棄物產生量基準線，以制定廢棄物減少和回收目標
  Conduct waste audits and establish a baseline for waste generation to set waste reduction and recycling targets by 2022/23
- 透過提倡減廢，加強社區及員工的環保意識
  Raise environmental awareness of the community and employees through promoting waste reduction
- 鼓勵顧客減少浪費食物和自備食物外賣盒
  Encourage customers to reduce food waste and to bring their own containers for takeaway orders

SDG 13

氣候行動
Climate Action

- 通過我們的節能舉措和能源供應商的減碳努力，截至二零二一/二二年底，我們的溫室氣體排放密度（每百萬港幣收入）已比二零一六/一七基準年減少了24%
  Through our energy-saving initiatives and energy suppliers' decarbonization efforts, we have achieved 24% reduction in GHG emissions intensity (per HKD million revenue) from base year 2016/17 as of end of 2021/22

SDG 14

水中生態
Life Below Water

- 優先考慮採購可持續的海產
  Prioritise sustainable sourcing of seafood

持份者參與
Stakeholder Engagement

持份者參與

大快活定期與持份者合作，旨在成為最受顧客讚賞的品牌。以下是我們為持份者提供的定期參與渠道的完整說明：

Stakeholder engagement

Fairwood regularly engages stakeholders with the aim to becoming the customer most appreciated brand. Here is the full account of our regular engagement channels for our stakeholders:

投資者及股東
Investors and Shareholders

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

顧客及社區
Customers and Community

- 神秘顧客
  Mystery shoppers
- 集團網站
  Corporate website
- 大眾傳媒
  Mass media
- 顧客體驗調查
  Customer experience 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

供應商
Suppliers

- 實地考察
  Site visits
- 供應商審核
  Suppliers audits
- 評核
  Evaluations
- 工業展覽
  Industry exhibitions

公共機構和行業組織
Public and Industry Associations

- 研討會和工作坊
  Seminars and workshops
- 論壇
  Forums
- 年度會議
  Annual meetings
- 直接溝通
  Direct communication

員工
Employees

- 焦點小組
  Focus groups
- 「Big Bang」大會
  "Big Bang" meetings
- 快活指數
  Happy index
- 人力與文化發展會議
  People and culture development meeting
- 新聞短片與通訊
  News clips and newsletters
- 員工關係熱線
  Staff relation hotline
- 快活開心新聞（視頻）
  Happy news (video)
- 告示欄
  Notice board
- 內聯網
  Intranet

重要性評估

在上一個報告期內，我們委託了第三方顧問深入了解持份者的優先事項，識別機會和風險，並對我們的可持續性績效進行評估。本年度，可持續發展委員會審查了評估結果，以確保與報告年度的相關性。

來自內部和外部的持份者填寫了我們線上和店內的問卷，合共925份，並與我們的高級管理層進行了13次訪談。對回應進行確認和處理，以便根據最新的持份者回應，優先考慮各種環境、社會及管治主題。

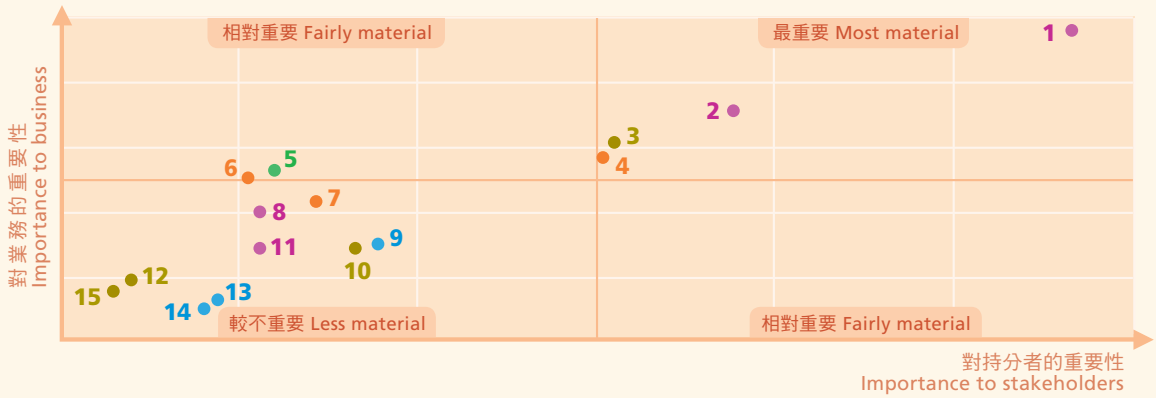
根據最新的持份者參與結果，我們確定了重要性最高的15個主題並對其進行了優先排序。最重要的議題包括食品安全、食品質量、員工健康和福利以及服務質量。其他主題對本集團來說也很重要，但從持份者的角度來看，相對於上述議題它們被視為較不重要。這些重要主題讓我們深入了解了現時我們的內部和外部持份者所重視的內容，以及本集團未來可以開展的工作以提高意識。在我們的業務發展規劃中將考慮這些重要主題，以確保我們的業務重點與持份者關注的議題相關。

Materiality assessment

In the previous reporting period, we commissioned a third-party consultant to gain insight into stakeholders' priorities, identify opportunities and risks, and provide an assessment of our sustainability performance. This year, the Sustainability Committee has reviewed the assessment results to ensure its relevance to the reporting year.

A total of 925 responses to our online and in-store questionnaires from our internal and external stakeholders and 13 interviews were conducted with our senior management. The feedback is acknowledged and addressed to allow various ESG topics be prioritised according to the most updated stakeholders' responses.

With the latest stakeholder engagement results, we have identified and prioritised 15 material ESG topics. The most material topics included Food Safety, Food Quality, Employee Health and Wellness and Service Quality. The other topics are also material to the Group but in the perspective of our stakeholders they were viewed as relatively less material. These material topics gave insight into what is valued by our internal and external stakeholders at the present and what the Group can work on in the future to raise greater awareness. These insights will be considered in our business development planning so as to ensure that our business focus remains relevant to the stakeholders.



顧客 Customer

- 4 服務質素 Service Quality
- 6 顧客健康與福利 Customer Health and Wellness
- 7 用餐體驗 Dining Experience

員工 Employee

- 3 員工健康與福利 Employee Health and Wellness
- 10 員工福利與待遇 Employee Benefits and Welfare
- 12 僱傭處事方法 Labour Practices
- 15 員工培訓與發展 Employee Learning and Development

食品 Food

- 1 食品安全 Food Safety
- 2 食品質素 Food Quality
- 8 健康的食品選擇 Healthier Food Options
- 11 負責任食品採購 Responsible Food Sourcing

環境 Environment

- 5 室內環境質量 Indoor Environmental Quality

公司管治 Governance

- 9 誠信經營及道德守則 Ethical Business Operation
- 13 可持續發展意識 Sustainability Awareness
- 14 可持續發展管治 Sustainability Governance

支持快活的工作團隊
Championing a Happy Team

僱傭慣例

招聘及僱傭處事方法

大快活堅信提供平等的機會是建立多元化、包容，及和諧團隊的關鍵。從招聘到離職的過程中，我們不論種族、民族、及性別的異同，並致力為當地少數群體在其職業生涯提供支援。截至本報告期末，我們已招募284名來自少數族裔背景的員工（佔香港員工人數6%），以持續為大快活建構一個具多元化和包容性的企業文化。大快活還不時審視其平等就業機會政策，以確保符合本地法律及法規和業務目標。此外，大快活的招聘和就業措施當中亦禁止僱用任何形式的未成年及強迫勞動人口。

在大快活，我們重視和尊重員工所付出的努力，並致力營造一種積極的工作文化。除提供具有競爭力的薪酬待遇以外，我們的員工福利還包括：

Employment practice

Recruitment and labour standard

Fairwood firmly believes that equal opportunities are key to building a diverse, inclusive and harmonious team. From recruitment to offboarding, we support local minority groups in our business throughout their career journeys, regardless of race, ethnicity, and gender. At the end of the reporting period, we have recruited 284 individuals (6% of HK employees) from ethnic minority backgrounds to continue building a culture of diversity and inclusion within Fairwood. To ensure compliance with regulatory requirements and alignment with corporate strategic goals, Fairwood reviews its Equal Opportunities Employment Policy periodically. Moreover, Fairwood implements recruitment and employment measures that prohibit any form of underaged and forced labour.

In Fairwood, we strive to cultivate a positive work culture where employees' efforts are valued and respected. In addition to competitive remuneration packages, our employee benefits include:

員工福利 Employee benefits

節日禮物 Festival gifts

- 農曆新年年糕券
  Chinese New Year pudding coupons
- 中秋節月餅券
  Mid-Autumn Festival mooncake coupons
- 食品及現金券
  Food and cash coupons

慶祝生日 Birthday celebration

- 生日賀卡和食物券表達對各員工的關懷
  Birthday cards and dining vouchers to express 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 marriage and new-borns

水果派發 Fruit distribution

- 水果派發推廣健康飲食
  Fruit distribution to promote healthy diet

優惠門票 Ticketing discount

- 提供迪士尼樂園和海洋公園的優惠門票
  Discounted tickets offer to Disneyland and Ocean Park

健康檢查 Medical check-up

- 全職員工年度體檢
  Annual medical check-up for full time staff

員工及其家屬尖咭
Employee and family discount cards

- 員工惠顧店鋪用膳可享 8 折優惠
  20% off when ordering meals in the outlets for employees
- 員工親友惠顧店鋪可享 8 折優惠
  20% off in the outlets for the family and friends of employees

假日提早下班 Early leave before holidays

- 辦公室員工在聖誕節前夕和新年前夜等假期前提早下班
  Early leave before holidays such as Christmas' Eve and New Year's Eve for office staff

考試假和培訓贊助
Examination leave and training sponsorship

- 專業考試的考試假，及工作相關培訓的贊助
  Examination leave for professional examinations and sponsorship for job related trainings

支持快活的工作團隊
Championing a Happy Team

大快活籌劃並參與了多項招聘活動，以鼓勵就業和創造就業機會。報告期內，我們成功組織並參與169場招聘會和2個暑期招聘項目，提供逾50個職位。有關本集團不同類別僱員的更多流失率詳情，請參閱績效表。

Fairwood organised and joined a number of recruitment events to encourage employment and create job opportunities. In the reporting period, we successfully organised and participated in 169 job fairs and 2 summer job programs, providing over 50 job positions. Please refer to the Performance Table for more details on the attrition of different categories of employees of the Group.

員工概覽 Employment profile

性別劃分 Gender breakdown	二零二一/二二年 2021/22	二零二零/二一年 2020/21
男性 Male	1,336	1,374
女性 Female	3,489	3,440
總數 Total	4,825	4,814

年齡劃分 Age breakdown	二零二一/二二年 2021/22	二零二零/二一年 2020/21
30歲以下 Under 30	778	824
30-50歲 30-50	2,047	2,415
51歲或以上 51 or above	2,000	1,575
總數 Total	4,825	4,814

員工類型劃分 Employee category breakdown	二零二一/二二年 2021/22	二零二零/二一年 2020/21
高級管理層 Senior management	29	31
中級管理層 Middle management	1,873	1,869
前線人員及一般員工 Frontline and general staff	2,923	2,914
總數 Total	4,825	4,814

員工按地區 Employee by geographical region	二零二一/二二年 2021/22	二零二零/二一年 2020/21
香港 Hong Kong	4,825	4,814

員工按種族 Employee by race	二零二一/二二年 2021/22	二零二零/二一年 2020/21
本地 Local	4,541	4,456
少數族裔 Ethnic minority	284	309
總數 Total	4,825	4,814

企業誠信

對於大快活而言，良好的企業管治由高標準的商業道德和誠信所推動。我們公司的行為守則和反貪污指引能作員工行為和決策的指標，以營造一個具透明和誠實的企業環境。

為提升員工的誠信意識和商業道德意識，我們定期為他們提供反貪污培訓。培訓內容涵蓋如何減輕、處理及申報利益衝突。

Corporate integrity

For Fairwood, good corporate governance is driven by high standards of business ethics and integrity. Our code of conduct and anti-corruption guidelines help guide our employees' behaviour and decision-making to cultivate a transparent and honest corporate environment.

In order to raise awareness of integrity and business ethics among employees, we provide anti-corruption trainings on a regular basis. The training sessions cover how to mitigate, handle and report conflicts of interest.

快活文化

快樂是大快活員工體驗中不可或缺的一部分。我們致力建構一個快活的團隊，為我們的顧客和社區傳播快樂。我們制定了休假政策、個人數據（隱私）政策、紀律處分行動及平等機會政策，以堅守「快樂團隊」的原則並滿足員工的需求。

Fairwood culture

Happiness is an integral part of the Fairwood employee experience. We strive to build a happy team that spreads joy to our customers and the community. We have established the Leave Policy, Personal Data (Privacy) Policy, Disciplinary Action and Equal Opportunities Employee Policy to uphold the "Happy Team" principle and cater to employee needs.

經營原則
Operating principle

快活團隊
Happy Team

重要主題
Material topics

- 快活工作文化 Happy working culture
- 平等機會 Equal opportunities
- 多元化與共融 Diversity and inclusion
- 員工健康與福利 Employee health and well-being
- 培訓和發展 Training and development

在大快活「快樂團隊」原則下，我們採納了四個核心要素以引領員工的發展方針：聯繫、肯定、責任和環境（「CARE」）。

Under the "Happy Team" principle, our people development approach is guided by the four core elements: Connection, Affirmation, Responsibility and Environment ("CARE").

聯繫 Connection
提高團隊之間的合作和文化融合
Enhance collaboration and culture integration among the team

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

員工溝通

與員工保持開放且持續的對話有助我們理解和滿足他們的需求，為大快活內部產生影響。我們的人力資源部門組織了各種員工參與計劃，包括員工會議、與員工閒談對話、滿意度調查和各種員工活動。

Employee communication

An open and ongoing dialogue with employees helps us understand their expectations and needs and drive impact within Fairwood. Our HR department organised various staff engagement programmes including staff meetings, chit-chat sessions, satisfaction survey and staff activities.

焦點小組

於報告期內，我們在社交距離限制較少的時期成功舉辦兩次實體焦點小組會議。焦點小組鼓勵員工提供真誠回饋，以助本集團能更針對性地提升員工體驗和服務水準。

Focus group

During the reporting period, two face-to-face focus group meetings were successfully held during the seasons with less social distancing restrictions. The focus groups encouraged employees to give honest feedback and allowed us to enhance employee experience and service standards in a more targeted way.

快活指數

「快活指數」是一套公司內部用於評估員工的滿意度評價的系統。每六個月，本集團會邀請餐廳店鋪、中央加工廠、烘焙生產線和辦公室的員工填寫問卷，並分享他們對薪酬待遇、工作環境和團隊建立的意見。問卷結果會根據員工回饋，作為公司推動及轉變的領先指標。2021/22年快活指數亦維持上年同期的歷史新高7.2分。

Happy index

The "Happy Index" is an internal rating system for measuring employee satisfaction. Every six months, we invite employees from restaurant outlets, CFPP, bakery production line and office to take surveys and share their thoughts on compensation package, working environment and team building. The results served as a leading indicator to act on employees' concerns and drive changes. The Happy Index of 2021/22 was a score of 7.2, which was a record-high score achieved last year and maintained this year.

支持快活的工作團隊
Championing a Happy Team

員工會議

本年度「Big Bang」大會因受2019冠狀病毒疫情影響而暫停。我們採納了新的員工會議形式，如店鋪層面的會議、Teams會議等，以持續在大快活中建構一個強健的公司文化。

Staff meetings

Due to COVID-19 pandemic, the annual "Big Bang" meeting was suspended. Our staff meetings took new forms such as store level meetings and Teams meetings to continue building a strong company culture within Fairwood.

員工活動

報告期內，大快活組織了各類公司活動，以加強員工的歸屬感。但考慮到2019冠狀病毒疫情的肆虐，有部分活動改為網上進行，或設有人數限制，以降低傳播風險和保障員工的健康與安全。

Staff activities

During the reporting period, Fairwood organised various company events to reinvigorate employees' sense of belonging. Due to the COVID-19 pandemic, some activities shifted online or had group size limits to reduce transmission risks and protect employee health and safety.

定期活動 Regular events

2021年與家庭成員及朋友的快活一日遊

Happy Day Tour with Family Members & Friends 2021

2021年與家人朋友於海洋公園歡度萬聖節

Happy Ocean Park Halloween Fest with Family Members & Friends 2021

定期活動 Regular events

水果派發
Fruit distribution

集團49周年及
長期服務獎頒獎典禮
49th Anniversary
& Long Service
Awards Presentation
Ceremony

第十二屆中央加工廠
周年派對
CFPP's 12th
Anniversary Party

節日活動 Festival events

農曆新年之旅
Chinese New Year tour

農曆新年拜年抽獎
（網上實時活動）
Chinese New Year greetings lucky draw
(live virtual event)

中央加工廠新年慶祝活動（網上實時活動）
New Year Celebration at CFPP
(live virtual event)

節日活動 Festival events

中央加工廠新年慶祝活動
New Year Celebration at CFPP

中央加工廠派發福袋
Happy bag distribution at CFPP

端午節禮物包派發
Dragon Boat Festival gift distribution

快活成長

我們的員工塑造大快活的未來。我們投放大量資源於員工身上，以助他們取得成功，並對大快活內外產生具意義的影響。

培訓活動

報告期內，我們為員工提供全方位的工作培訓，提升員工技能，幫助員工充分發展他們的潛能。對於新加入的大快活成員，我們提供「前線管理人員迎新活動」等入職培訓。符合條件的員工還可以參與「主管級培訓計劃」和「精英培訓計劃」等專業培訓，以促進職業發展。

Growing with Fairwood

Our people shape the future of Fairwood. We invest heavily in employees to set them up for success and drive meaningful impacts within and beyond Fairwood.

Training activities

During the Reporting Period, we provided all-rounded and role-specific training to upskill our employees and help them reach their full potential. For new Fairwood members, we offered induction training such as "Orientation Program for Frontline Managerial Staff". Professional training programs such as "Supervisory Level Training Program" and "Elite Training Program" were also available to eligible employees to promote career progression.

讓我們員工的全面發展，大快活學院即將成立。學院以建立健康的文化為基礎，為我們的員工提供在營運、管理、領導力和其他軟技能方面全面發展的機會。對於新入職者，除了確保他們得到安全和工作知識外，我們還會通過迎新會和夥伴計劃幫助他們增強歸屬感；對於現有員工，我們提供產品、服務、衛生及安全實踐方面的持續進修培訓，以及數碼營運、管理和軟技能方面的能力發展培訓。而針對接班人發展計劃，當中包括領導和導師計劃，為大快活的長遠發展及構建人才庫。

To further the all-rounded development of our staff, the Fairwood Academy will be launched soon. Grounded on building a healthy culture, Fairwood equips our staff with opportunities for holistic development across operational, management, leadership and other soft skills. For new joiners, besides ensuring their safety and operational knowledge, we assist in enhancing their sense of belonging through orientation sessions and the buddy program. For existing staff, we provide continuous refresher training in product, service, hygiene and safety practices, as well as capacity-building training in digital operations, management and soft skills. For the successor development program, programs such as the Leadership and Mentors Program groom the talent pool for Fairwood's continued longevity.

員工培訓數據 Employee's training data

培訓內容 (附註) Type of training (Note)	總培訓時數的百分比 % of total training hours
專業發展 Professional development	41%
管理培訓 Management training	16%
營運（例如：職業及食品安全） Operational (e.g. occupational and food safety)	19%
顧客服務 Customer service	19%
文化與員工福利 Culture and employee well-being	5%

附註: 發展和培訓的關鍵績效指標中只統計有直接參與大快活營運的員工。
Note: Only employees who have direct involvement with Fairwood's operations were accounted for in the KPI for development and training.

大快活教育基金計劃

大快活了解兒童教育或會成為一些員工的經濟負擔。因此，我們設立了大快活教育基金計劃，為符合條件的員工提供經濟資助，以支援員工子女接受教育。報告期內，有112名員工受惠於該計劃。為慶祝受助員工子女的努力和成就，我們舉辦了頒獎典禮，傳播正能量。

The Fairwood Education Fund Scheme

Fairwood understands children education could be a financial burden for some employees. Therefore, we have established the Fairwood Education Fund Scheme to provide financial support to eligible employees to sponsor their children's education. In the reporting period, 112 employees benefited from the scheme. In celebration of the beneficiaries' efforts and achievements, we organised an award ceremony to spread positivity.

快活身心

健康、安全和福利為建立「快活團隊」的基礎。我們為所有員工制定高標準的安全工作環境要求，並放置職業安全為首位。我們的職業健康與安全政策和培訓手冊中制定了嚴格的程序以確保員工安全。本集團亦會每年定期舉辦兩次安全培訓，以加強員工的安全意識。

根據大快活的職業健康和安全政策，我們承諾：

- 當修改和提升內部政策時優先考慮健康和安全；
- 在基本合規之外達至高水準的職業健康和安全績效；
- 提供適當和足夠的資源實施此政策；
- 監督所有員工對該政策的理解和實施；
- 將確保員工健康和安全列為管理層的主要職責之一；
- 確保所有單位和級別的員工都接受相關的安全培訓，並對本政策有全面的了解；及
- 確保所有員工均接受培訓，並有能力履行其職責。

Wellness of Fairwood

Health, safety and wellness are the foundational aspects of a "Happy Team". We hold ourselves to a high standard in creating a safe workplace for all our employees. Occupational safety is a top priority at Fairwood. Our occupational health and safety policy and training handbook set out stringent procedures to protect the safety of our employees. Regular safety training is provided bi-annually to reinforce safety awareness.

Under Fairwood's occupational health and safety policy, we are committed to:

- Prioritise health and safety when modifying and upgrading internal policies;
- Achieve high level of occupational health and safety performance beyond basic compliance;
- Provide appropriate and sufficient resources to implement this policy;
- Oversee all employees' understanding and implementation of this policy;
- Prioritise health and safety as one of the major responsibilities at the management level;
- Ensure employees from all units and levels have undergone relevant safety training and have a comprehensive understanding on this policy; and
- Ensure all employees are receiving training, and capable of their duties and responsibilities.

工作場所的安全監督

本集團成立不同的跨部門委員會及專責小組來管理大快活的健康和安全事務。這些工作組負責規劃、執行和監督工作場所的安全績效和實踐。

為提高餐廳工作場所安全的意識，本集團已成立職業安全小組委員會，定期召開安全會議，並要求行政部門、學習與發展培訓部門及其他部門的代表列席。行政部門記錄每個工作場所的受傷案例，並分享給負責會議的相關同事。報告期內，共召開了兩次職業安全小組委員會會議。

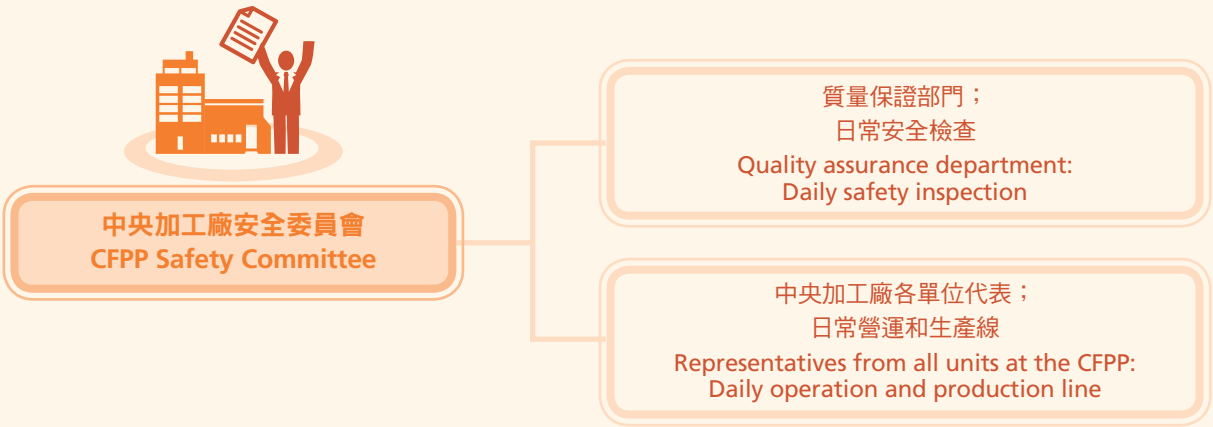
Workplace safety oversight

The Group set up different inter-departmental taskforces to manage Fairwood's health and safety matters. These taskforces are responsible for planning, executing and overseeing workplace safety performance and practices.

To raise awareness of workplace safety in restaurant outlets, the Group has established the Occupation Safety Committee to convene safety meetings regularly, where representatives from administration department, learning and development department and other departments are required to attend. The administration department keeps a record of injuries at each outlet and refers the case(s) to the staff responsible at the meeting. During the reporting period, two Occupation Safety Committee meetings were conducted.

食品安全和衛生是大快活的重要營運考量。大快活的中央加工廠安全委員會監督中央加工廠的生產以及食品儲存，以確保我們餐飲製品的質量和安全。

Food safety and hygiene are important operational aspects at Fairwood. The CFPP safety committee oversees on-site food storage and production activities to ensure the quality and safety of our F&B offerings.



支持快活的工作團隊
Championing a Happy Team

本集團通過以下措施將工作場所危害的風險降至最低：

The Group works to minimise the risks of workplace hazards with the following measures:

中央加工廠
CFPP

- 張貼安全指引及工作提示海報
  Post safety guidelines and work tips
- 分享常見事故的案例
  Share case studies of commonly occurred accidents
- 審查申請高風險職位的員工
  Examine staff applying for high-risk positions
- 每月召開內部安全委員會會議
  Hold monthly internal safety committee meetings
- 安裝自動化機器
  Install automatic machines

店鋪
Outlets

- 在廚房範圍內張貼安全指引
  Post safety guidelines in the kitchen areas
- 安裝靜電除油煙器、運水煙罩及空氣潔淨機維持廚房空氣流通及質素
  Install electrostatic precipitators, hydro-vents and air washers to maintain kitchen air circulation and quality
- 推行「零」工傷獎勵店鋪計劃
  Launch award scheme to reward outlets with "zero" injury

辦公室
Office

- 在工作範圍內安裝空氣清新機
  Install air purifiers in the working area
- 每月清潔冷氣機的過濾網
  Conduct monthly air conditioner filters cleaning
- 每年檢測水質
  Test fresh water quality yearly
- 為僱員提供消毒噴霧
  Provide disinfection spray for employees
- 安排第三方進行季度滅蟲服務
  Arrange pest control services with the third party quarterly

企業層面
Corporate level

- 針對常見工傷類別的重點培訓
  Focus training on common work injuries
- 參與勞工處及職業安全健康局每季度外部培訓
  Participate in external training offered by the Labour Department and the Occupational Safety and Health Council
- 制定工傷預防措施
  Develop preventive measures for occurred injuries
- 於工作場所放置滅火器具及急救箱
  Equip fire extinguishers and first aid kit in the workplace

在過去數年，大快活積極參與由勞工處及職業安全健康局（職安局）主辦的「飲食業安全獎勵計劃」。但該計劃因2019冠狀病毒疫情肆虐，被一個相似的計劃「飲食業安全凝聚計劃」所取代。該計劃旨在提高員工的安全和健康意識並改善工作場所的安全。所有大快活旗下的餐廳都有參與該計劃，並簽署了職業安全與健康聲明，以展示我們對職業安全與健康作出的承諾。

Over the past few years, Fairwood has been an active participant in the "Catering Industry Safety Award Scheme", launched by the Labour Department and the Occupational Safety and Health Council (OSHC). Due to the COVID-19 pandemic, the scheme was replaced by a similar program, "Catering Industry Safety Inspiration Programme". This program aims at raising employee safety and health awareness and improving workplace safety. All Fairwood restaurant outlets participated in the program and signed the Occupational Safety and Health Statement to demonstrate our commitment to occupational safety and health.

為幫助我們的員工評估其健康狀況，以緩解他們對疫苗接種的猶豫和焦慮，我們與醫療集團合作，以優惠價提供疫苗接種前針對「三高」的健康檢查計劃。該項目包括基本的身體健康檢查、血脂、血糖和膽固醇篩查，及醫生評論報告。截至本報告期末，99.8%的香港僱員已接種了至少兩劑疫苗。

In order to help our staff evaluate the health conditions and relieve vaccine hesitancy and anxiety, we cooperated with a medical group to offer a pre-vaccination "3-Highs" Health Check Program at a discounted price. The program included basic physical health check, blood lipids, blood glucose and cholesterol screening and reports with comments by doctor. As of end of reporting year, 99.8% of HK employees had received at least two vaccination shots.

2019冠狀病毒應對措施 COVID-19 Measures

隨著我們應對最新疫情狀況，大快活仍致力保障我們的顧客和員工的健康和安全。在報告期內，我們提高了預防措施以降低2019冠狀病毒的傳播風險。

- 在店鋪收銀處設置防護隔板
- 向員工免費派發快速抗原檢測（快測）試劑盒
- 建立員工申報快測陽性的電子平台
- 記錄員工的所有2019冠狀病毒檢測結果，直至政府有進一步通知
- 為員工提供折扣價購買口罩
- 除政府要求以外，為2019冠狀病毒制定了內部應急計劃

As we adjust to the latest pandemic situation, Fairwood remains committed to protecting the health and safety of our customers and employees. During the reporting period, we elevated our precautionary measures to lower the transmission risk of COVID-19.

- Set up protective partitions at outlet cashier counters
- Distributed free rapid antigen test (RAT) kits to staff
- Established an e-platform for staff to declare RAT positive
- Recorded all COVID-19 testing results of employees until further announcement from the government
- Offered staff purchase of face masks at a discounted price
- Established an internal emergency plan for COVID-19 that goes beyond government requirements

共建快活價值鏈
Developing a Happy Value Chain

快活顧客

大快活致力於為我們顧客提供難忘的體驗。基於質量、服務和清潔(「質量、服務和清潔」)慣例，我們努力推廣優質服務和美味食品。通過向顧客承諾優質的服務和環境，讓顧客「Feel Good」。

優良的用心服務

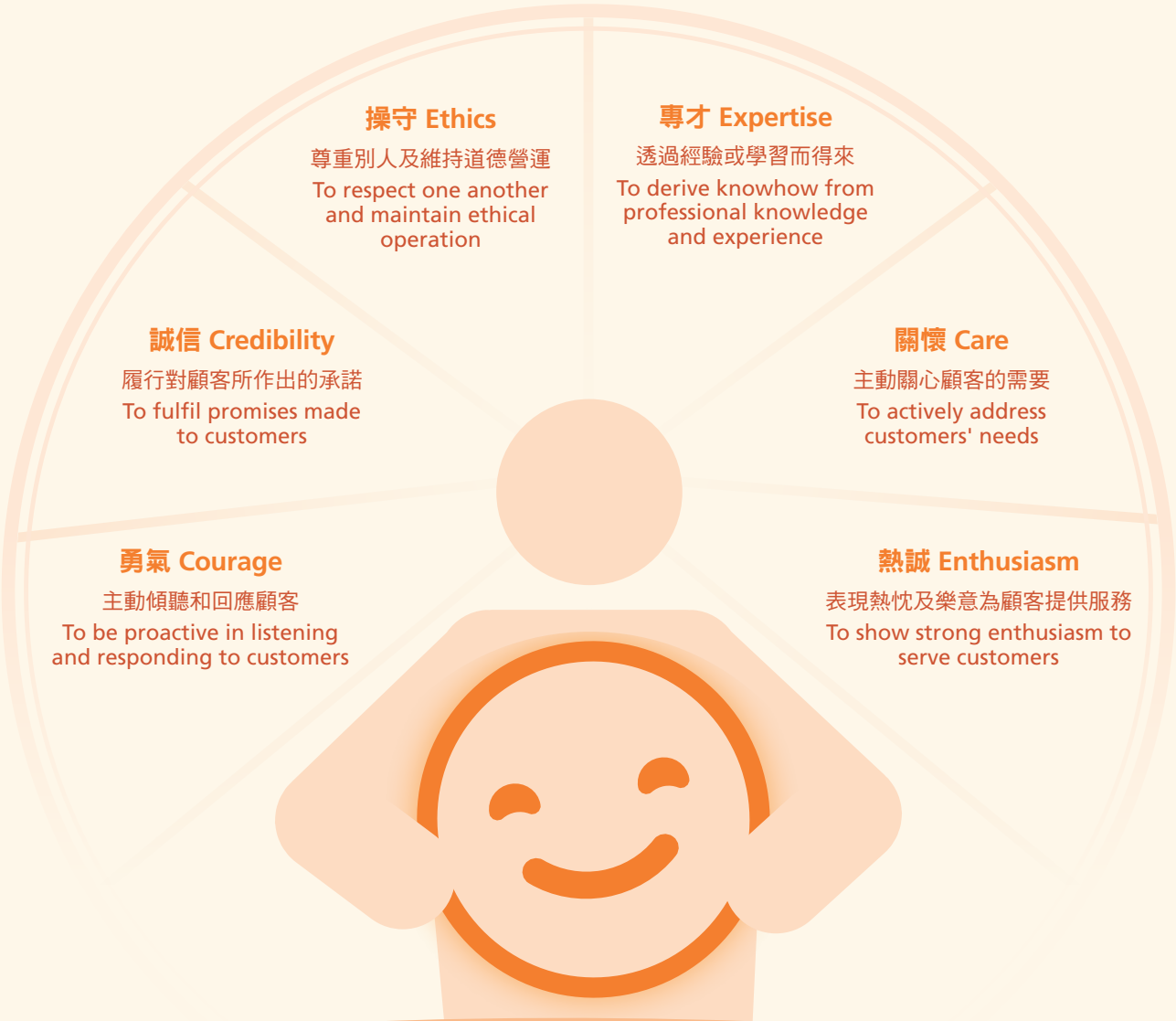
我們的前線員工致力於以專才、操守、熱誠、誠信、關懷和勇氣（「E3C3」）的公式為顧客服務，這是我們成功實現顧客滿意的關鍵。

Happy customers

Fairwood is committed to providing consumers with a memorable experience. Based on Quality, Service and Cleanliness ("QSC") practices, we strive to promote excellent service and exceptional food. Makes customers "Feel Good" by promising them superior service and environment.

Exceptional heartfelt services

Our frontline staff is committed to serving our customers with the formula of Expertise, Ethics, Enthusiasm, Credibility, Care and Courage ("E3C3"), which is the key to our success in delivering customer satisfaction.



共建快活價值鏈
Developing a Happy Value Chain

店內體驗

在報告期的最後一個季度，由於冠狀病毒的持續爆發，政府收緊了社交距離措施，並禁止在晚上6點後店內堂食。儘管香港的2019冠狀病毒疫情仍然十分嚴峻，但大快活的前線員工仍然堅持不懈地為每一位顧客提供卓越的服務。最重要的是，我們的目標是提供一個安全舒適的用餐環境。

In-store experience

During the last quarter of the reporting period, the government tightened social distancing measures and prohibited dining in-store after 6 pm due to the ongoing outbreak of the coronavirus. Despite the fact that the epidemic situation of COVID-19 in Hong Kong was still highly severe, our frontline staff still persevered in delivering outstanding services to every customer. Most important of all, we strived to provide a safe and comfortable dining experience.

顧客 Customers

- 全線店鋪提供消毒搓手液
  Provide hand sanitiser across all outlets
- 提醒顧客清潔雙手
  Remind customers to wash their hands
- 顧客進入店鋪前為他們量度體溫
  Measure customers' body temperature before entering the outlets
- 提供熱水給顧客浸洗餐具服務
  Provide a glass of hot water for customers to wash their tableware
- 確保食物已經完全煮熟
  Ensure the food dishes are fully cooked
- 提供外賣單折扣，讓顧客在家用餐
  Offer discounts on takeaway orders for customers to enjoy meals at home
- 向顧客提供一次性紙袋，用餐時可放置其口罩
  Give customers disposable paper bags in which to place their masks while eating
- 提供網上訂餐平台，減少排隊等候及與人接觸時間
  Provide online ordering platform to reduce waiting and contact time when queueing

設施 Facilities

- 安裝自動洗手機
  Install washing hand machines
- 經常清潔收銀台和餐桌
  Disinfect the counter desk and dining tables frequently
- 保持廚房清潔
  Maintain the cleanliness of the kitchen
- 確保餐具清潔
  Ensure the cleanliness of utensils

外賣及送餐服務

除了為餐飲和派對提供傳統的送餐服務之外之外，大快活還設立「買定嚟走」的網上點餐平台以優化外賣服務，為顧客網上點餐提供了便利。顧客可以在店內以最少的接觸來取餐，還可以享受九折的訂單優惠。今年，「買定嚟走」還與外賣及自取平台foodpanda合作，將送餐範圍擴大到幾乎覆蓋全港所有地區，為顧客帶來更好的用餐體驗。

Takeaway and food delivery services

In addition to conventional delivery services for catering and parties, our takeaway services on the online ordering platform called "Click and Collect" provide an efficient one-stop solution for individual customers to place online orders. Customers who order online can pick up their meals with minimal contact at the store, and also receive a 10% discount on their orders. This year, the "Click-and-Collect" platform also cooperated with food delivery service provider foodpanda to expand its scope to cover almost all districts in Hong Kong, which brought additional convenience to our customers.

「買定嚟走」網上點餐平台

"Click and Collect" online ordering platform

方便使用和減少訂購外賣的等候時間

大快活一直在不斷升級我們的店鋪設施以滿足顧客的需求，並盡最大努力使顧客的用餐體驗更方便和舒適。這包括提供方便使用和無障礙設施，以提高長者和傷健人士等有特殊需要的人的便利。

User-friendly and reduction of waiting time for takeaway orders

Fairwood has been constantly upgrading our outlet facilities to meet our customers' needs in order to maximise accessibility and convenience to their dining experience. This includes ensuring facilities are user-friendly and barrier-free in order to increase accessibility for those with special needs, such as the elderly and disabled.

提升舒適度 Improve comfortability

- 舒適自然的照明環境
  Comfortable and natural ambient lighting
- 店鋪內濕度和溫度標準化
  Standardised in-store humidity and temperature
- 均勻通風
  Evenly distributed ventilation

增加便利度 Enhance convenience

- 簡單及先進的電子付款方式(如PayMe、支付寶、八達通、微信支付和信用卡)
  Easy and advanced electronic payment methods (such as PayMe, Alipay, Octopus, WeChat pay and Credit cards)
- 感應自動門
  Motion activated door opener
- 關愛座位
  Courtesy seats
- 枱邊掛鉤
  Table hooks
- 送餐服務
  Deliver-to-your table service
- 自助飲水機
  Self-service water dispensers

維持衛生 Maintain hygiene

- 定期消毒設施
  Regular disinfection of facilities
- 保持廚房及餐具清潔
  Keep the kitchen and tableware clean
- 提供消毒酒精搓手液
  Provide hand sanitizer alcohol
- 增加鮮風換氣率並安裝符合法定要求的空氣淨化器
  Increase fresh air ventilation rate and install air purifiers compliant with regulations

提升可達度 Improve accessibility

- 斜台
  Ramps
- 可移動座椅
  Movable seats

神秘顧客

為了提供持續改進的反饋，神秘顧客會到訪餐廳店鋪並對用餐體驗進行獨立評估。神秘顧客會按照各類別進行評核，包括從食物的擺盤的呈現、食物的味道和氣味，到分店的用餐環境，前線員工的服務以及員工和與顧客的互動。最高分數的店鋪將獲得表揚，以表彰該店鋪的出色服務。

Mystery shoppers

To provide feedback for continuous improvements, mystery shoppers are engaged to visit the outlets and conduct independent assessments on the dining experience. The mystery shoppers would assess various factors, ranging from dish presentation, taste and smell of food, to the dining environment of the outlets, and the services and engagement of the frontline staff with the customers. The top outlets with the highest score are awarded in recognition of the outstanding services by the outlets.

檢討 Evaluate

指派神秘顧客到店評估顧客體驗

Appoints mystery shoppers to visit and assess customer experience

反饋 Feedback

就店鋪的服務、用餐環境和食物質量提出反饋

Provide feedback on the services, dinning environment and food quality in the outlets

改進 Improve

分析反饋和衡量改進的可行性

Analyse the feedback and estimates the feasibility on the improvement areas

顧客滿意度

大快活的進步是源自於顧客反饋。這包括致力提升我們的服務和升級設施以滿足顧客的需要。我們定期進行顧客調查，以評估他們對用餐體驗和食品質量的滿意度。該調查還會分析了顧客的用餐習慣，使我們能夠跟上他們不斷變化的喜好。我們每個月都會整合並分享投訴個案，並將其作為案例研究與員工分享，這使我們的員工保持靈活並回應顧客的反饋。

Customer satisfaction

Fairwood's continuous evolution is powered by customer feedback. This includes enhancing our services and upgrading our facilities in order to meet the needs of our customers. We conduct customer surveys on a regular basis to assess their satisfaction with the dining experience and food quality. The survey also evaluates customers' dining habits, allowing us to keep up with their shifting preferences. On a monthly basis, we will summarize the complaint cases and share them with employees as case studies, which keeps our team members agile and responsive to customer's feedback.

顧客反饋 Customer feedback

通過電子郵件和電話接收顧客反饋。記錄反饋以作出適當的處理

Receive customer's feedback through email and phone. The feedback is recorded for appropriate response

回應反饋 Feedback response

及時和專業地回應顧客的反饋

Response to customer's feedback accordingly in a timely and professional manner

整合和案例 Consolidation and case study

定期整合投訴個案，並與員工分享案例，以提高他們回應顧客詢問的能力

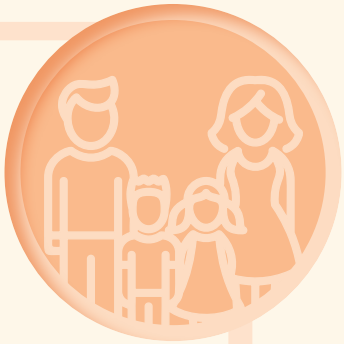
Consolidate complaint cases regularly and share case studies with employees to improve their capability in response to customer's enquiries

共建快活價值鏈
Developing a Happy Value Chain

基於我們以客為本的方針，大快活將繼續致力改善服務及設施，我們積極並樂於提升顧客的滿意度，迎接更多的「快活顧客」。

Based on our customer-centric approach, Fairwood will continue to strive for improvements in service and facilities. We are inspired and delighted to improve customer satisfaction and welcome them as one of our "Happy Customers."

顧客讚賞句 Words of appreciation from our customers



"有賴各位員工(尤其是前線員工)及管理層支撐下去，我們這群小市民才有機會品嚐美味的一餐，真心的多謝！以下乃較深入的讚賞：

1) 餐盒設計

2) 多選擇：例如紅米飯、白飯、多飯少飯等

3) 上網訂購有9折優惠

4) 奶茶未試過咁好飲

5) 優質服務

我注意到你們使用的是可生物降解的塑膠袋，這真的很棒，感謝你們對此的投資。順便說一句，我每週 7 天都在大快活外賣早餐。再次感謝。"

"Thanks to the support of all employees (especially front-line staff) and the management for having the opportunity to enjoy a delicious meal. Thank you very much! The following are more in-depth appreciation:

1) The design of the lunch box

2) Multiple choices (e.g. red rice, white rice, more rice and less rice, etc.)

3) 10% discount from online ordering

4) Delicious milk tea

5) Excellent services

I notice you are using biodegradable plastic bag, this is really great and thank for your investment on this. By the way, I have been taking away breakfast 7 days a week with Fairwood. Thanks again."

快活食品

作為最受歡迎和最受歡迎的本地連鎖餐廳品牌之一，大快活有信心超越顧客的期望。我們承諾在「阿活」餐牌上優化現有產品並開發新產品。我們很榮幸向顧客展示和提供不同食物的選擇和個人化菜單。

多元化食品選擇

通過我們個人化的健康菜單，我們熱衷於創造獨特而多樣化的美食。我們製作多樣化的產品系列，將新鮮、可持續和高品質的食材轉化為美味佳餚，例如「阿活」皇牌菜式和鐵板餐。

除了經典皇牌菜式外，我們亦不斷努力開發新的產品，以滿足顧客不斷變化的餐飲和健康偏好。我們定期進行味道測試，邀請公司內部不同部門嘗試新產品，並根據味道、外觀、食品成本、操作流程和目標顧客等因素提供反饋。這些內部部門包括高級管理層、市務部門、產品發展及品質監控部門、營運部門、成本和採購部門。

綠色及健康食物

營養豐富的餐單，包括「美味素」系列和「點都唔落味精」系列，以響應人們對食品日益增長的環境和健康關注。

Happy food

Fairwood is confident in exceeding our customers' expectations as one of the most popular and beloved local fast-food chains. We promise to improve our existing products and develop new ones on the "Ah Wood" menu. We are excited to present it to customers with a variety of food options and customisable menus.

Diverse food choice

Through our customisable and healthy menu, we are passionate about creating unique and diverse gourmets. Our diverse product series transforms fresh, sustainable, and high-quality ingredients into delicacies such as signature "Ah Wood" specials and sizzling plate combo.

In addition to our signature classic menu, we strive to develop new product lines to meet the changing dining and health preferences of our customers. We conduct taste tests on a regular basis, inviting different internal groups to try new dishes and providing feedback based on taste, presentation, food cost, operation flow, and target segment. The feedback is provided by our internal groups composed of the senior management, marketing department, product development and quality department, sales and operations department, food costing department, and purchasing department.

Green and healthy food

We have introduced several product lines of green, healthy, balanced, and nutrient-dense ingredients, including the "Tasty and Green" series and the "No MSG Added" series, in response to the growing environmental and health concern about food.

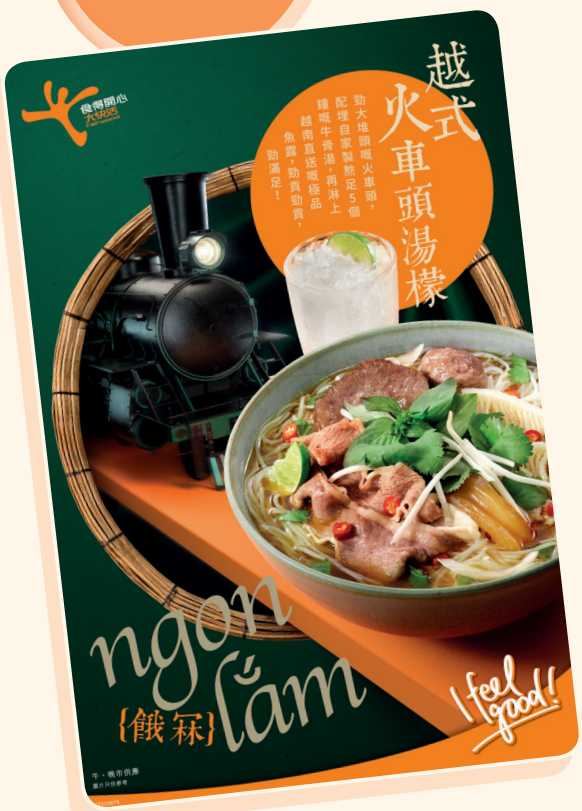
我們意識到肉類消費相關的溫室氣體（「溫室氣體」）排放，將植物提煉的新豬肉加入到「美味素」系列，該系列由基因改造、零殘忍、以植物製成的肉類替代品組成配料。我們深信這是一個深受顧客喜愛的系列，為顧客提供更健康且低碳的食物選擇。

Highly aware of associated greenhouse gas ("GHG") emissions from meat consumption, we introduced OmniPork, a plant-based ingredient, into the "Tasty and Green" series, which is comprised of non-GMO, cruelty-free, and meat substitute ingredients. We believe that it is a well-liked series among customers looking for a healthier food option with a lower carbon footprint.

共建快活價值鏈
Developing a Happy Value Chain

白咖喱
White Curry

越式系列
Vietnamese-theme series



新豬肉系列
OmniPork series

黃金焗飯系列
Golden Cheesy Baked Rice series

沙嗲牛肉即食麵
Satay Beef Instant noodle

個人化餐單

為提倡香港「惜食」的文化，大快活推廣個人化餐單以滿足顧客的個人喜好。顧客在個人化的餐單中點餐時可以自由選擇份量，幫助減少浪費食物。

Customisable menu

To uphold the "food wise" culture in Hong Kong, Fairwood encourages the customisable menu to satisfy the personal preferences of our customers. Customers can freely choose the meal portion when ordering food from our flexible menu to help reduce food waste.

快活食物鏈

快活食物鏈為穩健和系統的過程發揮著重要作用，以確保將最優質的食物送給顧客。從產品開發、採購到生產，每個階段都由質量保證部門監督。

Fairwood food chain

The Fairwood food chain captures the robust and systematic process we undergo to develop and deliver your favourite Fairwood meals. From product development, sourcing to production, every stage is overseen by the quality assurance department.

供應鏈管理

大快活供應鏈管理意識到維持新鮮原材料穩定供應的重要性。因此，我們制定了嚴格的食品採購政策，以確保高質量的食品質量。供應鏈由採購部門監督，其職責如下：

- 與供應商建立開放和雙向的溝通渠道，保持積極交流，並整合顧客反饋以傳達我們的要求；
- 考察供應商的設施，並審查生產過程和操作慣例，以確保其社會和環境穩健；及
- 優先採用 ISO 22000 食品安全管理體系和危害分析和關鍵控制點（「HACCP」）的供應商

Supply chain management

Fairwood's supply chain management recognises the importance of maintaining a steady supply of fresh raw materials. As a result, we've put in place strict food sourcing policies to ensure the highest possible food quality. The purchasing department is in charge of the supply chain and has the following responsibilities:

- Establish open and two-way communication channels with suppliers to maintain active engagement and convey our expectation consolidated from customer feedback;
- Visit supplier's facilities to review the production process and operational practices to ensure their social and environmental soundness; and
- Prioritise suppliers with ISO 22000 Food Safety Management System and Hazard Analysis and Critical Control Points ("HACCP")

為降低供應商風險，我們制定了可持續採購政策（供應商行為準則），要求所有主要供應商承諾以下承諾：

To reduce our exposure to supplier risk, we have developed a Sustainable Procurement Policy (Supplier Code of Conduct) which requires all major suppliers to pledge the following commitments:

範疇 Aspects	準則 Criteria
勞工標準 Labour standards	承諾不使用童工、強迫或強制勞動，並遵守所有有關最低工資、工作時間和公平對待員工的當地法律 Commitment to no underaged labor, forced or compulsory labor, and to follow all local laws in respect of 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 Provide equal employment opportunities, not discriminating in terms of age, color, gender, race, disability and other similar factors
防止貪污 Anti-corruption	致力於反賄賂和貪污、反洗錢； 避免與大快活員工進行不必要的娛樂和互動，這可能會影響他們以大快活的最佳利益行事 Commitment to anti-bribery and corruption, anti-money laundering; avoid unnecessary entertainment and interactions with Fairwood staffs that may affect them to perform in the best interest of Fairwood
公平競爭 Fair competition	遵守所有適用的競爭法律和法規，以公平的方式競爭 Competing in fair means in compliance with all applicable competition laws and regulations
環境 Environmental	符合國家法律和國際環境保護標準 Meeting national laws and international standards for environment protection

合規性驗證須接受大快活的定期檢查。在要求時未能遵守或拒絕交出合規證據可能導致訂單取消或業務關係終止。

Verification of compliance is subject to periodic checks by Fairwood. Failure to comply with or refusal to surrender evidence of compliance when requested may result in order cancellation or termination of business relationship.

共建快活價值鏈
Developing a Happy Value Chain

大快活意識到選擇本地供應商可以使當地經濟受益並降低與運輸相關的碳足跡。作為總部設在香港的本地連鎖餐廳，我們相信支持本地經濟是我們責任的一部分，尤其是在2019冠狀病毒疫情期間。報告期內，大快活按地區劃分的供應商數量如下：

Fairwood recognizes that selecting local suppliers can benefit the local economy and lower the carbon footprint associated with transportation. As a Hong Kong-based restaurant chain, we believe it is part of our responsibility to support the local economy, especially during the COVID-19 pandemic. During the Reporting Period, the number of Fairwood suppliers by geographic region was as follows:

海外供應商
Overseas suppliers

供應商數量
Number of Suppliers **42**

本地供應商
Local suppliers

供應商數量
Number of Suppliers **261**

除了食品供應商，大快活還根據環境和社會標準對其他供應商進行評估，例如服務供應商。

On top of the food suppliers, Fairwood also conducted assessment for other suppliers fulfilling environmental and social criteria, such as the service suppliers.

食物質量與安全

食品安全是我們的持份者視為大快活最重要的議題之一。大快活作為香港最著名的連鎖餐廳之一，高度重視食物的質量和安全。我們在食物的準備過程中實施了一套預防措施，確保我們顧客用餐時的食物質量最高，最美味。通過在營運過程中的積極參與和日常監督，質量控制部門負責維持有效的食品安全管理體系。報告期內，大快活與第三方檢測公司合作，對我們食品的成分進行檢測，以確保其符合食品安全法規。已採用最新的測試方法和技術來識別風險因素，並提高我們的營運質量和效率。

Food quality and safety

Food safety has been identified as one of our stakeholders' most pressing concerns. Fairwood, as one of Hong Kong's most well-known restaurant chains, places great emphasis on food quality and safety. We've implemented a system of precautionary measures in the preparation of the dishes, ensuring that the dishes on our customers' plates are of the highest quality and most delectable. Through active engagement and routine supervision during operation, the quality control department is responsible for maintaining an effective food safety management system. During the Reporting Period, Fairwood has collaborated with third-party testing companies to examine the components of our food to ensure that they meet food safety regulations. The latest test methods and technology have been adopted to identify risk factors, as well as to improve the quality and efficiency of our operations.

目標 Objectives

- 維持有效的食物安全管理系統
  Maintain an effective food safety management system
- 提升大快活在營運中的食物安全意識
  Enhance the food safety consciousness in Fairwood's operation

功能 Functions

- 每兩個月舉行一次食物安全會議
  Hold food safety meeting bi-monthly
- 與外部顧問合作，以識別並處理食物安全事項
  Collaborate with external consultants to identify and address food safety issue
- 報告任何關於食物安全的事項並作出跟進行動
  Report on any food safety issues and propose follow-up actions

品質管制 — 中央加工廠

從食物加工到食物監控，中央加工廠的營運引入了現代化的質量管理體系原則。此具系統性的框架將中央加工廠的質量控制機制轉變為一個循環的持續改進：

Quality control — CFPP

The operation of CFPP has introduced the principles of modern quality system for food processing and monitoring. The systematic framework has transformed the quality control mechanism of CFPP into a cycle of continuous improvement:

規定
Set

產品發展及品質監控部門設定相應的關鍵控制點（「關鍵控制點」）

Critical Control Point ("CCP") are identified by the product development and the quality assurance department

標定
Standardise

為食物製備過程的每個階段制定相關的質量標準和溫度控制

Establish relevant quality standard and temperature control for each phase of the food preparation process

審查
Audit

定期審核中央加工廠質量控制和衛生情況的有效性

Regular audits on the effectiveness of quality control and hygiene condition of CFPP

監控
Monitor

定期監控整個生產過程，以確保既定的關鍵控制點的運行完全符合食品安全標準

Regular monitoring throughout the production process to ensure identified CCPs are operated in full compliance with food safety standard

分開處理
Separate

明確區分開生和熟的食物作處理，以防止交叉感染

Clearly separate the handling of raw and cooked food to prevent cross-contamination

改善
Improve

舉行跨部門會議，以提高食物安全標準

Cross-functional meetings among departments in order to raise the bar on food safety standards

食物評估機制

為確保在所有食物準備的食品安全，大快活設有內部質量控制實驗室（「質量控制實驗室」），並配備先進設備進行微生物評估，以確保各個階段食品製備的食品安全。除此之外，我們還聘任外部顧問公司進行微生物評估檢測。食物評估機制著重於下列項目：

- 環境條件，包括供水、冰和氣體；
- 用於製造和準備食物的設備；
- 進貨原料，如生肉和蔬菜；及
- 食物製成品包括熟食和預先準備的食物。

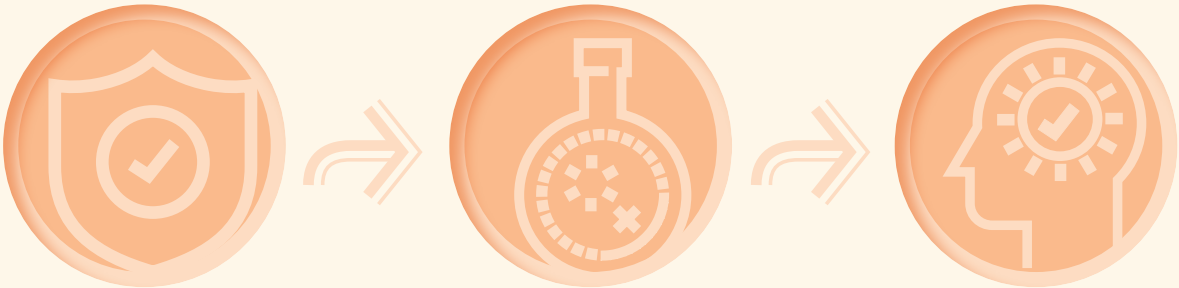
質量控制實驗室遵循三個步驟的評估框架，當中採用嚴格的抽樣測試原則：

Food assessment mechanism

In order to ensure food safety at all stages of food preparation, Fairwood has an internal quality control laboratory ("QC Lab") equipped with cutting-edge equipment for microbial assessment. In addition to internal assessments, we also employ external consultants to conduct microbiological assessment tests. The food assessment mechanism focuses on the following items:

- Environmental condition including water supply, ice and air;
- Equipment used in the production and preparation of food;
- Incoming raw material such as raw meat and vegetables; and
- Finished products including cooked meals and prepared dishes.

The QC lab follows a three-step assessment framework with stringent sampling principles:



監控
Monitor

整個從採購到生產和運送的食物評估機制

The entire food assessment mechanism from sourcing to production and delivery

測試
Test

供應商在不同階段或特定時段後的食材和產品

Suppliers' ingredients and products at different stages or after a specific time frame

解決
Resolve

重新測試任何不合格的食材或產品並提供解決方案

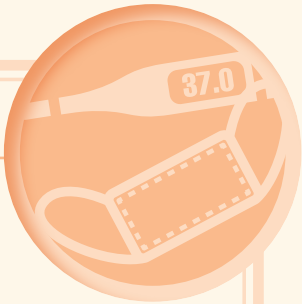
Retest any non-conforming materials or products and provide solutions

衛生管制措施 — 中央加工廠

作為一間連鎖餐廳，大快活致力於保持廚房衛生。我們設立了一套準則，以確保個人和工作地點衛生，包括禁止在中央加工廠中吸煙和要求員工在接觸任何生或熟食物之前戴上手套。為應對2019冠狀病毒疫情，我們設計並更新指引，以加強中央加工廠的衛生控制，加強清潔和消毒程序，並採取了以下措施：

Hygiene control measures — CFPP

As a large-scale restaurant chain, Fairwood is committed to maintaining excellent hygiene conditions in the kitchen. We have formulated sets of guidelines to ensure personal and on-site hygiene, including a smoking ban in the CFPP and glove requirements prior to contact with any food. In response to the COVID-19 pandemic, we have designed and updated the guidelines to strengthen the hygiene control in the CFPP, reinforced the cleaning and sanitisation procedures, with the following measures:



員工 Staff

- 為員工量度體溫。體溫超過攝氏37.5度的員工不得進入中央加工廠
  Measure the staff's body temperature. Staff with body temperature higher than 37.5˚C will not be allowed to enter the CFPP
- 每名員工必須匯報在過去14日是否曾離開香港
  Every staff must report whether they had left Hong Kong in the past 14 days
- 提醒員工關於店鋪清潔度（定期消毒及提供搓手液）
  Reminder for staffs about store cleanliness (regularly disinfection and provide hand sanitizer)
- 每名員工必須配戴口罩
  Every staff must wear face mask in the site area
- 在進入中央加工廠前必須消毒雙手
  Sanitise the hands before entering the site
- 安排所有中央加工廠員工參加免費的 2019 冠狀病毒檢測
  Arrange all CFPP staff to participate in free COVID-19 testing
- 如果員工居住的大廈有確診病例，則要求他們留在家中14天或提供 2019 冠狀病毒檢測陰性結果
  Request staff to stay home for 14 days or present negative COVID-19 testing result if the building they live has confirmed cases
- 建立一個電子平台，讓員工更容易申報快測陽性結果
  Establish an e-platform for staff to declare RAT positive in an easy way
- 聯繫受感染員工，送上關懷資訊並提醒他們隔離/檢疫政策
  Contact infected staff, send caring messages and remind them on the isolation / quarantine policies

工作地點 Site

- 安裝額外的消毒潔手裝置
  Install additional hand sanitising dispensers
- 在走廊安裝空氣處理器以改善通風
  Install air treatment system in corridors to improve ventilation
- 在午飯時間加強對個人衛生的宣傳
  Put on additional notice and announcement during lunch to remind staff on personal hygiene
- 加強在中央加工廠內公眾地方的清潔和消毒程序
  Reinforce cleaning and disinfecting procedures in the CFPP's public areas
- 定期在廁所、更衣室和食堂塗抹Raze抗菌塗層以消滅細菌和病毒
  Apply Raze regularly in toilet, changing rooms and canteen to breakdown bacteria and viruses
- 增加鮮風換氣率並安裝符合法定要求的空氣淨化器
  Increase fresh air ventilation rate and install air purifiers compliant with regulations

品質監控 — 店鋪

餐廳店鋪是提供食物的流程中的終站。因此，我們已實施以下程序以確保所有餐廳店鋪的食品安全：

Quality control — outlets

The restaurant outlets are the final destinations before the meal is delivered. As such, we have implemented the following procedures to ensure the safety of food across all outlets:

質量檢查
Quality inspection

評估及確保食材到達各間店鋪時的食物質量
Assess and ensure food quality upon the arrival of food materials to respective outlets

衛生保障
Sanitation

徹底清潔和消毒場地和廚房，以保持衛生並防止食物受到污染
Clean and sterilise the site premises and back of house areas thoroughly to maintain hygienic conditions and prevent food contamination

系統化
Systemisation

在五常法系統（常組織、常整頓、常清潔、常規範及常自律）下， 制定有關適當儲存和處理食材、煮食器具和清潔劑的指引
Establish guidelines for the proper storage and handling of food materials, utensils and cleaning agents under the 5-S system (Structurise, Systemise, Sanitise, Standardise and Self-discipline)

標籤
Labelling

根據生產日期和估計的保質期標記所有食物產品
Label all food products by date of production and estimated shelf life

過濾
Filtration

於所有新設立和即將開業的店鋪安裝濾水系統，提供優質的飲用水，以便製作美味的飲品
Install water filtration systems in all new and upcoming stores in providing quality potable water for consistently great tasting beverages

衛生管制措施 — 店鋪

與中央加工廠衛生狀況一樣，大快活制定了確保個人和和工作地點衛生的指引，以保護分店的顧客和員工健康，尤其是在2019冠狀病毒爆發的緊急情況下：

Hygiene control measures — outlets

Adhering to the same hygiene rigour as the CFPP, Fairwood has established guidelines to ensure personal and on-site hygiene to protect customers and staff in outlets, especially under the emergency of the COVID-19 outbreak:

進入分店前須掃描「安心出行」
Scan "LeaveHomeSafe" before entering outlets

餐枱之間設置分隔板
Partition between tables

員工個人衛生 Staff hygiene

- 在進入廚房範圍前穿著口罩、頭套及水鞋
  Wear face mask, hair cover and boots before entering the kitchen areas
- 在接觸生和熟的食物前戴上手套
  Wear gloves before making any contact with raw and cooked food
- 報告任何有傳染性健康的狀況，包括皮膚病、咳嗽和感冒等
  Report on any contagious health condition, including skin disorder, cough and flu, etc.

工作地點環境衛生 On-site hygiene

- 保持地面清潔及乾爽
  Keep the floor clean and dry
- 在營運時間過後關閉所有窗戶及出口
  Close all windows and exits after operational hours
- 定期清潔冷房和雪房
  Clean the cold storages and freezers regularly
- 定期清理隔油池
  Clean the grease traps on a regular basis
- 按照既定程序清潔和消毒所有設備和裝置
  Clean and disinfect all the equipment and devices following the established procedures

2019冠狀病毒應對措施 COVID-19 measures

- 要求員工申報離港紀錄
  Require staff to report the departure record from Hong Kong
- 上班前必須量度體溫
  Check body temperature before duty
- 正確配戴口罩
  Wear face mask correctly
- 經常徹底清潔雙手
  Clean hands thoroughly and frequently
- 與他人保持至少1.5米的距離或安裝分隔板
  Keep a distance from others at least 1.5 metre or install partition
- 為顧客提供存放口罩的紙袋、洗餐具的熱水、濕紙巾及紙巾
  Provided paper bag for keeping mask, hot water for washing tableware, wet wipe and tissue to customers
- 使用Raze光觸媒以消滅空氣中的細菌和病菌
  Use Raze photocatalyst to kill the bacteria and germs in the air
- 遵守政府的防疫政策，員工每14天進行一次2019冠狀病毒測試
  Every staff would conduct COVID-19 test every 14 days following the Government's preventive measures
- 提供疫苗通行證和「安心出行」資訊
  Delivered Vaccine Pass and "LeaveHomeSafe" information
- 座位之間設置屏障，防止飛沫傳播，並會定期進行消毒
  Install barriers between seats to prevent droplets from spreading and conducted disinfection regularly
- 增加鮮風換氣率並安裝符合法定要求的空氣淨化器
  Increase fresh air ventilation rate and install air purifiers compliant with regulations

支持快樂地球及社區
Supporting a Happy Planet and Community

大快活社區

本集團作為負責任的企業公民，致力為社區創造正面價值觀和建設可持續發展未來。為了傳揚本集團「Feel Good」精神，大快活與香港人一起渡過充滿挑戰的2019冠狀病毒疫情。

Fairwood Community

As a responsible corporate citizen, we are committed to creating positive value to communities and building a sustainable future. With the aim of spreading our "Feel Good" spirit, Fairwood stands together with Hong Kong people to tide over the challenging time in the midst of the COVID-19 pandemic.

「快活關愛長者」咭
"Care for Seniors" card

所有65歲或以上的長者和樂悠咭持有人均有資格申請「快活關愛長者」咭。每張咭都儲有港幣300元的現金金額，並在每個月月底自動充值。關愛長者咭計劃不時會送出驚喜禮物，例如日用品和食物。例如：日常必需品和食物。於二零二二年三月三十一日，約323,000張「快活關愛長者」咭已被分發。

All seniors aged 65 or above and JoyYou Card holders are eligible for "Care for Seniors" cards, with HK$300 cash amount that is automatically recharged at the end of each month in each of them. The cards occasionally contain surprise gifts, such as daily necessaries and food. As of 31 March 2022, approximately 323,000 cards have been distributed.

暖心食物捐贈計劃
Heart-warming Food Donation Programme

於二零二一年十月及十一月，本集團與13間非政府機構合作，在深水埗、葵涌、柴灣、觀塘、上水及屯門的九間分店向長者派發午餐及紀念品。我們邀請了每間門店的常客擔任社區大使，與長者進行互動遊戲，分享冬季保暖小貼士。此計劃讓670名長者受惠。

In October and November 2021, Fairwood cooperated with 13 NGOs to distribute lunchboxes and souvenirs to seniors at nine outlets in Sham Shui Po, Kwai Chung, Chai Wan, Kwun Tong, Sheung Shui and Tuen Mun. We invited frequent customers of each outlet to take the role of Community Ambassador to play interactive games with seniors and share pro tips on staying warm in winter. 670 seniors benefited from this programme.

與長者共進歡樂
Joyous Meal with Seniors

本集團與非政府組織合作，位於將軍澳、粉嶺和沙田的三間分店變成了社區聚會場所，讓獨居長者在非繁忙時段社交和用膳。此活動讓24名長者受惠。

In partnership with NGOs, three Fairwood outlets in Tseung Kwan O, Fanling and Sha Tin turned into neighbourhood hangout spots for seniors who live alone to socialise and dine in during off-peak hours. 24 seniors benefited from this initiative.

有機玻璃屏障捐贈
Plexiglass Barriers Donation

為協助應對2019冠狀病毒，啟田分店於二零二一年五月向新生精神康復會捐贈了520個有機玻璃屏障。

In May 2021, Kai Tin outlet donated 520 plexiglass barriers to New Life Psychiatric Rehabilitation Association to help combat COVID-19.

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

大快活自二零一四年起設立「暑期工獎學金」獎勵計劃，獎勵給每年於大快活工作表現突出的香港中學文憑試學生。在報告期間內，本集團共招聘了255名暑期工。

Fairwood has set up "Summer Job Scholarship" since 2014. The scholarship is given to summer job of the DSE students who have outstanding work performance every year. In the reporting period, a total of 255 summer jobs are hired.

暑期工獎學金
Summer Job Scholarship

快活環境

大快活在香港擁有超過150家餐廳，深知其對環境的重大影響。為加強我們的環境管理，我們不斷地檢討我們的環境政策，亦盡一切努力提升顧客和員工的環保意識。

根據我們制定的環境政策，大快活作出以下承諾：

- 確保遵守所有相關及適用的環保法例和其他法律要求，同時制定和實施相應的標準操作程序；
- 採用有效的管理制度以防止污染及減少對環境的影響；
- 善用能源、水及原材料，從中優化生產過程；
- 善用資源以減少產生不必要的廢棄物，在可行的情況下鼓勵重用和回收的習慣；及
- 透過加強教育和培訓提高員工的環保意識，並鼓勵員工履行對環境的責任。

Fairwood environment

With more than 150 restaurants territory-wide, Fairwood recognises its substantial environmental footprint. In order to strengthen our environmental stewardship, not only do we continuously review our environmental policy, but we make every effort to enhance environmental awareness of our customers and staff.

As stipulated in our environmental policy, Fairwood pledges the following commitments:

- Ensure compliance with all relevant and applicable environmental legislations and other legal requirements, while developing and implementing standard operating procedures accordingly;
- Adopt an effective management system to prevent pollution and reduce adverse impact on the environment;
- Optimise production processes by effectively consuming energy, water and raw materials;
- Use resources efficiently to reduce unnecessary waste generation and encourage to habituate reuse and recycle where applicable; and
- Raise staff awareness regarding environmental protection by strengthening education and trainings and encourage staff to meet their environmental obligations.

環境設備專責小組

我們深信創新和科技是減排和完善資源的關鍵。我們的環境設備專責小組引入創新技術和新的可持續材料。

Environmental and Equipment Taskforce

We strongly believe that that innovation and technology are the key to emission reduction and resources optimisation. Our Environmental and Equipment Taskforce is responsible for introducing innovative technologies and new sustainable materials.

目標 Objectives

- 引入新材料和設備以改善資源使用效率和現有的工作流程
  Introduce new materials and equipment to improve resource efficiency and existing workflow

功能 Functions

- 跟進改善狀況
  Follow up improvement status
- 研究設備升級的可行性
  Research the feasibility for upgrading equipment

緩和氣候風險

氣候變化是所有行業和地方面對的普遍問題，給所有商業活動帶來實體和轉型風險。本報告年度，我們聘請了外部專家對本集團進行了初步的氣候風險優先排序，並全面提出了兩個最優先風險。

Climate risk mitigation

Climate change is a prevalent issue to all sectors and geographical regions and presents physical and transition risks to all business activities. This reporting year, we engaged external expertise to conduct a preliminary climate risk prioritisation of our operations and have fully addressed the top two ranking risks.

首要的氣候風險 1st ranking climate risk

轉型風險 — 都市固體廢物收費計劃

從明年開始，風險最高的是都市固體廢物收費計劃。此計劃強制每噸垃圾收費約港幣380元。由於香港政府努力減少堆填區分解的碳足蹟，因此，此收費計劃已被歸類為氣候轉型風險。大快活正在建立健全的廢物回收系統以減低對垃圾堆填區的負荷。

Transition policy risk — Municipal Waste Charging Scheme

Effective from next year, the highest ranking risk was the Municipal Waste Charging Scheme that is to enforce approximately HK$380 per tonnage of waste-to-landfill. It has been categorised as a climate transition risk as it is part of the Hong Kong government's efforts to reduce our carbon footprint in landfill decomposition. Fairwood is in progress of setting up robust waste recycling systems to divert waste from landfill.

次要的氣候風險 2nd ranking climate risk

實體風險 — 農產品供應可靠性/成本

排名第二的風險是實體氣候風險對供應可靠性和成本的影響，尤其是大快活完全依賴農產品。根據二零二一年年中發布的最新國際氣候變化專門委員會報告，觀察到氣候變化，包括氣溫升高、降水模式改變和極端天氣事件頻率增加已影響糧食安全，並進一步影響預計未來的氣候變化。通過確定大快活的食品開支，得出了以下結果：

- 全球農作物和經濟模型預測全球暖化濃度途徑(RCP 6.0)會帶動穀物價格將於二零五零年上漲1%至29%。考慮到目前的需求預測，穀物價格中位數上漲為7%。本報告年度，穀物包括小麥和大米採購佔大快活食品採購總額約30%。
- 在與上述的時間框架和假設下，預計動物來源食品的價格也會上升，但價格變化幅度約為穀物的一半(中位數約3.5%)。這是因為畜牧業飼料替代大，氣候變化將間接地影響動物來源食品供應和其價格。在本報告年度，動物來源食品相關的採購約佔大快活食品採購總額的50%。
- 就特定農作物類型而言，影響最大的是小麥，其次是玉米和大豆，而影響最少的是大米。

總括而言，雖然預計的影響是二零五零年，但氣候變化影響是漸進的。因此，大快活需要在其未來的企業風險管理中考慮預計的價格上漲風險。

Physical risk — Agricultural supply reliability/cost

The second ranking risk was the impact of physical climate risk on supply reliability and cost, particularly as Fairwood is fully reliant on agricultural produce. According to the latest IPCC (International Panel on Climate Change) Report released in mid-2021, observed climate change is already affecting food security through increasing temperatures, changing precipitation patterns, and greater frequency of some extreme events, and it will be increasingly affected by projected future climate change. By identifying Fairwood's food spending, the following high-level findings were determined:

- Global crop and economic models projected a 1–29% cereal price increase in 2050 due to moderately high levels of global warming (RCP 6.0). The median cereal price increase was 7%, given current projections of demand. Cereal (including wheat and rice) purchases contributed approximately 30% of Fairwood's total food purchases this reporting year.
- Animal-sourced foods are also projected to see price increases under the same timeframe and scenario as above, but the range of projected price changes is about half those of cereals (median about 3.5 percent). This is because animal husbandry has a large feed substitution, and climate change will indirectly affect the supply and price of animal-sourced food. During the Reporting Period, purchases related to animal-sourced food contributed approximately 50% of Fairwood's total food purchases.
- In terms of specific crop types, global wheat production shall be the most impacted, followed by maize and soy, while rice is minimally impacted.

Overall, although the projected impacts are for 2050, the climate change impacts will be gradual and Fairwood shall need to factor in the projected price rises in its future enterprise risk management.

參考資料： *國際氣候變化專門委員會第六次評估報告決策者摘要第 5 章 – 糧食安全*
Reference: *IPCC Assessment Report 6 Summary for Policy Makers Chapter 5 – Food Security*

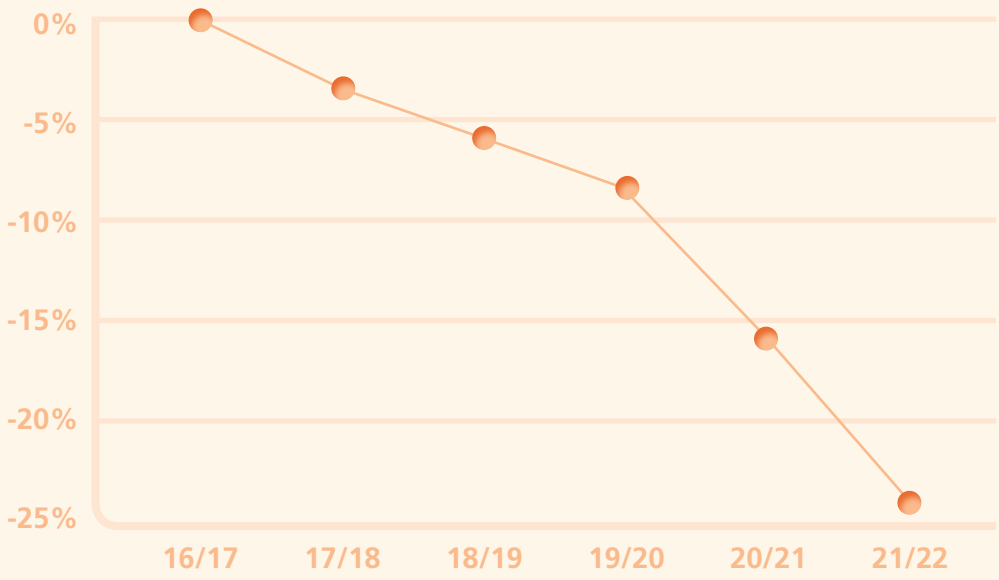
減緩溫室氣體和廢氣排放

在中期至長期而言，未來能源供應商的氣候定價政策可能導致消費者承擔更高的能源成本。除了在未來降低大快活潛在的高能源成本外，本集團亦熱衷於減少其溫室氣的排放。大快活溫室氣體排放的主要來源是電力、液化石油氣和煤氣。由二零一六/一七年至二零二一/二二年，我們觀察到溫室氣體排放密度(每百萬港元收入)減少了24%，主要是由於本地電力和天然氣供應商的減碳成果，以及我們將製冷劑更換成低碳選擇。展望未來，本集團會致力推行更多節能措施和訂立溫室氣體減排目標。

GHG and air emissions mitigation

Future climate pricing policies on energy suppliers is possible in the medium to long term, which may result in higher energy costs borne by consumers. Besides mitigating Fairwood against potential higher energy costs in the future, the Group is keen to do its part in GHG reduction. The main source of Fairwood's GHG emissions is energy consumption in the form of electricity, LPG and Towngas. From 2016/17 to 2021/22, we have observed a 24% reduction in GHG emissions intensity (per HKD million revenue) majorly due to the decarbonisation efforts of the local electrical and gas suppliers as well as replacement of our refrigerants to low-carbon alternatives. Going forward, the Group seeks to contribute more through its energy-saving initiatives and is in the process of developing numerical GHG reduction targets.

由二零一六/一七年至二零二一/二二年
大快活溫室氣體密度百分比變化
Fairwood GHG intensity % change from 2016/17 to 2021/22



由二零一六/一七年至二零二一/二二年溫室氣體密度(每百萬港元收入)百分比變化
GHG intensity (per million HKD revenue) % change from 2016/17 to 2021/22

節約能源

我們的主要能源使用來源是維持分店和中央加工廠日常營運的電力，以及用於烹飪的液化石油氣和煤氣。大快活定期審查和監督我們在節能政策方面的執行情況，其概述如下：

- 高級管理層會帶領環境/能源及創新設備團隊，負責管理和實行相關工作；
- 監測能源消耗；
- 確保遵守與能源消耗和能源善用的相關法律法規；
- 使用節能設計，並於合適情況下使用節能設備；
- 減少資源、電力消耗及相關資源的浪費；
- 向所有員工推廣節能政策，從而提高節能意識；及
- 定期審查政策及制度。

環境設備專責小組負責監察能源消耗及提升本集團的能源效率，並已實施以下節能措施：

Energy reduction

Our major sources of energy use are electricity for maintaining daily operations of outlets and CFPP, as well as liquefied petroleum gas ("LPG") and Towngas for cooking. Fairwood constantly reviews and monitors the enforcement of energy reduction conservation policies, which are outlined below:

- Top management shall take the lead in establishing an environmental/energy and equipment innovation team, which shall be responsible for managing and implementing relevant work;
- Monitor energy consumption;
- Ensure compliance with relevant laws and regulations pertaining to energy consumption and efficient usage;
- Use energy efficient design, and when appropriate to use energy efficient equipment;
- Reduce wastage of resources, electricity consumption and relevant resources;
- Promote the policies on energy reduction to tell all employees to enhance energy saving awareness; and
- Review policy and target on a regular basis.

The Environmental and Equipment Taskforce is assigned to monitor energy consumption and enhance energy efficiency of the Group. The measures implemented are summarised below:

中央加工廠 CFPP

- 安裝新型高效能煤氣爐和蒸氣櫃，減少燃料使用量達15%。
  Installed a new type of highly efficient Towngas wok range and steam cabinet, contributing up to 15% reduction in fuel usage.
- 試驗安裝自動感應的照明燈管，以防止不必要的電力浪費。
  Piloted to install sensor lighting tubes to prevent unnecessary electricity wastage.
- 使用由煤氣公司資助的蒸氣設備，從而減低能源消耗。
  Utilised the steamer equipment sponsored by Towngas to reduce energy usage.
- 審查餐廳店鋪的表現，並在電力消耗出現異常情況時進行設備檢查。
  Reviewed the performance of outlets and carried out equipment inspection in case of any abnormality in electricity consumption.

店鋪 Outlets

- 大快活的店鋪一直採取先進的節能措施。我們已在翻新工程中安裝或更換新的保溫燃氣櫃和炒鍋。除烹飪設備外，在廚房範圍，我們還安裝18W的燈管或代替傳統的T8 36W熒光燈管。
  Fairwood outlets have been taking further measures in energy conservation. New thermal insulation gas cabinet and wok range has been installed or replaced as renovation. Apart from cooking equipment, in the kitchen area, 18W tubes were installed or in replacement for traditional T8 36W fluorescent tube.

- 在個別的店鋪，將傳統的明裝筒燈升級為新的LED燈。
  Upgraded the traditional surface-mounted downlight into new LED lamps at selective outlets.

- 我們亦於指定區域安裝自動感應的18W發光二極管，例如在全新或翻新的店鋪中的儲物室和垃圾房。
  The 18W LED tube with motion sensor were also installed in the designated area like store room and garbage room for new or renovated outlets.

- 在各店鋪更換或安裝新型「節能寶」燃氣蒸汽櫃和炒鍋，截至報告期末時已有64%的店鋪中使用。
  Replace or install new type of "節能寶" gas steam cabinet and Wok range in various outlets, in use at 64% of outlets as end of the reporting period.

- 安裝高效AS-100 (Plus)及AS-100 (HeatPLUS)洗碗機，可節省52%至70%的電力消耗（取決於型號）及節水47%，截至報告期末時已有18%的店鋪中已經使用。
  Install the highly efficient AS-100 (Plus) and AS-100 (HeatPLUS) dishwasher models, contributing up to 52-70% electricity reduction (depending on model) and 47% water reduction, in use at 18% of outlets as end of the reporting period.

- 更多餐廳店鋪將會升級設備。
  Expand equipment upgrading efforts to cover more outlets.

- 三間新店以全電力模式營運。
  Three new shops with full electricity operated equipment.

新型節能燃氣蒸汽櫃和炒鍋
New Energy Saver Gas Steam Cabinet and Wok Range

能源效益是我們營運的一個關鍵，我們一直探索能源效益的機會以減少我們的能源消耗。我們向分店推出新型節能燃氣蒸汽櫃和炒鍋。與傳統設備相比，新型節能燃氣蒸汽櫃減少了一半的耗氣量，而新的節能炒鍋節省了20%的燃氣消耗。報告期內，我們在二十間分店更換了35套燃氣蒸汽櫃和19套炒鍋，亦在三間新的分店安裝了5套燃氣蒸汽櫃和3套炒鍋，合計預計節省1,224度電。

Energy efficiency is a key aspect of our operations, and we always explore energy efficiency opportunities to reduce our energy consumption. We have been introducing a new model of Energy Saver Gas Steam Cabinets and Wok Ranges to our outlets. Compared with the traditional equipment, the new Energy Saver Gas Steam Cabinet reduces gas consumption by half, and the new Energy Saver Wok Range saves about 20% of gas consumption. During the reporting period, we replaced 35 sets of steam cabinet and 19 sets of wok range at 20 outlets, and installed 5 sets of gas steam cabinet and 3 sets of wok range at 3 new outlets, totalling an estimated energy saving of 1,224 kWh.

多年來，大快活一直積極參與中電支持香港節能減排的活動：
Over the years, Fairwood has been actively participating in CLP's campaigns to support energy reduction in Hong Kong:

中電高峰用電管理計劃
CLP Peak Demand Management Program

大快活在所有九龍、新界的店鋪和中央加工廠都已參加「中電高峰用電管理」計劃，將我們的電力需求從高峰時段轉移到非高峰時段來提高節能表現。

All Fairwood outlets in Kowloon, New Territories, and the CFPP have participated in the CLP Peak Demand Management Program to reduce energy consumption by shifting our electricity demand from peak hours to off-peak hours.

中電節能設備升級計劃
CLP Electrical Equipment Upgrading Scheme

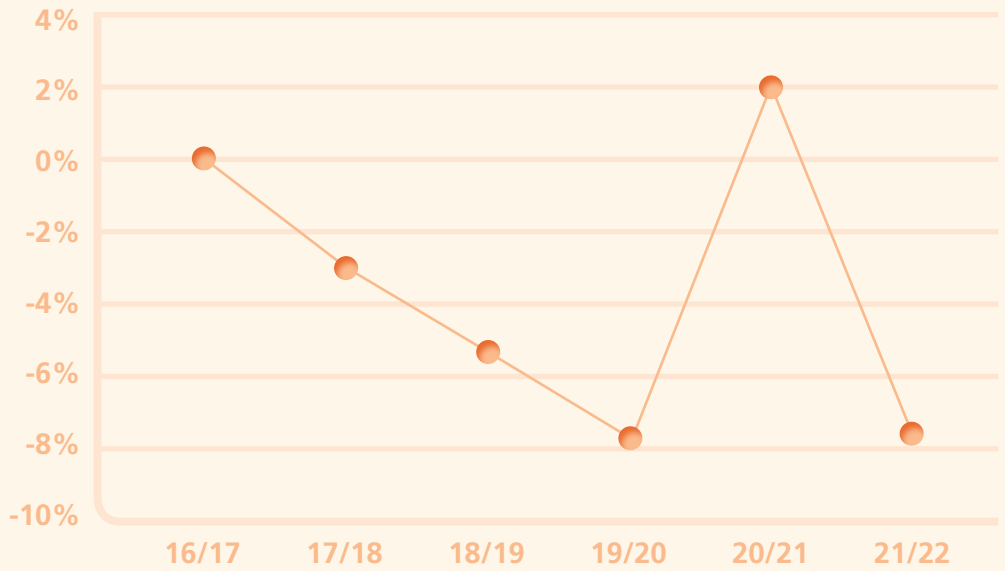
透過參加中電節能設備升級計劃，大快活獲得補貼將電器設備更換及升級至更節能的型號。該計劃已資助中央加工廠替換冷房的LED光管。

By joining the CLP Electrical Equipment Upgrading scheme, Fairwood received subsidies to replace and upgrade the electrical equipment to more energy efficient models. In CFPP, the scheme has subsidised the replacement of the LED tubes used in the cold storages.

下圖記錄了我們從二零一六/一七年到二零二一/二二年的能源消耗密度。我們發現由於我們的節能投資，自二零一六/一七年以來，能源密度一直在穩步下降，但在二零二零/二一年，香港受疫情影響最大的時候卻出現了上升。在二零二一/二二年，由於大快活對節能設備持續投資和受到較少的用餐限制，能源密度有所下降。隨著香港在未來疫情限制逐步減少，我們相信能源密度將會回到原來的軌跡。考慮到這一點，本集團正在制定可量化的節能目標以追求持續改進。

The following graph captures our energy consumption intensity (per million HKD revenue) from 2016/17 to 2021/22. We have found the energy intensity had been steadily falling since our base year 2016/17 due to our energy-saving investments, but a spike resulted in 2020/21 when Hong Kong was most impacted by dining restrictions due to the pandemic. For the year 2021/22, the energy intensity has dropped as it was subject to less dining restrictions and due to its continuous investment in energy-saving equipment. As Hong Kong adopts a more progressive approach to pandemic restrictions in the future, we believe the energy intensity shall fall back into its original trajectory. With this in mind, the Group is in the process of developing numerical energy reduction targets to pursue continuous improvement.

由二零一六/一七年至二零二一/二二年
大快活能源密度百分比變化
Fairwood energy intensity % change from 2016/17 to 2021/22



由二零一六/一七年至二零二一/二二年能源密度(每百萬港元收入)百分比變化
Energy intensity (per million HKD revenue) % change from 2016/17 to 2021/22

節約用水

穩定的供水對維持我們的日常運作十分重要。雖然大快活在水源方面沒有遇到任何問題，但我們意識到全球對水資源可用性和節水重要性的關注日益增加。環境設備專責小組採取以下措施來提高用水效率：

- 引入新型解凍水槽的獨特設計，以減少用水的需求；
- 在店鋪廚房安裝新設計的電保溫爐，可節約高達40%用水量；及
- 安裝新型洗碗機。

下圖顯示了我們在二零一六/一七年至二零二一/二二年減少用水量方面的記錄。下圖記錄了我們從二零一六/一七年到二零二一/二二年的用水密度。從二零一六/一七年至二零二一/二二年，我們的用水密度（每百萬港元收入）降低了17%。據觀察，用水用度的峰值沒有能源密度那麼嚴重。這是因為用水量與收入（即提供的餐食）有較高的相關性，而能源消耗的相關性較低，因為無論提供多少餐食，空調和照明等系統仍然在消耗能源。考慮到我們未來在節水模式上的投資計劃，本集團正在製定可量化的減水目標以尋求持續改進。

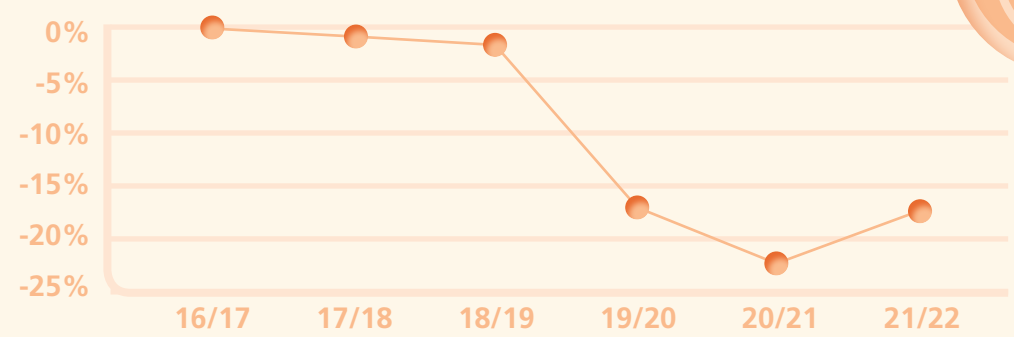
Water conservation

A stable water supply is crucial for maintaining our daily operations. Although Fairwood has not encountered any issues of sourcing water, we are aware of the growing global concern about water availability and the importance of water conservation. The Environmental and Equipment Taskforce has initiated the following measures to improve water efficiency:

- Introduced the unique design of a new defrost sink to water usage;
- Installed a new design of electric bain marie in the outlet kitchen leading to up to 40% of water reduction; and
- Installed new dish-washing machines.

The following graph demonstrates our track record in reducing our water consumption from 2016/17 to 2021/22. The following graph captures our water consumption intensity (per million HKD revenue) from 2016/17 to 2021/22. From 2016/17 to 2021/22, we have achieved a 17% reduction in water consumption intensity . It was observed that the spike in water intensity was not as severe as the energy intensity. This is due to water consumption being highly correlated with revenue (i.e. meals served), while energy consumption is less correlated as systems such as air-conditioning and lighting are still consuming energy regardless of the number of meals being served. With consideration of our future investment plans in the water-saving models, the Group is in the process of developing numerical water reduction targets to pursue continuous improvement.

由二零一六/一七年至二零二一/二二年
大快活用水密度百分比變化
Fairwood water consumption intensity % change from 2016/17 to 2021/22



由二零一六/一七年至二零二一/二二年用水密度(每百萬港元收入)百分比變化
Water consumption intensity (per million HKD revenue) % change from 2016/17 to 2021/22

廢棄物管理

為支持香港資源循環藍圖2035，大快活致力於解決我們的廢物足跡。到二零二二/二三年，我們尋求進行水量審計，並為廢物產生建立基線，以製定未來的廢物減少和回收目標，以趕上即將於明年生效的都市固體廢物收費計劃。此外，我們按照廢物分級管理我們的廢物，將避免產生廢物放在首位，例如減少一次性材料，其次是廢物循環再造、回收、修復和最後是棄置。

Waste management

To support Waste Blueprint for Hong Kong 2035, Fairwood is committed to tackling our waste footprint. By 2022/23, we seek to conduct water audits and establish a baseline for waste generation to set waste reduction and recycling targets in the future, in time for the imminent Municipal Waste Charging Scheme effective from next year. Besides, we manage our waste according to the waste hierarchy which gives top priority to waste prevention such as reducing single-use materials, followed by waste segregation, recycling, recovery and finally disposal.

店鋪廢棄物 Outlet waste

大快活採取了多種措施從源頭減少廢物並逐步淘汰可持續性較低的材料，包括:

Fairwood has introduced various measures to reduce waste at source and phase out less sustainable materials, including:

為堂食顧客提供可重複使用的餐具

Reusable tableware for dine-in customers

竹筷子和牙簽代替可持續性較低的木材料

Bamboo chopsticks and toothpicks as an alternative of less sustainable wooden ones

完全淘汰塑膠飲管及塑膠攪棒，並用紙飲管和木棍代替

Complete phase out of plastic straws and stirrers to paper straws and wooden stirrers

可生物降解（能夠分解而不會將有害物質留在自然環境中）塑膠袋替代普通塑膠袋

Biodegradable (able to break down without leaving harmful substances to the natural environment) plastic bags to replace regular ones

用高效益且環保的塑膠替代發泡膠

Environmentally efficient and friendly plastic materials to replace Styrofoam

廢置食用油 Waste cooking oil

大快活制定了正確處理和儲存「廢置食用油」的明確程序，以防止「廢置食用油」污染環境和重新進入食物鏈。在中央加工廠，我們遵循環保署所制定的指引，在工作地點存放及記錄廢置食用油。油膩的廢物通過隔油池分離出來，並由註冊的「廢置食用油」收集商收集，然後轉化為生物柴油等工業產品。

Fairwood has established clear procedures in proper handling and storage of waste cooking oil ("WCO") to prevent WCO from contaminating the environment and re-entering the food chain. At CFPP, we follow the guidelines set out by the EDP for onsite storage and record of WCO. Greasy waste is separated out by grease trap and collected by registered WCO collectors that is converted into industrial products like biodiesel.

廚餘 Food waste

作為一家連鎖餐廳，我們認為避免和減少食物浪費是我們的責任。在我們的店鋪，我們通過提供減少份量選擇和鼓勵顧客帶走剩菜來推廣「惜食」的飲食文化。

我們向中央加工廠的餐廚提供了垃圾分類明確的指導，以促進有效的垃圾回收。廚餘每天都被送到有機資源回收中心，轉化為有價值的資源，如肥料或生物燃氣。

As a restaurant chain, we believe that it is our responsibility to avoid and reduce the amount of food waste produced throughout our entire value chain. At our outlets, we promote the "food wise" culture by offering portioned meals and encouraging customers to take away leftovers.

We provide clear guidance on food waste separation in the canteen of CFPP to facilitate effective recycling of waste. Food waste is delivered to the Organic Resources Recovery Centre every day and transformed into valuable resources such as compost or biogas.

廚餘/污泥共厭氧消化試驗計劃 Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial Scheme

大快活的中央加工廠自二零一九年十月已參與由環保署舉辦的「廚餘、污泥共厭氧消化」試驗計劃。在這兩年半營運當中，中央加工廠每月大約運送15.7噸廚餘到廚餘預處理設施，以測試廚餘和污泥的混合比例以及其他營運參數。

Fairwood has participated in the Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial scheme launched by Environmental Protection Department since October 2019 at CFPP. During the 2.5 years of operation so far, about 15.7 tonnes per month of food waste from CFPP has been treated at the food waste pre-treatment facilities to test the mixing ratio of food waste and sewage sludge and other operational parameters.

辦公室廢棄物 Office waste

為了創造一個更環保、更可持續的工作場所，大快活致力於通過收集紙張、碳粉盒和其他類型的辦公室廢物進行回收。我們還積極參與本地組織的廢物管理活動，例如明愛電腦翻新項目。大快活在總部建立了回收設施，讓同事養成良好的習慣，促進源頭減廢和節約能源，循環再用，提高環保意識。為鼓勵同事在辦公室做到「電子化」和「無紙化」，大快活舉辦了「節省用紙比賽」，善用電子系統來傳遞信息，減少用紙。

With the aim of creating a greener and more sustainable workplace, Fairwood strives to minimise office waste by collecting paper, toner cartridges and other types of waste for recycling. We also actively participate in waste management campaigns organised by local organisations, such as the Caritas Computer Refurnish Project. Fairwood has established the recycling facilities in the headquarter to enable colleagues to develop good habits and promote waste reduction and energy saving at the source, recycling and raising awareness of environmental protection. To encourage colleagues to be "electronic" and "paperless" in the office, Fairwood has organized "Paper Saving Competition" to make good use of electronic systems to distribute messages and reduce paper usage.

金屬和塑膠回收箱
Metal and plastic recycling bin

電燈泡和熒光管回收箱
Electric bulb and fluorescent lamp recycling box

環保辦公室文化 - 節約用紙比賽
Environmental Office Culture - Paper Saving Competition

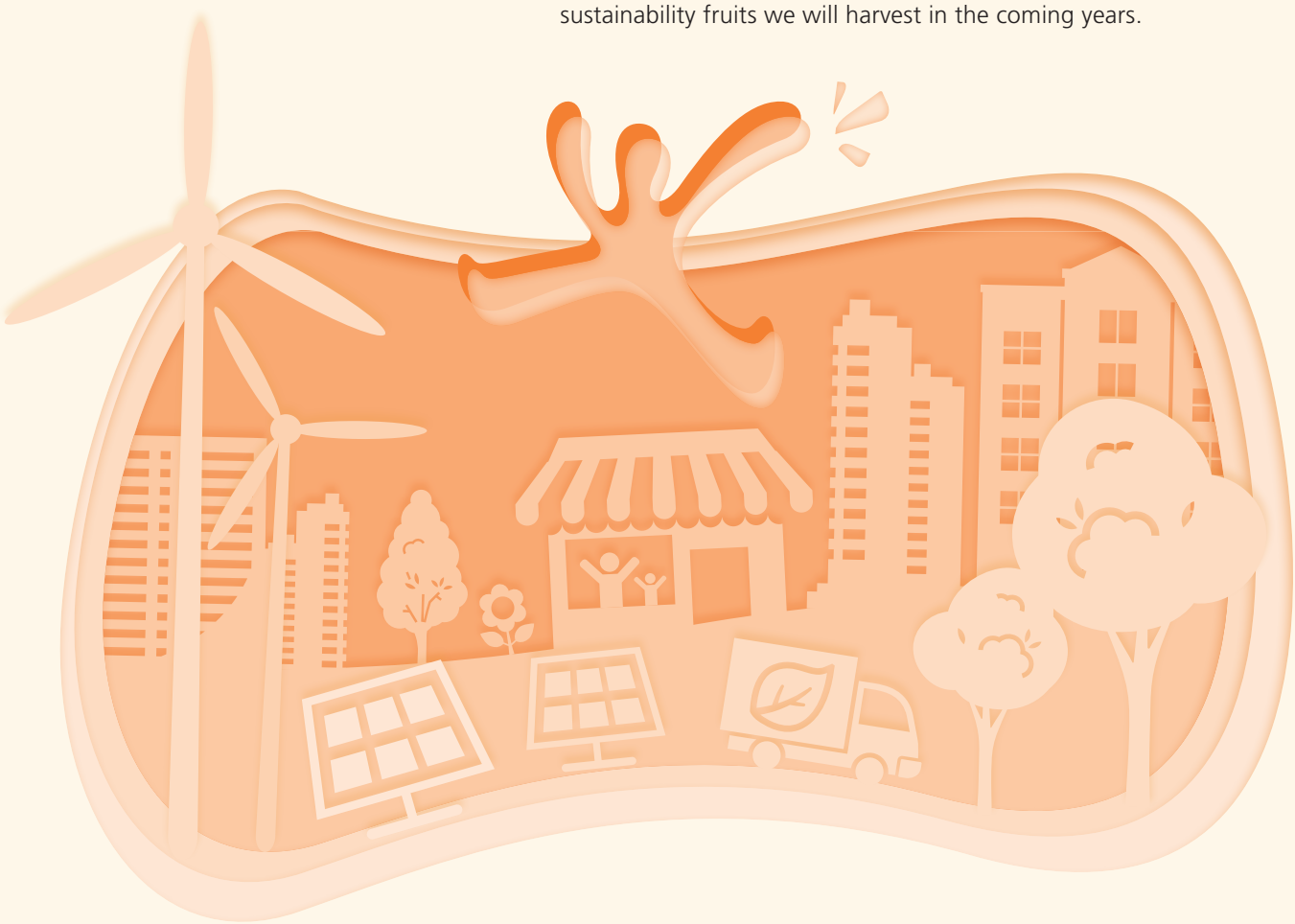
展望未來
Looking Forward

在過去的五十年中，無論是我們的食物質素還是顧客體驗，大快活一直在努力提升自己。隨著今年可持續發展委員會的成立，我們意識到，對於我們的持續長久性，我們的環境和社會影響與經濟影響一樣重要。展望未來，我們會尋求採取更具前瞻性的可持續發展方法。尤其是我們一直支持科技，積極投資節能及節水的設備，並在來年制定長期的環保目標。

Fairwood has been relentless in being better versions of ourselves in the past 50 years, whether that be in terms of the quality of our meals or customer experience. With the establishment of the Sustainability Committee this year, we recognise that for our continued longevity our environmental and social impacts are just as material as our economic impacts. Going forward, we seek to take a more forward-looking approach to sustainability. In particular, we have always embraced technology and been proactive in investing in energy and water-saving equipment models, and seek to set long-term environmental targets in the coming year.

疫情為營商環境帶來的挑戰並沒有阻止我們推進營運改善。我們將繼續與各持份者合作，推動和促進我們的可持續發展成效。在管理層的堅定承諾下，大快活期待在未來幾年的可持續發展成果收穫。

The challenging business environment due to the pandemic has not stopped us from driving continuous improvement in our operations. We shall continue to engage with various stakeholders to drive and facilitate our sustainability performance. Under the resolute commitment by our management, Fairwood looks forward to the sustainability fruits we will harvest in the coming years.



獎項表
Award List

活動 Activities	獎項 Awards	主辦單位 Organisers
OUHK Virtual Career Fair 2021 香港公開大學數碼招聘會2021	Certificate of Appreciation 表揚證書	The Open University of Hong Kong 香港公開大學
Good Employer Charter 2020-2022 好僱主約章 2020-2022	Family-friendly Good Employer 『友』『家』好僱主	Labour Department 勞工處
S6 Experiential, Enriching and Empowering Internship Programme 中六體驗實習計劃	Certificate of Appreciation 表揚證書	Fortress Hill Methodist Secondary School 炮台山循道衛理中學
2020 Hong Kong Awards for Environmental Excellence (HKAEE) 香港環境卓越大獎2020	Certificate of Merit 2020 優異獎2020	Environmental Campaign Committee 環境運動委員會
Sustainable Restaurant Certification 環保飲食餐廳	Bronze Sustainable Restaurant 環保飲食餐廳銅獎	Foodpanda Foodpanda
CLP's Peak Demand Management Programme 中電高峰用電管理計劃	Certificate of Appreciation 表揚證書	CLP 中電
Partnership Scheme 協作夥伴計劃	Partnership Certificate of Appreciation 協作夥伴感謝狀	The Salvation Army Social Services Department 救世軍社會服務部
Catering Industry Safety Inspiration Program 飲食業安全凝聚計劃	Certificate of Participation 參與證書	Labour Department 勞工處
Caring Company 商界展關懷	10 Years Plus Caring Company 10年Plus商界展關懷	The Hong Kong Council of Social Service 香港社會服務聯會
ERB Annual Award Presentation Ceremony 2021/22 ERB年度頒獎禮2021/22	ERB Excellence Award for Employers ERB傑出僱主獎	Employees Retraining Board 僱員再培訓局

績效表
Performance Table

環境績效

二零二一/二二年和二零二零/二一年的營運受到晚餐堂食限制和在家工作規定影響。

Environmental Performance

The operations of 2021/22 and 2020/21 were affected due to evening dine-in restrictions and work-from-home regulations.

僅限於香港的營運 Operation in Hong Kong only	單位 Unit	二零二一/二二年 (附註 1) 2021/22 (Note 1)	二零二零/二一年 (附註 2) 2020/21 (Note 2)
耗電量 Electricity consumption			
總部 Headquarter	千瓦時 kWh	372,250	453,060
中央加工廠 CFPP	千瓦時 kWh	5,672,373	5,548,923
烘焙生產線 Bakery production line	千瓦時 kWh	662,381	N/A
餐廳店鋪 Restaurant outlets	千瓦時 kWh	66,332,604	69,275,536
總用電量 Total electricity consumption	千瓦時 kWh	73,039,608	75,277,519
氣體燃料使用量 Gaseous fuel consumption			
中央加工廠 CFPP	千瓦時 kWh	2,964,200	3,266,013
烘焙生產線 Bakery production line	千瓦時 kWh	0	N/A
餐廳店鋪 Restaurant outlets	千瓦時 kWh	44,958,519	44,989,717
總氣體燃料使用量 Total gaseous fuel consumption	千瓦時 kWh	47,922,719	48,255,730
汽油能源使用量 (附註4) Petrol gas energy consumption (Note 4)			
總部 Headquarter	千瓦時 kWh	42,584	38,205
總能源消耗量 (附註3及4) Total energy consumption (Note 3 & 4)			
總部 Headquarter	千瓦時 kWh	414,834	491,265
中央加工廠 CFPP	千瓦時 kWh	8,636,573	8,814,936
烘焙生產線 Bakery production line	千瓦時 kWh	662,381	N/A
餐廳店鋪 Restaurant outlets	千瓦時 kWh	111,291,123	114,265,253
總能源消耗量 Total energy consumption	千瓦時 kWh	121,004,911	123,571,454
總能源密度 (附註5) Total energy intensity (Note 5)			
總部 Headquarter	千瓦時 / 百萬港元收入 kWh / HKD million revenue	152	195
中央加工廠 CFPP	千瓦時 / 百萬港元收入 kWh / HKD million revenue	3,159	3,490
烘焙生產線 Bakery production line	千瓦時 / 百萬港元收入 kWh / HKD million revenue	242	N/A
餐廳店鋪 Restaurant outlets	千瓦時 / 百萬港元收入 kWh / HKD million revenue	40,706	45,244
總能源密度 Total energy intensity	千瓦時 / 百萬港元收入 kWh / HKD million revenue	44,259	48,929

僅限於香港的營運 Operation in Hong Kong only	單位 Unit	二零二一/二二年 (附註 1) 2021/22 (Note 1)	二零二零/二一年 (附註 2) 2020/21 (Note 2)
溫室氣體排放量 (附註4及6) GHG emissions (Note 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_2e	9,187	9,245
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_2e	34,210	35,431
溫室氣體排放總量 Total GHG emissions	公噸二氧化碳當量 tCO_2e	43,397	44,676
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_2e / HKD million revenue	15.9	17.7
廢氣排放 (附註3,4及9) Air emissions (Note 3, 4 & 9)			
氮氧化物 Nitrogen oxides (NO_x)	公噸 Tonnes	0.602	0.697
硫氧化物 Sulphur oxides (SO_x)	公噸 Tonnes	0.003	0.004
顆粒物 Particulate matter (PM)	公噸 Tonnes	0.00016	0.00017
耗水量 (附註10及11) Water usage (Note 10 & 11)			
總部 Headquarter	立方米 m^3	262	185
中央加工廠 CFPP	立方米 m^3	90,486	72,430
烘焙生產線 Bakery production line	立方米 m^3	918	N/A
餐廳店鋪 Restaurant outlets	立方米 m^3	1,269,243	1,100,290
總用水量 Total water usage	立方米 m^3	1,360,909	1,172,905
總用水密度 (附註5) Total water consumption intensity (Note 5)			
總部 Headquarter	立方米 / 百萬港元收入 m^3 / HKD million revenue	0.1	0.1
中央加工廠 CFPP	立方米 / 百萬港元收入 m^3 / HKD million revenue	33	29
烘焙生產線 Bakery production line	立方米 / 百萬港元收入 m^3 / HKD million revenue	0.3	N/A
餐廳店鋪 Restaurant outlets	立方米 / 百萬港元收入 m^3 / HKD million revenue	464	436
總用水密度 Total water consumption intensity	立方米 / 百萬港元收入 m^3 / HKD million revenue	497	465
廢棄物管理 (附註12) Waste management (Note 12)			
已回收的廢置食用油 Recycled waste cooking oil	立方米 m^3	223	200
已回收的廚餘 Recycled food waste	公噸 Tonnes	151	229
已回收的紙皮 Recycled cardboard	公噸 Tonnes	214	178
包裝物料 (附註13) Packaging material (Note 13)			
已採購的食品及飲料包裝材料 Procured food and beverage packaging materials	公噸 Tonnes	2,382	1,575
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	272	N/A

附註 1: 二零二一/二二年包括157間餐廳資料。

Note 1: 2021/22 data inclusive of 157 restaurant outlets.

附註 2: 二零二零/二一年包括156間餐廳資料。

Note 2: 2020/21 data inclusive of 156 restaurant outlets.

附註 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，而且未能容易地從第三方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。

Note 3: Fairwood's transportation fleets are outsourced, and therefore the relevant fuel and emission figures are not under Fairwood's operational control. Currently, there are no comprehensive quantification methodologies and easily accessible relevant data from third-party for Fairwood to disclose accurate figures that reflects its environmental footprints from the outsourced service. To ensure the accuracy of this Report and the disclosed data, the relevant data are not disclosed.

附註 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。

Note 4: As Fairwood's two private cars are only used for senior management day-to-day business travel and personal use, which is not correlated to Fairwood's business operation whereas the corresponding fuel consumption does not have any significant impact on the Group's operations.

附註 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。二零二零/二一年及二零二一/二二年香港業務的總收入分別為港幣25.3億元及港幣27.3億元。

Note 5: Intensity values are calculated by dividing the absolute energy/GHG/water consumption by the total revenue from Hong Kong operations only. The total revenue from Hong Kong operations for 2020/21 and 2021/22 are HK$2.53 billion and HK$2.73 billion respectively.

附註 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)。根據聯交所編制的《如何編制環境、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。

Note 6: Fairwood's Scope 1, Scope 2 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). In accordance with 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 the relevant data. Although Fairwood's GHG emissions currently do not include those arising from outsourced activities, other contractual arrangements or business travel, Fairwood shall review the GHG emission scope on a regularly basis to enhance disclosure for future reports.

附註 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。

Note 7: Scope 1 refers to direct emissions from sources and removals. The disclosures mainly included the GHG emissions from stationary fuel combustion.

附註 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。

Note 8: Scope 2 refers to energy indirect emissions. The disclosures mainly include purchased electricity and Towngas.

附註 9: 大快活的中央加工廠已獲《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 。

Note 9: Fairwood's CFPP has obtained the 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 have met the 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 emissions due to gaseous fuel consumption (i.e. Towngas and LPG) and private cars owned by Fairwood.

附註 10: 部分餐廳店鋪的水費單跨越兩個報告期，因此二零二一/二二年的用水量是根據水費單按比例計算。

Note 10: Water bills for some of the restaurant outlets have spanned across two reporting periods, the water consumption figures for 2021/22 are calculated on pro rata basis.

附註 11: 二零二零/二一年和二零二一/二二年的用水量數據是根據實際數字按比例計算。

Note 11: The water consumption figures for 2020/21 and 2021/22 are calculated on pro rata basis based on actual figures.

附註 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。

Note 12: There is no standardized waste data collection system developed for the restaurant outlets, and thus the relevant data is not disclosed. Fairwood is progressively improving the waste data management system to enhance disclosure for future reports.

附註 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。由於2019冠狀病毒疫情，外賣和送餐服務的數量增加，導致包裝用量增加。

Note 13: Fairwood's procured food and beverage packaging materials include dining serveware and utensils. The relevant figures are consolidated based on the available data. Due to COVID-19 pandemic, the number of takeaway and food delivery services has increased, resulting in an increase in packaging consumption.

社會績效 Social Performance

我們的僱員 (香港) Our Employees (Hong Kong)		二零二一/二二年 就業數據 2021/22 Employment data	二零二一/二二年 平均每月僱員 流失比率 (附註 1) 2021/22 Average monthly turnover rate (Note 1)
總僱員人數 Total number of employees		**4,825**	**6.8%**
按性別 By gender	男 Male	1,336	8.9%
	女 Female	3,489	6.0%
按類型 By type	全職 Full-time	2,832	Not required
	兼職 Part-time	1,993	Not required
按年齡組別 By age group	< 30	778	13.1%
	30 - 50	2,047	5.1%
	> 50	2,000	6.1%
按僱員類別 By employee category	高級管理層 Senior management	29	Not required
	中級管理層 Middle management	1,873	Not required
	前線和一般員工 Frontline and general staff	2,923	Not required
按地區類型 By geographical region	香港 Hong Kong	4,825	6.8%
按種族 By race	本地 Local	4,541	6.9%
	小數族裔 Ethnic minority	284	6.0%

附註 1: 平均每月僱員流失比率 = 特定類別的平均員工流失人數 / 特定類別的每月平均員工人數
Note 1: Average monthly turnover = average number of employee turnover in specific category / the monthly average number of employees in specific category

社會績效 Social Performance

培訓與發展 (香港) Training and Development (Hong Kong)		二零二一/二二年 平均培訓時間 2021/22 Average training hours	二零二一/二二年 受過培訓的員工百分比 2021/22 Percentage of employees trained	
受過培訓的員工總數 Total number of trained employees		**9.3**	**91%**	（附註1） (Note 1)
按性別 By gender	男 Male	**9.2**	**26%**	（附註2） (Note 2)
	女 Female	**9.3**	**74%**	（附註2） (Note 2)
按僱員類別 By employee category	高級管理層 Senior management	**3.1**	**2%**	（附註2） (Note 2)
	中級管理層 Middle management	**15.3**	**41%**	（附註2） (Note 2)
	前線和一般員工 Frontline and general staff	**6.8**	**57%**	（附註2） (Note 2)

附註1: (聯交所附錄3 – 社會關鍵績效指標報告指引)
受過培訓的員工百分比 = T / E * 100
T = 參加培訓的員工
E = 員工人數

Note 1: (as specified in HKEX Appendix 3 – Reporting Guidance on Social KPIs)
Percentage of employees trained = T / E * 100
T = Employees who took part in training
E = Number of employees

附註 2: (聯交所附錄3 – 社會關鍵績效指標報告指引)
相關類別員工的細目 = T(x) / T * 100
T(x) = 指定類別，x，參加培訓的員工
T = 參加培訓的員工

Note 2: (as specified in HKEX Appendix 3 – Reporting Guidance on Social KPIs)
Breakdown for employees in relevant categories = T(x) / T * 100
T(x) = Employees in the specified category, x, who took part in training
T = Employees who took part in training

職業健康和安全 Occupational Safety and Health	二零二一/二二年 2021/22
與工作有關的死亡宗數 (附註 1) Work-related fatality (Note 1)	**0**
與工作有關的工傷宗數 Work-related injuries	**153**
因工傷損失的工作日數 Lost days due to work injury	**7,531**

附註 1: 過去三年（包括本報告年度），因工傷而死亡的人數為零。
Note 1: The number of deaths due to work in the past three years (including the reporting year) is zero.

可持續發展框架及合規性
Sustainable Development Framework and Compliance

本集團通過監管相關和適用的本地法律及規例的合規性和審查內部政策及措施的實施和有效性來維持其可持續發展框架。以下表中總結了對本集團業務有重大影響的法律及規例和內部政策及措施。

The Group maintains its sustainable development framework through monitoring the compliance on all relevant and applicable local laws and regulations and reviewing the implementation and effectiveness of internal policies and measures. The following table summarises the laws and regulations as well as the internal policies and measures which have significant impact on the Group's operations.

企業管治 Corporate Governance

相關法律及規例 Relevant laws and regulations	功能 Functions
香港聯合交易所有限公司證券上市規則 Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited	管治透明及有道德的企業管治架構 To govern a transparent and ethical corporate governance structure
證券及期貨條例（香港法例第571章） Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong)	
防止賄賂條例（香港法例第201章） Prevention of Bribery Ordinance (Chapter 201 of the Laws of Hong Kong)	
個人資料（私隱）條例（香港法例第486章） Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong)	確保妥善處理和管理保密及個人資料 To ensure proper handling and management of confidential and personal data
內部政策和措施 Internal policies and measures	**功能 Functions**
可持續發展委員會 Sustainability Committee	建議環境、社會及管治的相關策略和管理 To steer ESG-related strategy and management
反貪污指引 Anti-corruption guidelines	指導和教育員工以道德的方式履行職責 To instruct and educate employees to conduct duties in an ethical manner
行為準則 Code of conduct	
員工手冊 Employee handbook	

快活團隊 Happy Team

相關法律及規例 Relevant laws and regulations	功能 Functions
僱傭條例（香港法例第57章） Employment Ordinance (Chapter 57 of the Laws of Hong Kong)	禁止僱用任何童工，監管青年員工的工作時數，以及制定其他合規的負責任之僱傭慣例 To prohibit the any employment of children, regulate working hours for young employees, and establish other responsible employment practices in compliance
最低工資條例（香港法例第608章） Minimum Wage Ordinance (Chapter 608 of the Laws of Hong Kong)	保障員工薪酬、補償及基本人權 To protect employees' remuneration, compensation and fundamental human rights
僱員補償條例（香港法例第282章） Employees' Compensation Ordinance (Chapter 282 of the Laws of Hong Kong)	
強制性公積金計劃條例（香港法例第485章） Mandatory Provident Fund Scheme Ordinance (Chapter 485 of the Laws of Hong Kong)	
性別歧視條例（香港法例第480章） Discrimination Ordinances (Chapter 480 of the Laws of Hong Kong) 殘疾歧視條例（香港法例第487章） Disability Discrimination Ordinance (Chapter 487 of the Laws of Hong Kong) 家庭崗位歧視條例（香港法例第527章） Family Status Discrimination Ordinance (Chapter 527 of the Laws of Hong Kong) 種族歧視條例（香港法例第602章） Race Discrimination Ordinance (Chapter 602 of the Laws of Hong Kong)	防止在工作場所發生任何形式的歧視 To prevent any kinds of discrimination in the workplace
職業安全及健康條例（香港法例第509章） Occupational Safety and Health Ordinance (Chapter 509 of the Laws of Hong Kong)	確保僱主為員工提供安全及健康的工作環境 To require employers to ensure a safe and healthy workplace for employees
內部政策和措施 Internal policies and measures	**功能 Functions**
開心欣賞行動 Happy Appreciation Movement	為員工提供額外福利 To provide additional benefits for staff
員工手冊 Employee handbook	列出員工報酬和解僱、晉升、工作時間、健康和安全以及其他福利的詳細資料 To list out details of employee compensations and dismissal, promotions, working hours, health and safety and other benefits
無歧視文化 Discrimination-free culture	支援所有合資格的應徵者並提供平等機會 To support all qualified candidates and provide equal opportunities
工作環境安全專責小組 Workplace Safety Taskforce	規劃、執行並監督在健康和安全方面的進展和表現 To plan, execute and oversee the progress and performances on health and safety
職業健康及安全政策 Occupational health and safety policy	保護員工並實現「零」工傷目標 To safeguard employees and to achieve the "zero" injury goal
中央加工廠安全委員會 CFPP Safety Committee	監督中央加工廠的安全狀況 To oversee CFPP's safety conditions

快活環境 Happy Environment

相關法律及規例 Relevant laws and regulations	功能 Functions
空氣污染管制條例（香港法例第311章） Air Pollution Control Regulations (Chapter 311 of the Laws of Hong Kong)	管制有害廢氣排放 To regulate hazardous air emissions
水污染管制條例（香港法例第358章） Water Pollution Control Ordinance (Chapter 358 of the Laws of Hong Kong)	管制污水處理 To regulate management of sewage treatment
廢物處置條例（香港法例第354章） Waste Disposal Ordinance (Chapter 354 of the Laws of Hong Kong)	管制廢棄物處理 To regulate waste management
產品環保責任條例（香港法例第603章） Product Eco-Responsibility Ordinance (Chapter 603 of the Laws of Hong Kong)	監督對環境影響較小的物資採購 To oversee procurement of supplies with lower environmental impact
都市固體廢物收費計劃 Municipal Waste Charging Scheme	減少垃圾堆填量 To reduce waste-to-landfill amounts
內部政策和措施 Internal policies and measures	**功能 Functions**
環境設備專責小組 Environment and Equipment Taskforce	引入嶄新和創新的環保材料和設備來支持資源優化 To support resource optimisation via introducing new and innovative eco-materials and equipment
環境政策 Environmental policy	展示並體現我們對環境保護的承諾 To demonstrate and realise our commitment on environmental protection
提高企業和社區的環保意識 Enhance corporate and community's awareness on environmental protection	推廣負責任的環保行為 To promote environmentally responsible behaviour
參與並支持環保活動 Participate in and support environmental campaigns	

快活顧客 Happy Customer

相關法律及規例 Relevant laws and regulations	功能 Functions
預防及控制疾病 (規定及指示) (業務及處所) 規例（香港法例第599F章） Prevention and Control of Disease (Requirements and Directions) (Business and Premises) Regulation (Chapter 599F of the Laws of Hong Kong)	由於疫情嚴峻，進一步加強疫情防控措施 To further strengthen epidemic containment measures in light of the severe epidemic situation
食品安全條例及其他有關規例（香港法例第612章） Food Safety Ordinance (Chapter 612 of the Laws of Hong Kong) and other related regulations	管理供應商的登記、不同類型的食品的成份、準則和描述等 To govern registration of suppliers and the composition, standards and description of different food products
食物及藥物(成分組合及標籤)規例（香港法例第132W章） Food & Drugs (Composition & Labelling) Regulations (Chapter 132W of the Laws of Hong Kong)	監管不同類型的食品的成份及當中所用的材料 To regulate the composition ingredients used in different food products
公眾衛生及市政條例（香港法例第132章）及其他有關職業衛生和發牌的法規 Public Health & Municipal Services Ordinance (Chapter 132 of the Laws of Hong Kong) and other regulations related to operational hygiene and licensing	確保食品安全和工作地點衛生 To ensure food safety and on-site hygiene
商標條例（香港法例第559章） Trade Marks Ordinance (Chapter 559 of the Laws of Hong Kong)	監管在食品廣告使用的商標 To regulate use of trademarks in advertising
商品説明條例（香港法例第362章） Trade Descriptions Ordinance (Chapter 362 of the Laws of Hong Kong)	禁止在食品廣告中出現虛假的商品説明、虛假、誤導性或不完整的資訊以及虛假標記和錯誤陳述 To prohibit false trade descriptions, false, misleading or incomplete information, false marks and misstatements in the advertisement of food products
競爭條例（香港法例第619章） Competition Ordinance (Chapter 619 of the Laws of Hong Kong)	禁止有防礙、限制或扭曲香港競爭力的目的或影響之行為 To prohibit conduct which has the object or effect of preventing, restricting or distorting competition in Hong Kong
內部政策和措施 Internal policies and measures	**功能 Functions**
供應商準則 Supplier criteria	監測供應鏈的合規性 To oversee compliance in the supply chain
可持續採購政策（供應商行為準則） Sustainable procurement policy (Supplier code of conduct)	確保主要供應商實踐環境、社會和管治 To ensure major suppliers are upholding responsible ESG practices
中央加工廠質量管制 CFPP quality control	確保食物質量及安全 To ensure food quality and safety
餐廳質量管制 Restaurants quality control	
衛生管制 Hygiene control	
快活大使 Fairwood ambassadors	幫助把大快活的開心文化和優質顧客服務帶進香港各社區 To help bringing Fairwood's happy culture and quality customer service to communities in Hong Kong
社區大使 Community ambassadors	將關懷和服務擴展到社區 To extend care and service to the communities

環境、社會及管治報告指引索引
Environmental, Social and Governance Reporting Guide Index

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(A) 環境 ENVIRONMENT			
A1: 排放物 EMISSIONS			
A1	*一般披露* *General disclosure*	(a) 政策；及 (b) 相關法律的資料。 Information on: (a) the policies; and (b) compliance.	快活可持續框架 Fairwood Sustainable Framework 可持續發展框架及合規性 Sustainable Development Framework and Compliance 於報告期內，本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.
	A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	績效表 Performance table
	A1.2	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)。 Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	績效表 Performance table
	A1.3	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)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	績效表 Performance table
	A1.4	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)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	績效表 Performance table 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。 We are in the process of developing robust waste data collection systems to disclose the waste generation data next year.
	A1.5	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。 Description of emission target(s) set and steps taken to achieve them.	支持快樂地球及社區 Supporting a Happy Planet and Community 大快活已經披露了持續降低溫室氣體排放強度的方向性目標，但正在制定下年的數字目標。 Fairwood has disclosed the directional target of continuously reducing greenhouse gas emissions intensity, but it is in the process of developing numerical targets for next year.
	A1.6	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。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	支持快樂地球及社區 Supporting a Happy Planet and Community 大快活已經披露了持續降低其廢物強度的方向性目標，但正在制定下年的數字目標。 Fairwood has disclosed the directional target of continuously reducing its waste intensity, but it is in the process of developing numerical targets.

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(A) 環境 ENVIRONMENT			
A2: 資源使用 USE OF RESOURCES			
A2	*一般披露* *General disclosure*	政策 Policies	快活可持續框架 Fairwood Sustainable Framework 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	A2.1	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)。 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).	績效表 Performance table
	A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	績效表 Performance table
	A2.3	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。 Description of energy use efficiency target(s) set and steps taken to achieve them.	支持快樂地球及社區 Supporting a Happy Planet and Community 大快活已經披露了持續降低能源密度的方向性目標，但正在制定下一年的數字目標。 Fairwood has disclosed the directional target of continuously reducing its energy intensity, but it is in the process of developing numerical targets for next year.
	A2.4	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。 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.	支持快樂地球及社區 Supporting a Happy Planet and Community 大快活已經披露了持續降低水密度的方向性目標，但正在制定下一年的數字目標。 Fairwood has disclosed the directional target of continuously reducing its water intensity, but it is in the process of developing numerical targets for next year.
	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.	績效表 Performance table

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(A) 環境 ENVIRONMENT			
A3: 環境及天然資源 THE ENVIRONMENT AND NATURAL RESOURCES			
A3	*一般披露* *General disclosure*	政策 Policies	快活可持續框架 Fairwood Sustainable Framework 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	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.	支持快樂地球及社區 Supporting a Happy Planet and Community
A4: 氣候變化 CLIMATE CHANGE			
A4	*一般披露* *General disclosure*	政策 Policies	快活可持續框架 Fairwood Sustainable Framework 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	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.	支持快樂地球及社區 Supporting a Happy Planet and Community

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(B) 社會 SOCIAL			
B1: 僱傭 EMPLOYMENT			
B1	*一般披露* *General disclosure*	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	支持快活的工作團隊 Championing a Happy Team 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B1.1	按性別、僱傭類型、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.	績效表 Performance table
	B1.2	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.	績效表 Performance table
B2: 健康與安全 HEALTH AND SAFETY			
B2	*一般披露* *General disclosure*	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	支持快活的工作團隊 Championing a Happy Team 可持續發展框架及合規性 Sustainable Development Framework and Compliance 於報告期內，本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.
	B2.1	每年因工作有關的死亡人數。 Number and rate of work-related fatalities.	於過去三年，本集團並無任何因工作而死亡的意外。 During the last three reporting years, there were no work-related fatalities.
	B2.2	因工傷損失的工作日數。 Lost days due to work injury.	績效表 Performance table
	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.	支持快活的工作團隊 Championing a Happy Team

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(B) 社會 SOCIAL			
B3: 發展及培訓 DEVELOPMENT AND TRAINING			
B3	*一般披露* *General disclosure*	政策 Policies	支持快活的工作團隊 Championing a Happy Team 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	績效表 Performance table
	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.	績效表 Performance table
B4: 勞工準則 LABOUR STANDARDS			
B4	*一般披露* *General disclosure*	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	支持快活的工作團隊 Championing a Happy Team 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	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.	招聘政策確保在招聘之前對申請人進行真實的年齡識別。就業政策確保工作條款和條件尊重員工權利。 Recruitment policies ensure authentic age identification of candidate prior to hiring. Employment policies ensure working terms and conditions respect worker rights.
	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.	如果發生不幸的情況，人力資源部門應進行補救並進行原因分析，以防止再次發生。 In the event of an unfortunate case, the HR department shall remedy the situation and conduct a root-cause analysis to prevent re-occurrence.

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(B) 社會 SOCIAL			
B5: 供應鏈管理 SUPPLY CHAIN MANAGEMENT			
B5	*一般披露* *General disclosure*	政策 Policies	共建快活價值鏈 Developing a Happy Value Chain 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	共建快活價值 Creating Happy Value
	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、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	共建快活價值鏈 Developing a Happy Value Chain 績效表 Performance Table
	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.	共建快活價值鏈 Developing a Happy Value Chain
	B5.4	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 promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	共建快活價值鏈 Developing a Happy Value Chain

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(B) 社會 SOCIAL			
B6: 產品責任 PRODUCT RESPONSIBILITY			
B6	*一般披露* *General disclosure*	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	可持續發展框架及合規性 Sustainable Development Framework and Compliance
	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.	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 was no material product recalled 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.	共建快活價值鏈 Developing a Happy Value Chain 報告期內，本集團並無發現任何有關產品及服務的重大投訴。 During the reporting period, the Group was not aware of any significant products and service related complaints.
	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.	本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 to observe and protect intellectual property rights.
	B6.4	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 quality assurance process and recall procedures.	共建快活價值鏈 Developing a Happy Value Chain
	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.	本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	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(B) 社會 SOCIAL			
B7: 反貪污 ANTI-CORRUPTION			
B7	*一般披露* *General disclosure*	(a) 政策；及 (b) 相關法律的資料 Information on: (a) the policies; and (b) compliance	支持快活的工作團隊 Championing a Happy Team 可持續發展框架及合規性 Sustainable Development Framework and Compliance
	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.	報告期內，並沒有對本集團或其員工提出貪污訴訟案件。 During the reporting period, there were no legal cases regarding corruption practices brought against the Group or its employees.
	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 whistle-blowing procedures, how they are implemented and monitored.	支持快活的工作團隊 Championing a Happy Team
	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.	支持快活的工作團隊 Championing a Happy Team

層面 Aspect	關鍵績效指標 KPI	描述 Description	聲明 / 部分 Statement / Section
(B) 社會 SOCIAL			
B8: 社區投資 COMMUNITY INVESTMENT			
B8	*一般披露* *General disclosure*	政策 Policies	支持快樂地球及社區 Supporting a Happy Planet and 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).	支持快樂地球及社區 Supporting a Happy Planet and Community
	B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	支持快樂地球及社區 Supporting a Happy Planet and Community

大快活 Fairwood
FAIRWOOD HOLDINGS LIMITED 大快活集團有限公司
2/F TRP Commercial Centre 18 Tanner Road North Point Hong Kong
香港北角丹拿道18號愛群商業中心2樓 Tel 2856 7111 Fax 2165 1908

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