

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



快活關愛 社區共暖
Fairwood Cares for You
– Bringing Communities
Together



2024-2025

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



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聯絡我們，分享閣下的意見 Contact Us and Share Your Thoughts

我們高度重視閣下對本集團可持續發展工作及匯報的意見，並期待在可持續增長及創造共享價值的旅程中聽取您的寶貴建議。歡迎通過以下渠道分享閣下的意見：

We highly value feedback regarding our sustainability initiatives and reporting and look forward to hearing from you as we continue our journey towards sustainable growth and shared value creation. Please feel free to share your thoughts through the following channels:

電郵 Email	esg@fairwood.com.hk
電話 Telephone	(852) 2856-7217
地址 Address	香港北角丹拿道18號愛群商業中心2樓 2/F, TRP Commercial Centre, 18 Tanner Road, North Point, Hong Kong

A Letter from the Chairman of the Sustainability Committee

Dear Valued Stakeholders

I am pleased to share the progress we have made this year in advancing Fairwood's sustainable development agenda. Guided by our vision, we have transformed commitments into measurable actions, aligning with our mission to create a sustainable, inclusive, and resilient future for all.

This year, our ESG report is anchored by the theme "**Fairwood Cares for You – Bringing Communities Together**", which reflects our commitment to creating a positive and lasting impact on society. At Fairwood, we believe that care begins within — through thoughtful initiatives that delight our customers, empower our employees, and support communities in need. By fostering a culture of care and sharing, we aim to uplift individuals and strengthen the social fabric, making a meaningful difference in the lives we touch.

A key milestone this year was the launch of the "**Ah Wood Soft Meal**" series, a groundbreaking initiative catering to individuals with swallowing difficulties. As a market-first in fast food industry, it not only addresses the needs of communities of swallowing difficulties but also redefines inclusivity in dining. By restoring dignity and joy to the dining experience and easing the burden on caregivers, this initiative embodies our "**Enjoy great food, Live a great life**" mission.

On the customer experience front, we made remarkable strides in enhancing our store environments. This year, 35 stores were upgraded to 4th generation interior designs, creating modern, vibrant spaces, and accessibility that elevate the dining experience. Additionally, three store kitchens were transformed into smart kitchens, featuring real-time monitoring of water, electricity, and gas usage. These innovations are critical to optimizing resource efficiency, reducing our environmental footprint, and reinforcing our commitment to sustainability.

Employees are the cornerstone of our success. During the reporting period, we implemented the "**Happy Culture**", a strategic people direction dedicated to creating a positive and empowering work environment. Through Happy Culture, we have cultivated the space where employees can thrive, grow, and feel valued. To support this, we established the "**Fairwood Academy**", a framework built on five core pillars, providing employees with a platform to enhance their personal and professional skills. This initiative empowers them to drive excellence in service and innovation across all areas of our business.

Significantly, we achieved all of our climate-related targets. To further strengthen our climate resilience, we completed a comprehensive climate scenario analysis and risk assessment, equipping us to address the risks and opportunities posed by climate change, while ensuring compliance with related listing rules. These milestones reflect our dedication to minimizing environmental impact and integrating sustainability across operations.

These accomplishments are a testament to the dedication of our team and the trust of our stakeholders. By driving innovation and care in everything we do, we are building a future defined by responsibility, resilience, and compassion. As we look ahead, we remain steadfast in our mission to share warmth and care with the communities we serve, creating a more sustainable and inclusive world for all.

Thank you for being part of our journey.

Warm regards,

Francis Lo

Chairman, Sustainability Committee

可持續發展委員會主席給持份者的一封信

致持份者閣下：

我很高興在這裡與大家分享今年大快活在推進可持續發展上取得的進展。大快活在願景的指引下，將承諾轉化為可衡量的行動，並堅持我們的使命，致力為所有人創造一個可持續、共融和更具韌性的未來。

今年，我們的環境、社會及管治報告以「快活關愛 社區共暖」為主題，展現我們對社會產生積極且深遠影響的承諾。在大快活，我們相信關懷始於內心，透過一系列貼心的舉措，讓顧客感受到喜悅，讓員工得到授權信任，並支援有特別需要之社群。我們希望透過推動關懷與共享的文化，提升每個人的生活質素，同時促進社會的和諧，真正為社會帶來有意義的改變。

今年的一個重要里程碑，是我們推出了「快活回味軟餐」，一項為吞嚥困難人士而設的創新餐點。作為快餐業市場首創，這不僅滿足了社區服務不足的訴求，也重新定義了餐飲的包容性。我們希望透過快活回味軟餐，讓更多人重拾用餐的尊嚴與樂趣，同時減輕照顧者的壓力。這正是我們對「食得開心，活得精彩」這使命的最佳詮釋。

在顧客體驗方面，我們在提升分店環境上取得顯著進展。報告期內，我們完成了35間店的升級，採用第四代室內設計裝潢，打造現代化、充滿活力且可暢達的用餐空間，提升了用餐體驗。同時，我們也將三個分店廚房升級為智能廚房，能實時監控和報告水電煤的使用情況。這些創新對優化資源效率，減少了環境足跡，以及加強我們對可持續發展的承諾至關重要。

員工是大快活成功的基石，報告期內，我們落實了「快活文化」戰略人事方針，致力營造一個積極且賦權的工作環境。透過快活文化，我們培養了一個讓員工能茁壯成長、發展和感到被重視的空間。為此，我們制定了以五大核心支柱為基礎的「快活學院」框架，為員工提供了提升個人和專業技能的學習平台，從而在業務的各個領域推動卓越服務與創新。

值得一提的是，我們成功實現了所有氣候目標。此外，我們還完成了全面的氣候情景分析與風險評估，這項工作讓我們能更好地理解與應對氣候變化帶來的風險與機遇，並確保符合相關上市規則的要求。這些成就再次體現了我們將可持續理念融入日常運營的承諾。

這些成果離不開團隊的努力與持份者的信任。通過在每項工作中推動創新和關注，我們正在建立一個負責任、具韌性和共情的未來。展望將來，我們將堅守使命，與我們所服務的社區分享溫暖和關懷，為所有人創造一個更加可持續及包容的世界。

感謝您與我們一路同行。


羅輝承

可持續發展委員會主席

可持續發展亮點擇要

Executive Summary

以客為尊 Caring for Our Customers

服務質素 Service Quality	神秘顧客平均得分 97分 ，突顯優質服務。 The mystery shopper program achieved an average score of 97, highlighting our commitment to excellent service.	
	連續21年 獲香港Q嘜優質服務計劃認證。 Certified by the Hong Kong Q-Mark Service Scheme for 21 consecutive years.	
顧客體驗 Customer Experience	35間 大快活快餐分店以第四代設計升級。 35 Fairwood fast food stores have been upgraded with 4 th generation interior designs.	
	大快活App手機應用程式登記會員突破 1,020,000人 。 Registration for the Fairwood App has surpassed 1.02 million members.	
可持續 營運管理 Sustainable Operation	3間 大快活分店廚房升級為智能廚房，實時匯報食水、電力及煤氣用量。 3 Fairwood fast food store kitchens have been upgraded to smart kitchens, enabling real-time reporting of water, electricity, and gas usage.	
負責任市場推廣 Responsible Marketing	App、網上平台及QR碼點餐，以保障客戶私隱為先。 Ordering via app, online platform and QR codes prioritizes customer privacy.	

以食為樂 Cooking Quality Meals

食品安全及質素 Food Safety and Quality	自設實驗室，確保食品安全與品質的嚴格監控。 In-house laboratory ensures rigorous monitoring of food safety and quality.	
營養與健康 Nutrition and Health	制定食品加工與物流流程，著重於保留營養價值。 Developed food processing and logistics workflows with a focus on preserving nutritional value.	
共融餐單設計 Inclusive Menu Design	香港首間快餐連鎖店 提供符合《護老食品標準指引》和國際吞嚥障礙飲食標準化倡議 (IDDSI) 要求的餐點，支援有吞嚥困難的人士。 Hong Kong's first fast food chain to offer meals crafted to meet the Care Food Standard Guidelines and IDDSI, supporting individuals with swallowing difficulties.	
	ASAP及一葉小廚自2023年起成為香港社會服務聯會 (社聯) 「照護食種子餐廳計劃」成員之一。 ASAP and The Leaf Kitchen became the incubation scheme stores under the Care Food Incubation Scheme launched by the Hong Kong Council of Social Service (HKCSS) in 2023.	
負責任採購及動物權益 Responsible Sourcing and Animal Welfare	將可持續發展列為採購過程中的關鍵標準之一。 Incorporated sustainability as a key criterion in the procurement process.	

可持續發展亮點擇要 Executive Summary



以人為先 Cherishing Our Team

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

制定「**快活文化**」全新策略性人事方針，旨在營造一個積極、共融且充滿活力的工作環境，讓員工能夠茁壯成長和發展。
Introduced as our new strategic people initiative, **Happy Culture** is designed to foster a positive, inclusive, and empowering workplace environment where employees can thrive and grow.

支持政府推動的好僱主活動措施，並屢獲嘉許。
Supported government-led initiatives promoting good employer practices and received numerous commendations.

超過10年

獲選為開心企業。

Awarded as the "Happy Company" for more than 10 years.



大快活教育資助計劃提供港幣**157,700元**的獎學金及書券資助，讓84個員工家庭受惠。
The Fairwood Education Sponsorship provided a total of HK\$157,700 in scholarships and book coupons, benefited 84 families of our employees.



員工培訓與發展 Talent Development and Empowerment

制定由五大支柱組成的「**快活學院**」培訓框架。
Established the "**Fairwood Academy**" learning and development framework, consisting of five key pillars.

健全培訓架構，屢獲僱員再培訓局嘉許
Our robust training structure received multiple commendations from the Employees Retraining Board.



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

作為《種族多元共融僱主約章》首輪簽署機構，竭力為**279位不同族裔員工**打造共融工作環境。

As a Founding Signatory of the Racial Diversity and Inclusion Charter for Employers, We strive to create an inclusive workplace for our 279 employees with different ethnic backgrounds.

職業安全與健康 Occupational Safety and Health

配備個人裝置及培訓，打造職安健工作環境。
Equipped with personal devices and training to create a safe and healthy work environment.

以社區為本 Contributing to Our Community

社區支援及參與 Community Support and Engagement

「快活關愛長者卡」會員人數突破

550,000名長者。

"Care for Seniors Card" membership surpassed 550,000 seniors citizens.

支持香港特別行政區政府舉辦之「愛心食肆 賞你惠食」計劃。
Participated in the Caring Food Coupon Programme and supported government initiatives.



可持續發展亮點擇要

Executive Summary

以社區為本 Contributing to Our Community

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

支持商界展關懷 **超過15年**。
Supporting Caring Company for more than 15 years.



以地球為家 Conserving Our Planet

氣候變化
Climate Change

達成 **所有** 氣候相關目標。
All climate-related targets have achieved.



連續第9年 獲頒《戶外燈光約章》鉑金獎，本年度共 **78** 間分店獲獎。
Received the Platinum Award of the "Charter on External Lighting" for the ninth consecutive year, with a total of 78 stores awarded this year.

由外部顧問帶領，完成氣候情境分析及風險評估。
Led by external consultants, a climate scenario analysis and risk assessment were completed.

可持續包裝及打印
Sustainable Packaging
and Printing

提倡打印前三思，在工作場所實踐可持續打印。
Promote "think before you print" and sustainable printing practices in workplace.

廚餘及廢物管理
Waste Management

全線大快活分店 設置未使用糖包回收箱。
Unused sugar bag recycling boxes are available at all Fairwood stores.

在130間大快活快餐店設立了「活得夠GREEN」專區，
免費提供咖啡渣及檸檬皮供重複使用。

減少約280噸的廚餘。 **活得夠GREEN**

130 of our Fairwood fast food stores established "Live a GREEN Life" counters, offering free coffee grounds and lemon peels for reuse, reducing approximately 280 tons of food waste.

以高效管治為基 Cementing Effective Corporate Governance

道德與誠信
Ethics and Integrity

已建立完善的舉報機制以保護舉報人。
A well-established whistle-blowing system is in place to protect whistleblowers.

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

根據外部顧問的建議，完善企業風險管理框架。
Enterprise risk management framework was strengthened based on advice from an external consultant.

反賄賂及反貪污
Anti-Bribery and
Anti-Corruption

舉辦年度反賄賂及反貪污培訓。
Annual anti-bribery and anti-corruption training sessions were held.

資料管理及網絡安全
Data Governance and
Cyber Security

制定資訊科技政策以促進更完善企業管治。
Establishment of an IT policy for better governance.

關於本報告

About this report

本報告為大快活集團有限公司發佈的第十一份《環境、社會及管治報告》，全面概述本集團於2024年4月1日至2025年3月31日（「報告期」）的可持續發展願景、策略、成果及表現。

本報告的內容，包括重大議題的識別，均已由董事會及可持續發展委員會審批。本報告以英文編製。如有任何歧異或不一致之處，概以英文版為準。

匯報範圍

本報告的匯報範圍乃根據財務重要性原則訂定，並考慮相關的潛在及實際重要性。因此，除非另有說明，本報告的範疇涵蓋本集團在香港的業務運作，包括集團總部、中央食品加工中心、大快活烘焙中心以及所有位於香港的分店。

於報告期內，報告範疇、業務運作及組織架構均沒有重大變動。

匯報標準及原則

本報告遵循《香港聯合交易所有限公司證券上市規則》附錄C2所載的《環境、社會及管治報告守則》（守則）中的強制性披露要求及「不遵守就解釋」條文編製。

報告採用的匯報原則為守則中概述的「重要性」、「量化」、「一致性」及「平衡性」準則。

獲取本報告的渠道

本報告提供繁體中文和英文版本。報告的電子版於2025年7月發佈，公眾可於[香港聯合交易所網頁](#)及[大快活集團官方網頁投資者關係部份](#)閱覽及下載。

This Report marks the 11th Environmental, Social, and Governance Report published by Fairwood Holdings Limited. It provides a comprehensive overview of the Group's sustainability vision, strategy, achievements, and performance for the reporting period from 1 April 2024 to 31 March 2025.

The content of this Report, including the identification of material issues, has been reviewed and approved by the Board of Directors and the Sustainability Committee. This Report is prepared in English. In the event of any discrepancies or inconsistencies, the English version prevails.

Reporting Scope and Boundary

The reporting boundary is defined based on financial materiality, taking into account both potential and actual significance. As such, the scope of this Report is confined to the Group's operations in Hong Kong, unless explicitly stated otherwise. This includes the Group's head office, the Central Food Processing Plant (CFPP), the Fairwood Bakery, and all stores operating within Hong Kong.

During the reporting period, there are no material changes to the reporting scope, business operations, or organisational structure.

Reporting Standards and Principles

This Report complies with the mandatory disclosure requirements and "comply or explain" provisions of the ESG Reporting Code (the "ESG Code") as stipulated in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

The Report is prepared in accordance with the reporting principles of materiality, quantitative, consistency, and balance outlined in the ESG Code.

Accessibility

The Report is published in both Traditional Chinese and English. The digital edition will be available in July 2025 and can be accessed via the [Hong Kong Stock Exchange's website](#) or the [Investor Relations section of the Group's corporate website](#).

關於大快活集團 Fairwood at a glance

大快活集團有限公司（股票編號52）（「大快活」、「集團」或「我們」）由羅芳祥先生及羅開福先生於1972年創立，扎根香港逾半世紀，總部設於香港，一直致力為廣大市民提供卓越品質且價格相宜的美饌。秉持「食得開心，活得精彩」的品牌使命，分店裝潢務實舒適，凡事應客所需，服務從心而發。

於2024/25財政年度，本集團共營運176間店鋪，包括香港的157間店鋪及中國內地的19間店鋪。我們的店鋪涵蓋經典的大快活快餐店，以及一系列特色餐廳：ASAP、Ombra、一碗肉燥及一葉小廚，為顧客提供中西匯萃的多元化美食選擇。

Fairwood Holdings Limited (Stock Code: 52) (hereinafter referred to as "Fairwood", "the Group", or "we") has been a trusted name in Hong Kong for over half a century. Founded in 1972 by Mr Lo Fong Cheung and Mr Lo Hoi Fook, the company was established with a clear vision: to provide the public with high-quality, affordable gourmet cuisine. Headquartered in Hong Kong, we are committed to creating practical, welcoming, and comfortable dining environments tailored to the needs of our valued customers. At the heart of everything we do lies our brand mission: "Enjoy Great Food. Live a Great Life." This mission inspires us to consistently deliver exceptional dining experiences, underpinned by unwavering dedication and exemplary service standards.

As of the 2024/25 financial year, the Group operates a network of 176 outlets, comprising 157 outlets in Hong Kong and 19 in Mainland China. These include not only our iconic Fairwood fast food stores but also a diverse portfolio of specialty dining brands: ASAP, Ombra, Taiwan Bowl, and The Leaf Kitchen, providing customers with a diverse range of distinctive Chinese and Western cuisine.



ASAP As Simple As Possible



TAIWAN BOWL 一碗肉燥

一葉小廚



願景

成為顧客
最愛的餐飲集團

Vision

To be the most loved
F&B Group



目標

為顧客、團隊、
企業及社區創造價值

Purpose

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



使命

食得開心
活得精彩

Mission

Enjoy great food
Live a great life

有關本集團的架構以及財務表現的相關披露，請參閱[大快活集團有限公司2024/25年報](#)。

For details regarding the Group's structure and financial performance, please refer to the [Fairwood Holdings Limited Annual Report 2024/25](#).

關於大快活集團

Fairwood at a glance

快活價值 Our Values



團隊合作

我們建立互信，與團隊及夥伴坦誠溝通、互相尊重、衷誠合作。

Teamwork

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



追求卓越

與團隊及夥伴不斷挑戰卓越，勇於創新，提升效率。

Pursuit of Excellence

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



不斷學習

我們推動知識承傳，重視員工發展，達致共同進步和成長。

Continuous Learning

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



關愛社區

我們積極聯繫顧客、夥伴及社群，投入社區，實現可持續發展，回饋社會。

Care for our Community

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

在2023年確立的「[大快活6C可持續發展框架](#)」指引下，我們致力為尊貴的顧客、敬業的員工，以至我們服務的廣大社區創造價值，以實際行動回饋各界對我們的支持。

Guided by the "[Fairwood 6C Sustainability Framework](#)" established in 2023, we are dedicated to creating meaningful value for our esteemed customers, committed employees, and the broader community we serve, demonstrating our gratitude for the support we receive through tangible actions.

- **以客為尊:** 對於顧客，我們致力提供卓越的餐飲體驗，供應美味且高品質的食品，不斷創新菜式，並確保堂食及外賣服務友善、高效及便捷。於報告期內，我們推出了專為有吞嚥困難的人士設計的「[快活回味軟餐](#)」特製餐點。這款產品充分體現了我們對滿足顧客多元需求的承諾，確保每位顧客都能享受優質美食，提升生活品質。
- **以人為先:** 對於員工，我們矢志成為首選僱主，為員工提供安全、共融和守望相助的工作環境，同時積極投放資源培育員工，為他們提供平等且充實的職業發展機會。
- **以社區為本:** 對於廣大社區，我們透過定期舉辦社區活動、鼓勵員工參與義工服務，以及推出專屬特別優惠，積極作出貢獻。

- **Caring for Our Customers:** For our customers, we strive to deliver exceptional dining experiences by offering delicious, high-quality food, continuously innovating our menus, and ensuring our in-store and takeaway services are friendly, efficient, and convenient. During the reporting period, we introduced "[Ah Wood Soft Meal](#)", a specially designed meal for individuals with swallowing difficulties. This product underscores our dedication to catering to the diverse needs of our customers, ensuring that everyone can enjoy great food and a better quality of life.
- **Cherishing Our Team:** For our employees, we are dedicated to being an employer of choice by fostering a safe, inclusive, and supportive work environment. We also invest resources in nurturing our employees, providing them with equal opportunities for a fulfilling and rewarding career.
- **Contributing to Our Community:** For the wider community, we actively contribute through regular community initiatives, staff participation in volunteer programmes, and the introduction of special offers designed to support those in need.

可持續發展里程

Our Sustainability Journey

全港首家連鎖快餐集團率先推出符合照護食標準指引及國際吞嚥障礙飲食標準 (IDDSI) 的「快活回味軟餐」

Introduced as the first fast food chain in Hong Kong to offer the "Ah Wood Soft Meal" a soft meal product produced in compliance with the Care Food Standard Guidelines and the International Dysphagia Diet Standardization Initiative ("IDDSI").

發起「走塑·齊齊捐」活動，同時將環保與慈善捐贈連結起來

Launched the "Meal Donation" campaign, linking charitable initiatives to environmental awareness.

推出「買定嚟走」網上點餐服務

Introduced the "Click and Collect" online ordering service for enhanced convenience.

推出「大快活 Feel Good」運動，推廣健康飲食風尚

Implemented the full-scale "Fairwood Feel Good" Movement, promoting healthy living and eating.

「關愛長者」計劃起動，派發「快活關愛長者卡」，惠澤社群

Launched the "Care for Seniors" campaign, introducing the "Senior Card" with special discounts for elderly customers.

員工子女專屬大快活教育基金正式成立

Established the Fairwood Employees' Children Education Fund to support employees' families.

全港首家連鎖快餐集團率先於禁煙修訂法例 (2006年通過) 前主動在所有分店實行全面禁煙

Led the industry as the first fast food chain in Hong Kong to ban smoking ahead of the Smoking Ban in 2006.

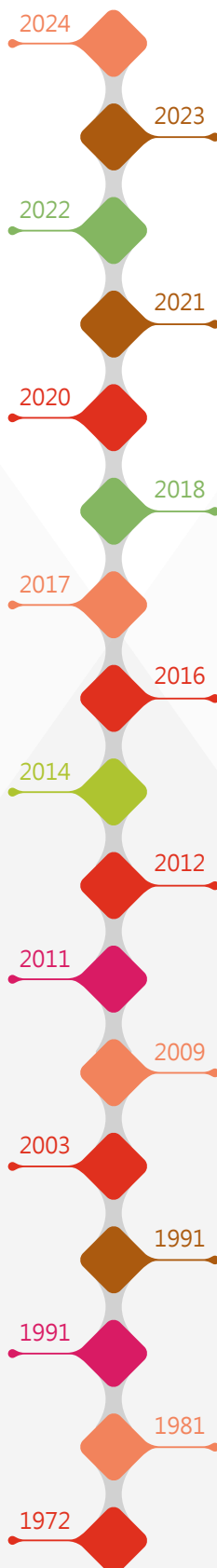
開始提供職位予少數族裔人士，率先開創多元共融工作間

Promoted diversity and inclusion by offering positions to individuals from ethnic minority backgrounds.

於荃灣眾安街開設首間大快活分店

Opened the first Fairwood store on Chung On Street, Tsuen Wan, marking the beginning of our journey.

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



確立「大快活6C可持續發展框架」，並訂立可持續發展相關目標，定下可持續發展管治方向

Established the "Fairwood 6C Sustainability Framework" and set relevant sustainability goals, defining the governance direction for sustainability.

正式成立可持續發展委員會

Formed the Group Sustainability Committee to drive sustainable practices.

推行「飲筒全走」行動，全線停止主動派發飲筒

Rolled out the "No Straw" campaign, ceasing the provision of straws to customers.

全港首家連鎖快餐集團率先推出「晚市送餐」服務

Became the first fast food chain in Hong Kong to offer a "Deliver-to-Your-Table" service.

全港首家連鎖快餐集團率先推行「無障礙服務」，關注長者及傷健人士需要

Pioneered as the first Hong Kong fast food chain to provide customers with a barrier-free environment, addressing the needs of the elderly and people with disabilities.

大埔中央食品加工中心正式投入服務

Opened a new Central Food Processing Plant in Tai Po to enhance operational efficiency.

於香港聯合交易所上市，為業務發展及擴展提供平台

Listed on the Stock Exchange of Hong Kong, creating a platform for further expansion.

設立第一間中央食品加工中心

Established the first Central Food Processing Plant to standardize food quality and safety.

綜合可持續發展管治架構及策略

Integrated Sustainability Governance Structure and Strategy

可持續發展是大快活持續為持份者創造長遠價值的核心理念。在穩健的企業管治框架引領下，我們將可持續發展原則全面融入決策流程及日常營運，以提升整體價值創造。我們亦不斷優化可持續發展的管治策略及政策，進一步完善價值創造的體系與成效。

Sustainable development lies at the heart of Fairwood's unwavering commitment to creating long-term value for our stakeholders. Guided by a robust governance framework, we integrate sustainability principles into our decision-making processes and daily operations to enhance value creation. We continually refine our sustainability governance strategies and policies to further optimize and strengthen the value creation process.



綜合可持續發展管治架構及策略

Integrated Sustainability Governance Structure and Strategy

1

董事會 The Board

董事會作為集團的最高管治機構，肩負起監督集團整體成功運作的最終責任，並確保其企業管治框架的有效性。為協助董事會履行其職責，本集團設立了三個專責委員會：審核委員會、薪酬委員會及提名委員會。每個委員會均在確保集團於關鍵領域實現穩健管治及策略性監督方面發揮了重要作用。

The Board serves as the Group's highest governing body, entrusted with the ultimate responsibility of overseeing the Group's overall success and upholding the effectiveness of its corporate governance framework. To support the Board in fulfilling its duties, three specialized committees have been established: the Audit Committee, the Remuneration Committee, and the Nomination Committee. Each committee plays a critical role in ensuring robust governance and strategic oversight across key areas of the organization.

2

審核委員會轄下可持續發展及風險管理工作組

Sustainability and Risk Management Working Group of the Audit Committee

審核委員會轄下的可持續發展及風險管理工作組，在推動大快活的企業責任及可持續發展方面發揮關鍵作用。該小組為董事會提供建議及指引，協助應對本集團的重要ESG風險及相關議題，確保董事會能獲取專業見解以作出明智決策。此舉有助董事會有效監督可持續發展措施，並將其融入整個集團的運作中。

The Sustainability and Risk Management Working Group, operating under the Audit Committee, plays a pivotal role in advancing corporate responsibility and sustainable development at Fairwood. It advises and guides the Board on strategies to address ESG risks and issues critical to the Group, ensuring the Board receives expert insights to make informed decisions. This enables effective oversight of sustainability initiatives and their integration across the organization.

3

可持續發展委員會 Sustainability Committee

董事會執行董事主持集團可持續發展委員會，高級管理層及部門主管積極參與制定可持續發展策略、氣候目標及持份者參與計劃。委員會每季度召開一次會議，檢討可持續發展表現，並探討實現可持續發展及氣候目標的方案。為提升會議效率，自2023年起，外部可持續發展顧問參與會議提供即時建議。報告期內，委員會共舉行了四次會議。

Executive Director of the Board chairs the Group Sustainability Committee, with senior managements and department heads actively contributing to sustainability strategies, climate goals, and stakeholder engagement. The Committee meets quarterly to review sustainability performance and explore approaches to achieve sustainability and climate objectives. To enhance efficiency, an external sustainability consultant has participated in meetings since 2023, providing immediate advice. Four meetings were held during the reporting period.

4

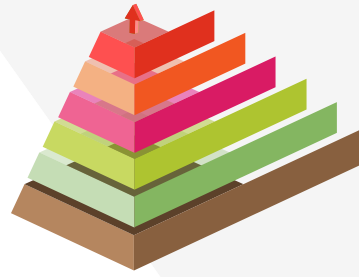
可持續發展專責小組 Sustainability Taskforces

可持續發展專責小組負責在業務單位層面執行可持續發展策略並監察其績效。報告期內，本集團成立了四個專責小組，分別為減廢專責小組、碳排放專責小組、員工福利及福祉專責小組、以及平等共融專責小組，以聚焦處理相關重點領域。

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

大快活6C可持續發展框架

The Fairwood "6C" Sustainability Framework



於2023年確立的「大快活6C可持續發展框架」以六大核心支柱為基礎，每個支柱均針對對業務具有重要影響的關鍵議題，同時緊密對應聯合國可持續發展目標。

此框架不僅彰顯我們將可持續發展融入業務核心的承諾，亦為集團提供了一個清晰的策略藍圖，引領我們實現企業使命 - 供應優質美食，並為顧客、員工、環境，以至更廣泛的社區創造持久價值，而這一切均以高效及全面的企業管治為基石。

Established in 2023, the "Fairwood 6C Sustainability Framework" is built on six core pillars, each pillar addresses critical issues that significantly impact our business while aligning closely with **United Nations Sustainable Development Goals** ("SDGs").

This framework not only underscores our commitment to embedding sustainability at the heart of our operations but also serves as a strategic roadmap. It guides the Group in achieving its corporate mission of delivering quality cuisines and creating enduring value for our customers, employees, environment, and the broader community, all underpinned by effective and comprehensive corporate governance.

六大核心支柱 The Six Core Pillars

以客為尊 Caring for Our Customers

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

聯合國可持續發展目標
SUSTAINABLE DEVELOPMENT GOALS



以食為樂 Cooking Quality Meals

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



以人為先 Cherishing Our Team

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



以社區為本 Contributing to Our Community

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



以地球為家 Conserving Our Planet

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



以高效管治為基 Cementing Effective Corporate Governance

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



持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

持份者參與

我們致力透過積極的持份者溝通及定期的重要性評估去不斷完善集團可持續發展策略及披露。透過多元化的溝通渠道與持份者互動，積極了解他們的期望及主要關注事項。以下詳述我們與主要持份者群體互動的渠道。

Stakeholder Engagement

We continuously enhance our sustainability strategies and disclosures through proactive stakeholder engagement and regular materiality assessments. By leveraging diverse communication channels, we actively interact with stakeholders to gain a deeper understanding of their expectations and key areas of concern. Below is an overview of our key stakeholder groups and the methods we employ to maintain ongoing and meaningful engagement with each of them.

價值鏈主要持份者群體及主要溝通渠道

Key Stakeholder Groups Along the Value Chain and Major Communication Channels

顧客 Customers	<ul style="list-style-type: none"> ▪ 大快活App手機應用程式 ▪ 品牌網站 ▪ 大眾傳媒 ▪ 顧客體驗調查 ▪ 直接溝通 ▪ 持份者參與活動 ▪ 顧客服務熱線 	<ul style="list-style-type: none"> ▪ Fairwood App ▪ Official website of brands ▪ Mass media ▪ Customer surveys ▪ Direct communication ▪ Stakeholder engagement events ▪ Customer service hotline
員工 Employees	<ul style="list-style-type: none"> ▪ 「Fairwood Team」手機應用程式 ▪ 內聯網 ▪ 新聞短片與通訊 ▪ 告示欄 ▪ 持份者參與活動 ▪ 人力與文化發展會議 ▪ 「Big Bang」大會 ▪ 快活開心新聞 	<ul style="list-style-type: none"> ▪ "Fairwood Team" mobile app ▪ Intranet ▪ News clips and newsletters ▪ Notice board ▪ Stakeholder engagement events ▪ People and culture development meeting ▪ "Big Bang" townhall meetings ▪ Happy news
供應商及承辦商 Suppliers and Contractors	<ul style="list-style-type: none"> ▪ 評核 ▪ 行業展覽 ▪ 實地考察 ▪ 供應商審核 ▪ 投標程序 ▪ 持份者參與活動 ▪ 恆常會議 	<ul style="list-style-type: none"> ▪ Evaluations ▪ Industry exhibitions ▪ Site visits ▪ Supplier audits ▪ Tendering and procurement process ▪ Stakeholder engagement events ▪ Regular meetings

持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

其他主要持份者群體及主要溝通渠道

Other Key Stakeholder Groups and Major Communication Channels

投資者及股東 Investors and Shareholders	<ul style="list-style-type: none"> 股東周年大會 投資者簡報 集團網站 年報、財務報表和公告 	<ul style="list-style-type: none"> Annual general meeting Investor briefing Corporate website Annual report, financial statements, and announcements
公眾 General Public	<ul style="list-style-type: none"> 直接溝通 論壇、研討會和工作坊 官方 YouTube 頻道 股東周年大會 年報、財務報表和公告 	<ul style="list-style-type: none"> Direct communication Forums, seminars, and workshops Official YouTube Channel Annual general meeting Annual report, financial statements, and announcements
業主 Landlord	<ul style="list-style-type: none"> 持份者參與活動 定期會議 論壇、研討會和工作坊 綠色租約及裝修指南 合辦計劃 	<ul style="list-style-type: none"> Stakeholder engagement events Regular meetings Forum, seminars, and workshops Green fitting-out guidelines or green tenancy Joint projects
行業協會 Industry Associations	<ul style="list-style-type: none"> 持份者參與活動 論壇、研討會和工作坊 督導委員會 	<ul style="list-style-type: none"> Stakeholder engagement events Forum, seminars, and workshops Steering committees
政府 Government	<ul style="list-style-type: none"> 持份者參與活動 定期會議 論壇、研討會和工作坊 合規巡查 	<ul style="list-style-type: none"> Stakeholder engagement events Regular meetings Forum, seminars, and workshops Compliance Inspection
院校 Academia	<ul style="list-style-type: none"> 研究及開發計劃 校園招聘及就業講座 	<ul style="list-style-type: none"> Research and development projects Campus recruitment and career talk
非政府機構及慈善機構 Non-Profit and Charitable Organizations	<ul style="list-style-type: none"> 合辦計劃 義工機會 慈善活動 持份者參與活動 定期會議 	<ul style="list-style-type: none"> Joint projects Volunteer opportunities Charitable events Stakeholder engagement events Regular meetings
傳媒 Media	<ul style="list-style-type: none"> 持份者參與活動 新聞發布 傳媒簡介會及午間聚會 	<ul style="list-style-type: none"> Stakeholder engagement events Press releases Media briefing and luncheons

持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

與業界及專業機構連結

我們積極與外部機構聯動，為行業的發展作出貢獻，同時促進自身的成長與創新。我們加入了不同專業機構，確保與行業主要持份者保持緊密聯繫，並緊貼行業發展趨勢。通過參與專業機構的指導委員會，我們在制定行業標準和政策方面發揮了重要作用。此外，我們定期參加由不同商會和香港特別行政區政府舉辦的比賽和活動，不僅提升了我們的知名度，還推動了我們在業務運營中的持續進步。這些努力為我們贏得了多項殊榮、認可和嘉許，彰顯了大快活對卓越、合作以及行業領導地位的承諾。

Interactions With The Industry and Professional Organizations

We actively engage with external organizations to contribute to the growth of the industry while fostering our own development and innovation. We maintain memberships in various professional bodies, ensuring that we remain connected with key industry stakeholders and trends. By participating in steering committees of professional organizations, we play an integral role in shaping industry standards and policies. Additionally, we regularly participate in competitions and initiatives organized by chambers and the Government of the Hong Kong Special Administrative Region, which not only enhance our visibility but also drive continuous improvement in our operations. These efforts have earned us numerous accolades, recognitions, and charters, underscoring Fairwood's commitment to excellence, collaboration, and industry leadership.

會籍資格 Memberships

以客為尊 Caring for Our Customers	香港優質顧客服務協會 Hong Kong Association for Customer Service Excellence	公司會員 Corporate Member
	香港管理專業協會 The Hong Kong Management Association	特級會員 Charter Member
以人為先 Cherishing Our Team	香港人力資源管理學會 Hong Kong Institute of Human Resource Management	公司會員 Corporate Member

專業機構 / 學會 Professional Body / Society

以地球為家 Conserving Our Planet	建築環保評估協會 BEAM Society	綠建環評新建食肆評估工具 督導委員會委員 Steering Committee Member of BEAM Plus Food and Beverages Assessment Standard
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支持機構 / 策略夥伴 Supporting Organization / Strategic Partner

以人為先 Cherishing Our Team	香港吸煙與健康委員會 Hong Kong Council on Smoking and Health	「無煙大贏家」無煙社區計劃支持機構 (2022-2024) Supporting organization of the "Quit to Win" Smoke-free Community Campaign (2022-2024)
以地球為家 Conserving Our Planet	環境及生態局及環境運動委員會 Environment and Ecology Bureau and the Environmental Campaigns Committee	「全民減碳大行動」策略夥伴 Strategic partner of Carbon Reduction Action

持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

獎項, 認證及約章 Accolades, Recognitions, and Charters

以客為尊 Caring for Our Customers	香港工業總會轄下香港優質標誌局 Hong Kong Q-Mark Council (A Federation of Hong Kong Industries Council)	香港Q嘜優質服務計劃認證機構 (2004-2025) Licensee of the Hong Kong Q-Mark Service Scheme (2004-2025)
	香港品質保證局 Hong Kong Quality Assurance Agency	服務管理認證計劃 - 服務管理證書 Service Quality Management (SQM) Certification Scheme - SQM certificate
以人為先 Cherishing Our Team	香港提升快樂指數基金及 香港中華廠商聯合會 Promoting Happiness Index Foundation and Chinese Manufacturers' Association of Hong Kong	開心企業 (2014-2025) Happy Company (2014-2025)
	循道衛理中心 Methodist Centre	卓越企業嘉許禮 2024 - 感謝狀 Corporate Excellence Awards 2024 – Certificate of Appreciation
	教育局 Education Bureau	QF 資歷架構星級之友 QF Star Supporter
		「推動資歷架構」約章簽署機構 Signatory of "Support QF" Charter
	勞工處 Labour Department	《好僱主約章》2024 簽署機構 Signatory of The Good Employer Charter 2024
	僱員再培訓局 Employees Retraining Board	ERB人才企業嘉許計劃「Super MD」 "Super MD" of ERB Manpower Developer Award Scheme
		ERB 傑出僱主獎 ERB Outstanding Award for Employers
	平等機會委員會 Equal Opportunities Commission	《種族多元共融僱主約章》首輪簽署機構 The Racial Diversity and Inclusion Charter for Employers - Founding Signatory
以社區為本 Contributing to Our Community	衛生署、勞工處及職業安全健康局 Department of Health, Labour Department and Occupational Safety and Health Council	《好心情@健康工作間約章》簽署機構 Signatory of Joyful @ Healthy Workplace Charter
		《精神健康職場約章》簽署機構 Signatory of Mental Health Workplace Charter
以地球為家 Conserving Our Planet	香港社會服務聯會 The Hong Kong Council of Social Service	商界展關懷 Caring Company
以高效管治為基 Cementing Effective Corporate Governance	環境及生態局 Environment and Ecology Bureau	《戶外燈光約章》鉑金獎 (2016-2024) The Charter on External Lighting – Platinum Award (2016-2024)
	香港中華廠商聯合會 Chinese Manufacturers' Association of Hong Kong	ESG+約章 2023-2024 Pledge Scheme ESG 倡導企業 ESG Advocator (2023-2024)

持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

重要性評估

於報告期內，我們聘請外部顧問進行重要性評估，並以2023/24年度全面評估所得的結果為基礎。該評估包括問卷調查、個別訪談及焦點小組研討會，以分析可持續發展相關議題在經濟、環境及社會層面對大快活整個價值鏈的正面與負面影響。本年度的持份者參與過程為精簡版本，包括三場焦點小組研討會及一場個別訪談，重點審視並確認2023/24年度所得結果，確保其持續相關性並符合當前持份者的優先事項。

Materiality Assessment

During the reporting period, we engaged an external consultant to conduct a materiality assessment, building on the results derived from the comprehensive assessment conducted in 2023/24, which included an online survey, individual interviews, and focus group discussions to analyze the positive and negative impacts of our sustainability-related issues across economic, environmental, and social dimensions throughout our value chain. This year, the engagement process was streamlined to include three sessions of focus group discussions and one session of individual interviews, focusing on reviewing and validating the results obtained in 2023/24 to ensure their continued relevance and alignment with current stakeholder priorities.

1 確認關鍵趨勢並了解持份者所想

Identification of megatrends and stakeholders' concerns

我們辨析出與全球可持續發展大趨勢、行業最佳實踐以及香港交易所和其他國際機構制定的報告標準高度相關的新興議題，目標是確保評估工作及相應的可持續發展措施能與最新趨勢及行業需求銜接。通過密切關注發展，我們能更有效應對持份者不斷變化的需求，同時積極推動正面和持續的調整。

We have identified emerging issues closely tied to global sustainability megatrends, industry best practices, and reporting standards set forth by the Hong Kong Stock Exchange and other leading international organizations. Our objective is to ensure that our evaluations and corresponding sustainability initiatives remain aligned with the latest trends and evolving industry requirements. By staying attuned to these developments, we are better positioned to address the shifting needs of our stakeholders while driving meaningful contributions to positive and lasting change.

2 透過持份者參與活動識別出與大快活業務相關的可持續發展議題

Identify sustainability topics related to the business of Fairwood through stakeholder engagement activities

我們進行了一次個別訪談及三場焦點小組討論，分別邀得集團行政總裁、高級管理層，以及供應商和非政府機構代表參與，以收集真知灼見。為確保全面且深入的理解，我們採用了影響重要性評估方法，讓與會者能分享他們對已識別可持續發展議題的看法及其對大快活業務營運的潛在影響。

One individual interview and three focus group sessions were conducted, engaging Chief Executive Officer of the Group, senior management, as well as representatives from suppliers and NGOs, to gather valuable insights. To ensure a thorough and well-rounded understanding, we adopted an impact materiality approach, enabling stakeholders to share their perspectives on identified sustainability issues and their potential impact on Fairwood's business operations.

持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

3 為重要議題排序

Material topics prioritization

根據焦點小組研討會及個別訪談中收集的意見，我們對重大性序列中的各項可持續發展議題進行了優次排序及深入分析。此過程將持份者的反饋與我們的業務營運、行業趨勢以及相關的可持續發展標準和指引相結合。通過這全面且策略性的分析，我們成功識別出最需集中關注和行動的關鍵可持續發展議題。

Drawing from the opinions collected from focus group discussions and individual interview, we prioritized each sustainability issue within the materiality chart and conducted a thorough analysis, integrating stakeholder feedback with our business operations, industry trends, and relevant sustainability standards and guidelines. This comprehensive and strategic approach enabled us to pinpoint the most critical sustainability issues requiring focused attention and action.

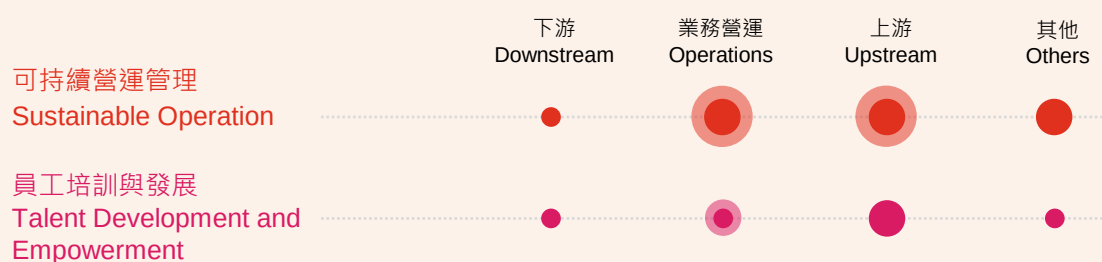
4 覆檢及核實重要性評估結果

Assessment result review and validation

可持續發展委員會負責核實重要可持續發展議題，以確保其準確性、相關性及與組織優先事項的一致性。高級管理層及董事會則負責審閱並批准由可持續發展委員會提交的重要可持續發展議題，確保其符合組織的策略目標及持份者的期望。

The **Sustainability Committee** is tasked with verifying material sustainability issues to ensure their accuracy, relevance, and alignment with organizational priorities. **Senior management**, along with the **Board of Directors**, is responsible for reviewing and approving the material sustainability issues presented by the Sustainability Committee to ensure they reflect the organization's strategic objectives and stakeholder expectations.

影響重要性評估 - 主要更新 Impact Materiality Assessment - Critical Updates



了解過個別訪談及焦點小組討論中收集的見解後，可持續發展委員會建議對若干重要議題的影響程度進行調整。其中「可持續營運管理」對本集團業務營運及價值鏈上游被重新分類為「影響程度高」，而「員工培訓與發展」對業務營運被重新分類為「影響程度中」。「可持續營運管理」因此成為本集團第八個重點關注議題。

After reviewing the insights gathered from the individual interview and focus group discussions, the Sustainability Committee proposed adjustments to the impact levels of certain material topics. The impact level of "Sustainable Operations" on the Group's operations and the upstream value chain was reclassified as "Large," while the impact level of "Talent Development and Empowerment" on operations was reclassified as "Medium." As a result, "Sustainable Operations" has been ranked as the 8th most significant material topic for the Group. Such adjustment is acknowledged and approved by the Board.

持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

影響重要性評估 - 重點關注議題

Impact Materiality Assessment - Most Concerned Material Topics

已識別 最重要議題 Identified Most Material Topics	可持續發展框架核心支柱 / 本報告對應章節 Sustainability Pillar / Chapter of this Report	對應聯合國 可持續發展議題 Aligned UNSDGs	首三位受影響 持份者群體 Top Three Stakeholders Groups Impacted
服務質素 Service Quality	以客為尊 Caring for Our Customers		<ul style="list-style-type: none"> 顧客 Customers 員工 Employees 公眾 General Public
顧客體驗 Customer Experience	以客為尊 Caring for Our Customers		<ul style="list-style-type: none"> 顧客 Customers 員工 Employees 公眾 General Public
可持續營運管理 Sustainable Operation	以客為尊 Caring for Our Customers		<ul style="list-style-type: none"> 員工 Employees 供應商及承辦商 Suppliers and Contractors 業主 Landlord
食品安全及質素 Food Safety and Quality	以食為樂 Cooking Quality Meals		<ul style="list-style-type: none"> 員工 Employees 供應商 Suppliers 政府 Government
職業安全與健康 Occupational Safety and Health	以人為先 Cherishing Our Team		<ul style="list-style-type: none"> 顧客 Customers 員工 Employees 投資者及股東 Investors and Shareholders
廚餘及廢物管理 Waste Management	以地球為家 Conserving Our Planet		<ul style="list-style-type: none"> 員工 Employees 業主 Landlord 政府 Government
道德與誠信 Ethics and Integrity	以高效管治為基 Cementing Effective Corporate Governance		<ul style="list-style-type: none"> 員工 Employees 供應商及承辦商 Suppliers and Contractors 投資者及股東 Investors and Shareholders
反賄賂及貪污 Anti-Bribery and Anti-Corruption	以高效管治為基 Cementing Effective Corporate Governance		<ul style="list-style-type: none"> 員工 Employees 供應商及承辦商 Suppliers and Contractors 投資者及股東 Investors and Shareholders

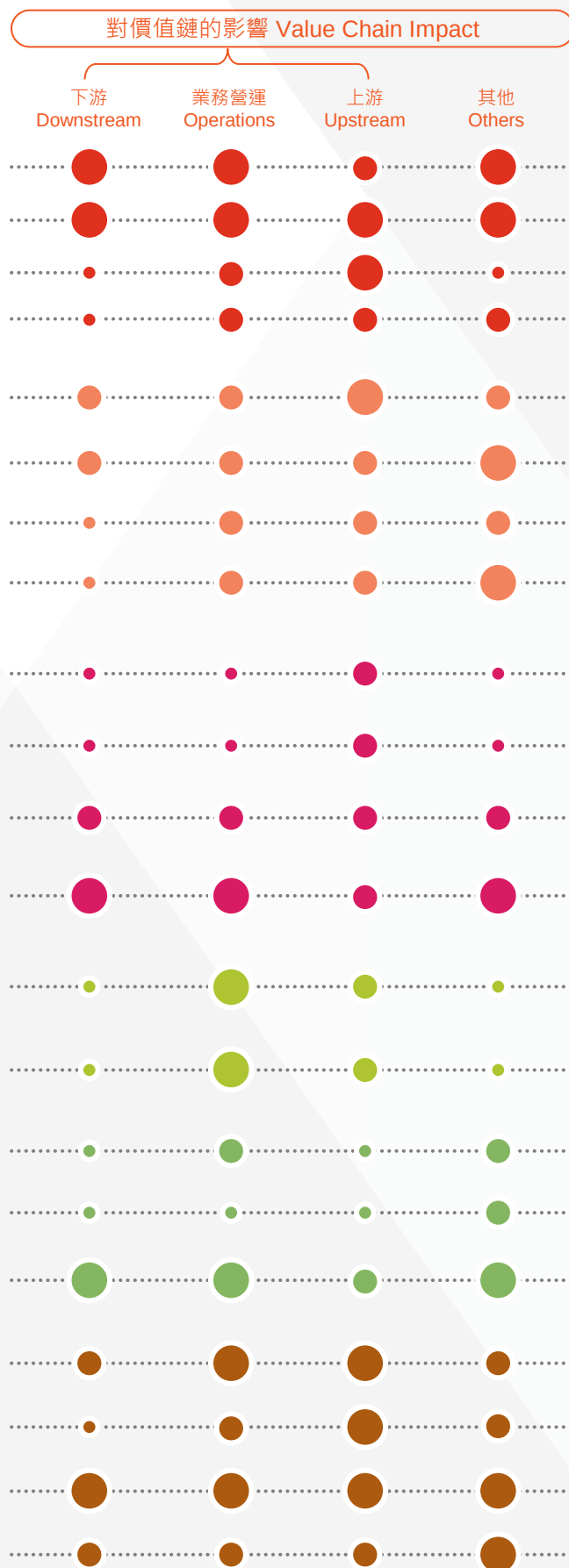
持份者參與及重要性評估

Stakeholder Engagement and Materiality Assessment

影響重要性評估

Impact Materiality Assessment

- 服務質素 Quality of Service
- 顧客體驗 Customer Experience
- 負責任市場推廣 Responsible Marketing
- 可持續營運管理 Sustainable Operation
- 食品安全及質素 Food Safety and Quality
- 營養與健康 Nutrition and Health
- 負責任採購及動物權益 Responsible Sourcing and Animal Welfare
- 共融餐單設計 Inclusive Menu Design
- 員工待遇與福祉 Talent Practice, Welfare, and Well-being
- 員工培訓與發展 Talent Development and Empowerment
- 多元、平等和共融 Diversity, Equity, and Inclusion
- 職業安全與健康 Occupational Safety and Health
- 與非政府機構建立策略性伙伴關係 Strategic Partnership with NGOs
- 社區支援及參與 Community Support and Engagement
- 氣候變化 Climate Change
- 可持續包裝及打印 Sustainable Packaging and Printing
- 廚餘及廢物管理 Waste Management
- 道德與誠信 Ethics and Integrity
- 企業管治及風險管理 Corporate Governance and Risk Management
- 反賄賂及貪污 Anti-Bribery and Anti-Corruption
- 資料管理及網絡安全 Data Governance and Cyber Security



以熟悉的味道體現共融

Fostering Inclusion Through Familiar Flavors



在大快活，我們相信，餐飲體驗應該為每個人帶來喜悅與舒適。本著對共融與關愛社群的承諾，於報告期內，我們推出「快活回味軟餐」系列 - 一項專為支援有吞嚥困難的人士而設的創新計劃。

「快活回味軟餐」系列不僅僅是菜單的新增項目，更彰顯了我們對共融、可及性及愉悅用餐體驗的堅定信念。通過滿足有吞嚥困難的人士的需求，我們不僅減輕了照顧者的負擔，更為有需要的人士重拾用餐的尊嚴與喜悅。

At Fairwood, we have always believed in creating dining experiences that bring joy and comfort to everyone. Guided by our commitment to inclusivity and community care, we are proud to introduce the “Ah Wood Soft Meal” series—a groundbreaking initiative designed to support individuals with swallowing difficulties.

The “Ah Wood Soft Meal” series is more than just an addition to our menu—it is a testament to our belief that dining should be inclusive, accessible, and enjoyable for all. By addressing the needs of individuals with swallowing difficulties, we are not only helping to ease the burden on caregivers but also restoring the dignity and joy of dining for those who need it most.



以熟悉的味道體現共融：快活回味軟餐 Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

緣起

就如活用檸檬皮和咖啡渣一樣，我們的靈感總是直接來自顧客。開發軟餐的概念源於員工觀察到顧客用咖喱汁拌飯，但將牛腩留在一旁，然而牛腩上的醬汁卻被舔得一乾二淨。有些顧客甚至被發現吃了食物後又將其吐出。經過詢問，得知這些顧客因為吞嚥困難無法順利進食，但仍渴望品嚐我們的快餐。這些來自前線員工的反饋促使我們與產品開發部門展開溝通，開創了軟餐的研發之旅。最終，我們成為全港首間提供軟餐的快餐連鎖店，專為這部分社群的特殊需求提供貼心服務。

透過網上研究及對香港市場的分析，我們確立了軟餐開發與生產的目標，而最終希望能提升公眾對吞嚥困難的認識。

And So The Story Began

Much like repurposing lemon rinds and coffee grounds, our inspiration always comes directly from our customers. The concept of developing soft meals originated when staff observed customers mixing curry sauce with rice while leaving the beef brisket untouched, though every bit of sauce on the brisket was eagerly consumed. Some customers were seen eating food only to spit it out afterward. Upon inquiry, it was revealed that these individuals struggled with swallowing difficulties but still craved the taste of our fast food. This feedback from the frontline team sparked communication with the product development department, initiating the creation of soft meals. As a result, we became the first fast food chain in Hong Kong to offer soft meals, catering to the unique needs of this segment of our community.

Through desktop research and a review of the market in Hong Kong, we established the following objectives for soft meal development and production, with the ultimate goal of raising public awareness about swallowing difficulties.



以熟悉的味道體現共融：快活回味軟餐

Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

開發軟餐的目標

軟餐的開發以滿足有吞嚥困難的人士、照顧者、以及更廣泛社群的需求為目標，致力於為所有相關人士提供便利性、尊嚴以及提升生活品質的解決方案。

Objectives of Soft Meal Development

The development of soft meals is driven by the goal of addressing the needs of caregivers, individuals with swallowing difficulties, and the broader community, ensuring convenience, dignity, and improved quality of life for all stakeholders.

為有吞嚥困難的人士提升生活質素 Enhancing Quality of Life of Individuals with Swallowing Difficulties	<p>對於有吞嚥困難的人士來說，軟餐的開發重點在於為他們的用餐體驗帶來喜悅、尊嚴和舒適感。這些餐點保留了許多人熟悉的香港風味，讓他們能夠以安全且易於進食的方式重新品味熟悉的美味。透過提供外觀和味道與普通餐點相似的軟餐，能夠恢復用餐的正常感、尊嚴感，並在社交場合中感到被包容。此外，這些餐點在不犧牲品質或味道的情況下滿足營養需求，提升生活品質，讓用餐成為一件愉快而充實的事情。</p> <p>For individuals with swallowing difficulties, the development of soft meals focuses on bringing joy, dignity, and comfort to their dining experience. These meals retain the authentic Hong Kong-style flavors that many cherish, allowing individuals to reconnect with familiar tastes in a safe and accessible way. By providing meals that look and taste like regular dishes, soft meals restore a sense of normalcy, dignity, and inclusion in social dining settings. Furthermore, they help improve the standard of living by meeting dietary needs without compromising on quality or flavor, making mealtimes enjoyable and fulfilling.</p>
應對照顧者面對的挑戰 Addressing Challenges Faced by Caregivers	<p>對於照顧者而言，軟餐選項旨在大幅減輕為有吞嚥困難的人士準備膳食的挑戰，這往往是一項耗時且勞累的工作。透過提供即食、營養豐富且美味的軟餐解決方案，照顧者可以節省寶貴的時間和精力，減輕壓力並促進更和諧的家庭關係。這種便利性不僅讓照顧者能夠花更多的時間陪伴家人，還有助於他們的心理健康，減少日常膳食準備的負擔，幫助他們維持更健康 and 更平衡的生活方式。</p> <p>For caregivers, soft meal options aim to significantly reduce the challenges associated with preparing meals for individuals with swallowing difficulties, which can be time-consuming and labour-intensive. By offering ready-made, nutritious, and flavourful soft meal solutions, caregivers can save valuable time and energy, alleviating stress and fostering greater family harmony. This convenience allows caregivers to spend more quality time with their loved ones and contributes to their mental wellness by reducing the burdens of daily meal preparation, enabling them to maintain a healthier and more balanced lifestyle.</p>
應對人口老化的社會問題 Addressing Social Issues of Aging Population	<p>軟餐的開發針對2024年社聯調查中強調的日益增長需求。調查顯示，由於市場上缺乏便捷易購入的軟餐，一些長者被迫食用普通食物，只能吸收其味道而無法吞嚥，這對其生活質素和營養攝取造成了嚴重影響。軟餐解決方案不僅能有效解決這一問題，還能促進更好營養、提升健康福祉以及使有吞嚥困難人士群體更易融入社區。</p> <p>The development of soft meals addresses a growing need highlighted by a 2024 HKCSS survey, the lack of convenient access soft meals has forced some elderly individuals to eat regular food, absorbing only the flavour without swallowing, which severely impacts their quality of life and nutrient intake. Soft meal solutions not only tackle this issue but also promote better nutrition, improved well-being, and greater inclusion for the population with swallowing difficulties.</p>

以熟悉的味道體現共融：快活回味軟餐 Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

重新詮釋我們的招牌菜式

我們重塑四道招牌菜餚，確保其柔軟、易於咀嚼和消化，同時保留顧客熟悉且喜愛的味道。讓顧客可盡情品嚐大快活港式招牌風味，重拾熟悉感與美味的愉悅體驗。

「快活回味軟餐」系列包括：

- 阿活忌廉粟米肉粒飯
- 阿活咖喱雞飯
- 鮮茄豬扒飯
- 菠蘿咕嚕肉飯

每道菜均符合社聯聯同香港中文大學食品研究中心及香港大學吞嚥研究所，制定本地化的《**照護食標準指引**》，以及《國際吞嚥障礙飲食標準化倡議》(IDDSI)第四級標準，滿足顧客需求的同時，帶來美味且安心的用餐體驗。

Reimagining Our Signature Dishes

We've reimagined four of our signature dishes to ensure they are soft, easy to chew, and digestible, without losing the flavours that our customers know and love. Customers can savour Fairwood's signature Hong Kong-style flavours, rekindling a sense of familiarity and enjoyment.

The “Ah Wood Soft Meal” lineup includes:

- Ah Wood Sweet Corn And Diced Pork With Rice
- Ah Wood Curry Chicken With Rice
- Pork Chop In Tomato Sauce With Rice
- Sweet And Sour Pork With Rice

Each dish adheres to the localized “**Guideline of Care Food Standard**” jointly developed by the HKCSS, The Chinese University of Hong Kong Food Research Center, and The University of Hong Kong Swallowing Research Laboratory, as well as **Level 4** of the **International Dysphagia Diet Standardization Initiative (IDDSI)**, ensuring that we meet customer needs while delivering a safe and delightful dining experience.



以熟悉的味道體現共融：快活回味軟餐

Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

確保價格親民、 共融與便利可及

每套定價港幣58元的「快活回味軟餐」，剛推出時於九間指定分店供應外賣，每日生產達720份。為回應市場需求，於報告期內，銷售網絡已擴展至 39 間分店，其中包括 23 間位於領展管理的購物中心內。顧客亦可透過 WhatsApp 便捷下單；凡購物滿港幣500元或以上，即可享免費送貨服務。

為確保照顧者及家務助理能清晰了解「快活回味軟餐」的營養標籤以及相關資訊，我們在包裝上提供中、英、印尼文的三語說明及餐點資料，並清楚標註符合IDDSI的標籤，方便識別。

Ensuring Affordability, Inclusivity, and Accessibility

Priced at HK\$58 per set, “Ah Wood Soft Meal” were initially available for takeout at nine selected locations, with up to 720 servings produced daily. In response to market demand, the sales network was expanded during the reporting period to 39 stores, including 23 located in shopping centers managed by LINK REIT. Customers can also conveniently place orders via WhatsApp, with complimentary delivery available for purchases over HK\$500.

To ensure caregivers and housekeepers have a clear understanding of “Ah Wood Soft Meal”, we provide trilingual nutrition facts and meal information in Chinese, English, and Bahasa Indonesia on the packaging. The soft meal standards are clearly referenced with IDDSI labels for easy identification.

顧客回饋精選 - 「快活回味軟餐」 Customer Compliments – “Ah Wood Soft Meal”

我無法經常在家準備軟餐。有現成的軟餐可用，真的讓生活方便了許多，還能讓我有更多時間處理其他事情。

I can't always be home to prepare soft food. The availability of soft meals makes life more convenient and gives me more time for other things.

羅太，照顧者 Mrs. Law, Caregiver

多年吞嚥困難令我無法進食一般食物，今日終於可以再次享用大快活的咖喱雞，感到非常興奮！久違而回味的感覺實在太好！

After years of struggling with swallowing difficulties that kept me from eating regular food, I'm so excited to finally enjoy Fairwood's curry chicken again today! It feels incredible to relive this long-missed and unforgettable taste!

羅伯，84歲，有吞嚥困難的人士 Law Shun-leung, an 84-year-old with swallowing difficulties

以熟悉的味道體現共融：快活回味軟餐

Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

軟餐開發旅程

集團投放約兩年時間研發軟餐系列，克服了開發過程中的多項挑戰，尤其是在製作以米飯為基底的產品方面。我們亦力臻提供完整的用餐體驗，將菜餚與米飯一併納入餐點中。在產品開發過程中，我們與社聯保持緊密合作，並尋求專業意見和支援以解決技術問題。

所有軟餐均以健康為本精心製作，並且不添加味精，確保顧客享受到自然且健康的用餐體驗。每道菜均根據食物金字塔的原則精心設計，提供均衡的蛋白質、碳水化合物及蔬菜組合，確保菜式不僅美味可口，還能支持健康並提供營養均衡的飲食選擇。

軟餐的生產均在位於大埔的中央食品加工中心的軟餐專屬設施內進行，並嚴格遵循危害分析重要管制點（HACCP）標準。所有參與生產過程的員工均接受專業培訓，以確保卓越的生產標準。此外，產品還經由專業第三方機構嚴格審查，以保證安全性、品質和一致性。

軟餐正式推出市場之前，我們與非政府機構長期合作伙伴的長者進行了試食活動，以收集寶貴的反饋並提升產品設計。這些試食活動讓我們深入了解目標客群的偏好、期望及實際需求，確保我們的軟餐不僅符合，甚至超越了長者營養和滿意度的標準。

Product Development Journey

The Group spent approximately two years developing its soft meal range, overcoming numerous challenges throughout the process, particularly in creating the rice-based products. We also ambitiously aimed to provide a complete dining experience by including both dishes and rice in the meals. During the product development journey, we worked closely with HKCSS and sought professional advice and support to address technical issues.

All soft meals are thoughtfully crafted with health and wellness in mind. No MSG (monosodium glutamate) is added, ensuring a natural and wholesome dining experience. Each dish is carefully designed based on the principles of the food pyramid, featuring a balanced mix of protein, carbohydrates, and vegetables. This thoughtful approach ensures our meals are not only delicious but also contribute to a healthy and nutritious diet.

The production of our soft meals takes place in a dedicated facility within our CFPP in Tai Po adhering to Hazard Analysis Critical Control Point (“HACCP”) standards. All staff involved in the production process undergo specialized training to ensure excellence. Additionally, the products are rigorously reviewed by professional third-party organizations to guarantee safety, quality, and consistency.

Before launching to the public, we conducted pilot tasting sessions with elderly individuals from long-term NGOs partners to gather valuable feedback and refine our offerings. These tastings provided us with key insights into the preferences, expectations, and practical needs of our target audience, ensuring that our soft meals not only meet but exceed the standards required for elderly nutrition and satisfaction.

製作軟白飯的過程中，我們需解決白飯黏稠度高的物質特性，與分解白飯的澱粉質的難題，經反覆嘗試後，我們成功製作出符合 IDDSI 及照護食標準指引第四級（食物：糊狀；飲品：高度稠）的軟白飯，讓有吞嚥困難的人士及長者可以品嚐到口感比一般糊餐/碎餐更吸引的食物。

During the production of soft white rice, we had to overcome challenges related to the high viscosity of rice and the complexity of breaking down its starch content. After repeated trials, we successfully developed soft white rice that meets the IDDSI Level 4 standards (food: puréed; drink: extremely thick) and the Guideline of Care Food standards. This allows individuals with swallowing difficulties and elderly diners to enjoy food with a texture more appealing than typical puréed or minced meals.

陳淑銘, 大快活集團品質管理部經理 Rita Chan, Manager - Quality Assurance Department

以熟悉的味道體現共融：快活回味軟餐

Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

聯動各界持份者 創造更大影響力

在軟餐開發及推廣的整個過程中，我們與不同持份者合作，以擴大影響力並實現有意義的成果。主要合作夥伴包括社聯、領展房地產投資信託基金（領展）、香港大學吞嚥研究實驗室、照顧者易達平台、香港言語治療師協會，以及香港醫學會（按字母順序排列）。通過這些合作聯動，我們推動了多項計劃，例如知識分享會、烹飪示範，以及支持學術研究數據的收集工作。此外，這些合作讓我們獲得了潛在顧客的寶貴意見和偏好資訊，幫助我們不斷改善及提升產品，使其更能滿足社區期望。

通過與持份者的緊密合作，我們將力量集腋成裘，與持分者們共同應對吞嚥困難的挑戰，並推動建立更健康、更共融的社區。

Co-creating Bigger Impact through Collaborating with Stakeholders

Throughout our soft meal development and promotion journey, we partnered with a diverse range of stakeholders to amplify our impact and achieve meaningful outcomes. Key collaborators included HKCSS, LINK REIT, the Swallowing Research Laboratory of the University of Hong Kong, The CarerEPS Platform, The Hong Kong Association of Speech Therapists, and The Hong Kong Medical Association (listed in alphabetical order). These partnerships facilitated a variety of initiatives, such as knowledge-sharing sessions, cooking demonstrations, and support for data collection to advance academic research. Furthermore, these collaborations provided us with valuable insights into the feedback and preferences of potential customers, enabling us to continuously refine and enhance our offerings to better meet community needs.

By working closely with our stakeholders, we enhanced our collective efforts to address swallowing difficulties and foster healthier, more inclusive communities.



以熟悉的味道體現共融：快活回味軟餐 Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

聯動普羅大眾創造更大影響力

為普羅大眾提供免費吞嚥評估

作為推廣活動的第一階段，我們在九間大快活店內設立了流動吞嚥評估站。這些評估站由言語治療師駐守，為有需要的人士提供專業的吞嚥評估，提升公眾對吞嚥困難的認識，並推廣對軟餐選項的更深入了解。為便利大眾，我們提供了即場登記和網上報名的選項。

在第一階段取得成功的基礎上，我們將流動吞嚥評估站擴展至領展轄下管理的設有我們分店的多個商場內。自2025年3月起為期23週，這些評估站會提供免費專業吞嚥評估，幫助社區更好地了解並應對其飲食需求。

於報告期內，我們共舉辦了12場流動吞嚥評估站活動，並吸引了5間非政府機構的參與，為232名公眾提供專業的吞嚥評估。這些努力反映了我們致力促進社區健康，並透過提供可及性高且專業的服務來解決飲食方面挑戰的承諾。

Co-creating Bigger Impact through Engaging General Public

Assessing Swallowing Difficulties for General Public

As part of the first phase of our promotional campaign, **Mobile Swallowing Assessment Stations** were established at nine Fairwood stores. These stations, staffed by speech therapists, provided expert swallowing assessments for individuals in need, raised public awareness about swallowing difficulties, and promoted greater understanding of soft meal options. To maximize accessibility, both walk-in and online registrations were welcomed.

Building on the success of the initial phase, the Mobile Swallowing Assessment Stations were expanded to multiple shopping centers managed by LINK REIT, where our stores are located. Over the course of 23 consecutive weeks starting from March 2025, these stations aim to offer free professional swallowing assessments, empowering communities to better understand and address their dietary needs.

During the reporting period, a total of 12 Mobile Swallowing Assessment Station sessions were conducted. The initiative engaged five NGOs and provided professional swallowing assessments to 232 members of the general public. These efforts reflect our commitment to fostering healthier communities and addressing dietary challenges through accessible, expert-driven services.



以熟悉的味道體現共融：快活回味軟餐

Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

分享會及巡迴展覽活動

為了向普羅大眾、非政府機構及老人院舍介紹軟餐，我們積極參與各類分享會及巡迴展覽活動。當中包括樂齡科技博覽暨高峰會及S+高峰會。我們在活動中展示了軟餐的優點並與主要持份者進行交流。此外，我們與照顧者易達平台的非政府機構會員成員，以及長期在我們的旗艦活動「與耆同樂」及「窩心膳行」合作的非政府機構密切互動。這些交流提升了長者、非政府機構代表及老人院舍從業員對軟餐的認知，幫助他們更透徹地了解軟餐在支持長者飲食需求方面的價值。

軟餐捐贈及贊助

於報告期內，我們連同領展向16間本地非政府機構捐贈了2,000份軟餐，同時，透過香港言語治療師協會和香港醫學會捐贈了3,300份軟餐，確保更多弱勢群體能享受到應得的舒適與營養。

Sharing Sessions and Road Shows

To introduce soft meals to the general public, NGOs, and elderly care homes, we actively participated in various sharing sessions and roadshows. These included the Gerontech and Innovation Expo cum Summit and the S+ Summit, where we showcased the benefits of soft meals and engaged with key stakeholders. Additionally, we closely interacted with NGO members of the CarerEPS Platform and long-term partners involved in our flagship initiatives, "Joyous Meal with Seniors" and "Heart-Warming Food Donation." These efforts enhanced awareness among seniors, NGO representatives, and elderly care home practitioners, fostering a deeper understanding of the importance and practicality of soft meals in supporting dietary needs for seniors.

Donation and Sponsorship of Soft Meal

Together with LINK REIT, a donation of 2,000 soft meals was made to 16 local beneficiary organizations during the reporting period. Additionally, 3,300 soft meals were donated through the Hong Kong Association of Speech Therapists and the Hong Kong Medical Association, ensuring that more underprivileged individuals could enjoy the comfort and nutrition they deserve.



以熟悉的味道體現共融：快活回味軟餐

Fostering Inclusion Through Familiar Flavors : Ah Wood Soft Meal

折扣優惠券派發

作為與領展合作聯動的一部分，領展將通過「Link Up」應用程式發放 50,000 張價值港幣5元的電子優惠券，讓家庭更輕鬆地享用更健康且貼合需求的餐飲選擇。

Distribution of Coupons

As part of the collaboration with LINK REIT, 50,000 electronic coupons valued at HK\$5 each will be distributed through the “Link Up” app, making it easier for families to access healthier, tailored dining options.

軟餐顧客問卷調查

為了更全面地了解顧客偏好並收集有助於產品改善的灼見，我們隨每盒軟餐附上顧客調查 QR 碼，使我們能夠直接獲取來自消費者的寶貴反饋，從而推動以數據導向的產品提升進程。調查結果顯示顧客對軟餐的推出表示歡迎，而許多顧客亦希望我們能提供更多樣化的口味，並建議在更多店鋪銷售軟餐，令選購更方便。這些回饋對我們未來軟餐產品的開發具有重要意義，確保產品能準確地滿足顧客需求。

Customer Survey

To better understand customer preferences and gather insights for product enhancement, a QR code accessing to customer survey was provided with every box of soft meals. This approach allowed us to collect valuable feedback directly from our consumers, enabling data-driven improvements to our offerings. The survey results revealed that customers overwhelmingly welcomed the launch of soft meals, highlighting the importance of this initiative. Many customers expressed a desire for a greater variety of flavors and suggested expanding the availability of soft meals to more outlets to enhance accessibility. These insights are instrumental in shaping the future development of our soft meal products and ensuring they better meet the needs of our customers.

顧客回饋精選 - 快活回味軟餐 Customer Compliments – “Ah Wood Soft Meal”

我媽媽今年92歲了，自從進食大快活軟餐之後精神好好，面色都紅潤了很多，看到媽媽的轉變，家人都覺得好開心！

大快活軟餐解決了她多年因吞嚥困難而出現缺乏菜式選擇的情況，甚至解決了便秘的問題！自從進食大快活軟餐後，媽媽不再需服用益生菌了，謝謝你們提供軟餐，我們日後會繼續訂購你們的軟餐。

感謝你們，祝你們公司業務蒸蒸日上，繼續提供不同餐飲服務給社會大眾！

My mom is 92 years old this year. Ever since she started eating the Fairwood soft meals, her energy levels have improved, and her complexion has become so much healthier and rosy. Seeing my mom's transformation has made the whole family so happy!

Fairwood's soft meals have resolved her long-standing issue of limited food options due to swallowing difficulties, and they've even helped with her constipation! Since she started eating the soft meals, she no longer needs to take probiotics. Thank you so much for providing these soft meals; we will definitely continue to order them in the future.

Thank you again, and I wish your company continued success and growth, so you can keep providing a variety of dining services for the community!

由軟餐於2024年10月推出至2025年3月，購買了294個軟餐餐盒的忠實顧客林小姐
Ms Lam, a loyal customer who purchased 294 soft meal boxes
between October 2024 (the soft meal launching month) and March 2025.

透過熟悉的味道體現共融：推動吞嚥友善共融用餐

Fostering Inclusion Through Familiar Flavors : Promoting Inclusive Dining with Care Food



除了軟餐的開發與推廣外，我們亦為社聯主導的「[照護食種子餐廳計劃](#)」支持者。該計劃旨在跟餐飲業夥伴在社區推動吞嚥友善餐廳，讓有吞嚥困難的人士於不同地區餐廳享用照護食。作為此計劃的一部分，我們旗下兩間特色餐廳 - ASAP及一葉小廚 - 參與成為種子餐廳。

種子餐廳主要提供照護食標準指引等級6食物（牙齦碎軟質食物），選擇包羅萬有，除設有供顧客單點堂食及外賣的恆常菜式外，我們也特設節日餐單，讓不同膳食需要的好友親朋能於同賀節慶共聚天輪。成為種子餐廳，我們的廚師需接受專業培訓去烹調照護食菜式，而社聯亦會定期派員檢測食品質素。

In addition to the development and promotion of soft meals, we are proud to support the “[Care Food Incubation Scheme](#)” led by the HKCSS. This Scheme aims to collaborate with food and beverage industry partners to establish swallowing-friendly restaurants in the community, enabling individuals with swallowing difficulties to enjoy care food across various dining establishments. As part of this initiative, two of our specialty restaurants — ASAP and The Leaf Kitchen - have joined the program as Incubation Scheme Restaurants.

Incubation Scheme Restaurant focus on offering Level 6 (Soft food squashable with gum) as defined by the Guideline of Care Food Standard. Our menu features a wide variety of options, including regular à la carte dishes for dine-in and takeaway, as well as specially curated festive menus. These allow friends and family with diverse dietary needs to celebrate festive occasions together. To ensure the highest standards, our chefs undergo professional training to prepare care food dishes, and HKCSS conducts regular quality inspections to monitor food standards.



透過熟悉的味道體現共融：推動吞嚥友善共融用餐

Fostering Inclusion Through Familiar Flavors : Promoting Inclusive Dining with Care Food



透過參與「照護食種子餐廳計劃」，我們致力在餐廳內提供吞嚥友善的餐飲選擇，為有吞嚥困難的人士創造更共融的用餐體驗，讓他們能夠享受美味的膳食，並與家人和朋友共度愉快時光。這項計劃不僅體現了我們服務社會的使命，同時亦協助餐飲業更深入了解和回應不同人士的膳食需求，並抓住人口老化帶來的潛在發展機遇。

Through our participation in the "Care Food Incubation Scheme", we are committed to providing swallowing-friendly dining options within our restaurants, creating an inclusive dining experience for individuals with swallowing difficulties. This initiative enables them to enjoy delicious meals while sharing joyful moments with family and friends. The program not only reflects our mission to serve the community but also helps the food and beverage industry better understand and respond to diverse dietary needs. Furthermore, it positions us to capture potential growth opportunities arising from an aging population.



照護食菜單

前菜

金巴利蘋果薯仔沙律

南瓜忌廉湯

主菜(選一)

慢煮雞胸肉南瓜米形意大利粉

香草蕃茄肉醬米形意粉

慢煮雞胸肉蕃茄燉飯

甜品

自家製提拉米蘇



節日套餐

ASAP As Simple As Possible

前菜

金巴利蘋果薯仔沙律

主菜(選一)

慢煮雞胸肉南瓜
米形意大利粉

香草蕃茄肉醬米形意粉

慢煮雞胸肉蕃茄燉飯

甜品

自家製提拉米蘇

一葉小廚

主菜

三杯雞肉碎
鹹魚雞粒豆腐煲
魚香茄子
四季豆粒肉鬆
太極鴛鴦飯

蔬菜

炒菜心碎

甜品

南瓜露

配白飯

Whatsapp查詢熱線

6878 1087

透過熟悉的味道體現共融

Fostering Inclusion Through Familiar Flavors

展望未來

顧客和社區對「快活回味軟餐」的正面反應令人鼓舞。展望未來，我們將於2025年推出四款全新口味，當中包括蜜汁叉燒飯及鹹魚肉餅飯。這些精心製作的新菜餚將為顧客提供更多選擇，將傳統本地家庭美食的味道帶回給因吞嚥困難而錯過享受美食的顧客。

顧客亦可選擇在我們的餐廳內堂食，在溫馨舒適的環境中，與摯愛親朋共享快活的用餐時光。

除了開發新菜式，我們亦致力於通過與社區及各方持份者聯動合作，積極推動軟餐的理念與裨益。同時，我們將繼續支持有關軟餐的學術研究，並向業界同仁分享我們開發軟餐上的灼見，以推動共融飲食的持續發展。

我們致力提升購買軟餐的便利性，並透過加強宣傳力度提升公眾的關注。這些舉措不僅有助減輕照顧者的壓力，亦讓有吞嚥困難的人士重拾日常生活的感覺，重溫珍愛的滋味，提升生活質素，享受快樂而充實的生活。

對大快活而言，服務顧客不僅是提供餐點，而是建立有意義的連結，並在我們所服務的群體中帶來正面的影響。

Looking Ahead

The positive response from customers and the community toward “Ah Wood Soft Meal” series has been truly encouraging. Looking ahead, we plan to launch four new flavors in 2025, including Honey-Glazed BBQ Pork with Rice and Salted Fish and Minced Pork Patty with Rice. These new additions will provide diners with more options and are thoughtfully crafted to bring the taste of traditional local family delicacies back to customers who may have missed them due to swallowing difficulties.

Customers can also choose to dine in at our restaurants, enjoying joyful dining moments with their family and friends in a warm and comfortable setting.

Beyond expanding our menu, we remain dedicated to fostering collaborations with the community and various stakeholders to actively promote the concept and benefits of soft meals. We will also continue to support academic research on soft meals and share our insights and expertise with industry peers to drive the sustainable development of inclusive dining practices.

We have made purchasing soft meals more convenient while strengthening public awareness through enhanced promotional efforts. These initiatives not only help to relieve the stress of caregivers but also allow individuals with swallowing difficulties to regain a sense of normalcy, rediscover cherished flavors, improve their quality of life, and enjoy happy and fulfilling lives.

For us at Fairwood, serving our customers goes beyond providing meals - it's about creating meaningful connections and making a difference in the lives of those we serve.

你知道嗎？ Did you know?

甜酸豬肉配飯軟餐目前是最熱賣的菜式！
The sweet and sour pork with rice is currently the best seller!



以客為尊

Caring for Our Customers



在大快活，我們「以客為尊」的承諾是公司可持續發展策略的核心。我們相信，卓越的顧客服務不僅體現在提供優質的餐飲，更應包括創造共容、安全且愉快的用餐體驗，同時通過負責任的市場推廣與可持續的營運建立顧客對我們的信任。本章節將重點介紹我們持續努力，以提升服務質量、推動數碼創新、保持誠信的市場推廣上及實施可持續營運方案。我們希望透過這些措施，致力於滿足並超越顧客不斷變化的需求，鞏固我們對顧客福祉與滿意度的承諾，並視其為企業長遠成功的基石。

At Fairwood, our commitment to "Caring for Our Customers" lies at the heart of our sustainability strategy. We believe that exceptional customer care extends beyond serving quality food—it encompasses creating an inclusive, safe, and enjoyable dining experience while fostering trust through responsible marketing and sustainable operational practices. This chapter highlights our ongoing efforts to enhance service quality, embrace digital innovation, uphold marketing integrity, and implement sustainable operational solutions. Through these initiatives, we strive to meet and exceed our customers' evolving needs, reinforcing our dedication to their well-being and satisfaction as integral to our long-term success.

重點議題 Key Focus Areas

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



服務質素

Quality of Service

提供卓越服務是我們客戶體驗的核心，並以真誠、專注與關懷為服務理念的基石。我們的前線團隊在每次互動中均展現出真誠的溫暖、同理心及透明度，同時積極了解並滿足客戶需求。透過不斷預測和超越客戶期望，我們營造出溫馨如家的環境，加強與客戶的聯繫，確保在集團核下所有分店提供卓越的服務體驗。

我們是香港唯一獲得香港工業總會頒發的Q嘜優質服務計劃（Q-Mark）服務計劃金章的快餐連鎖集團。連續21年獲此殊榮，我們致力通過第三方持續驗證與改進，維持卓越服務質量。此認證代表我們的品質管理系統及服務標準經嚴格、獨立評估，亦按照國際及本地標準進行了評估。

Delivering outstanding service is at the heart of our customer experience, driven by a service ethos rooted in sincerity, attentiveness, and care. Our frontline team fosters genuine warmth, empathy, and transparency in every interaction, while remaining proactive in understanding and addressing customer needs. By consistently anticipating and exceeding expectations, we create a welcoming, homelike environment that strengthens connections with our customers and ensures an exceptional experience across all our stores.

We are the only fast-food chain in Hong Kong to be awarded the prestigious Q-Mark Service Scheme Gold Award by the Federation of Hong Kong Industries. Having received this honour for 21 consecutive years, we remain committed to maintaining exceptional service quality through continuous third-party verification and improvement. This certification signifies that our quality management system and service standards have undergone rigorous, independent assessments in accordance with both international and local standards.

神秘顧客計劃

為確保服務質素，我們每月在各分店匿名派遣神秘顧客進行評估，涵蓋菜品擺盤、口味、餐廳氛圍及服務質素，並特別留意員工與顧客互動。

最高評分的分店將獲得表彰與獎勵，以推動持續改進與卓越文化。於報告期內，我們的分店取得了令人鼓舞的97分平均分（滿分為100分）。

Mystery Shopper Program

To ensure we maintain exceptional service standards, we conduct monthly, anonymous mystery shopper visits across our stores. These independent assessments cover various dimensions of the dining experience, including dish presentation, flavor, store ambiance, and service quality, with particular focus on staff-customer interactions.

Stores achieving the highest scores are recognized and rewarded, fostering a culture of continuous improvement and excellence. During the reporting period, our stores achieved a delightful 97 points (out of 100).

神秘顧客計劃機制 Process of the Mystery Shopper Program

1

評估
Reviewing

神秘顧客匿名體驗用餐並評分。
Mystery shoppers evaluate and score dining experiences anonymously.

2

反饋
Reverting

提供詳細有關餐飲質素及服務環境的意見。
Mystery shoppers provide detailed feedback on food quality, service, and environment.

3

分析並持續改進
Evaluating and Continuous Improvement

管理層根據建議識別可改善地方。必要時亦會進行針對性培訓。
Management analyzes the feedback to identify improvement opportunities and conducts targeted training as needed.

服務質素

Quality of Service

顧客滿意度與意見收集渠道

大快活的持續發展全賴寶貴的顧客反饋。大快活持續透過多渠道收集顧客意見，包括問卷調查、焦點小組、熱線電話、即時通訊軟件、電郵、手機應用程式內的「聯絡我們」按鈕、線上及現場查詢、現場意見箱等，深入了解顧客喜好並調整服務。

Customer Satisfaction and Feedback Channels

Fairwood's ongoing growth is driven by valuable customer insights. We actively gather feedback through multiple channels — including customer surveys, focus groups, hotlines, instant messengers, emails, in-app "Contact Us" features, online and in-person inquiries, and on-site opinion boxes — to better understand and meet evolving customer preferences.

顧客反饋處理機制 Customer Feedback Handling Mechanism

1

反饋收集 Feedback Collection

於不同渠道收集反饋，並詳細分類記錄。

Capturing input across diverse channels, meticulously categorizing and recording all feedbacks.

2

迅速回應 Prompt Response

專業及有效率地回應關注。

Addressing concerns professionally and efficiently.

3

延伸學習改進 Further Enhancement of Service Quality

整合投訴個案，並作為案例研究與員工分享，使員工可以更好地回應顧客反饋，並提升回應及其解難能力。

Summarizing complaint cases and sharing them with staff as case studies to strengthen their responsiveness and problem-solving capabilities.

投訴處理機制

大快活的投訴處理指南制定明確的投訴處理指引與記錄標準，確保以統一方式有效地管理投訴。我們定期培訓員工，以提升解決投訴的能力。顧客服務部門會整合反饋，定期向高級管理層報告，有效利用前線員工得到的反饋推動服務提升。

於報告期內，我們共收到11宗有關產品和服務的投訴，當中包括六宗投訴針對服務質素，食物份量及食物安全各一，以及三宗投訴針對食物質素。這些投訴直接向政府部門及消費者委員會提呈。每宗個案均已被立即記錄、徹底調查，並以積極主動的方式處理。我們向相關政府部門和客戶提供了詳細的解釋，解決了問題，並進一步強化了我們對透明度、問責制及客戶滿意度的承諾。

Complaint Handling Mechanism

Fairwood's Complaint Handling Guidance outlines clear protocols and documentation standards to ensure consistent and effective complaint management. We provide regular training to equip staff with the skills needed for complaint resolution. The Customer Service Department consolidates all feedback and reports regularly to senior management, ensuring that insights from the frontlines inform continuous service enhancements.

During the reporting period, we received a total of 11 complaints related to our products and services. These included six complaints regarding service quality, one regarding food portions, one concerning food safety, and three related to food quality. All complaints were submitted directly to government departments and the Consumer Council. Each case was promptly documented, thoroughly investigated, and addressed proactively. We provided detailed explanations to the relevant government authorities and customers, resolved the issues, and further reinforced our commitment to transparency, accountability, and customer satisfaction.

服務質素 Quality of Service

卓越服務的肯定 - QSCI 大獎

大快活每年通過大快活獎表彰卓越表現的分店與員工，根據顧客服務熱線及神秘顧客評核，推動「Feel Good」文化，肯定質量、服務及清潔度達標的頂尖團隊。

自 1999 年起，品質服務衛生指標（QSCI）成為我們持續提升餐飲質素、服務與餐廳清潔度的基準。QSCI 評估以劃一標準每月進行，而設立 QSCI 大獎將吸引所有分店達到高標準。

表現卓越的分店於「Big Bang」大會獲得表揚，並會名列該年度的《快活尖星名冊》。QSCI 激勵全體員工追求卓越，為顧客帶來美味佳餚及舒適難忘的用餐體驗。

Recognition of Excellence - QSCI Awards

Fairwood actively cultivates a "Feel Good" culture by annually recognizing outstanding stores and employees through the Fairwood Awards, which are based on customer service hotline feedback and mystery shopper evaluations. The awards highlight excellence in quality, service, and cleanliness, celebrating top-performing stores and exceptional staff who receive customer praise.

Since 1999, the Quality Service Cleanliness Index (QSCI) has been our benchmark for continuous enhancement of food quality, service, and restaurant cleanliness. Evaluated monthly using standardized criteria, the QSCI Awards ensure that every store meets Fairwood's high standards.

Top-performing stores are acknowledged at our "Big Bang" meetings and featured in the annual Fairwood Awards publication. The QSCI initiative fosters a culture of continuous improvement and motivates all employees to strive for excellence, ensuring that customers enjoy not only delicious food but also a comfortable, memorable dining experience.



《快活尖星名冊》

除了表彰 QSCI 獲獎分店，《快活尖星名冊》亦特別介紹獲顧客讚賞的員工故事，傳遞顧客的溫暖與感謝，激勵整個組織。

The Fairwood Awards Publication

Beyond awarding QSCI award winning stores, the "Fairwood Awards" publication also highlights employees who receive special commendations and heartfelt praise from customers. We carefully select and share these uplifting stories, extending the warmth and appreciation expressed by our patrons throughout our organization.

服務質素

Quality of Service

顧客回饋精選 Customer Compliments: Selected Exceptional Service Stories

早上惠顧石蔭商場分店，留意到曉清對長者顧客很有耐性地細心介紹餐單上的內容。即使有很長的隊伍在排隊，只要遇上客人不理解，曉清就會很有耐性地向客人講解及向其他受影響的客人致歉。

This morning, I visited the **Shek Yam Shopping Centre store** and noticed how patiently Siu Ching explained the menu to elderly customers. Even though there was a long queue, Siu Ching took the time to ensure they understood their options while apologizing to other customers for the delay. Her patience and care deserve recognition.

我計劃帶一群交流團的學生到堅尼地城士美菲路分店用餐，但我不確定店鋪是否能夠容納這麼多人的隊伍，因此我決定提前致電查詢。接聽電話的是經理敏姐，從一開始，她的熱情和專業態度就讓我感到安心。她不僅向我保證店鋪可以接待我們，還細心地推薦了幾款招牌菜式。最後，我訂購了30份鐵板豬扒餐和15份阿活焗豬扒飯。最讓我感動的是，敏姐在處理細節時的貼心和周到。她詢問了我們的到店時間，並主動協調食物製作的時間安排，確保所有餐點能夠新鮮熱辣地送上。整個過程非常順暢，而敏姐的細心和熱情服務給我留下了深刻的印象。她的專業和貼心讓我對學生的用餐體驗充滿信心，我非常感謝她的周到安排和優秀服務。

I was planning to bring a group of exchange students to the **Smithfield Kennedy Town store** for a meal, but I wasn't sure if the branch could accommodate such a large group. So, I decided to call ahead. The call was answered by Manager Man, and from the very beginning, her enthusiasm and professionalism put me at ease. She not only reassured me that the branch could handle the group but also took the time to recommend some of their signature dishes. In the end, I placed an order for 30 Pork Chop Sizzling Plate Set and 15 Ah Wood Baked Pork Chop with Rice. What really impressed me was how thoughtful Man was in handling the details. She asked about our estimated arrival time and proactively coordinated the food preparation schedule to make sure everything would be served fresh and hot. The entire process was seamless, and Man's care and hospitality truly stood out. It made me feel confident that the students would have a great dining experience. I'm deeply grateful for her attentiveness and outstanding service.

我當天於萬年大廈分店享用早餐時，不小心打翻了餐盤上的咖啡，狼狽萬分，需要麻煩店鋪員工幫忙清潔枱面及地上的咖啡。主任陳美娟前來協助的第一件事，不是清潔，竟然是先關心我有沒有受傷。雖然沒有了咖啡，但我仍打算用餐，而美娟卻主動替我更換餐盤上的咖啡及多士，令我喜出望外，要特別讚賞美娟的窩心服務及貴公司的員工培訓。希望這會上多一點這些好人好事，令大家都感受到人間有情。

While having breakfast at the **Manning House store**, I accidentally spilled coffee all over my tray, the table, and the floor. Feeling embarrassed, I asked the staff for help. Supervisor Mei Kuen came over, and instead of starting with the cleanup, her first concern was whether I was injured. Although my coffee was gone, I was ready to continue my meal, but Mei Kuen surprised me by replacing both the coffee and toast on my tray without hesitation. Her heartfelt service and your company's excellent staff training truly impressed me. I hope more people can experience these acts of kindness, reminding us of the warmth and care in the world.

顧客體驗

Customer Experience

大快活以提供卓越的顧客體驗為己任。我們持續創新，結合細緻的實體環境與先進數碼解決方案，回應顧客不斷改變的需求。我們的顧客體驗策略基於兩大支柱：第四代餐廳設計裝潢及數碼科技整合，其中包括大快活手機應用程式（App）、自助點餐機、網上及QR碼點餐，全面提升便利性、無障礙、舒適度與互動性。

第四代分店設計裝潢

我們不斷優化分店環境，兼顧顧客需求變化與品牌特色，而共融為設計與服務核心。作為可持續發展的積極支持者及部分業主綠色租約計劃簽署者，我們在裝修及升級過程中納入節能、資源保護及環保材料等可持續元素。

第四代裝潢融合先進科技、人本設計與強化無障礙設施，體現我們對可持續發展的承諾。於報告期內，已有23間分店完成第四代裝潢升級，總計達35間。根據分店狀況、租約及社區需求，我們將持續升級網絡，為顧客提供更溫馨舒適的用餐環境。

At Fairwood Holdings Limited, delivering an exceptional customer experience is central to our mission. We continuously innovate and adapt to meet evolving customer needs, combining thoughtful physical environments with advanced digital solutions. Our customer experience strategy is anchored by two key pillars: the fourth-generation store design and the integration of digital technologies—including the Fairwood App, self-service kiosks, online ordering, and QR code ordering. Together, these initiatives enhance convenience, accessibility, comfort, and engagement across all touchpoints.

The fourth-generation store design

We continually evolve our store environment to meet the changing preferences and needs of customers while preserving the distinctive identity of the brand. Inclusivity remains a key priority in all aspects of our design and service. As a keen supporter of sustainable development and a signatory to green tenancy initiatives promoted by certain landlords, we ensure that renovations and store upgrades incorporate sustainability considerations, including energy efficiency, resource conservation, and environmentally friendly materials.

Our latest iteration, the fourth-generation design, reflects this commitment by integrating advanced technology, improved human-centric design, and enhanced accessibility features. During the reporting period, 23 stores were upgraded to the fourth-generation design, bringing the total to 35 stores featuring this modernized environment. Based on a variety of business consideration, such as store conditions, tenancy agreements, and community needs, we will continue to progressively upgrade our network, providing customers with an increasingly cozy and welcoming dining atmosphere.



顧客體驗

Customer Experience

1. 無障礙與共融

自1991年起，作為香港首家推動平等共融的連鎖快餐店，我們致力營造共融用餐環境，充分考慮各類顧客需求。我們清晰標示營業時間及無障礙設施，包括導盲犬友善政策及優先座位，讓長者及有特殊需要人士感受舒適安心。

我們以可暢達及無障礙作為分店設計的基礎，亦會在翻新或新開設分店時參考平等機會委員會於2023年發表的《[餐飲服務通用設計實用指南](#)》的建議，當中大快活工程及維修部團隊亦為該指南起草時提供意見。平整地面、寬闊通道及入口處可移動椅子，方便輪椅使用者、嬰兒車家長及需額外空間的顧客靈活使用為基本，亦會在可行的情況下，去裝置更多可暢達設施。

除了在分店配置上實現可暢達及無障礙，我們還會在客戶服務及膳食供應上下功夫。我們提供送餐到桌服務，滿足行動不便者需求，前線員工培訓上亦有針對共融客戶服務的要點。我們亦定期更新餐單，提供素食及高蛋白選項，適應不同飲食偏好。

1. Accessibility and Inclusivity

Since 1991, as Hong Kong's first fast-food chain to promote equality and inclusion, we have been committed to creating a dining environment that considers the diverse needs of our customers. We clearly display operating hours and information about accessible facilities, including our guide dog-friendly policy and priority seating arrangements. These initiatives ensure that elderly patrons and individuals with special needs can enjoy a comfortable and welcoming experience.

We prioritize accessibility and inclusivity as the foundation of our store design. During renovations or the opening of new locations, we reference the recommendations outlined in the [“Practical Guide on Universal Design for Catering Services”](#) published by the Equal Opportunities Commission in 2023. Notably, the Fairwood Engineering and Maintenance team contributed insights during the drafting of these guidelines. Our core design principles include level flooring, wide passageways, and movable chairs at entrances, ensuring flexibility and convenience for wheelchair users, parents with strollers, and customers requiring additional space. Where feasible, we also install additional accessibility features to further enhance the dining experience for all customers.

To further support accessibility, we offer delivery-to-table service for those who need it. Our frontline staff training programs include key elements focused on delivering inclusive customer service. In addition to our service and interior design innovations, we regularly provide menu options such as vegetarian and high-protein choices to meet varied dietary preferences.

顧客回饋精選 - 貼心服務體現共融 Customer Compliments – Inclusive customer service

因做完手術，行動需要用拐杖，不甚方便，須斟水食藥關係，青衣翠怡商場分店組長黃女士走到自助水站，主動前來詢問是否需要幫忙，請我先返回座位，並幫我斟水再送到我手上，不單觀察力強服務更超出我想像，值得一讚！

After undergoing surgery, I visited the **Tsing Yi Greenfield Garden Shopping Arcade store**, relying on crutches and needing water to take my medication. Team leader Ms Wong noticed my situation, approached me at the self-service water station, and kindly offered to help. She asked me to return to my seat while she brought water directly to me. Her attentiveness and service went far beyond my expectations.

顧客體驗

Customer Experience

2. 舒適與氛圍

我們致力創造兼具舒適與可持續的歡迎氛圍。我們的分店維持標準濕度與溫度，配備均勻通風及先進空氣淨化系統。自然採光結合節能照明，營造宜人環境。清新且視覺統一的品牌形象強化愉悅用餐體驗。

2. Comfort & Ambiance

We invest in creating a welcoming atmosphere that balances comfort with sustainability. Our stores maintain standardized humidity and temperature controls, supported by evenly distributed ventilation systems and advanced air purification. Natural daylighting through windows, combined with energy-efficient lighting, contributes to an inviting environment. Additionally, our clean and visually appealing brand identity reinforces a consistent and enjoyable dining experience.

3. 便捷與效率

分店提供多元電子支付方式，如 PayMe、支付寶、八達通、微信支付、中銀支付、銀聯及信用卡。實時電子餐單及自助點餐機提升點餐效率，號碼顯示方便顧客及時取餐。專用外賣取餐及托盤回收櫃台優化客流，縮短等候時間，簡化用餐流程。

3. Convenience & Efficiency

To streamline ordering, payment, and food collection, our stores offer a variety of electronic payment methods, including PayMe, Alipay, Octopus, WeChat Pay, BOCpay, UnionPay, and credit cards. Real-time electronic menus and self-service kiosks enhance ordering efficiency, while number displays facilitate timely food pickup. Dedicated takeaway collection and tray return counters further optimize customer flow, minimizing wait times and simplifying the dining process.

4. 服務體驗

大快活秉持卓越服務理念，創新設施提升顧客體驗。送餐服務帶來便利，無線手機充電裝置及桌邊掛鉤增添貼心舒適。靈活座椅設計，包括可移動餐桌及吧台桌，滿足多元用餐喜好。自助水吧提供常溫及熱水，配備含洗手液的洗手設施，以促進分店衛生。

4. Service Experience

Fairwood's commitment to excellence is demonstrated through innovative features designed to enhance the customer experience. Delivery-to-table service ensures convenience, while wireless mobile chargers and tableside hooks provide thoughtful added comfort. Flexible seating options, including movable desks and bar table designs, accommodate diverse dining preferences. Self-service beverage stations offer both room temperature and hot water, and handwashing sinks equipped with sanitizer promote hygiene throughout our stores.

顧客回饋精選 - 貼心服務體現共融 Customer Compliments – Inclusive customer service

大角咀港灣豪庭分店主任廖小姐知道工人姐姐可能因宗教原因不能吃豬肉，她會協助工人姐姐，提醒那些食物含有豬肉成份，服務十分窩心。

At the **Metro Harbour View store** in Tai Kok Tsui, Supervisor Miss Liu noticed that a helper might not eat pork due to religious reasons. She thoughtfully reminded the helper about dishes that contain pork, showing great consideration and care.

顧客體驗

Customer Experience

以科技提升顧客體驗

為提升營運效率與顧客用餐體驗，自2017年起，集團積極推動全面數碼轉型，優化訂餐流程，縮短等待時間，增強顧客互動，並支持可持續發展與社區關懷。

大快活 App 手機點餐

大快活 App 於2022年10月推出，現有超過 1,020,000 名註冊用戶。該手機應用程式整合訂餐、推廣、環保與社區活動功能，會員可提前點餐並安全付款。

於2023年，大快活 App 通過香港零售管理協會推出的「優質網店認證計劃」的「優網店」認證。大快活 App 以創新方式融合點餐推廣及可持續發展而我們於同年香港零售管理協會頒發的「智慧零售大獎」中榮獲「綠色智能零售品牌獎」及「智慧轉型及創新獎」（銅獎）。我們亦受邀於業界論壇分享應用及會員計劃經驗，促進資訊科技與零售發展。大快活 App 不僅提升顧客滿意度，更強化公司管治。

自助點餐機

為了提升用餐體驗，我們已在91間快餐店引入148台自助點餐機。這些點餐機在繁忙時段能有效縮短等候時間。透過簡化營運流程，這項技術不僅提高了效率，還為顧客帶來更流暢、更令人滿意的用餐體驗。

Enhancing customer experience through technologies

As part of the Group's ongoing commitment to enhancing operational efficiency and elevating the customer dining experience, we have embraced a comprehensive digital transformation journey that began in 2017. Our digital initiatives are designed to streamline ordering processes, reduce wait times, and foster stronger customer engagement, while supporting sustainable development and community care.

Fairwood App Mobile Ordering

Launched in October 2022, the Fairwood App has rapidly gained traction, with over 1.02 million registered users to date. The app integrates multiple functions including ordering, promotions, environmental initiatives, and community outreach, enabling members to conveniently place advance orders and securely pay for takeaway meals.

In 2023, the Fairwood App earned the prestigious "Quality E-Shop" certification under the Hong Kong Retail Management Association's Quality E-Shop Recognition Scheme. Its innovative integration of ordering, promotions, and sustainability efforts also garnered us recognition at the 2023 Hong Kong Retail Management Association Smart Retail Awards, where we received both the "Green Smart Retail Brand Award" and the "Smart Transformation and Innovation Award (Bronze)". We have also been invited to share our mobile application and loyalty program insights at industry forums, contributing knowledge to both the information technology and retail sectors. Our digital platform not only enhances customer satisfaction but also strengthens corporate governance.

Kiosk Ordering

To elevate the dining experience, we have introduced 148 self-service food ordering kiosks across our 91 fast-food stores. These kiosks play a pivotal role in significantly reducing wait times during peak hours. By streamlining operations, this technology enhances efficiency while delivering a smoother and more satisfying customer journey.

顧客體驗 Customer Experience

QR碼點餐

QR碼點餐現已覆蓋我們所有特色餐廳，包括ASAP、一碗肉燥及一葉小廚，提供顧客便捷且免接觸的用餐方式，展現我們對便利性與創新的承諾。

QR Code Ordering

Tailored to different restaurant concepts, QR code ordering is now available at all of our specialty restaurants, including ASAP, Taiwan Bowl, and The Leaf Kitchen. This service offers customers a unique and contactless dining experience, reflecting our commitment to convenience and innovation.

為「快活回味軟餐」而設的 WhatsApp 落單及特色餐廳粉絲群組

我們亦積極開拓更多更便捷的方式去與顧客互動。在「快活回味軟餐」方面，我們特別提供 WhatsApp 落單，而ASAP、一碗肉燥及一葉小廚則於報告期內新設 WhatsApp 群組，定期推送優惠資訊，拉近與顧客的距離。WhatsApp 亦成為其中一個顧客反饋意見的渠道。

WhatsApp Ordering for “Ah Wood Soft Meal” and Specialty Restaurant Fans Group

We continue to explore more convenient ways to interact with our customers. For “Ah Wood Soft Meal” series, we offer ordering through messaging apps. During the reporting period, we also introduced a new WhatsApp group for ASAP, Taiwan Bowl, and The Leaf Kitchen, enabling regular promotion updates to bring us closer to our customers and enhance engagement. WhatsApp has also become one of the channels for collecting customer feedback.

「買定嚟走」網上平台點餐

自2020年起，我們推出「[買定嚟走](#)」網上點餐服務，方便顧客居家享用大快活美食，或預訂到店自取，滿足靈活用餐需求。

E-Commerce Platform Ordering

Since the 2020 launch of our "[Click-and-Collect](#)" online ordering platform, customers can conveniently enjoy Fairwood meals at home or reduce wait times by pre-ordering for in-store pickup. This platform expands our reach and aligns with evolving customer preferences for flexible dining options.



買定



網上點餐服務

嚟走

可持續營運管理

Sustainable Operations

集團致力優化新建及現有分店的營運管理、庫存控制及物流流程，逐步推行廚房管理系統及電子餐單系統，根據分店實際條件度身訂造，提升流程效率及縮短顧客等候時間，提升整體用餐體驗。

在競爭激烈的市場環境中，善用大數據分析對業務可持續增長特別重要。我們積極探索引入大數據分析軟件，整合銷售系統中的即時數據，提供高質素、具有價值的重要資訊，促進快速數據驅動決策，支持營收增長與業務優化。

We are committed to advancing operational governance, inventory control, and logistics management across both new and existing stores. To support this commitment, we are progressively implementing the Kitchen Management System and electronic menu systems tailored to the specific needs and conditions of each location. This strategic deployment aims to streamline operational workflows, improve efficiency, and reduce customer wait times, thereby enhancing the overall dining experience.

In today's competitive market landscape, leveraging big data analytics is essential for informed decision-making and sustainable growth. We are actively exploring the integration of big data platform to consolidate real-time data from our Point of Sale systems. This integration will provide high-quality, actionable insights and enable swift, data-driven decisions that support revenue growth and optimize business performance.

智能廚房試點測試

作為對可持續發展承諾的一部分，我們引入了智能廚房技術，實時監測水資源、能源及排放的表現。創新系統讓我們能夠優化資源使用，減少浪費，並降低對環境的影響。於報告期內，共有三家大快活快餐分店參與試點測試，我們正收集數據，以進一步完善並推廣此項目至我們的整體業務運營。此技術與我們將可持續發展實踐融入業務每個環節的目標高度一致。

Pilot Assessment of Smart Kitchen

As part of our commitment to sustainability, we have introduced smart kitchen technology to monitor water, energy, and emission performance in real-time. This innovative system allows us to optimize resource usage, reduce waste, and lower our environmental footprint. During the reporting period, three Fairwood fast food stores are participating in the pilot phase, where we are gathering valuable insights to refine and expand this initiative across our operations. This technology aligns with our goal of integrating sustainable practices into every aspect of our business.

於業務營運中善用流程機器人技術

我們管理的逾千部分店餐閉路電視監控系統，其監察與維護方面面臨巨大挑戰。為此，數碼資訊科技部引入流程機械人技術，自動監控閉路電視視頻畫面，如發現異常即時通知管理人員。

此舉不僅提升分店管理與安全水平，更使員工能專注於更高價值工作。透過簡化日常巡檢及加快問題處理，流程機械人技術大幅提高營運效率，營造更安全穩固的分店環境。

Robotic Process Automation in Operations

Managing an extensive network of over one thousand CCTV cameras across our stores poses significant challenges in monitoring and maintenance. To address this, the Digital and Information Technology Department has introduced Robotic Process Automation (RPA) technology to automate the oversight of CCTV operations. The system continuously scans video feeds and immediately alerts administrators if any abnormalities are detected.

This automation not only enhances store management and security but also allows our personnel to redirect their focus to higher-value tasks. By streamlining routine inspections and accelerating issue resolution, RPA significantly improves operational efficiency and supports a safer, more secure environment across our store network.

負責任市場推廣

Responsible Marketing

大快活集團致力維護行銷活動的最高誠信與合規標準，嚴格遵守《商品說明條例》（香港法例第362章），確保所有產品資訊準確、可靠且透明，使顧客能做出明智消費決策，不受誇大或無根據的社會及環保效益宣稱誤導。

我們持續更新市場推廣團隊關於最新法規及負責任行銷指引，市場部與法律事務部密切協作，確保推廣活動合法合規。例如，舉辦推廣比賽時，嚴格遵循相關法律，向由民政及青年事務局局長委任的指定公職人員申請所需牌照，全面符合法例要求。

保障客戶私隱 — App、網上平台及QR碼點餐

大快活高度重視客戶個人資料保護，嚴格遵守《個人資料（私隱）條例》（香港法例第486章），貫徹私隱專員公署六大資料保護原則。

包括大快活App及「買定嚟走」網上點餐服務在內的線上平台，允許訪客用戶在不提供個人資料的情況下訂購，或只收集最低限度資料。QR碼點餐亦無需客戶提供個人資料。

若用於直接市場推廣，我們透明告知客戶並取得明確同意，且預設不勾選選項。並透過超連結提供完整私隱政策，方便查閱。

大快活制定嚴格資料保存政策，定期刪除過時或不必要的個人資料，減低資料外洩風險，強化整體資料安全。

Fairwood is committed to upholding the highest standards of integrity and compliance in all marketing activities. We strictly adhere to the Trade Description Ordinance (Cap. 362 of the Laws of Hong Kong), ensuring that all product information provided to customers is accurate, reliable, and transparent. This commitment enables our customers to make well-informed decisions without being misled by exaggerated claims or unsupported assertions regarding the social or environmental benefits of our products and services.

To maintain compliance, we continuously update our marketing teams with the latest regulatory developments and responsible marketing guidelines. Our Marketing Department works closely with the Legal and Company Secretarial Department to ensure that all promotional activities are conducted lawfully and ethically.

Protection of Customer Privacy in Mobile App, Online and QR Code Ordering

Protecting our customers' personal data is a paramount priority at Fairwood. We fully comply with the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong), implementing the six data protection principles outlined by the Office of the Privacy Commissioner for Personal Data.

Our online platforms, including the Fairwood App and "Click & Collect" service, are designed to respect customer privacy by allowing orders to be placed without requiring personal information from guest users or by collecting only the minimum necessary data. For QR code ordering, we allow orders to be placed without requiring personal information from customers.

When personal data is used for direct marketing purposes, we ensure transparency by clearly informing customers and obtaining their explicit consent, with opt-in choices left unchecked by default. Additionally, we provide easy access to our comprehensive privacy policy via a hyperlink.

To further safeguard customer data, we have established stringent data retention policies that mandate the regular deletion of outdated or unnecessary personal information, thereby reducing the risk of data breaches and enhancing overall data security.

以食為樂

Cooking Quality Meal



在大快活，我們對可持續發展的承諾深植於提供高品質、安全及營養均衡美食的核心理念，滿足顧客及社會不斷變化的需求。我們以此為基礎，加上嚴格的食物安全標準、以負責任採購、考慮動物福利及打造創新的多元共融餐單，為顧客奉上出類拔萃的美味佳餚。透過持續優化營運流程及採用先進技術，我們確保每一道餐點不僅滿足味蕾，更支持環境保護、公共健康及社會責任。

At Fairwood, our commitment to sustainability is deeply rooted in the principle of delivering high-quality, safe, and nutritious meals that meet the evolving needs of our customers and communities. This pillar embodies our holistic approach to culinary excellence—integrating rigorous food safety standards, responsible sourcing practices, animal welfare considerations, and inclusive menu innovation. By continually enhancing our operational processes and embracing advanced technologies, we ensure that every meal served not only delights the palate but also supports environmental stewardship, public health, and social responsibility.

重點議題 Key Focus Areas

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



食品安全及質素

Food Safety and Quality

我們轄下所有分店均以嚴格標準處理食材，並謹遵香港食品安全規例與標準。我們確保主要食材供應商均持有國際認可的食品安全認證，且所有供應的食材均經香港政府的全面監察。進口食材除須符合原產地的食品生產及出口法規外，亦必須符合香港對進口食品的嚴格監管要求。

大快活所有食材及食品均依據內部手冊製備，手冊明確規定品質、外觀、口感、質地及食品安全的嚴格標準。分店員工經過全面培訓，具備豐富的食品加工及安全知識。

於報告期內，集團委託第三方檢測機構對食品成分進行分析，以確保全面符合食品安全法律及法規。我們每兩個月會舉行食品安全會議，檢討並更新相關程序，並持續進行內部營運審計。此外，我們設立完善的事務通報、危機處理及召回機制，以迅速處理食品安全問題並及時跟進。

我們的食品安全措施依據食物環境衛生署及食品安全中心發布的《食物衛生守則》及《食安Guide》，並定期參考相關食品安全案例，不斷優化和提升相關規範。

大快活高度重視整個價值鏈中的食品品質與安全，涵蓋中央食品加工中心及各分店。其中，我們採用先進的管理概念與技術，使食品安全與品質得到全方位監控。此外，我們持續關注食品行業政策及法規變化，以確保嚴格合規。

We maintain rigorous standards for all ingredients used across our operations, fully complying with Hong Kong's food safety regulations and standards. We ensure that our primary ingredient suppliers hold internationally recognized food safety certifications, and all supplied ingredients undergo thorough monitoring by the Government of Hong Kong SAR. Imported ingredients adhere not only to their countries of origin's legal food production and export requirements but also to Hong Kong's stringent regulations for imported food products.

All Fairwood ingredients and food items are prepared strictly according to our comprehensive internal manual, which sets exacting criteria for quality, appearance, taste, texture, and food safety. Our store teams complete extensive training programs to equip them with advanced knowledge of food processing and safety protocols.

During the reporting period, we engaged third-party testing laboratories to analyze food components, ensuring full compliance with food safety laws and regulations. We conduct bi-monthly food safety meetings to review and update our procedures regularly, alongside ongoing operational audits. A robust incident reporting, crisis management, and recall system is in place to swiftly address and resolve any food safety issues with timely follow-up.

Our food safety practices align closely with the "Food Hygiene Code" and the "Food Safety Guide" published by the Food and Environmental Hygiene Department and the Food Safety Centre. We periodically analyze relevant food safety cases to continually refine and enhance our protocols.

We prioritize food quality and safety throughout the entire value chain — from CFPP to our stores — by applying advanced management concepts and technology at every stage. Additionally, we continuously monitor regulatory changes in the food industry to maintain unwavering compliance.

食品安全及質素

Food Safety and Quality

中央食品加工中心

中央食品加工中心採用有組織及系統化的食品加工與監控框架，持續改善及推動質量控制。主要措施包括：

CFPP

The CFPP operates a structured and systematic approach to food processing and monitoring that drives ongoing improvements in quality control, featuring:

合規 Compliance	產品開發及品質保證團隊識別關鍵控制點（「CCPs」），確保符合法規標準。 The Product Development and Quality Assurance teams identify Critical Control Points ("CCPs") to ensure adherence to all regulatory standards.
監控 Monitoring	生產過程中於 CCPs 持續監控，確保符合食品安全要求。 Continuous monitoring is conducted at CCPs throughout production to guarantee compliance with food safety standards.
標準化 Standardization	為各階段食品製備制定具體品質標準及溫度控制。 Specific quality benchmarks and temperature controls are established for each phase of food preparation.
改進 Improvement	跨部門會議促進食品安全標準的持續提升。 Cross-departmental meetings foster continual enhancement of food safety standards.
審核 Audit	定期內部稽核評估品質控制成效及衛生狀況。 Regular internal audits assess quality control effectiveness and hygiene standards.
生熟分離 Separation	嚴格分開生食與熟食，防止交叉污染。 Strict separation of raw and cooked foods prevents cross-contamination.

分店

保障分店的食品安全與品質是守護顧客健康與滿意度的核心。為此，我們採取以下主要措施：

Stores

Ensuring food safety and quality in our stores is central to protecting the health and satisfaction of our customers. Key measures implemented include:

品質評估 Quality Assessment	食材會經嚴格檢驗，而質量控制部門定期進行現場巡查，以確保所有程序得到正確實施。 Incoming food materials are thoroughly evaluated upon arrival. Our Quality Control Department conducts regular site inspections to verify procedural compliance.
衛生 Sanitation	徹底清洗及消毒用餐區及後勤區域，以保持潔淨環境及防止污染。 Rigorous cleaning and sterilization of all dining and back-of-house areas maintain hygienic environments and prevent contamination.
系統化 Systemization	落實5S系統（結構化、系統化、消毒、標準化和自我紀律），以規範食材、器具及清潔劑的儲存與使用。 Adoption of the 5-S system — Structurize, Systemize, Sanitize, Standardize, and Self-discipline — governs proper storage and handling of food, utensils, and cleaning agents.
過濾 Filtration	均於新分店安裝食水過濾系統，以確保飲料使用優質飲用水沖泡。 Installation of water filtration systems at all new stores ensures high-quality potable water for beverages.
標籤 Labeling	所有食品清楚標示生產日期及預計保質期，以助有效存貨管理。 All food products are clearly labeled with production dates and estimated shelf lives to support effective inventory management.
生熟分離 Separation	嚴格分開生食與熟食，防止交叉污染。 Strict separation of raw and cooked foods prevents cross-contamination.

食品安全及質素

Food Safety and Quality

質量控制實驗室

為確保最高食品安全標準，我們在中央食品加工中心內設立了專門的質量控制實驗室（QC Lab）。QC Lab由一支專業團隊組成，專注於檢驗、驗證和測試工作，並配備了先進的技術設備，以提供精確且高效的實驗室檢測結果。這使管理層能夠作出明智和及時的決策，從而提升運營效率。

於 2024 年，我們引入「實時螢光核酸定量處理分析系統」（Real-Time Polymerase Chain Reaction，RT-PCR），擴展了QC Lab的功能，以加強對水產養殖和海鮮的檢測。雖然海鮮並非我們菜單的主要成分，但此新增設施確保了與海鮮相關產品更高水準的安全保障。

Quality Control Laboratory (QC Lab)

To ensure the highest standards of food safety, we have established a dedicated QC Lab within CFPP. Staffed by a team of skilled professionals specializing in inspection, verification, and testing, the QC Lab is equipped with state-of-the-art technology to deliver precise and efficient laboratory results. This enables management to make informed and timely decisions, enhancing operational efficiency.

The capabilities of QC Lab is expanded in 2024 by introducing the Real-Time Polymerase Chain Reaction ("RT-PCR") System to enhance aquaculture and seafood testing. While seafood is not a significant component of our menu, this addition ensures enhanced safety protocols for all related products.

QC Lab 重點關注領域 Key Areas Focused by QC Lab

環境條件 Environmental Conditions	設備 Equipment	進貨原料 Incoming Ingredients	成品： Finished Products
監測水源、冰塊和空氣質量。 Monitoring water supply, ice, and air quality.	檢查食品生產和製備過程中使用的工具和機械。 Inspecting tools and machinery used in food production and preparation.	檢測送達的肉類、蔬菜等原料。 Testing raw ingredients like meat and vegetables upon arrival.	評估烹製菜餚和製備食品的安全性及質量。 Evaluating the safety and quality of cooked dishes and prepared meals.

為確保對原料進行嚴格測試，我們遵循一套指導原則來確定抽樣測試的數量及頻率，主要考慮產品的受歡迎程度、產品特性及季節性、風險程度及近期食品安全事件趨勢，以及新原料的引入。我們進行適當的測試，以檢測重金屬、防腐劑、微生物數量及其他污染物。此外，還會驗證相關食品原料中的抗生素安全水平，以確保符合嚴格的食品安全法規。所有現有及新引入的原料均需通過徹底的抽樣測試，以確保安全性及質量。

QC Lab採用三步評估框架，進行全面監控、測試及問題解決。通過這些嚴謹的措施，QC Lab進一步加強了我們對食品安全的承諾，確保每件產品都符合最高的質量標準，讓顧客放心享用。

To ensure rigorous testing of ingredients, we follow a set of guiding principles to determine sample size and frequency, based on product popularity, product characteristics and seasonality, risk levels and recent food safety trends, as well as introduction of new ingredients. Appropriate tests are conducted to detect heavy metals, preservatives, microbial counts, and other contaminants. Additionally, antibiotic levels in relevant food items are verified to ensure compliance with strict food safety regulations. Both existing and newly introduced ingredients undergo thorough sample testing to maintain safety and quality.

The QC Lab operates under a three-step assessment framework designed for robust monitoring, testing, and resolution. Through these diligent efforts, the QC Lab reinforces our commitment to food safety, ensuring that every product meets the highest quality standards for our customers.

食品安全及質素

Food Safety and Quality

QC Lab 三步評估框架 QC Lab three-step Assessment Framework

監控 Monitoring	測試 Testing	問題解決 Resolution
監督食品評估的全過程，包括原料採購、生產和配送。 Overseeing the entire food assessment process, covering sourcing, production, and delivery.	定期對供應商的原料及產品進行多階段或預定間隔的測試。 Conducting regular evaluations of suppliers' ingredients and products at various stages or predetermined intervals.	針對不符合標準的材料或產品進行重新測試，並制定有效的解決方案。 Re-testing materials or products that fail to meet standards and implementing effective corrective measures.

衛生管制措施

大快活制訂並嚴格執行全面的衛生守則，確保在所有營運環節中達到最高的個人及場地潔淨標準。這種積極主動的措施充分體現了公司對嚴謹衛生實踐的堅定承諾，進一步鞏固了其在品質與安全方面的良好聲譽。

通過遵守這些標準，我們確保顧客能安心用餐，並相信我們已採取一切措施來維護廚房衛生及保障他們的健康與福祉。

Hygiene Control Measures

Fairwood has developed and rigorously implemented a comprehensive hygiene protocol to ensure the highest levels of personal and site cleanliness across all operations. This proactive approach reflects the company's unwavering commitment to maintaining strict hygiene practices, reinforcing its reputation for quality and safety.

By adhering to these meticulous standards, we ensure that customers can enjoy their dining experience with complete confidence, knowing that every measure is in place to uphold kitchen hygiene and safeguard their well-being.

員工 Employees	中央食品加工中心 CFPP	分店 Stores
體溫達37.5°C或以上員工必須求醫。 Employees with temperatures of 37.5°C or higher must seek medical advice.	✓	✓
必須進行定期消毒。 Regular disinfection routines are mandatory.	✓	
在疾病爆發期間，員工必須報告過去14天外遊情況。 Report any travel outside Hong Kong in the previous 14 days during disease outbreaks.	✓	
員工如有任何傳染病病徵，須立即通知僱主。 Employees who show any symptoms of infection disease should report to their employer.	✓	✓
進入加工場範圍前，或與顧客互動前，必須配戴口罩。 Face masks are compulsory before entering processing areas or interacting with customers.	✓	✓
進入加工場範圍前須進行手部消毒。 Hand sanitization are compulsory before entering processing areas.	✓	
進入廚房區域前戴上口罩、髮網和靴子；在處理任何生食或熟食時必須戴上手套。 Adorning face masks, hairnets, and boots prior to entering the kitchen area; wearing gloves when handling any raw or prepared foods.	✓	✓
食品處理相關員工入職時需作出健康申報。 Health declaration for employees involved in food processing before onboarding.	✓	

食品安全及質素 Food Safety and Quality

廚房 / 加工場範圍 Kitchen / Food Processing Area	中央食品 加工中心 CFPP	分店 Stores
在主要位置設置消毒潔手裝置。 Hand sanitizer dispensers are installed at critical points.	✓	
走廊增設通風設備，並按照法例要求安裝空氣淨化器。 Ventilation is enhanced with corridor ventilators and, if required, air purifiers compliant with regulations.	✓	
廁所、更衣室及食堂定期噴灑抗菌噴霧。 Anti-bacterial sprays are regularly applied in toilets, changing rooms, and canteens.	✓	
於公共區域加強清潔與消毒，保持地板環境的清潔。 Public areas receive reinforced cleaning and disinfection, maintain a spotless floor.	✓	✓
額外通告或午餐時段廣播，提醒個人衛生。 Additional notices or lunchtime announcements about personal hygiene.	✓	✓
根據指定的規定，徹底消毒所有工具和機器。 Thoroughly sanitizing all tools and machinery according to prescribed protocols.	✓	✓
定期清理隔油池，冷藏設備和冷凍櫃。 Regularly clearing out grease traps, refrigeration units and freezers.	✓	✓
在營業時間結束後，關閉所有門窗以確保安全。 Securing all windows and doors post operation hours.		✓



共融餐單設計

Inclusive Menu Design

超越顧客期望是我們一切工作的核心。我們致力於透過提供多元化、可自訂且營養豐富的菜單選項，帶來卓越的餐飲體驗。以新鮮、可持續及優質的食材為基礎，我們將其轉化為美味佳餚，並不斷追求品質與創新的卓越之道。

除了經典招牌菜單以及「快活回味軟餐」，我們積極推出新產品線，以滿足顧客不斷變化的需求，尤其是注重健康的顧客群體。於報告期內，我們共研發了167道新菜式，並進行了15次口味測試。這些測試由內部團隊參與，根據味道、外觀、成本效益、營運可行性及與目標客群的契合度來評估新菜式。這一反覆優化的過程，確保我們推出的每一道菜都能符合高標準，並贏得顧客的喜愛。大快活提供靈活的菜單選項，不僅提升了餐飲體驗，還促進了可持續發展。

憑藉創新、周到的菜單設計以及對可持續性的承諾，大快活持續為所有顧客提供令人愉悅且個性化的餐飲體驗。

引領快餐個性化服務： 提升體驗與實現可持續性

自2011年起，我們積極推廣「惜食」文化，率先推出創新的「個性化服務」，讓顧客可以根據個人喜好選擇合適的餐點份量。這項措施不僅減少了食物浪費，還讓顧客能享受到更貼合自身需求的個性化餐飲體驗，徹底顛覆了快餐統一化、缺乏個人選擇的傳統概念。

我們的個性化選項涵蓋了從餐點份量到獨特偏好（例如「你的雞蛋想怎麼煮？」）等多元選擇，為顧客帶來量身打造的升級用餐體驗。

這種個性化服務不僅提升了顧客滿意度，還成為減少源頭食物浪費的有效策略。通過讓顧客選擇合適的餐點份量並自訂餐點內容，我們使用餐需求與個人需求保持一致，從而將不必要的浪費降到最低。

Exceeding customer expectations is at the heart of everything we do at Fairwood. We are dedicated to delivering exceptional dining experiences by offering a diverse range of customizable and nutritious menu options. By transforming fresh, sustainable, and premium ingredients into delectable dishes, we continue to strive for quality and innovation.

Beyond our signature menu and “Ah Wood Soft Meal”, we proactively introduce new product lines to meet the evolving preferences of our customers, including those who prioritize health-conscious choices. During the reporting period, we developed 167 new dishes, guided by the insights from 15 taste tests. These sessions involved internal teams evaluating new recipes based on taste, presentation, cost efficiency, operational feasibility, and alignment with our target audience. This iterative process ensures that every dish we introduce meets our high standards and resonates with our customers. Offering adaptable menus that enhance the dining experience while promoting sustainability.

Through innovation, thoughtful menu design, and a commitment to sustainability, Fairwood continues to provide delightful and personalized dining experiences for all.

Pioneering Customization in Fast Food for Enhanced Experiences and Sustainability

Since 2011, we have championed a “food-wise” culture by introducing personalized services, enabling customers to choose meal portions tailored to their preferences. This initiative reduces food waste while redefining fast food with a focus on sustainability and customization.

Our personalized services offer a wide range of choices, from portion sizes to unique preferences, such as “how would you like your eggs cooked?” This approach delivers a tailored and elevated dining experience.

These services not only enhance customer satisfaction but also serve as an effective strategy for reducing food waste at its source. By allowing customers to customize portion sizes and meal content, we align dining options with individual needs, minimizing unnecessary waste.



共融餐單設計 Inclusive Menu Design

透過限時優惠提升顧客參與度

集團致力通過推出創新且令人興奮的菜單選項，持續提升顧客的用餐體驗。透過限時優惠活動，我們推出了一系列獨特菜式，包括越南美食、日本系列、煲仔飯、蒜蓉蒸蝦、紅燒鱸魚腩、本地街頭小食、盆菜、燉牛肉、白咖喱牛炭檸檬醬、煙肉熱狗卷、加椰醬牛油熊貓吐司，以及麻糬蜜瓜包等。這些限時供應的創新菜式，再加上額外的菜單選項，不僅成功吸引顧客，還拓寬了他們的用餐選擇。

同時，集團繼續提供多樣化且價格實惠的特色菜式和具吸引力的餐飲優惠，確保為注重價格的顧客提供選擇的同時，保持我們品牌一貫的高品質標準。

Driving Customer Engagement Through Limited Time Offers

The Group remains committed to enhancing the customer experience by introducing innovative and exciting menu options. Through the Limited Time Offer campaign, we launched unique dishes such as Vietnamese Delicacies, Japanese Series, Claypot rice, Steamed Garlic Shrimp, Braised Sea Bass Collar, Local Street Food, Poon Choi, Beef Stew, White Curry Bamboo Charcoal Taste with Lemon Sauce, Kurtus Dog, Panda Toast with Kaya Spread and Butter, and Meron Pan with Mochi. These limited-time offerings, complemented by additional menu items, successfully engaged customers and broadened their dining choices.

In parallel, the Group continued to provide a wide array of cost-effective specialty dishes and competitive dining promotions, ensuring accessibility for price-conscious customers while maintaining the high-quality standards that define our brand.



營養與健康 Nutrition and Health

大快活致力透過創新的食品選擇應對日益增長的環境和健康關注。「食得夠GYM」健身愛好者系列，進一步擴展了我們的產品線，與「美味素」、「點都唔落味精」系列相輔相成。每個系列均體現我們提供均衡營養、滿足多元化飲食需求的承諾。

我們深知顧客對於無抗生素及無激素成分的需求不斷增加，並已積極將這些理念融入產品開發流程中。通過回應這些期望，我們旨在推廣更健康的生活方式及可持續的食品選擇。

減少產品對環境的影響是我們的重點之一。肉類生產是溫室氣體排放的主要來源之一，因此我們積極鼓勵顧客探索植物性替代品。

為支持追求健康輕盈飲食的顧客，我們提供無糖綠茶，並持續研發碳足跡較低的菜式。這些措施充分展現了我們致力於推廣可持續飲食習慣的理念，同時提供美味、健康且契合顧客價值觀的餐飲選擇。

「食得夠GYM」系列 – 健身愛好者之選

本系列為追求健身與均衡營養人士量身打造。招牌菜為南瓜淮山汁香煎三文魚拼雞胸紅米飯。每份含60克蛋白質，雞胸肉採用先煎後焗的雙重烹調方法，保持嫩度與營養，加上搭配富含營養的紅米及山藥醬，提供兼具飽足感與健康的美味選擇，有助於實現健身與健康目標。

Fairwood continues to prioritize sustainability and health by introducing innovative food options that address growing environmental and nutritional concerns. The "Fuel Up with Protein" series, complementing our established "Tasty and Green" and "No MSG Added" product lines. Each series reflects our commitment to providing well-balanced, nutrient-rich meals that cater to a wide range of dietary preferences.

We understand the increasing interest in antibiotic- and hormone-free ingredients and have incorporated these principles into our product development. By proactively addressing these consumer expectations, we aim to promote healthier lifestyles and sustainable choices.

One of our key priorities is reducing the environmental impact of our offerings. Meat production is a significant contributor to greenhouse gas emissions, and we actively encourage customers to explore plant-based alternatives.

To support those looking for lighter choices, we provide sugar-free green tea and continue to develop menu items with a lower carbon footprint. These initiatives showcase our dedication to fostering sustainable dining habits while offering delicious, health-conscious meals that align with the values of our customers.

The "Fuel Up With Protein" Series – For Fitness Enthusiasts

This series targets individuals pursuing fitness goals and balanced nutrition. The flagship dish, Red Rice Chicken Breast with Salmon Fillet in Pumpkin and Yam Sauce, provides 60 grams of protein per serving. The chicken breast is prepared through a two-step searing and baking process to maintain tenderness and nutrient retention. Paired with nutrient-dense red rice and wholesome yam sauce, the dish offers a satisfying yet health-conscious option that supports fitness and wellness goals.

D23 食得夠 GYM
**南瓜淮山汁
香煎三文魚拼
雞胸柳紅米飯**
Red Rice with Pan-fried Salmon and Chicken Fillet
in Pumpkin and Yam Sauce
可轉配燒汁/黑椒汁 Can change to Gravy/
Black Pepper Sauce
\$65 配凍綠茶/熱飲/汽水
Served with Iced Green Tea /
Hot Drink / Soft Drink
60g
蛋白質來源
Source of Protein
無糖
Sugar Free

負責任採購及動物權益

Responsible Sourcing and Animal Welfare

負責任採購 - 供應鏈管理

在大快活，高效的供應鏈是為顧客提供卓越產品與服務的核心，同時有效控管成本並降低風險。為此，我們遵循「快活供應鏈」的系統化框架，指導我們開發並交付深受顧客喜愛的餐點。

我們的《供應商行為守則》明確訂立了對所有合作夥伴的期望，強調可持續性、商業道德以及風險控制。該守則是我們與供應商建立強大合作關係的基石，確保雙方共同遵循一致的價值觀。

從產品創新到原材料採購與生產的每一個階段，均由我們的品質保證部嚴謹監控，以確保符合我們的高標準。我們重視穩定可靠的新鮮原材料供應，並與供應商緊密合作，確保其產品達到或超越我們的期望。

供應鏈管理部門在維持我們運營的完整性方面發揮著關鍵性作用。該專責團隊負責供應商的協調、品質標準的執行以及確保物料在供應鏈中的順利流轉。通過融合可持續性與卓越運營，我們持續為顧客與持份者創造價值。

我們的供應商篩選程序同樣適用於非食品供應商，評估其是否履行環境及社會責任，確保其符合我們的嚴格標準。

Responsible Sourcing – Supply Chain Management

At Fairwood, an efficient supply chain is at the heart of delivering exceptional products and services to our customers while effectively managing costs and minimizing risks. To achieve this, we adhere to a systematic framework known as the Fairwood Supply Chain, which guides the development and delivery of meals beloved by our customers.

Our Supplier Code of Conduct outlines the expectations we place on all partners, emphasizing sustainability, ethical business practices, and risk mitigation. This code serves as the foundation for cultivating strong relationships with suppliers who share our values.

From product innovation to ingredient procurement and production, every stage is meticulously monitored by our Quality Assurance Department to ensure compliance with our high standards. We prioritize a reliable and consistent supply of fresh raw materials and maintain close collaboration with suppliers to guarantee their products meet or exceed our expectations.

The Supply Chain Management Department plays a pivotal role in sustaining the integrity of our operations. This dedicated team oversees supplier engagement, enforces quality standards, and ensures the seamless flow of materials throughout the supply chain. By integrating sustainability and operational excellence, we continue to deliver value to our customers and stakeholders.

Our supplier screening processes also encompass non-food suppliers, evaluating their commitment to fulfilling environmental and social responsibilities and ensuring they meet our stringent standards.

主要的供應鏈管理措施 Key Supply Chain Management Practices

與供應商保持開放的雙向溝通，以配合顧客反饋和期望。

Maintaining open, two-way communication with suppliers to align with customer feedback and expectations.

進行實地考察，以審查供應商的生產流程，及評估其社會責任和環境表現。

Conducting facility visits to assess suppliers' production processes, social responsibility, and environmental performance.

優先選擇通過 ISO 22000 食品安全管理體系及危害分析與關鍵控制點 (HACCP) 計劃認證的供應商。

Prioritizing suppliers certified under ISO 22000 Food Safety Management Systems and Hazard Analysis and Critical Control Point (HACCP) programs.

在整個供應鏈中實施可持續採購政策。

Implementing sustainable procurement policies throughout the supply chain.

負責任採購及動物權益

Responsible Sourcing and Animal Welfare

供應商行為守則

《供應商行為守則》旨在透過訂立一套全面的原則，降低供應鏈風險，所有主要供應商均需遵守。為確保這些標準得到執行，我們定期進行審查與評估，以核實其合規性。若供應商未能遵守相關規定，或拒絕提供合規證明，可能面臨取消訂單或終止合作關係的風險。此嚴謹措施展現了我們對於商業道德與可持續發展的堅定承諾。

Supplier Code of Conduct

The Supplier Code of Conduct is designed to reduce supply chain risks by outlining a comprehensive set of principles that all key suppliers must follow. To ensure these standards are met, we conduct regular audits and assessments to verify compliance. Suppliers found to be non-compliant or unwilling to provide evidence of adherence risk having orders canceled or their partnership with Fairwood terminated. This rigorous approach reinforces our commitment to ethical and sustainable business practices.

供應商行為守則 – 關鍵原則 Supplier Code of Conduct – Key Principles

反貪污措施，包括禁止賄賂、貪污及對大快活員工不正當的影響。

Anti-corruption measures, including prohibiting bribery, corruption, and undue influence on Fairwood staff.

勞工標準，包括禁止僱用未成年勞工，及禁止強迫或強制勞動；遵守當地有關工資及公平對待員工的法例。

Labor standards forbidding underage, forced, or compulsory labor; adherence to local wage laws and fair employment practices.

提供平等就業機會，及禁止歧視。

Equal opportunity employment without discrimination.

參與公平競爭，及遵守相關法律。

Fair competition compliant with relevant laws.

遵守國家法律和國際標準的環境保護。

Environmental compliance with national laws and international standards.

我們明白支持本地經濟的重要性，並在可行的情況下優先與本地供應商建立合作關係。同時，我們的採購業務遍及全球，體現了我們對於尋求高品質原材料和產品的承諾。

Fairwood recognizes the importance of contributing to the local economy and prioritizes partnerships with local suppliers whenever possible. At the same time, our procurement efforts extend across the globe, reflecting our dedication to sourcing high-quality ingredients and materials.

於報告期內，我們向 195 間海外供應商，以及 18 間本地供應商採購。採購網絡涵蓋了五大洲的 27 個國家及地區，包括阿根廷、澳洲、比利時、巴西、加拿大、捷克共和國、丹麥、英格蘭、德國、印度、印尼、意大利、日本、韓國、馬來西亞、墨西哥、荷蘭、紐西蘭、波蘭、南非、南韓、西班牙、斯里蘭卡、菲律賓、泰國、美國及越南。這種全球化的採購策略不僅確保了供應鏈的多樣性與可靠性，還強化了我們對本地經濟發展及國際合作的承諾。

During the reporting period, we sourced from 195 overseas, and 18 local suppliers. Sourced products came from 27 countries and regions spanning five continents. These include Argentina, Australia, Belgium, Brazil, Canada, Czech Republic, Denmark, England, Germany, India, Indonesia, Italy, Japan, Korea, Malaysia, Mexico, Netherlands, New Zealand, Poland, South Africa, South Korea, Spain, Sri Lanka, The Philippine, Thailand, the USA, and Vietnam. This global approach ensures a diverse and reliable supply chain while reinforcing our commitment to both local economic growth and international partnerships.

動物權益

我們根據由農場動物福利委員會制定的國際認可「五大自由」框架，在家畜和家禽的採購政策中同時加入這些原則。我們亦正探索可持續的海鮮選項，為餐單提供更多選擇。

Animal Welfare

Guided by the internationally recognized "Five Freedoms" framework established by the Farm Animal Welfare Council, we incorporate these principles into our livestock and poultry procurement policies. We are also exploring sustainable seafood options to expand our menu.

以人為先

Cherishing Our Team



我們深信，員工是我們最寶貴的資產。我們秉承「以人為先」的精神，堅決建立一個員工能獲得支持與自信及共融的工作環境，並確保每位員工都被重視並得到充足的成長空間。通過全面的人才管理實踐、完善的員工福利計劃、針對性的發展方案，以及持續促進多元、平等及共融和維護職業安全與健康，我們培養出一支具適應能力且積極的團隊。這不僅推動更優越的公司管治，更強化了我們的長期可持續發展與社會責任。本章節將重點介紹我們如何在組織的各個層面關心、培養及保護我們的團隊的核心策略與成效。

We believe that our greatest asset is our people. The "Cherishing Our Team" pillar underscores our unwavering commitment to fostering a supportive, inclusive, and empowering workplace where every employee is valued and equipped to thrive. Through comprehensive talent management practices, robust employee welfare programs, targeted development initiatives, and a steadfast focus on diversity, equity, inclusion, and occupational health and safety, we cultivate a resilient and engaged workforce. This foundation not only drives our operational excellence but also reinforces our long-term sustainability and social responsibility. In this chapter, we highlight the key strategies and achievements that demonstrate how we care for, develop, and protect our team across all levels of the organization.

重點議題 Key Focus Areas

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



策略性人事方針：快活文化

Strategic People Direction: Happy Culture

我們深信，員工是公司成功的核心力量。秉持這一信念，我們於報告期內制定全新策略性人事方針－快活文化。此方針致力打造一個積極、共融且充滿活力的工作環境，幫助員工全面成長與發展。快活文化以集團核心價值為基石，包括團隊合作、不斷學習、追求卓越以及關愛社區，為培育更強大、幸福感更高、更投入的團隊奠定堅實基礎。

We believe that our people are the cornerstone of our success. Guided by this belief, we are proud to introduce our new strategic people direction during the reporting period, Happy Culture. This initiative is designed to foster a positive, inclusive, and empowering workplace environment where employees can thrive and grow. Rooted in our core values of teamwork, continuous learning, pursuit of excellence, and care for our community, Happy Culture lays the foundation for a stronger, happier, and more engaged workforce.

快活文化 Happy Culture							
關愛文化 A Culture of Caring		欣賞文化 A Culture of Appreciation		多元共融文化 A Culture of Diversity and Inclusion			
<p>關愛文化是快活文化的核心，將員工的福祉置於首位。我們致力於創造一個支持性的環境，促進員工的身體、情感及心理健康，確保每位團隊成員在工作和個人生活中都能感受到被重視與支持。</p>		<p>通過欣賞文化，我們確保員工的每一份努力與成就，不論大小，都能獲得認可與讚揚。我們致力於激勵員工持續追求卓越，同時加強他們在公司內的使命感和歸屬感。</p>		<p>在大快活，每一位員工都能感受到被尊重、接納和重視。我們欣然接受員工的獨特觀點、背景和才能，打造一個充滿活力和創意的工作環境。我們的目標是建立一支能夠反映多元社區的員工隊伍，並推動公平機會。</p>			
<p>Through our Culture of Appreciation, we ensure that achievements, big and small, are acknowledged and celebrated. We strive to inspire our people to continue striving for excellence while reinforcing a sense of purpose and belonging within the organization.</p>		<p>Through our Culture of Appreciation, we ensure that achievements, big and small, are acknowledged and celebrated. We strive to inspire our people to continue striving for excellence while reinforcing a sense of purpose and belonging within the organization.</p>		<p>At Fairwood, every employee feels respected, accepted, and valued for who they are. We embrace the unique perspectives, backgrounds, and talents of our people, creating a dynamic and innovative workplace, so that to build a workforce that reflects the diverse communities we serve, promoting equity and opportunity for all.</p>			
集團核心價值為基石 Rooted by Company values							
團隊合作 Teamwork		追求卓越 Pursuit of Excellence		不斷學習 Continuous Learning		關愛社區 Care for our Community	
<p>我們建立互信，與團隊及夥伴坦誠溝通、互相尊重、衷誠合作。</p>		<p>與團隊及夥伴不斷挑戰卓越，勇於創新，提升效率。</p>		<p>我們推動知識承傳，重視員工發展，達致共同進步和成長。</p>		<p>我們積極聯繫顧客、夥伴及社群，投入社區，實現可持續發展，回饋社會。</p>	
<p>We will continue to foster a culture of open communication, mutual respect, and sincerity in our cooperations between our team and our partners.</p>		<p>We challenge ourselves and our partners to excel in all we do, to have the courage to innovate, and to enhance efficiencies.</p>		<p>We encourage the continuous development of knowledge, value personal growth, and are committed to improving and growing together.</p>		<p>We proactively engage with our customers, partners, and the community, as we are dedicated towards meeting our sustainable development commitments, and giving back to society.</p>	

策略性人事方針：快活文化

Strategic People Direction: Happy Culture

通過將快活文化與我們的集團核心價值緊密結合，我們期望打造一個讓員工能夠充分發揮潛力的工作場所。快活文化將不僅提升員工滿意度，還將推動創新、協作及大快活的長期發展與增長。

快活學院

建基於我們的企業核心價值，並作為推動新建立的「快活文化」的重要部分，我們於報告期內制定了「快活學院」培訓框架。雖然許多培訓計劃和措施多年來已經陸續推行，我們藉此機會將它們整合到學院的結構化框架內，這標誌著我們學習與發展功能的正式化，從而確保以更全面及策略性的方式在整個組織內培育人才。學院為員工提供了一系列全面的發展機會，包括卓越營運、管理與領導力、可持續發展以及核心軟技能等方面的培訓。

對於新入職的前線員工，我們確保他們能順利融入公司，提供安全及營運相關的培訓，同時通過入職培訓及師友計劃增強他們的歸屬感。對於現有員工，我們定期提供產品知識、卓越服務、衛生及安全操作等方面的複修課程，並開展數碼營運、管理及人際溝通等能力而開設的培訓計劃。這些努力與快活文化的承諾緊密相連，致力於打造一個支持性和賦權的工作環境，讓員工感到受重視並激發成長的動力。

為了確保未來擁有穩健的人才儲備，我們通過領導力及師友計劃等接班人發展項目，識別並培養高潛力員工，確保集團的持續發展與成功。這些計劃同樣反映了快活文化的原則，推動個人發展的同時，強化了團隊合作與追求卓越的精神。通過這些措施，我們持續投資於員工，賦予他們成長的力量，促使他們為公司的長遠成功作出積極貢獻，同時在每個階段都體現快活文化的價值觀。

By aligning Happy Culture with our company values, we aim to create a workplace where employees feel empowered to achieve their full potential while contributing meaningfully to the organization's success. Happy Culture will not only enhance employee satisfaction but also drive innovation, collaboration, and long-term growth for Fairwood.

The Fairwood Academy

In line with the core values and as a key component to drive our newly established **Happy Culture**, we launched the "**Fairwood Academy**" during the reporting period. While many of these training programs and initiatives have been rolled out over the years, we took the opportunity to align them under the structured framework of the Academy. This marks the formalization of our learning and development function, ensuring a more holistic and strategic approach to nurturing talent across the organization. The Academy provided employees with a comprehensive range of development opportunities, including training in operational excellence, management, leadership, sustainability, and essential soft skills.

For new hires in frontline roles, we ensured a smooth transition into the organization by delivering safety and operational training, while also enhancing their sense of belonging through orientation programs and the buddy system. For our existing workforce, we offered regular refresher courses on product knowledge, service excellence, hygiene, and safety practices, alongside capacity-building initiatives in digital operations, management, and interpersonal skills. These efforts were closely aligned with the Happy Culture commitment to creating a supportive and empowering environment where employees feel valued and inspired to grow.

To secure a robust talent pipeline for the future, our successor development programs, such as the Leadership and Mentorship initiatives, identified and nurtured high-potential employees, ensuring the sustained growth and success of Fairwood. These programs also reflect the principles of Happy Culture by promoting individual development while reinforcing teamwork and excellence. Through these initiatives, we continued to invest in our people, empowering them to thrive and contribute meaningfully to the organization's long-term success, while embodying the values of Happy Culture at every step.

策略性人事方針：快活文化

Strategic People Direction: Happy Culture



快活學院 Fairwood Academy

營運實務 Operations	技能及合規提升 Skills and Compliance Development	快活文化能力建設 Happy Culture Capacity Building	可持續發展 Sustainable Development	管理與領導力發展 Management and Leadership Skills
前線及中央食物處理中心員工 Frontline and CFPP Staff	所有員工 All Staff	所有員工 All Staff	所有員工 All Staff	所有員工 All Staff
為前線員工提供廚房操作及職業安全培訓，確保在全面品質管理中每個環節都達至卓越。 Training in kitchen procedures and OSH, ensuring excellence in every step as part of total quality management.	全面提升員工的溝通、顧客服務、團隊合作及適應力等重要軟技能，以及合規培訓。 Developing essential soft skills like communication, customer service, teamwork, and adaptability, together with compliance training, across all employees.	透過員工福祉與參與活動，推廣快活文化及企業價值。 Promoting Happy Culture and corporate values through employee well-being and engagement activities.	將ESG相關培訓融入員工課程，提升全員對可持續發展的認知。 Integrating ESG training to foster awareness of environmental, social, and governance practices across the organization.	通過針對性培訓計劃培養人才，支持接班人規劃及餐飲業的領導力發展。 Preparing talents through targeted programs, supporting succession planning and leadership in the fast food industry.
快活學院基石 Cornerstone of Fairwood Academy				
快活文化 Happy Culture				
關愛文化 A Culture of Caring	欣賞文化 A Culture of Appreciation		多元共融文化 A Culture of Diversity and Inclusion	
集團核心價值 Company values				
團隊合作 Teamwork	追求卓越 Pursuit of Excellence	不斷學習 Continuous Learning	關愛社區 Care for our Community	

展望未來，快活學院將繼續發揮其作為人才培育平台的核心作用。我們將不斷優化課程及計劃，迎合業務需求及市場趨勢，並進一步在業務中推動並實現快活文化。通過持續提升員工的專業能力及個人發展，我們相信快活學院將成為推動本集團實現長期成功的關鍵力量，並確保我們的員工在職業生涯中保持動力、成長並實現自我價值。

Looking ahead, the Fairwood Academy will continue to play a central role as a talent development platform. We will continuously optimize our programs and initiatives to align with business needs and market trends, further driving and realizing the principles of Happy Culture within our operations. By consistently enhancing employees' professional skills and personal development, we believe the Fairwood Academy will become a key force in driving the Group's long-term success while ensuring that our employees remain motivated, grow, and achieve their full potential throughout their careers.

策略性人事方針：快活文化

Strategic People Direction: Happy Culture

「快活指數」內部評估系統調整： 收集與企業價值更相關的灼見

我們於2012年6月首次推出了「快活指數」內部評估系統，以衡量員工滿意度並識別需要改進的領域。此調查每年進行兩次，收集全職員工在十個關鍵範疇的反饋，包括薪酬與福利、學習與發展機會、工作環境以及團隊合作。

隨著快活文化倡議的引入以及快活學院於報告期內的正式成立，我們進一步完善了「快活指數」內部評估，重新審視並更新了提問方向，融入了如團隊合作、持續學習、追求卓越以及關愛社區、員工與鄰里的核心主題。這些改進確保了員工意見調查的結果更加契合公司的核心價值，並更加有效地識別需要改進的差距。

以科技推動快活文化： 透過「Fairwood Team」 手機應用程式整合人力資源功能

人力資源（HR）團隊活用「Fairwood Team」手機應用程式，透過創新科技加強員工參與並簡化流程。這項數碼工具在提升運營效率、改善企業管治及促進組織內部的連繫方面發揮了重要作用，同時支持推動快活文化。

在2023/24財政年度完成的第一階段實施中，應用程式新增了將報稅表和薪酬通知書直接上傳至數碼平台的功能。通過數碼化這些流程，應用程式採用了無紙化模式，符合可持續發展目標，同時讓員工能隨時隨地方便地存取重要個人資訊。這一轉變不僅減少了对環境的影響，還減輕了行政文書工作量，使HR團隊能專注於更具價值的任務。此外，應用程式引入了QR碼功能取代實體折扣卡，避免折扣卡遺失或被未經授權的人員濫用。這項創新提高了用戶便利性，並通過減少潛在濫用行為來強化企業管治。

Adjusting the "Happy Index" : Gathering Insights More Relevant to Corporate Values

We first introduced the "Happy Index" internal assessment system in June 2012 to measure employee satisfaction and identify areas for improvement. Conducted twice a year, the survey collects feedback from full-time employees across ten key categories, including compensation and benefits, learning and development opportunities, work environment, and team cohesiveness.

With the introduction of the Happy Culture and the formalization of the Fairwood Academy during the reporting period, the Happy Index was further adjusted its questioning direction, incorporating key themes such as Teamwork, Continuous Learning, Pursuit of Excellence, and Care for our community, employees, and neighbors. These enhancements ensure the results of the employee opinion survey are better aligned with the organization's core values and more effective in identifying gaps.

Driving Happy Culture Through Technology: HR Integration into the "Fairwood Team" Mobile App

The Human Resources (HR) team has effectively utilized the "Fairwood Team" mobile app to strengthen employee engagement and streamline processes through innovative technology. This digital tool continues to play a pivotal role in enhancing operational efficiency, improving corporate governance, and fostering connectivity across the organization, while supporting the development of the "Happy Culture" that lies at the heart of Fairwood's values.

In the first stage of implementation, completed during 2023/24, the app introduced features such as uploading tax returns and payroll advice directly to the platform. By digitizing these processes, the app embraced a paperless approach, aligning with sustainability goals while enabling employees to conveniently access critical personal information anytime, anywhere. This shift not only reduced the environmental impact but also minimized paperwork, reducing the administrative burden on the HR team and allowing them to focus on higher-value tasks. Additionally, a QR code feature was introduced to replace physical discount cards, eliminating the risk of card loss or misuse by unauthorized individuals. This innovation enhanced user convenience and reinforced corporate governance by minimizing potential abuse.

策略性人事方針：快活文化

Strategic People Direction: Happy Culture

在此基礎上，第二階段的發展於報告期內推出，進一步擴展了應用程式的功能。生日用餐券及農曆新年年糕券均通過應用程式以數碼方式發放，避免實體券遺失或被濫用，同時改善了管治實踐。此外，應用程式整合了學習與發展功能，為員工提供廣泛的電子培訓材料，並可追蹤個人學習進度。這一進步加強了員工發展工作，確保記錄管理更加完善，並促進針對性的成長機會。

除了功能上的優勢外，這些技術進步在營造更具共融性和支持性的工作環境方面，對構建快活文化作出了重要貢獻。「Fairwood Team」手機應用程式不僅支持可持續實踐，還提升了員工的賦權感與整體參與度，充分展現了我們對創新與員工福祉的承諾。

Building on this foundation, the second stage of development was rolled out during the reporting period, further expanding the app's capabilities. Dining vouchers and Chinese New Year pudding coupons were distributed digitally through the app, eliminating the risk of physical coupon loss or misuse while improving governance practices. Moreover, the app integrated the learning and development function, offering employees access to a wide range of electronic training materials and tracking their individual progress. This advancement has strengthened employee development efforts by ensuring better record-keeping and enabling targeted growth opportunities.

In addition to its functional benefits, these technological advancements have contributed to building the Happy Culture by fostering a more inclusive and supportive work environment. The "Fairwood Team" mobile app supports sustainable practices, empowers employees, and enhances overall engagement, reflecting our commitment to both innovation and employee well-being.



包括印地語、華語及英語的三語培訓材料，確保所有員工也能理解培訓內容。

Trilingual online training materials, including Hindi, Chinese, and English, were provided to ensure all employees could understand the training content.

員工常規、待遇與福祉

Talent Practices, Welfare, and Well-being

我們高度重視員工，將員工的福祉和專業發展視為我們成功的基石。員工手冊充分體現了我們致力培養一種以開放、卓越、公平和共融為基礎的工作文化。我們的目標是賦予員工實現職業抱負的能力，同時推動集團持續成長。認可並獎勵傑出表現是我們努力的重要組成部分，我們以定期檢討績效為基礎，通過激勵和表彰計劃來表揚整個組織中的卓越表現。

We place the utmost importance on our employees, prioritizing their well-being and professional development as a cornerstone of our success. Our Employee Handbook reflects our commitment to fostering a workplace culture built on openness, excellence, fairness, and inclusivity. We aim to empower our workforce to achieve their career aspirations while driving the company's continued growth. Recognizing and rewarding outstanding performance is integral to this effort, as we adopt a merit-based approach with incentives and recognition programs to celebrate excellence across the organization.

吸納人才

透過定期的績效評估和領導力發展計劃，我們致力培養內部人才，確保員工能在公司內部獲得成長的機會。然而，我們也深刻認識到吸納外部人才的重要性，以建立一支能夠滿足客戶不斷變化需求的高效團隊。於報告期內，我們共舉辦了46場招聘活動，吸引多元化且優秀的專業人才加入我們的團隊。

為了確保人力資源策略與業務目標保持一致，我們於2023年預測了五年人力資源的需求，識別支持長遠發展所需的人才。鑒於不斷變化的商業環境和人口結構，我們密切監測人力資源趨勢，並定期調整招聘策略。

此外，我們堅守嚴格的平等機會僱用政策，並定期進行審核，以確保符合法規並與公司目標保持一致。我們還採取嚴格的招聘標準，以杜絕任何形式的童工或強迫勞工。於報告期內，我們特別邀請入境事務處的代表為我們的招聘團隊舉辦了一場有關識別香港身份證的工作坊。工作坊後，我們重新檢視並加強了香港身份證的篩查程序，並將篩查要點分享給前線管理人員，以確保篩查正確。這些措施充分體現了我們對於道德和負責任商業實踐的堅定承諾。

Talent Acquisition

We are committed to developing our internal talent pool through regular performance reviews and leadership development programs, ensuring that our employees have opportunities to grow within the organization. However, we also recognize the critical importance of acquiring external talent to build a high-performing team capable of meeting the evolving demands of our customers. During the reporting period, we conducted a total of 46 recruitment roadshows to attract diverse and skilled professionals.

To ensure our workforce strategy remains aligned with business objectives, we conducted a five-year manpower forecast in 2023 to identify the talent required to support our long-term growth. Given the ever-changing business environment and shifting population patterns, we closely monitor workforce trends and regularly adjust our talent acquisition strategies.

Fairwood also maintains a rigorous equal opportunities employment policy, which is regularly reviewed to ensure compliance with legal requirements and alignment with corporate goals. Additionally, we uphold strict recruitment standards to prevent any form of underage or forced labor. During the reporting period, we invited representatives from the Immigration Department to conduct a workshop for our talent acquisition team on Hong Kong Identity Card (HKID) verification. Following the workshop, we revisited and strengthened our HKID screening procedures and shared key points with frontline managers to ensure proper screening practices. These efforts reflect our unwavering commitment to ethical and responsible business practices.

員工常規、待遇與福祉

Talent Practices, Welfare, and Well-being

薪酬與待遇

除了法定福利，如年假、病假、產假、侍產假及強制性公積金計劃外，我們還提供多項額外福利以提升員工的福祉，包括為前線及中央食品加工中心員工提供免費值班膳食，另有考試假、年度健康檢查及家友折扣咭。為表達對員工的關懷，我們亦於節日期間贈送節日禮品以增添節日氣氛，充分體現我們致力打造一個支持性和充滿活力的工作環境。

Remuneration and Fringe Benefits

In addition to statutory benefits such as annual leave, sick leave, maternity and paternity leave, and retirement pensions under the Mandatory Provident Fund scheme, we provide supplementary benefits to enhance employee well-being. These include complimentary duty meals for frontline and CFPP staff, additional examination leave, annual health checkups, and family discount cards. To show appreciation, we also provide seasonal gifts to celebrate festive occasions, reflecting our commitment to fostering a supportive and engaging work environment.

員工福利一覽 Staff Benefit at a Glance

節日禮品 Festival Gifts	農曆新年年糕券、端午節糉子 Chinese New Year pudding coupons, Tung Ng Festival rice dumplings.
生日慶祝 Birthday Celebrations	生日卡及餐券 Birthday card and dining vouchers.
家庭禮物 Family Gifts	贈送餅券以慶祝新婚及迎接新生子女 Bakery coupons celebrating marriages and births.
健康生活 Healthy Lifestyle	水果派發 Fruit distributions
折扣優惠 Discounts	分店及折扣及主題樂園門票 Meal discounts at stores and amusement park tickets.
健康關懷 Health Check	為接近退休年齡員工提供免費體檢 Free medical check-ups for staff nearing retirement age.

大快活關懷基金

大快活關懷基金體現了我們在有需要時支持員工和社區的承諾。基金的宗旨包括與非政府機構合作舉辦「與耆同樂」街坊長者共聚計劃及「窩心膳行」飯盒及福袋派發計劃以支持社區，以及向因緊急情況而面臨財務困難的員工及其直系親屬提供援助。於報告期內的基金分配如下：

The Fairwood Caring Fund

The Fairwood Caring Fund reflects our commitment to supporting employees and the community in times of need. The purposes of the Fund include collaborating with NGOs to organize "Heart-Warming Food Donation" and "Joyous Meal with Seniors" initiatives that support the community, as well as providing assistance to employees and their immediate family members who are facing financial difficulties due to emergencies. The funding distribution during the reporting period is as follows:

非政府機構支持慈善活動 NGO – Supporting Charitable Activities	76%
員工緊急援助及喪葬關懷 Employee – Emergency Aid and Compassionate	24%

員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

個案研究 Case Study

舊書尋寶快閃義賣行動

Treasure Hunt Flash Sale for a Cause

於報告期內，我們透過舉辦「舊書尋寶快閃義賣行動」實踐對推廣閱讀及減少浪費的承諾。管理層慷慨地捐出其個人藏書，讓員工有機會以自願捐款的形式獲得這些珍貴書籍，所有善款均撥入大快活關懷基金。

這項計劃不僅鼓勵員工培養對閱讀的熱愛，還強調了資源再用以減少浪費的重要性。未售出的書籍全數捐贈予本地慈善機構「送書快樂」，該機構致力推廣綠色閱讀文化及分享閱讀的樂趣，確保這些書籍在社區中持續發揮價值。

We underscored our commitment to promoting reading and reducing waste through the **"Treasure Hunt Flash Sale"** charitable initiative during the reporting period. Senior management generously donated books from their personal collections, offering employees an opportunity to acquire these treasures in exchange for voluntary contributions to the Fairwood Caring Fund.

This initiative not only encouraged a love for reading among employees but also reinforced the importance of reusing resources to minimize waste. Unsold books were further donated to Read-Cycling, a local charitable organization that focuses on fostering a green reading culture and promoting the joy of reading, ensuring the books' continued value in the community.



員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

關懷基金的籌款活動主要於「Big Bang」大會期間進行，與會者自願捐款，而集團則以一對一配對捐款的形式，將籌集的總金額有效地翻倍。該基金向所有全職員工開放申請，每宗申請最高可獲發港幣10,000元的經濟援助，以支援的緊急情況。

Fundraising for the Caring Fund was mainly conducted during the "Big Bang" meeting, where attendees voluntarily contributed, and the Group matched all donations dollar-for-dollar, effectively doubling the total amount raised. The Fund is open to all full-time employees, offering financial assistance of up to HK\$10,000 per application for emergency situations requiring immediate support.



職效評估

我們透過透明、公平且結構化的績效評估系統，為表現優秀的員工提供晉升和發展的機會。此評估過程不僅為員工過往的表現提供有意義的反饋，還為未來的績效和專業發展設立了清晰的基準。評估結果亦作為薪酬調整和晉升的基礎，確保對員工貢獻進行客觀且全面的評價。

為了加強問責性，於報告期內，我們為各部門主管設定了額外的個人績效關鍵指標，以確保與組織目標保持一致，並培養責任感和領導文化。

在涉及紀律處分或終止僱傭合約的情況下，本集團嚴格遵守內部人力資源政策及香港相關法律法規，並嚴禁任何不公平或非法的解僱行為。

Performance Review

We provide high-performing employees with opportunities for advancement through a transparent, fair, and structured performance appraisal system. This process not only delivers meaningful feedback on past performance but also establishes clear benchmarks for future performance and professional development. The outcomes of the appraisal system form the basis for salary reviews and promotions, ensuring an objective and comprehensive evaluation of employee contributions.

To enhance accountability, additional individual performance KPIs were set for department heads during the reporting period, ensuring alignment with organizational goals and fostering a culture of responsibility and leadership.

In instances of disciplinary action or termination, the Group adheres strictly to internal human resource policies and relevant laws and regulations in Hong Kong, with unfair or unlawful dismissals strictly prohibited.

員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

截至2025年3月31日，本集團在香港的業務由一支 4,826人組成的團隊支持。為了加強團隊的歸屬感並確保他們能在快活文化中茁壯成長，我們致力於創造一個積極、支持且充滿活力的工作環境。於報告期內，平均每月僱員流失率為5.5%，反映出這些努力的成效。

大快活教育資助計劃

教育是可持續發展的基石。為響應聯合國倡導的教育政策目標，我們設立了「大快活教育資助計劃」（「資助計劃」），透過資助及獎學金支持員工及其家庭。

資助計劃旨在減輕員工為子女教育所面臨的經濟壓力，表彰員工的優秀表現，同時透過獎學金鼓勵學術卓越和勤奮學習。所有全職員工就讀本地大學、中學或小學的子女的均可申請。獎項評審標準基於申請人子女的學術表現及品行，並結合申請員工的工作表現去評估結果。

於報告期內，本計劃共提供港幣157,700元的獎學金及書券資助，讓84個員工家庭受惠，其中包括26名大專學生、21名中學生，以及37名小學生。

As of 31 March 2025, our Hong Kong operations were supported by a workforce of 4,826 employees. To strengthen the sense of belonging among our team and ensure they thrive in our Happy Culture, we are committed to creating a positive, supportive, and engaging work environment. During the reporting period, our average monthly staff turnover rate stood at approximately 5.5%, reflecting the effectiveness of these efforts.

The Fairwood Education Sponsorship

We understand that education is a cornerstone of sustainable development. In alignment with the education policy goals advocated by the United Nations, the Fairwood Education Sponsorship ("the Sponsorship") was established to support our employees and their families through educational assistance and scholarships.

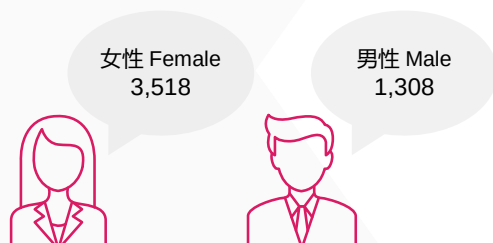
The Sponsorship is designed to ease the financial burden on employees who invest in their children's education, appreciating the outstanding performance of employees, while promoting academic excellence and diligent learning through scholarships. All full-time employees with children enrolled in local universities, secondary schools, or primary schools are eligible to apply. Award decisions are based on the academic performance and conduct of the applicant's child, alongside the performance review of the applicant.

During the reporting period, the Sponsorship provided a total of HK\$157,700 in scholarships and book coupons. This initiative benefited 84 families of our employees, including 26 tertiary education students, 21 secondary school students, and 37 primary education students.



員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

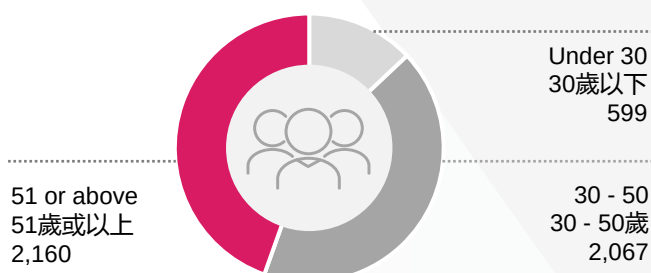
性別分布 Gender breakdown



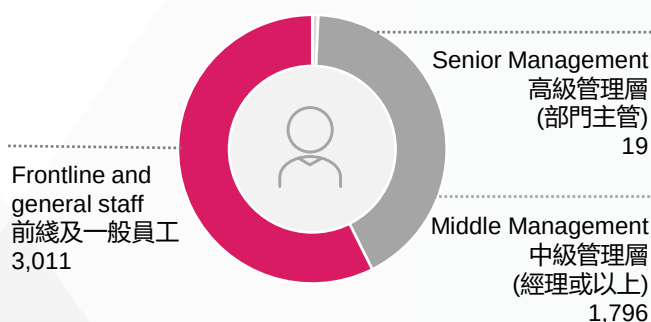
按地區分布 Employee by geographical region

4,826 香港
Hong Kong SAR

年齡分布 Age breakdown



職位分布 Grading breakdown



員工參與

保持與員工之間開放且持續的溝通對了解雙方的期望及培養歸屬感甚為重要。於報告期內，我們的人力資源部門推出了多項供員工參與的項目，包括「Big Bang」大會、「快樂指數」員工滿意度調查以及團隊活動。這些措施旨在建構一個讓員工感到被重視和傾聽的氛圍，使我們能更透徹了解他們的需求，共同協作，邁向共贏。

「快樂指數」員工滿意度調查

為了進一步提升其效能，我們於報告期內對「快樂指數」評估進行全面改進和升級，以提供更深入的灼見並使我們能更準確回應同事所想。有關「快樂指數」評估的架構闡述，請參閱本報告「[策略性人事方針：快活文化](#)」部份。

於報告期內，「快樂指數」得分為5分中的3.9分，顯示員工整體滿意度處於穩定水平。評估結果為我們去完善人力資源策略並實施提升員工滿意度和參與度的措施提供了寶貴的方向。

Staff Engagement Initiatives

At Fairwood, maintaining open and continuous dialogue with employees is essential for understanding their expectations and fostering a sense of community. Our Human Resources department launched a variety of staff engagement initiatives during the reporting period, including the "Big Bang" meeting, *Happy Index* satisfaction surveys, and team activities. These efforts aim to create an environment where employees feel valued and heard, allowing us to better understand their needs and work collaboratively toward shared success.

"Happy Index" Staff Satisfaction Survey

To enhance its effectiveness, the Happy Index assessment system was revamped and upgraded during the reporting period to provide deeper insights and better alignment with employee needs. For details on the structure of the "Happy Index", please refer to '[Strategic People Direction: Happy Culture](#)'.

During the reporting period, the Happy Index scored 3.9 out of 5, reflecting a solid level of overall employee satisfaction. These results provide invaluable guidance for refining our human resource strategies and implementing initiatives to enhance employee satisfaction and engagement.

員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

「Big Bang」大會

自2002年首次舉辦以來，半年一度「Big Bang」大會一直是我們員工參與工作的基石之一。由人力與文化發展專責小組組織，這個大會旨在檢視集團的業務表現、制定未來發展的目標和方向，並介紹策略藍圖。同時，大會中亦會對員工重申集團的道德標準和誠信要求。

大會為各級員工提供了分享經驗和見解的機會，促進協作與團隊合作。於報告期內，我們舉辦了兩場以「快活提升」及「快活聯繫與機遇」為主題的會議，每場員工大會約有850名員工參與。參加者包括董事會代表、來自各分店及中央食品加工中心的員工代表，以及總辦事處的全體成員，彰顯了我們對個人成長、共享價值和集體成功的承諾。

定期會議

每月舉行的分店會議和實體會議旨在加強公司文化的推廣。此外，分店與各部門之間也定期舉行會議，以促進溝通，統一營運策略，並共同解決各種挑戰。

"Big Bang" Meetings

The semi-annual Big Bang meeting, firstly launched in 2002, continues to serve as a cornerstone of our employee engagement efforts. Organized by the Human Resources and Cultural Development Taskforce, these meetings review the Group's business performance, set goals and directions for future development, and introduce strategic blueprints. They also reinforce Fairwood's ethical standards and integrity expectations for employees.

These meetings provide employees across all levels with the opportunity to share experiences and insights, fostering collaboration and teamwork. During the reporting period, we organized two conferences themed "Fairwood Advancement" and "Fairwood Connections and Opportunities". Each townhall meeting was attended by approximately 850 employees. Participants included representatives from the Board, staff from each store and the CFPP, as well as all team members from the head office, highlighting our commitment to personal growth, shared values, and collective success.

Regular Meetings

Monthly store and in-person meetings were held to strengthen the promotion of the company culture. In addition, regular meetings were conducted between store and various internal departments to enhance communication, align operational strategies, and address any challenges collaboratively.



員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

個案研究 Case Study

表彰長期服務員工 Honoring Long-Service Employees



作為我們對員工奉獻精神致以認可和感謝的承諾之一，我們每年舉辦周年慶祝活動，並頒發長期服務獎。這些獎項象徵著我們對員工堅定支持和寶貴貢獻的由衷感激。

於報告期內，我們慶祝了公司成立52周年，並同場舉行了長期服務獎頒獎典禮，共有360位員工因其長期服務而獲得表彰。其中包括6位員工獲得卓越的35年服務獎，5位員工獲得30年服務獎，5位員工獲得25年服務獎，以及17位員工獲得20年服務獎。這些里程碑充分體現了忠誠、承諾和共同成功的企業文化。

我們衷心感謝這些忠誠員工多年來的持續支持和努力，成就了公司的穩健發展。

As part of our commitment to recognizing and appreciating the dedication of our employees, we host an annual celebration to mark our anniversary and present long-service awards. These awards symbolize our gratitude for the unwavering support and invaluable contributions of our team members.

During the reporting period, we celebrated the 52nd Anniversary alongside with the Long Service Award Presentation Ceremony together, and a total of 360 employees were honored for their long-standing service. This included 6 employees receiving the prestigious 35-year service award, 5 employees recognized for 30 years of service, 5 employees for 25 years of service, and 17 employees for 20 years of service. These milestones reflect the loyalty, commitment, and shared success that define our company culture.

We extend our heartfelt thanks to these dedicated employees for their continuous support and efforts, which have been instrumental in driving the company's growth and success.

員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being

透過連結社區與康樂活動 提升員工參與度

於報告期內，我們著重於促進員工與社區之間的緊密聯繫，並通過舉辦多元化的活動來實現這一目標。這些活動的設計不僅旨在鼓勵員工積極參與，還著眼於提升員工的使命感、團隊合作精神及歸屬感。通過創造有意義的互動和參與機會，我們希望激發員工對社區的更強參與感，同時提升士氣和福祉。

Enhancing Employee Engagement Through Community and Recreation

During the reporting period, we placed a strong focus on fostering a deeper connection between our employees and the community by organizing a diverse range of engagement activities. These initiatives were carefully designed not only to encourage active participation but also to promote a sense of purpose, teamwork, and belonging among employees. By creating opportunities for meaningful interactions and contributions, we aimed to inspire a stronger sense of community involvement while enhancing employee morale and well-being.



員工常規、待遇與福祉 Talent Practices, Welfare, and Well-being



員工培訓與發展

Talent Development and Empowerment

我們深信投資於人才是促進可持續發展和繁榮企業的基石。為了貫徹我們的企業價值，並結合全新快活文化的理念，我們於報告期內制定了快活學院培訓框架。這一措施將我們的學習與發展工作納入一個結構化的框架內，提供涵蓋運營卓越、領導力、可持續發展及核心技能的全面培訓計劃。通過為新入職員工和現有員工提供必要的工具和知識，學院體現了我們致力於打造一個支持性環境的承諾，讓人才得以茁壯成長。

透過領導力發展、師友計劃及能力建設等針對性配置，我們持續強化員工隊伍，同時確保未來人才儲備的穩健發展。這些努力不僅彰顯了我們對員工成長的重視，也確保了企業的長遠成功，充分體現了快活文化的價值理念。

有關快活學院培訓框架的闡述，請參閱本報告「[策略性人事方針：快活文化](#)」部份。

We recognize that investing in our people is fundamental to fostering a sustainable and thriving organization. In alignment with our core values and the principles of our newly established Happy Culture, we launched the Fairwood Academy during the reporting period. This initiative formalized our learning and development efforts within a structured framework, providing employees with a comprehensive range of training programs focused on operational excellence, leadership, sustainability, and essential skills. By equipping both new hires and existing employees with the tools and knowledge to succeed, the Academy reflects our commitment to creating a supportive environment where talent is nurtured, and growth is encouraged.

Through targeted programs such as leadership development, mentorship initiatives, and capacity-building efforts, we continue to strengthen our workforce while ensuring a robust talent pipeline for the future. These efforts not only demonstrate our commitment to employee growth but also secure the long-term success of the organization, fully embodying the core values of the Happy Culture.

For details on the structure of the Fairwood Academy, please refer to '[Strategic People Direction: Happy Culture](#)'.



員工培訓與發展

Talent Development and Empowerment



快活學院 Fairwood Academy

營運實務 Operations	技能及合規提升 Skills and Compliance Development	快活文化 能力建設 Happy Culture Capacity Building	可持續發展 Sustainable Development	管理與 領導力發展 Management and Leadership Skills
匯報期內培訓總時數的百分比 Percentage of total training hours during the reporting period				
18.0%	15.7%	27.7%	1.4%	37.2%

快活文化能力建設

快活學院的快活文化能力建設重點在於提升企業價值意識、推廣心理健康意識及促進強大的員工參與。為支持員工心理健康，學院不定期安排員工參加國際認可，為期12小時的「心理健康急救課程」，使他們掌握實用技能，協助面對心理健康挑戰的同事。同時，學院舉辦了多元化的員工活動，旨在加強團隊合作、培養歸屬感及激發更大的社區參與。

Happy Culture Capacity Building

Fairwood Academy's Happy Culture Capacity Building pillar emphasizes corporate value awareness building, promoting mental health awareness, and fostering robust employee engagement. To support employees' mental well-being, the academy periodically arranges for staff to attend the internationally recognized 12-hour Mental Health First Aid program, equipping them with practical skills to assist colleagues facing mental health challenges. Simultaneously, the Academy organized a diverse range of employee engagement activities, designed to strengthen teamwork, cultivate a sense of belonging, and inspire greater community involvement.

可持續發展

隨著可持續發展在餐飲業的重要性日益提升，大快活將ESG原則融入培訓框架中。自2022年以來，培訓部門已發展並實施專為分店員工設計的ESG認證課程。

所有分店員工均需完成此課程並達到75分或以上的最低合格分數。該視頻課程提供粵語、英語和印地語版本，確保多元化員工隊伍的學習無障礙。自課程推出以來，累計共有 3,921 名員工成功獲得認證，佔我們快餐分店員工總人數的 93%。此培訓體現了大快活將可持續發展融入日常運營的承諾，同時提升員工對ESG原則的理解。

Sustainable Development

As sustainability becomes increasingly central to the food and beverage industry, Fairwood has integrated ESG principles into its training framework. Since 2022, the Training Department has developed and implemented an ESG certification course tailored for store employees.

All store employees are required to complete this course and achieve a minimum passing score of 75 or higher. The video course is available in Cantonese, English, and Hindi to ensure accessibility for our diverse workforce. Since its launch, a total of 3,921 employees, representing 93% of our fast food restaurant staff, have successfully obtained certification. This training underscores Fairwood's commitment to integrating sustainable development into daily operations while enhancing employees' understanding of ESG principles.

員工培訓與發展

Talent Development and Empowerment

管理與領導力發展

管理督導課程

今年是第二屆主管領導力培訓課程，旨在培養下一代管理人才並充實我們的領導人才儲備。為期六個月的培訓課程專為非前線員工設計，共有19名員工經部門主管提名參加。

該課程聚焦於領導力發展、團隊建設及跨部門溝通。參與者通過多元化的活動，例如設計解決方案、實地考察、設計思維工作坊及企業交流，提升自我認識、批判性思維及解決問題能力，同時強化領導能力。

課程的一個重要環節是以小組為基礎的畢業專案，參與者攜手合作開發提案，並向高層管理人員進行匯報。這種方式不僅增強了實用技能，還加深了對企業戰略及團隊合作的理解。

Management and Leadership Skills Development

Supervisory Leadership Training Program

This year marked the second cohort of the Supervisory Leadership Training Program, designed to develop the next generation of managers and enrich our leadership pipeline. Spanning six months, the program targeted non-frontline staff, with 19 employees nominated by department supervisors to participate.

The program focused on leadership development, team-building, and cross-departmental communication. Participants engaged in a variety of activities, such as solution design, field visits, design thinking workshops, and corporate exchanges. These activities encouraged self-awareness, critical thinking, and problem-solving while strengthening leadership capabilities.

A key element of the course was the group-based graduation project, where participants collaborated to develop proposals that were presented to senior management. This approach not only enhanced practical skills but also fostered a deeper understanding of corporate strategy and teamwork.



員工培訓與發展

Talent Development and Empowerment

客戶服務教練 - 導師培訓課程

客戶服務教練 - 導師培訓計劃是一個為期三個月的綜合培訓項目，旨在授予員工高級教練及引導技巧。該課程精選了12名參與者進行專業培訓，使他們能夠擔任內部客戶服務教練。課程重點在於提升參與者指導前線員工的能力、推動服務卓越，以及確保大快活以客為本的價值觀在各項運營中一貫落實。

Customer Service Coach – Train-the-Trainer Program

Customer Service Coach - Train-the-Trainer Program is a comprehensive three-month initiative designed to empower employees with advanced coaching and facilitation skills. During this program, 12 participants were carefully selected to undergo specialized training, equipping them to serve as in-house customer service coaches. The program focused on enhancing participants' ability to mentor frontline staff, promote service excellence, and ensure consistent delivery of Fairwood's customer-centric values across all operations.

DISC領導力工作坊

為了提升領導效能並加強團隊協作，我們為16名參加者舉辦了一天的 DISC 領導力工作坊。這個互動式課程透過 DISC 性格分析框架，幫助領導者了解自身及團隊成員的行為模式。

DISC Leadership Workshop

To strengthen leadership effectiveness and enhance team dynamics, we organized a one-day DISC Leadership Workshop for 16 participants. This interactive program focused on helping leaders understand their behavioral styles and those of their team members, using the DISC personality assessment framework.

通過量身定製的練習和討論，參加者深入學習了有效溝通、衝突解決及團隊協作策略。工作坊使領導者能夠根據不同性格類型調整管理方式，從而加強關係並提升團隊整體表現。

Through tailored exercises and discussions, participants gained insights into effective communication, conflict resolution, and team collaboration strategies. The workshop empowered leaders to adapt their management approaches to different personality types, fostering stronger relationships and improving overall team performance.

發展及培訓

Development and Training



總培訓時數
Total number of
hours trained

52,601



受訓僱員百分比
Percentage of
employees trained

95.4%



平均培訓時數
Average hours
of training

10.9

平均培訓時數

Average hours of training

男 Male **10.5**

女 Female **11.1**

高級管理層
Senior
management

5.4

中級管理層
Middle
management

15.6

前線和一般員工
Frontline and
general staff

8.1

受訓僱員百分比

Percentage of employees trained

高級管理層
Senior management

1%

前線和
一般員工
Frontline and
general staff

61%

按僱員職位
By grade

38%
中級管理層
Middle
management

73%
女 Female

27%
男 Male

按性別
By gender

多元、平等和共融 Diversity, Equity, and Inclusion (“DEI”)

自1991年以來，大快活一直是推動職場種族多元化的先驅，積極為少數族裔提供就業機會並支持他們的職業發展。這份持續的承諾使我們成為多元、平等和共融（DEI）領域的領導者，並於2018年成為平等機會委員會《種族多元共融僱主約章》首輪簽署機構中唯一的快餐連鎖企業。

我們相信，一個多元、平等和共融的工作環境對於激發創新、賦權個人以及推動可持續發展至關重要。我們的內部流程將 DEI 原則融入運營的各個層面，從招聘和培訓到工作場所實踐和員工參與。此外，我們的管治框架確保 DEI 徹底貫徹於分店管理和企業管治的每一個細節。

社區招聘計劃 – 我們的共融招聘實踐

社區招聘計劃充分體現了我們對平等就業機會的承諾。該計劃專注於接觸未被充分代表的群體，例如家庭主婦和少數族裔，為他們提供靈活的工作安排、量身定制的在職培訓以及指導支援。為了確保他們能成功融入，我們提供文化大使的支援，以及翻譯後的營運材料，打造無縫並以共融為主的入職過程。通過授權予來自不同背景的人員，我們發掘未開發的人才潛力，並促進更大的社會平等。

Since 1991, Fairwood has been a trailblazer in fostering racial diversity in the workplace, offering employment opportunities to ethnic minorities and supporting their career growth. This ongoing commitment has positioned us as a leader in Diversity, Equity, and Inclusion (“DEI”), earning recognition as the only fast-food chain among the founding signatories of the Equal Opportunities Commission’s Racial Diversity and Inclusion Charter in 2018.

We believe that a diverse, equitable, and inclusive workplace is essential for fostering innovation, empowering individuals, and driving sustainable growth. Our internal procedures - embedding DEI into every aspect of our operations, from recruitment and training to workplace practices and employee engagement - and governance frameworks ensure that DEI principles are thoroughly integrated into all aspects of our operations, from store management to corporate governance.

Community Recruitment Program – Our Inclusive Recruitment Practices

The Community Recruitment Program exemplifies our dedication to equal-opportunity employment. This initiative reaches under-represented groups, such as homemakers and ethnic minorities, providing them with flexible work arrangements, tailored on-the-job training, and mentorship. To ensure successful integration, we offer support through cultural ambassadors and translated operational materials, creating a seamless and inclusive onboarding process. By empowering individuals from diverse backgrounds, we unlock untapped talent and contribute to greater social equity.

顧客回饋精選 – 多元共融工作團隊 Customer Compliments – Diversified and Inclusive Team

我在用餐時注意到 Johnny 的出色表現。用餐期間，他一直忙個不停，為大堂內的客人收拾碟子、清潔桌面，還送餐服務。他還會主動向客人打招呼並送別，態度非常親切。我非常欣賞康怡廣場分店這種共融的工作環境，並對你們為少數族裔提供就業機會感到十分敬佩。能看到這樣的敬業精神和共融文化，真的讓人感到十分鼓舞。

I couldn't help but notice Johnny's excellent performance while I was dining at your store. Throughout my meal, he was constantly on the move — clearing plates, cleaning tables, and delivering food to customers. He even took the time to greet and bid farewell to guests with a warm smile. I truly appreciate the inclusive work environment at your **Kornhill Plaza store** and admire how you provide job opportunities for individuals from ethnic minority backgrounds. It's inspiring to see such dedication and inclusivity in action.

Johnny，來自印度，自2023年起在康怡廣場分店工作。
Johnny, from India, working in Kornhill Plaza store since 2023.

多元、平等和共融 Diversity, Equity, and Inclusion (“DEI”)

創新的家庭與年齡共融措施

我們關注員工的獨特需求，並實施了前瞻性共融措施。我們推出了「媽媽更」工作安排，將工作時間與學校作息時間對接，幫助在職媽媽平衡家庭與職場責任，這項措施釋放了女性勞動潛力，同時促進了工作與生活的和諧。我們亦推崇年齡多元化，聘用經驗豐富的「少老」員工，並為其提供靈活的時薪合約，讓他們能在發揮專業知識與熱忱的同時，自主規劃工作時間。

Innovative Family and Age Inclusion Efforts

Recognizing the unique needs of employees, we have implemented progressive inclusion practices. Our "Momma's Shift" aligns work hours with school schedules, enabling working mothers to balance their professional and family responsibilities. This initiative unleashes the labor potential of women while fostering work-life harmony. Similarly, we embrace age diversity by hiring experienced "young old" employees on flexible hourly contracts. This approach allows them to contribute their expertise and vitality while maintaining autonomy over their schedules.

支援特殊需要人士的無障礙環境

我們致力為特殊需要的員工創造無障礙的工作環境。我們提供特製的工具和設備，例如為視障員工調整的電腦顯示屏，確保員工能有效地完成工作。這些措施讓所有員工都能發揮所長並感到被重視，體現了我們對共融環境的堅定承諾。

Accessibility and Support for Individuals with Special Needs

We are dedicated to creating an accessible workplace for employees with special needs. We provide customized tools and equipment, such as adjusted computer displays for visually impaired employee, to ensure she can perform her roles effectively. These accommodations enable all employees to excel and feel valued, reinforcing our commitment to an inclusive environment.



多元、平等和共融 Diversity, Equity, and Inclusion (“DEI”)

慶祝文化多樣性

大快活的員工來自亞洲、非洲和歐洲，而我們的團隊因此豐富的文化多樣性而得以蓬勃地發展。為了表彰我們的多元性，我們慶祝包括排燈節、齋月和潑水節在內的重要文化節日，藉此營造歸屬感並展現我們對員工獨特傳統的尊重。通過積極慶祝文化里程碑，我們加強了工作場所中的和諧，並建立了一個更加共融的組織文化。此外，我們透過公平的溝通和培訓措施，進一步授權予我們多元化的員工隊伍。無論是總部還是分店，內部通告正逐步實現雙語化，以確保不同語言背景的員工都能輕鬆獲取資訊；培訓課程也以雙語形式進行，確保員工能夠理解和參與。對於重要通知，我們更進一步提供包括印地語在內的三語版本，以滿足多元文化團隊的需求。這種對清晰且包容溝通的承諾，確保每一位員工都感到被重視、知情並得以充分發展，從而提升了組織內部的參與度和協作精神。

Celebrating Cultural Diversity

With employees from Asia, Africa, and Europe, Fairwood thrives on the rich cultural tapestry of its workforce. To honor this diversity, we celebrate significant cultural events such as Diwali, Ramadan, and Songkran, fostering a sense of belonging and demonstrating our respect for the unique traditions of our team members. By actively acknowledging cultural milestones, we strengthen workplace harmony and build a more inclusive organizational culture. Additionally, we empower our diverse workforce through equitable communication and training. Circulars, both at the head office and stores, are progressively bilingual to ensure accessibility for employees of different linguistic backgrounds, while training programs are consistently delivered in bilingual formats. For important notices, we take inclusivity a step further by providing trilingual communication, including Hindi, to cater to our multicultural team. This commitment to clear and inclusive communication ensures that every team member feels valued, informed, and equipped to thrive, enhancing both engagement and collaboration across the organization.



包括印地語、華語及英語的三語標示，確保所有員工也能理解標示內容。

Trilingual signage, including Hindi, Chinese, and English, to ensure that all employees can understand the content of the signs.

我們對多元、平等和共融的承諾不僅是一項職場倡議，而是我們核心價值、前瞻性願景以及培養「快活文化」的具體體現。透過發揮員工的獨特優勢，營造一個讓每個人都感到被尊重、被賦權和被重視的工作環境，我們打造了一個激發合作、積極向上和相互支持的職場文化。展望未來，我們將繼續與更廣泛的社區分享我們的見解和經驗，鼓勵其他機構採取有意義的步驟，創建共融且充滿喜悅的工作場所。攜手共進，我們可以共同構建一個更公平、更可持續且更和諧的未來。

Our dedication to diversity, equity, and inclusion is more than a workplace initiative — it is a reflection of our core values, forward-thinking vision, and commitment to cultivating a "Happy Culture" that uplifts every individual. By embracing the unique strengths of our employees and fostering an environment where everyone feels respected, empowered, and valued, we create a workplace that inspires collaboration, positivity, and mutual support. As we move forward, we remain committed to sharing our insights and experiences with the broader community, encouraging other organizations to take meaningful steps toward creating inclusive and joyful workplaces. Together, we can build a more equitable, sustainable, and harmonious future for all.

職業安全與健康

Occupational Safety and Health (“OSH”)

安全和舒適的工作環境是員工滿意度與生產力的關鍵，因此我們在全公司範圍內實施了高標準的職業安全與健康的措施。

Recognizing that a safe and conducive workplace is essential for employee satisfaction and productivity, we have implemented high standards to ensure Occupational Safety and Health (“OSH”) across all levels of the organization.

全面的職業健康與安全政策

為了保護員工免受職業危害，大快活制定了全面的職業健康與安全政策以及詳細的培訓手冊，並規範了嚴格的安全程序。這些措施輔以每年兩次的安全培訓課程，旨在提高員工的安全意識與應變能力。

Comprehensive OSH Policies

To safeguard employees from occupational hazards, Fairwood has established a robust OSH policy and a detailed training handbook, outlining strict safety procedures. These measures are supported by bi-annual safety training sessions aimed at enhancing safety awareness and readiness among employees.

職業健康與安全政策重點 OSH Policy Highlights

在政策更新和升級時優先考慮健康與安全。	Prioritizing health and safety in policy updates and upgrades.
達成超越合規要求的高水平職業健康與安全表現。	Achieving superior OSH performance that goes beyond compliance.
提供充足的資源來執行安全措施。	Allocating sufficient resources to implement safety initiatives.
確保所有員工了解並落實安全規範。	Ensuring all employees understand and implement safety protocols.
將健康與安全作為管理層的主要責任之一。	Making health and safety a management-level responsibility.
為所有部門和各級員工提供相關培訓。	Providing relevant training to employees across all units and levels.

管治與監管

為確保安全措施的有效執行，大快活設立了跨部門的職業安全委員會，負責監督工作場所的安全，檢視相關表現，並管理健康與安全問題。行政部門、培訓部門及其他部門的代表定期參加委員會會議，討論各分店的工傷數據及檢討安全措施。於報告期內，我們舉行了兩次職業安全委員會會議，而會議中行政部門向相關同事提交了包含各分店工傷案例的報告。

此外，我們還成立了中央食品加工中心安全委員會，旨在確保安全措施能有效地實施，並促進持續改進。

Governance and Oversight

To ensure effective implementation of safety practices, Fairwood has established a cross-departmental Occupational Safety Committee. This committee oversees workplace safety, monitors performance, and manages health and safety issues through planning, execution, and regular review. Representatives from the administration, training, and other departments attend these meetings to discuss injury cases and evaluate safety measures. During the reporting period, two Occupational Safety Committee meetings were held, during which injury data from all stores was reviewed.

Additionally, the CFPP Safety Committee was set up to drive efficient implementation of safety measures and facilitate ongoing enhancements in CFPP.

職業安全與健康

Occupational Safety and Health ("OSH")

事故通報和危機管理

大快活已實施完善的事件報告與危機管理政策，系統化地應對與工作相關的事故。我們在事故發生後進行徹底調查，採取即時糾正措施，並透過針對性培訓、檢討控制層級以及提供個人防護設備來預防事故的再次發生。

我們遵循「計劃 (Plan) - 執行 (Do) - 檢查 (Check) - 行動 (Act)」的方法，確保安全措施的不斷改進，包括識別和優先處理風險、定期進行檢查和演練，以及定期檢討健康與安全政策，以確保其持續改良並與時俱進。

員工培訓，能力和意識培養

為了提升員工的能力與意識，大快活定期在不同業務範疇內開展演練和培訓。在中央食品加中心進行定期緊急演練，以幫助員工為潛在危險做好準備。此外，我們還引入了視頻培訓計劃，以增強員工對健康與安全的意識。

分店廚房及中央食品加中心員工接受了定期的健康與安全培訓，重點提升他們在食品生產與加工環境中的工作健康、衛生及安全意識。我們還關注常見工傷類型的專項培訓，並參加由勞工處及職業安全健康局舉辦的外部培訓活動，以進一步增強員工的安全意識。

Incident Reporting and Crisis Management

Fairwood has implemented a comprehensive incident reporting and crisis management policy to address work-related accidents systematically. This involves thorough investigations of incidents, immediate corrective actions, and preventive measures such as targeted training, reviewing the hierarchy of controls, and providing personal protective equipment.

We follow a "plan-do-check-act" approach to ensure continuous improvement in our safety practices. This includes identifying and prioritizing risks, conducting regular inspections and drills, and reviewing the Health and Safety Policy to ensure it remains relevant and effective.

Training, Capacity and Awareness Building

To build capacity and awareness, Fairwood regularly conducts drills and training sessions across different operations. In CFPP, emergency simulation drills were carried out regularly to prepare employees for potential crises. Video training programs were also introduced to enhance employee knowledge of health and safety.

Kitchen of stores and CFPP staff received specialized training on workplace health, hygiene, and safety in food production and processing environments. Focused sessions on common work injuries and participation in external training by the Labour Department and the Occupational Safety and Health Council further reinforced employee awareness.

安全改善與防範措施 Safety Enhancements and Preventive Measures

中央食品加工中心 CFPP	分店 Stores	總部辦公室 Head Office
張貼安全指引及工作提示，分享常見事故案例，對高風險職位的申請人進行審查，每月舉行內部安全委員會會議，安裝自動化機器，並在工作場所配備滅火器和急救箱，同時安排受過急救訓練的員工駐場。 Safety guidelines and work tips are posted, accident case studies are shared, and high-risk job applicants undergo thorough evaluation. Monthly internal Safety Committee meetings are held, automatic machines are installed, and fire extinguishers and first aid kits are provided, with trained first-aiders on-site.	在廚房區域張貼安全指引，安裝靜電除塵器、水力通風設備和空氣清洗器以維持廚房的空氣流通與質量。推行獎勵計劃，對「零工傷」的分店予以獎勵，同時配備滅火器和急救箱。 Safety guidelines are displayed in kitchens, and equipment such as electrostatic precipitators, hydrovents, and air washers ensures proper air circulation and quality. Stores with "zero" injuries are rewarded under an award scheme.	在工作區域安裝空氣淨化器，每月清潔空調濾網，每年檢測清水質量，為員工提供消毒噴霧，並每季度安排害蟲防治服務，同時安排受過急救訓練的員工駐場。 Air purifiers are installed, air conditioner filters are cleaned monthly, fresh water quality is tested annually, and pest control services are provided quarterly. Employees are supplied with disinfection sprays, and trained first-aiders are on-site.

職業安全與健康

Occupational Safety and Health (“OSH”)

於報告期內，大快活連續三年沒有發生與工作有關的死亡，與工作有關的工傷總數109宗，比2023/24年度減少一宗，而因工傷損失的工作日數為5,933天。

During the reporting period, Fairwood has had no work-related fatalities for three consecutive years, and the total number of work-related injuries was 109, a decrease of 1 from 2023/24, with 5,933 work days lost due to work-related injuries.

個案研究 Case Study

支持員工健康福祉 推動戒煙計劃

Supporting Employee Wellness: Smoking Cessation Initiatives

我們透過鼓勵更健康的生活方式和支持戒煙，優先關注員工的健康和福祉。

自2022年起，我們推出員工戒煙計劃，協助員工戒煙。作為該計劃的一部分，我們鼓勵員工參加由香港吸煙與健康委員會聯同香港大學合辦的「無煙大贏家」比賽。該比賽提供專業評估和戒煙輔導，幫助參賽者成功戒煙。

為了擴大影響力，大快活已連續三年成為「無煙大贏家」無煙社區計劃的支持機構。我們積極推廣無煙信息，鼓勵員工及社區採取更健康、無煙的生活方式。

大快活對員工健康及公共健康的承諾，充分體現了我們致力於打造更健康的工作環境和社區的決心。

We prioritize the health and well-being of our employees by encouraging healthier lifestyles and supporting smoking cessation.

Since 2022, we have launched the Employee Smoking Cessation Program to assist employees in quitting smoking. As part of this initiative, employees are encouraged to join the "Quit to Win" competition, organized by the Hong Kong Council on Smoking and Health in collaboration with the University of Hong Kong. The competition provides professional assessments and counseling to help participants quit smoking.

To amplify our impact, Fairwood has been a supporting organization for the 15th "Quit to Win" Smoke-free Community Campaign for three consecutive years. We actively promote smoke-free messages, encouraging both employees and the community to embrace healthier, smoke-free lifestyles.

Fairwood's commitment to employee wellness and public health underscores our dedication to fostering a healthier workplace and community.



以社區為本

Contributing to Our Community



我們致力推動可持續發展，並在社區中創造有意義的改變。秉承推廣「Feel Good」理念的共同願景，我們與香港市民攜手合作，建設一個更光明的未來。

At Fairwood, we strive to champion a sustainable future and make a meaningful difference in the community. Guided by our shared vision of promoting a "Feel Good" ethos, we work alongside the people of Hong Kong to build a brighter tomorrow.

重點議題 Key Focus Areas

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



與非政府機構建立策略性伙伴關係

Strategic partnership with NGOs

我們的高級管理團隊定期檢視和協商各項慈善活動與計劃的推動進度，以確保最理想資源調度並提升影響力。通過採取審慎的策略性方式優化資源運用，實現更具意義的成果。

於報告期內，我們的慈善及其他捐款合共港幣1,429,000元。我們的努力獲社聯頒發的「15+商界展關懷」獎項的肯定，彰顯了我們長久以來回饋社會的堅持與付出。這一榮譽激勵我們繼續推動積極的改變，為社區締造更美好的未來。

To maximize the impact of our efforts, our senior management team regularly reviews and aligns resource allocation across various charitable activities and initiatives. By adopting a strategic and thoughtful approach, we optimize our contributions to deliver meaningful change.

During the reporting period, we made charitable and other donations totaling HK\$ 1,429,000. Our efforts were recognized with the prestigious "15+ Business Caring Award" from the Hong Kong Council of Social Service. This honor highlights our long-standing dedication to giving back to society and motivates us to continue driving positive change for the betterment of our community.

專注服務範疇 Focus areas of contribution



關懷長者 Elderly Care

作為家傳戶曉紮根香港多年的連鎖餐飲品牌，我們相信食物不僅是我們的專業，更是我們回饋社會的方式。我們與超過20家非政府機構和慈善團體合作，為長者送上關懷與支持。我們向長者提供飯盒，確保他們能夠享用溫暖而營養均衡的餐點，並定期舉辦節日聚餐。這些活動不僅滿足了他們的基本需求，也為他們帶來陪伴、歡樂和社區意識。

We partner with over 20 non-governmental organizations and charitable institutions to bring care, warmth, and support to the elderly. As a chain store rooted in Hong Kong, we believe that food is not only our expertise but also our way of giving back to the community. We share meal boxes with elderly individuals to ensure they have access to warm, nutritious food, and organize festive gatherings where we enjoy supper with them during celebrations. These efforts address their physical needs while fostering companionship, joy, and a sense of community.



青年發展 Youth Development

香港作為享譽全球的美食之都，而大快活作為餐飲業其中一員，我們致力培養餐飲業未來專才，透過提供暑期工、實習機會，以及不定期舉辦職業講座和企業參觀活動，協助年輕人獲取業界工作經驗、發展實用技能，並探索職業發展方向。

Hong Kong, as a globally renowned culinary capital, and Fairwood, as a key member of the catering industry, we are dedicated to nurturing the next generation of talent. Through initiatives such as summer jobs, internship opportunities, career talks, and company visits, we strive to help young people gain relevant industry work experience, develop practical skills, and explore potential career paths.



可持續發展能力建設 Sustainability Capacity Building

面對可持續發展這全球大趨勢，我們積極推動社區內的可持續發展意識和能力建設。通過支持案例比賽和參與分享會等活動，我們希望啟發集體行動，共同邁向更可持續的未來。

Recognizing sustainability as a global megatrend, we are committed to fostering awareness and building capacity in the community. Through initiatives such as supporting case competitions and participating public sharing sessions, we aim to inspire collective action toward a more sustainable future.

社區支援及參與

Community engagement and investment



關懷長者 Elderly care

我們制定了全面而周詳的計劃去實踐對長者的關懷，包括專為長者設立的優惠卡、與非政府機構合作推動的社區關愛計劃，以及成立一支充滿熱忱的社區大使團隊。這些措施共同打造了一個強大的平台，滿足長者的需求之餘亦促進社區聯繫，並在我們服務的各個社區中弘揚善意。

Our commitment to elderly care is reflected in a comprehensive and thoughtful approach that encompasses a senior-focused discount card, collaborative community initiatives with NGOs, and the formation of a dedicated ambassador team. These initiatives collectively create a robust support platform that goes beyond meeting the needs of seniors, fostering stronger community connections and promoting goodwill throughout the neighborhoods we serve.

「快活關愛長者卡」會員計劃

香港能發展成為一座現代化的國際城市，全賴上一輩多年的辛勤付出與貢獻。為表感謝，我們於2014年推出「快活關愛長者卡」會員計劃，為會員提供每次消費港幣3元的折扣優惠，最高每月可享港幣300元的折扣。為了讓更多長者受惠，我們於2021年將會員資格擴展至「樂悠咭」持有人，讓更多社區中的長者能以優惠價享受大快活的美饌。截至於報告期末，「快活關愛長者卡」會員人數已突破550,000名長者（二零二四年：470,000名）。

除日常餐飲折扣，會員還可於不定期推出的特別推廣獲得額外優惠。於報告期內，我們推出了四項特別推廣，於節慶期間折扣優惠加倍，並提供以優惠價換購糖水的優惠，為會員日常生活增添一份甜蜜與溫馨，在享用美食的同時感受到關懷與支持。

"Care for Seniors Card" Membership Program

Hong Kong's success as a modern global city is a testament to the hard work, dedication, and contribution of previous generations. To express our gratitude, we launched the Care for Seniors Card membership program in 2014, offering members a HK\$3 discount per transaction and up to HK\$300 in monthly savings. In 2021, we expanded the program's eligibility to include JoyYou Card holders, allowing more senior citizens in our community to enjoy discounted meals at Fairwood. Membership has continued to grow steadily. By the end of the reporting period, total membership surpassed 550,000 seniors citizens (2024: 470,000).

In addition to regular dining discounts, members also benefit from occasional special promotions, providing extra incentives and rewards. During the reporting period, we introduced 4 special promotions, including doubling discounts during festive seasons and offering discounted dessert options. These initiatives added a spoonful of sweetness and warmth to our members' daily lives, allowing them to enjoy great food while feeling cared for and supported.



社區支援及參與 Community engagement and investment

「快活粉絲」社區大使

我們不時邀請經常於大快活快餐用餐的忠實顧客成為我們的社區大使「快活粉絲」，與我們一起回饋社會並支持長者群體。此義工團不僅促進了顧客與社區之間的聯繫，也建立了共同服務長者群體的使命感，讓我們與忠實顧客攜手為長者帶來更多關愛。

為感謝並表彰他們對社區服務的貢獻，我們為每位大使送上優惠卡作為迎新禮物，藉此表達感激之情，並肯定他們在社區中創造積極影響的努力。

「窩心膳行」飯盒及福袋派發計劃

我們的標誌性飯盒及福袋派發計劃「窩心膳行」於2021年初推出，與非政府機構合作向獨居長者派發餐券。長者可憑餐券前往我們的分店，換取免費的營養餐膳及糧油雜貨福袋。

於報告期內，我們與5家非政府機構合作，合共派發500份餐膳及糧油雜貨福袋予長者。此計劃不僅為有需要的人士提供支援，亦在社區中促進了聯繫與關懷，傳遞溫暖予長者群。

"Fairwood Fans" Community Ambassador

We have invited loyal customers who frequently dine in our stores to become "Fairwood Fans", as our community ambassadors joining our efforts to give back to society by supporting senior citizens, fostering a sense of connection and shared purpose, enabling us to serve the senior community with our loyal customers.

As a token of our appreciation and in recognition of their dedication to community service, each ambassador receives a discount card as a welcome gift, symbolizing our gratitude for their efforts in creating a positive impact within the community.

"Heart-Warming Food Donation" Initiative

Our signature "Heart-Warming Food Donation" initiative is a collaborative effort in which NGOs distribute meal coupons to senior citizens living alone launched early in 2021. These seniors can visit our stores to redeem a complimentary nutritious meal set along with a grocery care package.

During the reporting period, we collaborated with 5 NGOs distributing 500 meal sets and grocery care packages to elderly individuals. This program not only provides essential support to those in need but also fosters a sense of connection and care within the community and delivering warmth to the elderly.



社區支援及參與 Community engagement and investment

「與耆同樂」街坊長者共聚計劃

大快活店鋪網絡遍佈全港，與社區緊密聯繫。自2021年起，我們與非政府機構合作，在分店舉辦「與耆同樂」活動，為獨居長者街坊帶來溫暖與歡樂。

透過提供營養豐富的餐膳，員工義工及「快活粉絲」社區大使與獨居長者街坊同吃同樂，一同慶祝節日，並送上由供應商贊助的糧油雜貨及烹飪用品福袋，積極展現對長者的關懷與支持。

於報告期內，我們與 6 家非政府機構合作，舉辦了 6 場「與耆同樂」活動，惠及 96 位長者，促進社會責任感與歸屬感，同時將溫暖傳遞給社區中的長者。

"Joyous Meal with Seniors" Initiative

With outlet locations spanning Hong Kong, Fairwood remains deeply connected to the local community. Since 2021, we have partnered with NGOs to host "Joyous Meal with Seniors" events at our stores. These gatherings are designed to bring warmth and joy to senior citizens living alone in the neighborhood.

Through nutritious meals, festive celebration activities conducted by our staff volunteers and community ambassadors, "Fairwood Fans," and the distribution of care packages containing essential groceries and cooking supplies sponsored by our suppliers, we aim to demonstrate our care and support for the elderly.

During the reporting period, we collaborated with 6 NGOs to organize 6 "Joyous Meal with Seniors" events, benefited 96 elderlies, fostered a sense of social responsibility and belonging while spreading warmth among seniors in the community.



社區支援及參與 Community engagement and investment

支持「愛心食肆 賞你惠食」計劃

我們很榮幸參與「愛心食肆 賞你惠食」這項極具意義的計劃，成為參與餐飲集團之一，共同支援有需要的長者。此計劃由政府、商界及非政府機構合作推行，透過派發餐飲優惠券，向長者傳遞關愛，展現我們對社區的承擔與關懷。

在此計劃下，每位受惠者可獲得五張餐飲優惠券，並可於參與餐飲集團旗下分店，憑券以優惠價港幣25元享用指定招牌菜式。計劃由214間資助長者中心推行，受惠人數約50,000名長者。

大快活很榮幸能夠與政府及社區合作夥伴攜手推動這項關懷長者的計劃，共同建設一個關愛共融的社會。我們將繼續致力於支援長者，並為我們服務的社區創造持久的正面影響。

Supporting "Caring Food Coupon Programme"

As a participating catering group in the Caring Food Coupon Programme, Fairwood is proud to contribute to this meaningful initiative aimed at supporting elderly individuals in need. The programme, a collaboration among the Government, the business sector, and non-governmental organizations, distributes discounted food coupons to seniors, reflecting our collective care and commitment to the community.

Through this programme, each beneficiary receives a set of five discounted food coupons, redeemable for designated signature dishes at the stores of participating catering groups, including Fairwood, for just \$25 per meal. The initiative, implemented through 214 subvented elderly centers, will benefit approximately 50,000 seniors.

We are honored to collaborate with the Government and community partners in driving initiatives that foster a caring and inclusive society. We remain committed to supporting the elderly and creating lasting positive change in the communities we serve.



社區支援及參與 Community engagement and investment



青年發展 Youth development

「暑期工獎學金」獎勵計劃

自2014年起，我們一直向參與集團暑期就業計劃並表現優異的香港中學文憑試（DSE）學生頒發「暑期工獎學金」。該獎學金包括現金獎助金、書券及智能裝置，以表彰他們的優秀表現與投入。

於報告期內，我們共聘用了429名DSE學生，較前一年錄得顯著增長，充分體現我們致力培育年輕人才並支持其個人及專業發展的決心。

Fairwood Summer Job Scholarship

Since 2014, we have been awarding the Summer Internship Scholarship to students from the Hong Kong Diploma of Secondary Education ("DSE") who excel in our summer employment program. The scholarship includes cash grants, book vouchers, and smart gadgets, recognizing their exceptional performance and dedication.

During the reporting period, we hired a total of 429 DSE students, representing a significant increase compared to the previous year. This reflects our ongoing commitment to nurturing young talent and supporting their personal and professional development.



社區支援及參與 Community engagement and investment



青年發展 Youth development

透過「Y-WE我才有用青少年工作體驗計劃」赋能未來人才

於報告期內，我們繼續履行對青少年發展的承諾，支持青少年發展企業聯盟（CDIA）及其於2014年推出的「Y-WE我才有用青少年工作體驗計劃」。該計劃專為經學校或非政府機構推薦的基層中學生設計，旨在為他們提供全面的就業探索體驗。

該計劃為四名學生提供了一個結構化的就業體驗計劃，內容包括在我們的總部及分店進行實戰工作體驗、帶領參觀職場，以及參與課堂學習環節。透過這種實用且沉浸式的體驗，我們致力於為青少年提供寶貴的技能及見解，助力他們為未來的職業發展做好準備。

Empowering Future Talent Through Youth Work Explorer Program

During the reporting period, we continued our commitment to youth development by supporting the Career Development Initiative Alliance (CDIA) and its "Youth Work Explorer" (Y-WE) program, initially launched in 2014. This initiative was tailored to provide underprivileged secondary school students, nominated by schools or NGOs, with a comprehensive job exploration experience.

The program engaged four students in a structured employment exposure plan, which included hands-on workplace training at our headquarters and store locations, guided site visits, and classroom-based learning sessions. By offering this practical and immersive experience, we aim to empower young individuals with valuable skills and insights, equipping them for future career opportunities.



社區支援及參與 Community engagement and investment



可持續發展能力建設 Sustainability capacity building

支持香港證券及投資學會案例比賽

我們致力推動可持續發展能力建設，並鼓勵學生發揮潛能。於報告期內，本集團榮幸支持由香港證券及投資學會（HKSI）舉辦的大專生案例比賽。HKSI於1997年由證券及投資業界領袖創立，並獲證券及期貨事務監察委員會支持。

今年比賽主題為「可持續發展」，比賽期間，集團人力資源總監梁女士應邀擔任準決賽評審。她分享了有關餐飲業中可持續發展相關風險與機遇的見解，特別著重於薪酬管理實務的範疇。透過支持此項活動，我們協助參賽者加深對可持續發展原則及其在商業世界中的重要性的理解，同時鼓勵他們採用務實的實踐方式，提出創新解決方案以應對全球可持續發展的挑戰。

Supporting HKSI Case Competition

We are dedicated to promote sustainability capacity building and empowering students to reach their full potential. During the reporting period, the Group proudly supported a case competition for university students organized by the Hong Kong Securities and Investment Institute ("HKSI"), a professional membership organization established in 1997 by leaders in the securities and investment industry with the support of the Securities and Futures Commission.

This year's competition focused on the theme of "Sustainability". Ms. Alice Leung, Head of Human Resources at Fairwood Group, was invited to serve as a judge for the semi-final round. She provided valuable insights into sustainability related risks and opportunities within the food and beverage industry, with a particular focus on remuneration practices. Through our support of this initiative, we helped contestants gain a deeper understanding of sustainability principles and their significance in the business world, while encouraging them to adopt sustainable practices and develop innovative solutions to address global sustainability challenges.



以地球為家

Conserving Our Planet



我們深知企業在應對全球環境挑戰中所肩負的重要責任。通過在應對氣候變化、可持續包裝及印刷，以及食物浪費與廢物管理方面的多項措施，我們致力減少環境足跡，同時推動可持續文化的發展。於報告期內，我們進行了全面的氣候情景分析，以更好地了解氣候變化對我們業務及供應鏈可能帶來的影響，並積極採取應對策略。透過將可持續實踐融入日常運營，我們繼續向全球可持續發展目標進發，為地球的長遠保育作出貢獻。

We recognize the vital role businesses play in addressing global environmental challenges. Through our initiatives in climate change mitigation, sustainable packaging and printing, as well as food waste and waste management, we are committed to minimizing our environmental footprint while fostering a culture of sustainability. During the reporting period, we conducted a comprehensive climate scenario analysis to better understand the potential impacts of climate change on our operations and supply chain, enabling us to proactively implement adaptive strategies. By integrating sustainable practices into our daily operations, we continue to align with global sustainability goals and contribute to the long-term preservation of our planet.

重點議題 Key Focus Areas

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



氣候變化

Climate Change

大快活所提供的每一餐不僅是營養，更體現我們對可持續發展的堅定承諾。秉持「活得精彩」的使命，我們不斷尋求創新方法，以與地球和諧共存。可持續發展已深植於我們的企業策略，驅使着我們採取積極行動保護環境。作為一家負責任的快餐連鎖企業，我們致力於不僅提供暖心美饌，更與持份者攜手合作，為未來世代創造一個快樂且可持續的將來。

為推動此使命，我們成立了環境和設備專案小組。這支專責團隊負責尋找與推行創新科技及可持續材料，並在整體營運中推動減碳及優化資源效率方面扮演關鍵角色。

於 2024 年，我們制定了「大快活6C可持續發展框架」，並以「SMART」原則（明確、可衡量的、可達成的、相關的、和有時限的）設定相應目標。主要氣候相關目標包括：

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

於2029/30財政年度，實現較2021/22財政年度水平減少5%的溫室氣體（範圍 1 及範圍 2）排放密度
To achieve a 5% reduction in GHG emission (Scope 1 and Scope 2) intensity by the fiscal year 2029/30, compared to the 2021/22 level

能源使用密度 Energy Use Intensity

於2029/30財政年度實現較2021/22財政年度水平減少8%的能源使用密度
To achieve an 8% reduction in energy use intensity by the fiscal year 2029/30, compared to the 2021/22 level

用水密度 Water Consumption Intensity

於2029/30財政年度實現較2021/22財政年度水平減少10%的用水密度
To achieve a 10% reduction in water consumption intensity by the fiscal year 2029/30, compared to the 2021/22 level

環境政策是我們追求可持續環境的指導原則，而且我們承諾：

- 完全遵守所有相關的環境法規和其他法律要求，並實施完善的標準作業程序
- 推行有效的管理系統，以防止污染及降低對環境的不良影響
- 透過節約能源、水資源及原材料，優化生產流程
- 以減廢及「重用和回收」原則促進資源效率
- 透過持續教育和培訓提升員工環保意識
- 定期檢視政策，以持續強化環境管治框架

Every meal we serve is more than nourishment — it embodies our steadfast commitment to sustainable development. Guided by our mission, "Live a Great Life," we continuously seek innovative ways to operate in harmony with our planet. Sustainability is now deeply embedded in our business strategy, driving us to take meaningful action to protect the environment. As a responsible fast-food chain, we strive not only to deliver exceptional food but also to collaborate closely with our stakeholders in creating a joyful and sustainable future for generations to come.

To advance this mission, we have established an Environmental and Equipment Taskforce charged with identifying and implementing cutting-edge technologies and sustainable materials. This dedicated team is pivotal in driving our efforts toward decarbonization and optimizing resource efficiency across our operations.

In 2024, we established the "Fairwood 6C Sustainability Framework" and set corresponding goals based on the "SMART" principles (Specific, Measurable, Achievable, Relevant, and Time-bound). Key climate-related objectives include:

Our comprehensive Environmental Policy guides these efforts by committing to:

- Full compliance with environmental laws and regulations, supported by robust standard operating procedures
- Implementation of effective management systems to prevent pollution and minimize environmental impact
- Optimization of production processes through efficient use of energy, water, and raw materials
- Promotion of resource efficiency via waste reduction and the "reuse and recycle" principle
- Enhancement of employee environmental awareness through continuous education and training
- Review the policy on a regular basis, continually strengthening our environmental governance framework

氣候變化 Climate Change

氣候情景與風險分析

為應對氣候相關風險的關鍵挑戰，大快活集團積極採取行動，透過在業務營運中融入可持續發展的實踐，減少不良影響。我們致力遵守相關法規要求，同時積極採納行業最佳實踐及跟隨有關智能廚房技術的全球趨勢。為配合香港特別行政區政府《氣候行動藍圖2050》，我們於2023/24年度制定了可持續發展目標，專注於碳減排、能源效益及節約用水等領域。

於報告期內，我們覆核了由外部顧問於2022/23年度帶領於進行的定性氣候情景分析，以評估各種氣候情景及時間跨度下，重大物理風險及轉型風險對大快活集團香港業務營運的潛在影響。根據氣候相關財務揭露工作組（TCFD）的建議，此次分析涵蓋了多種氣候相關情景，包括高排放/業務如常情景及低排放/淨零排放情景。分析依據綠色金融體系中央銀行與監管機構網絡（NGFS）及聯合國氣候變化政府間專家委員會（IPCC）的預測，特別是有秩序的「淨零排放2050」情景、「當前政策」情景，以及SSP1-2.6和SSP5-8.5路徑，為風險與機遇評估提供了適切的參考基礎，並涵蓋短期、中期及長期的時間跨度。

此情景分析增強了我們在不同條件下評估氣候相關風險對業務營運及資產影響的能力。透過這些分析，我們已針對識別出的風險制定了具體的緩解策略，並設立明確的指標與目標，以提升大快活集團在管理氣候相關風險方面的韌性。通過積極應對這些風險，我們將業務與全球可持續發展目標保持一致，同時確保長期的業務穩定性及環境管理。

Climate Scenario and Risk Analysis

Recognizing the critical importance of addressing climate-related risks, Fairwood has made significant strides in combating climate change by integrating sustainable practices across its operations to minimize undesirable impacts. We remain committed to complying with applicable regulatory requirements while actively aligning with industry best practices and global trends in smart kitchen technologies. In support of the Hong Kong Special Administrative Region Government's Climate Action Plan 2050, we established sustainability targets in 2023/24, focusing on carbon reduction, energy efficiency, and water conservation.

During the reporting period, we reviewed the qualitative climate scenario analysis conducted by external consultant in 2022/23 to assess the potential impacts of material physical and transition risks on Fairwood's operation in Hong Kong under various climate scenarios and time horizons. Following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), this analysis considered a range of climate-related scenarios, including the High Emissions/Business-as-Usual scenario and the Low Emissions/Net Zero scenario. These were informed by projections from the Network of Central Banks and Supervisors for Greening the Financial System (NGFS) and the Intergovernmental Panel on Climate Change (IPCC), specifically the orderly Net Zero 2050, Current Policies, SSP1-2.6, and SSP5-8.5 pathways. These pathways provided an appropriate basis for assessing risks and opportunities across short-, medium-, and long-term horizons.

This scenario analysis has strengthened our ability to evaluate the potential impacts of climate-related risks on our operations and properties under varying conditions. Building on these insights, we have developed targeted mitigation strategies for identified risks and established clear metrics and targets to enhance Fairwood's resilience in managing climate-related challenges. By proactively addressing these risks, we continue to align our business with global sustainability goals while ensuring long-term operational stability and environmental stewardship.

氣候變化

Climate Change

高排放 (一切如常情景)

High Emission (Business-as-usual scenario)

低排放 (淨零情景)

Low Emission (Net Zero scenario)

一般假設 General assumptions

- 此情景假設排放將持續增長至 2080 年，導致 2100 年氣溫上升 3°C 或以上
This scenario assumes emissions will continue to grow until 2080, leading to 3°C or more of warming by 2100
- 假設僅保留目前實施的政策
Assume that only currently implemented policies are retained
- 假設新技術發展繼續按目前的步伐發展
Assume new technology development continues at the current pace

- 此情景假設透過嚴格的氣候政策和創新措施，將全球升溫幅度於 2100 年前限制於 1.5°C 內
This scenario assumes strong climate policies and innovation to limit global warming to below 1.5°C by 2100
- 此假設即時推行進取的氣候政策
Assume ambitious climate policies are introduced immediately
- 強調電力供應的減碳、提高能源效益和開發新技術
Emphasis on decarbonizing electricity supply, improving energy efficiency and developing new technologies

情景參考 Scenario references

- IPCC SSP5-8.5
- NGFS 「當前政策」 (Current Policies)
- IPCC SSP1-2.6
- NGFS 「2050 年淨零排放」 (Net Zero 2050)

時間跨度 Time horizons

- 基準年 Baseline year: 2024
- 短期 Short term: 1-5 年 1-5 years
- 中期 Medium term: 5-10 年 5-10 years
- 長期 Long term: 10 年以上 Over 10 years

物理風險及轉型風險

氣候風險可分為兩大類別：物理風險及轉型風險。

物理風險指氣候變化帶來的直接影響，包括因極端天氣事件（如洪水及颱風）引發的急性風險，以及因長期氣候模式轉變（如持續高溫及海平面上升）導致的慢性風險。

相反，轉型風險則源於向低碳經濟轉型的過程，涉及為實現氣候緩解及適應目標而可能出現的政策變動、法律框架變革、技術進步及市場動態變化。

透過應對這些潛在風險，我們致力於提升業務韌性，確保在不斷演變的氣候環境中實現持續穩定的成功。

Physical risks and transition risks

Climate risks have been categorized into two key areas: physical risks and transition risks.

Physical risks encompass the direct impacts of climate change, including acute risks from extreme weather events such as floods and typhoons, as well as chronic risks from long-term shifts in climate patterns, such as prolonged high temperatures and rising sea levels.

Transition risks, by contrast, arise from the shift toward a lower-carbon economy, which involves potential changes in policy, legal frameworks, technological advancements, and market dynamics required to meet climate mitigation and adaptation goals.

By addressing these potential risks, we are strengthening our resilience and ensuring sustained success in an evolving climate landscape.

氣候變化 Climate Change

潛在物理風險 Potential Physical risk

急性風險：極端天氣和氣候事件
慢性風險：平均氣溫上升

Acute Risk: Extreme weather and climate events
Chronic Risk: Rising mean temperatures

時期: 短期

Timeframe : Short-term

潛在影響 Potential Impacts

氣候變化或會加劇極端天氣和氣候相關事件的頻率與強度，對員工安全構成重大風險，並對分店的營運及盈利能力造成干擾。此類事件可能導致實體資產和設備受損，從而增加維修和保養支出。保險開支亦可能上升，受保範圍或受影響，加劇營運風險。

極端天氣條件亦可能對物流及供應鏈造成干擾，並對農業原材料的產量和品質產生不利影響。這些影響將可能動搖原材料的穩定性與供應，推高採購成本，增加營運挑戰。綜合而言，這些因素對分店的盈利能力及抵抗風險能力構成直接且實質的影響。

Climate change has the potential to exacerbate the frequency and intensity of extreme weather and climate-related events, presenting significant risks to employee safety and disrupting the operations and profitability of our stores. Such events may result in damage to physical assets and equipment, increasing expenditures on maintenance and repairs. Additionally, rising insurance premiums and potential changes to insurance coverage further compound operational risks.

Extreme weather conditions can also disrupt logistics and supply chains, while negatively impacting the yield and quality of agricultural raw materials. These disruptions potentially undermine the stability and availability of critical raw materials, driving up procurement costs and creating further operational challenges. Taken together, these factors pose a direct and material impact on the profitability and resilience of our stores.

風險緩減對策 Mitigation Measures

- 避免在易受水浸影響或低窪地區租用地舖或地庫舖位，以降低因水浸或洪水帶來的風險。
- 在颱風季節期間調整分店庫存管理策略，減少營運中斷並確保業務持續性。
- 投資智能廚房系統以提升營運效率，包括改善通風和溫度控制、優化食品儲存方案，以及採用低熱能排放的節能廚房設備。
- 嚴格遵守由勞工處發布的《預防工作時中暑指引》，確保已採取所有必要措施保障員工的健康與安全。

- Avoid leasing premises located on ground levels or in basements within flood-prone or low-lying areas to mitigate risks associated with water damage and flooding.
- Optimize inventory management strategies for stores during the typhoon season to minimize disruptions and ensure business continuity.
- Invest in smart kitchen systems to enhance operational efficiency, including improved ventilation and temperature control, optimized food storage solutions, and energy-efficient appliances that generate less heat in kitchen spaces.
- Comply with the Guidance Notes on Prevention of Heat Stroke at Work published by the Labour Department, ensuring that all necessary measures are implemented to safeguard employee health and well-being.

氣候變化 Climate Change

潛在轉型風險 Potential Transition risk

政策及法規風險：

加強氣候相關披露要求及更嚴格的法規規定

Policy and Legal Risk:

Enhanced climate-related disclosure requirements and more stringent regulations

時期: 短期

Timeframe : Short-term

潛在影響 Potential Impacts

各地政府正加強氣候目標，並實施相關政策以推動低碳經濟，從而符合持份者期望及國際最佳實踐標準。相應地，企業須承擔更多責任，遵守日益嚴格的排放報告要求，這可能需要分配額外資源進行數據收集、監測及報告工作。

推行綠色營運對維持透明度、保障企業聲譽及回應不斷變化的法規及社會期望至關重要。實現這一轉型可能需要在可再生能源、電動車及環保營運設備方面進行大量投資。儘管這些措施反映了我們對可持續發展的承諾，但亦可能導致大快活集團資本開支的增加，以配合全球氣候目標，並在低碳經濟中增強我們的長期韌性。

Governments are intensifying climate ambitions and implementing policies to decarbonize economies in alignment with stakeholder expectations and international best practices. In response, organizations face increased obligations to comply with enhanced emissions reporting requirements, which may necessitate the allocation of additional resources for data collection, monitoring, and reporting.

Transitioning to greener operations is critical for maintaining transparency, safeguarding reputational integrity, and addressing evolving regulatory and societal expectations. This transition may require significant investments in renewable energy, electric vehicles, and environmentally sustainable operational equipment. While these initiatives reflect our commitment to sustainability, they may also result in an increase in the Fairwood's capital expenditures, as we align our operations with global climate goals and strengthen our long-term resilience in a low-carbon economy.

風險緩減對策 Mitigation Measures

- 轉型為低碳營運模式，並擴展可持續發展的業務產品及服務。
- 加強管治框架，提升應對氣候相關問題的透明度。
- 合理分配財務資源，以應對法規更新帶來的新要求。
- 與供應商緊密合作，確保氣候轉型倡議在整個價值鏈中成功推行。

- Transition to a low-carbon operational model and sustainable business offerings.
- Enhance governance and transparency in addressing climate-related issues.
- Ensure proper financial planning by setting aside funds to accommodate new requirements brought by regulation updates.
- Strengthen engagement with suppliers to ensure climate transition initiatives were successfully cascaded.

氣候變化

Climate Change

潛在轉型風險 Potential Transition risk

市場風險：
顧客傾向更健康食品選擇的需求

Market Risk:
Customer Demand for Healthier Food Options

時期: 中期

Timeframe : medium-term

潛在影響 Potential Impacts

隨著普羅大眾越來越關注營養和健康的生活方式，顧客對更健康食品選擇的需求或會增加。此外，顧客對具有環保設計元素的分店也展現出更大的興趣。如果我們未能及時或有效地應對這些不斷變化的顧客品味和偏好，或競爭對手能更好地解決這些需求，這可能會對我們的業務、財務狀況和經營成果產生重大負面影響。

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

風險緩減對策 Mitigation Measures

- 調整烹調方法，減少鹽、油和糖的使用，同時降低烹調過程中的排放量。
- 利用內部資源，通過焦點小組討論等措施和全面的大數據分析，積極監測顧客飲食偏好的變化。
- 在滿足顧客口味偏好的同時，兼顧營養平衡以符合不斷演變的需求。
- 擴大菜單選擇，提供更多營養均衡且環保的選項，包括植物性菜品。
- 透過採購承諾實行環保措施的供應商的食材，以推動可持續發展。

- Adjust cooking methods to minimize the use of salt, oil, and sugar, while also reducing emissions during the cooking process.
- Leverage internal resources and engage stakeholders through initiatives such as focus group discussions and comprehensive big data analysis to monitor shifts in customer dietary preferences.
- Balance customer taste preferences with nutritional considerations to align with evolving demands.
- Expand menu offerings to include a wider selection of nutritious and environmentally friendly options, such as plant-based dishes.
- Promote sustainability by sourcing ingredients from suppliers committed to eco-friendly practices.

氣候變化

Climate Change

潛在轉型風險 Potential Transition risk

市場風險：
原材料價格波動

Market Risk:
Fluctuations in pricing of raw materials

時期: 短期

Timeframe : Short-term

潛在影響 Potential Impacts

原材料價格波動對業務或構成重大風險，原因是極端天氣導致的收成中斷，進而引發供應不穩。此外，為滿足客戶對可持續選項的期望，例如採購植物肉等綠色食品原料，或會導致更高的採購成本。這些成本的增加可能影響利潤，而為緩解這些影響所需進行的價格調整，或會影響客戶需求、滿意度、品牌忠誠度，最終對我們的市場佔有率造成影響。

Fluctuations in the pricing of raw materials pose a significant risk to our business due to an unstable supply caused by harvest disruptions from extreme weather. Additionally, meeting customer expectations for sustainable options, such as sourcing green food ingredients like plant-based meat, may result in higher procurement costs. These increased costs can impact profit margins, and any necessary price adjustments to mitigate these effects could influence customer demand, satisfaction, brand loyalty, and ultimately our market share.

風險緩減對策 Mitigation Measures

- 探索原材料的替代來源，以減輕產量波動和價格不穩定的影響。
- 加強與供應商的關係，以提升議價能力並確保供應鏈的穩定性。

- Explore alternative sources of raw materials to mitigate the impact of fluctuating yields and prices.
- Strengthen relationships with suppliers to enhance bargaining power and ensure the stability of the supply chain.

指標和目標

我們致力透明地披露能源消耗和溫室氣體排放情況，並每年詳細公佈燃料使用量、範圍 1 和範圍 2 的溫室氣體排放數據。於報告期內，我們進一步提升披露內容，新增範圍 3 溫室氣體排放數據的運算。排放數據及減排目標均已以公開及透明的方式透過每年發布的環境、社會及管治報告披露。

Metrics and Targets

We are committed to transparent reporting of our energy consumption and GHG emissions, providing detailed annual disclosures on fuel usage, Scope 1, and Scope 2 GHG emissions. During the reporting period, we enhanced our disclosures by introducing a Scope 3 methodology for GHG emissions reporting. Emission data and reduction targets were transparently disclosed in the ESG report published annually.

氣候變化 Climate Change

氣候變化緩減對策

作為我們對可持續發展承諾的一部分，我們致力於緩解氣候變化並積極推動業務減碳。大快活的主要溫室氣體排放來源包括範圍 1 和範圍 2 的電力、液化石油氣以及煤氣的使用。從 2021/22 年至 2024/25 年度，我們成功實現了溫室氣體（範圍 1 及範圍 2）排放強度（以每百萬港元營收計算）減少 5% 的目標。這一顯著成果主要得益於電力和燃氣供應的減碳化，以及一系列環保措施，例如將製冷劑更換為低碳替代品。

隨著環保因素對能源價格的影響日益加劇，中長期內能源成本可能上升已成趨勢。為應對這一挑戰，大快活積極規劃減少能源消耗的措施，此舉不僅有助於避免未來的成本壓力，還能進一步減少溫室氣體排放。

展望未來，我們將繼續堅守對可持續發展的承諾。通過實施更多節能措施並優先考慮可持續發展實踐，我們再次彰顯了應對氣候變化挑戰的決心，並推動可持續發展的進步。

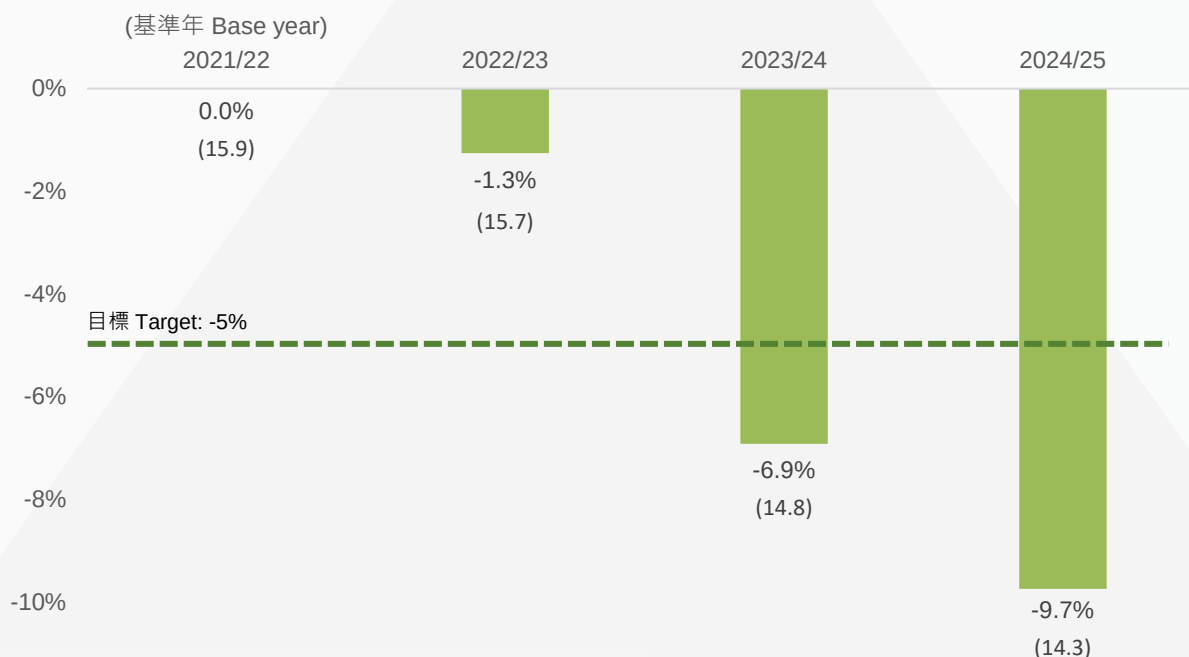
Climate Change Mitigation

As part of our unwavering commitment to sustainability, we are dedicated to mitigating climate change and actively decarbonizing our operations. The primary sources of Fairwood's GHG emissions, classified under Scope 1 and Scope 2, include electricity, liquefied petroleum gas ("LPG"), and Towngas usage. Between 2021/22 and 2024/25, we successfully achieved our target of reducing 5% of GHG emission (Scope 1 and Scope 2) intensity (measured per HKD million in revenue). This achievement is largely attributed to the decarbonization of our electricity and gas supply, coupled with the implementation of key environmental initiatives, such as transitioning to low-carbon refrigerants.

With environmental factors increasingly influencing energy pricing, a rise in energy costs is anticipated over the medium to long term. In preparation, Fairwood is proactively planning initiatives to reduce energy consumption. This forward-looking approach not only mitigates potential future costs but also contributes to further reductions in GHG emissions.

Looking ahead, we remain steadfast in our commitment to sustainability. By implementing additional energy-saving measures and prioritizing sustainable practices, we reaffirm our dedication to addressing the challenges of climate change and advancing sustainable development.

2021/22至2024/25年溫室氣體（範圍 1 及範圍 2）排放密度的百分比變化 GHG emission (Scope 1 and Scope 2) intensity % change from 2021/22 to 2024/25



氣候變化

Climate Change

範圍 3 溫室氣體排放

根據《溫室氣體核算體系》，範圍 3 排放涵蓋了不屬於大快活擁有或控制範圍內，但發生於我們價值鏈中的間接溫室氣體排放。通過參考同業基準及CDP針對各行業範疇 3 排放的報告分析，類別 1（外購的商品及服務）及類別 4（上游運輸和配送）被確認為我們業務營運中具重大影響性的排放來源。於報告期內，我們首次收集範圍 3 數據，並採用了支出法，利用採購支出及第三方提供的排放系數，以準確估算排放量。

Scope 3 GHG Emissions

Scope 3 emissions, as defined by the GHG Protocol, encompass indirect GHG emissions from activities outside Fairwood's ownership or control but occurring within our value chain. Through peer benchmarking and insights from the CDP report on Scope 3 emissions by sector, Category 1 (Purchased Goods and Services) and Category 4 (Upstream Transportation and Distribution) have been identified as materially significant to our operations. Collecting Scope 3 data for the first time during the reporting period, we adopted a spend-based calculation method, utilizing procurement spend and third-party emission factors to estimate emissions accurately.

類別1：外購的商品及服務 Category 1 : Purchased Goods and Services

溫室氣體排放量 GHG Emissions
39,318
公噸二氧化碳當量 tCO₂e

大快活於報告期內購買或取得的主要商品之提取、生產及運輸。排放量是使用支出法計算，通過採購商品的支出來確定碳排放，並應用第三方提供的排放系數進行計算。

Extraction, production, and transportation of major goods purchased or acquired by Fairwood during the reporting period. Emissions are calculated using a spend-based method that determines carbon emissions from procurement spend on goods and applying third-party provided emission factors.

類別4：上游運輸和配送 Category 4 : Upstream Transportation and Distribution

溫室氣體排放量 GHG Emissions
2,553
公噸二氧化碳當量 tCO₂e

大快活於報告期內購買產品的運輸與配送，包括倉庫儲存及進出物流。此範疇的排放量是使用基於支出法進行估算，通過我們在各項運輸與配送服務上的支出來確定碳排放，並應用第三方提供的排放系數進行計算。

Transportation and distribution of products purchased by Fairwood during the reporting period, including the warehouse storage, inbound and outbound logistics. Emissions in this category are calculated using a spend-based method that determines carbon emissions from Fairwood's spending on each transportation and distribution services and applying third-party provided emission factors.

能源管理 Energy Management

大快活的日常營運與能源消耗息息相關。我們主要能源包括供應分店及中央食品加工中心的電力，以及用於烹煮食材的液化石油氣和煤氣。

環境和設備專案小組由特許測量師、工程師及餐廳營運專家組成，並直接向高級管理層匯報。專案小組負責監察能源使用，並於整個公司實施能源效率提升措施。

大快活一直堅守對環境責任與可持續創新的承諾。於報告期內，該小組推出多項節能計劃。而我們的節能政策主要覆蓋以下層面：

- 持續監控能源消耗，以識別需改善的地方
- 確保遵守與相關能源的法規及指引
- 優先考慮節能設計與設備
- 減少水電煤等資源凡浪費
- 透過網上培訓，向分店員工傳遞節能提示，以提高員工對節能的意識
- 建立內部競爭氛圍，鼓勵分店提高能源效率
- 定期檢討與優化能源節約目標，以保持其有效性

Energy consumption is central to Fairwood's daily operations. Our primary energy sources include electricity—vital for our stores and CFPP — as well as LPG and Towngas used in cooking.

To spearhead environmental and energy management, the Environmental and Equipment Taskforce—comprising chartered surveyors, engineers, and store operations experts—reports directly to senior management. This team monitors energy usage and implements efficiency enhancements company-wide.

During the reporting period, the taskforce introduced multiple energy-saving initiatives, underscoring Fairwood's commitment to environmental responsibility and sustainable innovation. Our Energy Reduction Conservation Policies focus on:

- Continuous monitoring of energy consumption to identify improvement opportunities
- Ensuring compliance with relevant energy regulations and guidelines
- Prioritizing energy-efficient designs and equipment
- Minimizing waste of electricity and utilities
- Raising employee awareness through energy-saving tips distributed via training app to frontline staff
- Fostering a competitive environment among stores to boost energy efficiency
- Regularly reviewing and refining energy conservation objectives to maintain effectiveness

個案研究 Case Study

參與中電「高峰用電管理」計劃 Participation in CLP Peak Demand Management Program

為展現對能源可持續使用的承諾，大快活的所有合乎資格的分店及中央食品加工中心均積極參與中電「高峰用電管理」計劃。此計劃鼓勵將用電時間由高峰時段轉移至離峰時段，從而提高整體能源效率並節省成本。

Demonstrating ongoing commitment to energy sustainability, Fairwood actively participates in the CLP Peak Demand Management program across all eligible stores and the CFPP. This initiative encourages shifting energy consumption from peak to off-peak hours, enhancing overall energy efficiency and contributing to cost savings.



能源管理

Energy Management

加強太陽能應用以推動可持續發展

在2024年，我們透過於中央食品加工中心的屋頂安裝126塊太陽能板，強化了我們對可持續發展的承諾。於報告期內，這些太陽能板共產生超過68,766千瓦時的可再生能源。為了提升系統效率，我們引入了一個實時監測平台，提供有關能源產生、消耗及環境影響的數據分析。該平台使我們能夠優化能源使用，迅速解決運行問題，並最大化太陽能系統的性能，進一步展現了我們對可再生能源管理及環境責任的承諾。

能源強度表現

自 2021/22年以來，大快活的能源消耗強度（以每百萬港元收入計算）持續穩步下降。這一進展反映了公司在節能技術上的戰略性投資以及積極推行的節能措施。

在 2021/22 至 2024/25 年期間，大快活成功將能源強度降低了8.6%。這一顯著成就彰顯了公司在營運中引入節能設備的承諾，既實現了成本節約，也促進了環境可持續發展。

Enhancing Solar Energy Adoption to Drive Sustainability

In 2024, we reinforced our commitment to sustainability by installing 126 solar panels on the rooftops of CFPP, generating over 68,766 kWh of renewable energy during the reporting period. To enhance system efficiency, we introduced a real-time monitoring portal, providing insights into energy generation, consumption, and environmental impact. This platform enabled us to optimize energy usage, swiftly address operational issues, and maximize solar system performance, further demonstrating our dedication to renewable energy management and environmental responsibility.

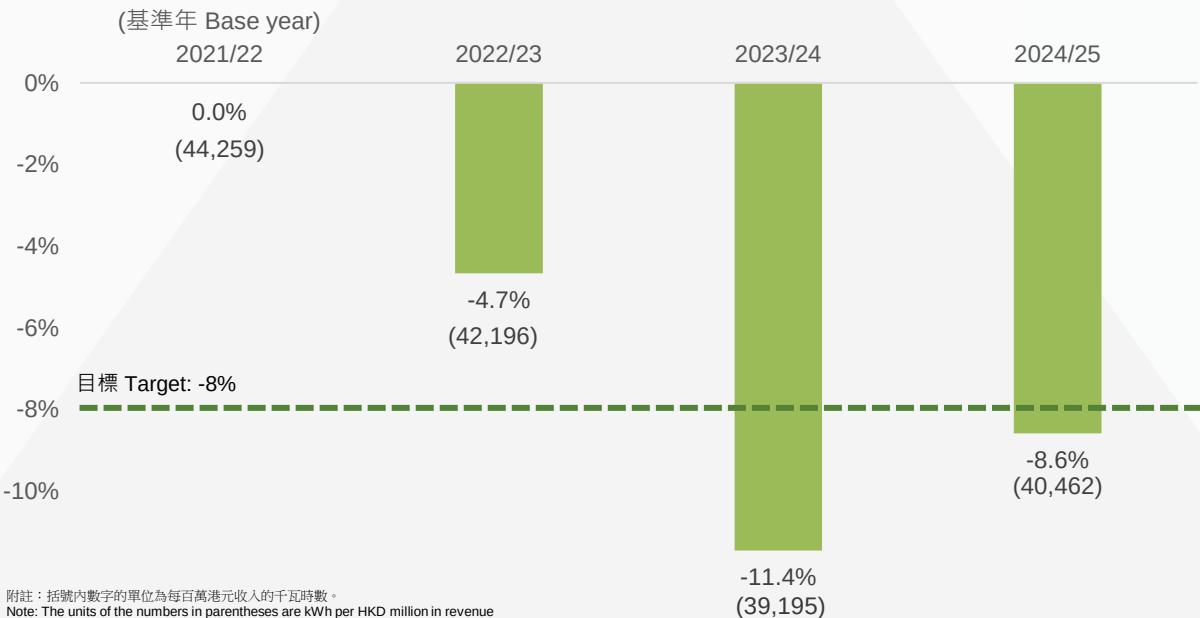
Energy Intensity Performance

Since the 2021/22 reporting period, Fairwood has demonstrated a steady decline technologies and proactive energy-saving measures. in energy consumption intensity, measured per HKD million in revenue. This progress reflects the company's strategic investments in energy-efficient

Between 2021/22 and 2024/25, Fairwood successfully reduced its energy intensity by 8.6%. This achievement underscores the company's commitment to integrating energy-efficient equipment across its operations, contributing to both cost savings and environmental sustainability.

2021/22至2024/25年能源密度的百分比變化

Energy intensity % change from 2021/22 to 2024/25



能源管理

Energy Management

個案研究 Case Study

獲嘉許於節能及減少光污染的卓越表現 Recognition for Excellence in Energy Conservation and Light Pollution Mitigation



大快活榮獲由香港特別行政區政府環境及生態局推動的《戶外燈光約章》鉑金獎，這已是我們連續第九年獲得該項殊榮。這項備受推崇的嘉許，充分體現了我們在減少光污染及推動能源節約方面的持續承諾。

於報告期內，我們積極實踐可持續發展策略，確保旗下 78 間分店遵守政策，於晚上 11 時至翌日早上 7 時關閉戶外燈光。這項措施不僅展現了我們減少能源浪費的努力，也彰顯了我們在減少對社區光污染影響方面的主動性。大快活在此領域的持續優秀表現，充分體現了我們對環境管理的重視以及推動可持續發展的更廣泛使命。

Fairwood is honoured to have received the Platinum Award under the Charter on External Lighting for the ninth consecutive year. This prestigious recognition, spearheaded by the Hong Kong SAR Government's Environment and Ecology Bureau, reflects our continued commitment to addressing light pollution and advancing energy conservation efforts.

During the reporting period, we demonstrated our dedication to sustainable practices by ensuring that 78 of our stores adhered to the policy of switching off external lighting from 11:00 p.m. to 7:00 a.m. This initiative not only underscores our efforts to reduce energy waste but also highlights our proactive approach to minimizing light disturbances in the community. Our consistent performance in this area showcases Fairwood's alignment with environmental stewardship and our broader mission to promote sustainable development.

除了在分店實施節能措施外，我們的總部亦積極參與了2025年世界自然基金會地球一小時活動。這項全球性運動凸顯了我們對提高氣候變化意識及推廣可持續實踐的重要承諾。透過與全球數百萬人一同熄燈一小時，我們持續展現對環境管理的承諾，並致力於在公司各層面推動可持續發展的文化。

In addition to implementing energy conservation measures across our stores, our Head Office actively participated in the WWF Earth Hour 2025 initiative. This global movement underscores our commitment to raising awareness about climate change and the importance of sustainable practices. By joining millions worldwide in switching off non-essential lights for one hour, we continue to demonstrate our dedication to environmental stewardship and fostering a culture of sustainability across all levels of our organization.

通過一系列的全面措施以及強而有力的管治框架，大快活持續推進環境管理，並視能否迅速回應氣候變化為業務成功之關鍵。我們在邁向低碳、達成高效資源使用的未來時，以為顧客、員工及社區創造價值為最大使命。

Through these comprehensive initiatives and a strong governance framework, Fairwood continues to advance its environmental stewardship, aligning business success with the urgent imperative of climate action. Our journey towards a low-carbon, resource-efficient future remains central to delivering value to our customers, employees, and the communities we serve.

水資源管理

Water Management

穩定可靠的供水對於維持大快活的日常營運至關重要。儘管我們尚未遇到任何供水問題，我們仍明白全球對水資源與日俱增的關注及水資源保育的重要性。

為提升用水效率，我們的環境及設備工作小組已實施多項措施，包括：

- 研究引入新型除霜水槽，以減少用水量。
- 於分店廚房中安裝新型電動保溫水箱。
- 逐步更換更高效節水的洗碗機。

我們逐步在分店廚房推行這些節水設備，而這些措施亦顯示我們以利用效創新方式減少用水量的決心。

A reliable water supply is critical to sustaining Fairwood's daily operations. While we have not encountered any issues related to water sourcing, we acknowledge the growing global concern over water scarcity and the importance of conserving this vital resource.

To enhance water efficiency, our Environmental and Equipment Taskforce has implemented targeted measures, including:

- Conducting feasibility studies for the adoption of new defrosting sinks engineered to minimize water usage.
- Installing a new generation of electric bain-marie (water bath) units in our store kitchens.
- Gradually replacing existing dishwashers with models that offer improved water efficiency.

During the reporting period, these water-saving technologies were progressively introduced across our store kitchens, reflecting our commitment to reducing unnecessary water consumption through effective technological solutions.



水資源管理 Water Management

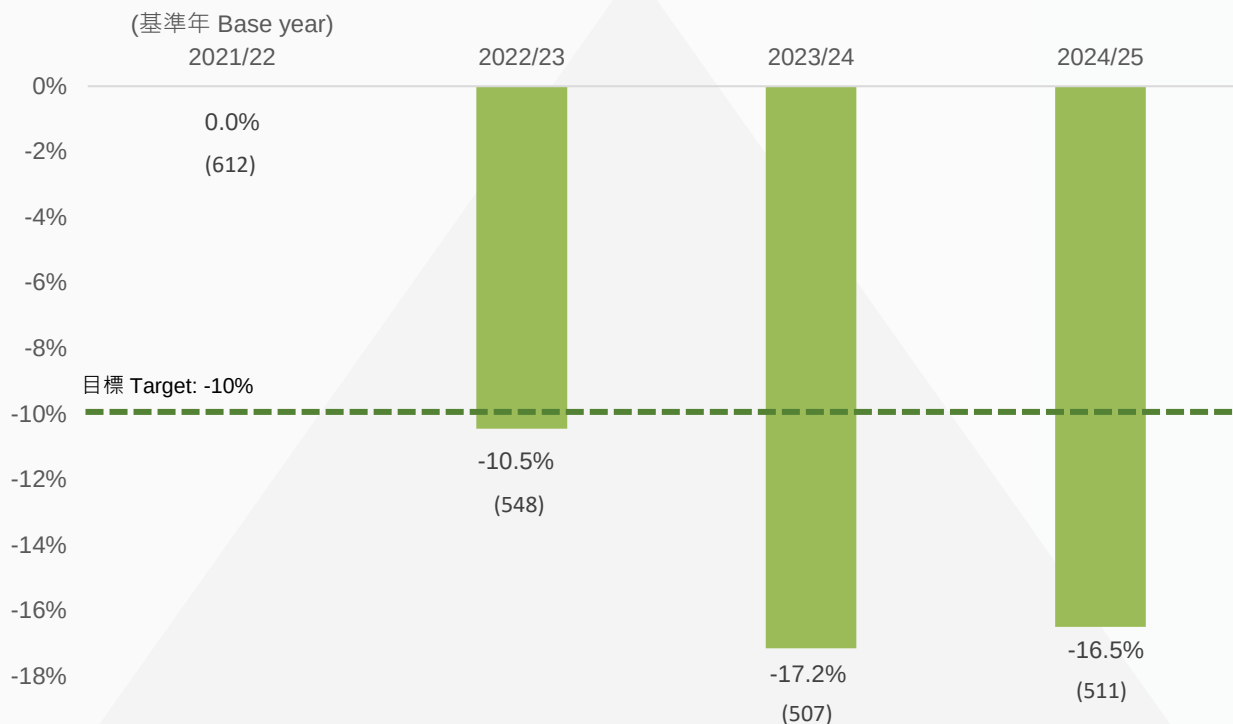
在2021/22至2024/25年間，我們成功連續兩年將用水強度減少16.5%，超越原定的10%減排目標。這一成就反映了集團積極推動負責任的用水管理措施，包括採用節水技術及優化營運流程，進一步彰顯其對可持續資源利用的承諾。

為準確反映實際消耗量，2021/22年、2022/23年及2023/24年財政年度的耗水量數據已根據水務署發出之水費單悉數更新；相應地，對於截至報告期末尚未收到完整年度水費單的分店，2024/25 財政年度的數據已進行估算。

Over the 2021/22 to 2024/25 period, Fairwood achieved a significant 16.5% reduction in water consumption intensity over two consecutive years, exceeding its original 10% reduction target. This milestone reflects the company's proactive efforts in promoting responsible water management practices, including the adoption of water-saving technologies and optimisation of operational processes, reinforcing its commitment to sustainable resource use.

To accurately reflect actual consumption, the water usage data for the 2021/22, 2022/23, and 2023/24 fiscal years has been fully updated based on water bills issued by the Water Supplies Department. Correspondingly, data for the 2024/25 fiscal year has been estimated for stores without full year water bill received as of the end of the reporting period.

2021/22至2024/25年水消耗密度的百分比變化 Water consumption intensity % change from 2021/22 to 2024/25



附註：括號內數字的單位為每百萬港元收入的立方米。
Note: The units of the numbers in parentheses are cubic meter per HKD million in revenue.

可持續包裝及打印

Sustainable Packaging and Printing

我們已制定全面的包裝策略，重點關注包裝材料對環境的影響，並且遵循可持續發展的「4R」原則——減少、重複使用、回收和替代。我們致力於通過創新包裝解決方案、探索新材料及引入先進技術，從而持續減少與包裝有關的足跡。

集團的供應鏈管理部與其他部門緊密合作，不斷推動包裝創新與可持續發展。

我們肩負對環境的責任，均採用大豆油墨及選用回收或森林管理委員會（「FSC」）認證紙張印刷中期業績報告和年報報告。相比傳統石油基油墨，大豆油墨的揮發性有機化合物含量更低，屬更可持續的選擇，且能提供更亮麗和鮮明的顏色，從而提升報告的視覺效果。使用再生紙降低對原生資源的依賴，減少廢棄物，FSC認證紙則確保紙漿來源於負責任管理的森林，兼顧環境、社會及經濟效益。

此外，作為我們對環境可持續發展以及減少紙張使用承諾的一部分，我們已全面採用數碼化方式發佈ESG報告。這些報告不再印刷，僅以電子格式提供，既提升了可及性，又減少了对環境的影響。

於報告期內，我們將FSC認證紙張的使用範圍擴展至名片、信紙和信封，此亦充分展現了我們持續推動資源可持續利用的承諾。

此外，我們嚴格控制印刷品的數量，避免因過度印刷而對自然環境造成不良影響。

We have developed a comprehensive packaging strategy that prioritizes minimizing environmental impact by adhering to the "4R" Sustainability Principles: Reduce, Reuse, Recycle, and Replace. Our goal is to reduce our packaging footprint by exploring innovative materials, adopting advanced technologies, and integrating sustainability considerations throughout our supply chain.

The Group Supply Chain Management Department collaborates closely with other departments to continually advance packaging innovation and sustainability.

In line with our environmental responsibility, all interim and annual reports are printed using soy-based inks on recycled or Forest Stewardship Council (FSC)-certified paper. Soy-based inks offer a more sustainable alternative to petroleum-based inks, featuring lower volatile organic compound (VOC) emissions and producing brighter, sharper colors for enhanced visual appeal. Utilizing recycled paper reduces reliance on virgin resources and minimizes waste, while FSC-certified paper ensures pulp sourcing from responsibly managed forests, promoting environmental, social, and economic benefits.

Furthermore, as part of our ongoing commitment to environmental sustainability and reducing paper consumption, we have transitioned to a fully digital approach for our ESG reports. These reports are no longer printed and are exclusively provided in electronic format, ensuring easier accessibility while minimizing our environmental footprint.

During the reporting period, the use of FSC-certified paper was extended to our business cards, letterhead, and envelopes, reflecting our ongoing commitment to sustainable resource utilization.

Additionally, we carefully control the volume of printed materials to avoid excessive production that could negatively impact the environment.

可持續包裝及打印

Sustainable Packaging and Printing

可重用餐具部署及顧客回饋

早在2018年，我們積極推動環保工作，推出「飲筒全走」活動，全面停止在所有分店提供塑膠飲管。作為一家在香港擁有超過150間店鋪的知名連鎖品牌，大快活深知自身在影響公眾習慣及推廣可持續發展實踐方面的重要角色。

因應《2023年產品環保責任(修訂)條例草案》(「草案」)的實施，該法例限制使用一次性塑膠餐具，大快活自該法例第一階段生效日期起停止提供外賣一次性塑膠餐具。取而代之的是，顧客可選擇以象徵性價格購買環保餐具套裝，包括中式及西式竹製餐具套裝，每套收費港幣1元，以及不銹鋼餐具套裝，每套收費港幣2元。這些餐具套裝均採用可持續材料製成，包括不銹鋼、竹材和木材，設計周到，兼具環保與實用性。

對於這項安排，顧客的反饋十分正面。環保餐具套裝的推出作為一次性塑膠餐具的替代品廣受歡迎，顧客普遍讚賞其精心設計及可持續材料。許多人對竹製和不銹鋼餐具的價格合理性給予高度評價，並特別強調其方便性和實用性。不銹鋼餐具因其輕便且耐用的特性尤其受歡迎，顧客稱讚其強度及適用於各類菜餚的多功能性。這些正面的回饋進一步彰顯了大快活在推動可持續發展的同時，亦致力於提升顧客滿意度和便利性的承諾。

為應對未來的監管變化，我們正積極籌備草案的第二階段的應對措施。該階段將進一步限制塑膠的使用，具體措施將視非塑膠或可重用替代品的供應量及可負擔性。為了提前滿足這些要求，供應鏈管理部門正主動採購可生物降解的容器及杯蓋，旨在確保順利過渡，同時維持顧客期望的品質和便利性，進一步鞏固大快活對可持續發展及環境管理的持續承諾。

Reusable Cutlery Deployment and Customer Feedback

As early as 2018, Fairwood took a proactive stance on environmental protection by implementing the "No Straws" campaign, eliminating plastic straws across all locations. With a strong presence of over 150 outlets in Hong Kong, Fairwood recognizes its role in influencing public habits and promoting sustainable practices.

In response to the Product Eco-responsibility (Amendment) Bill 2023 ("the Bill"), which restricted the use of disposable plastic tableware, Fairwood discontinued the provision of single-use plastic utensils for takeout orders from the effective date of the regulation's first phase. Instead, customers were offered the option to purchase eco-friendly cutlery sets at nominal prices: bamboo or bagasse cutlery sets in both Chinese and Western styles for HK\$1, and stainless-steel sets for HK\$2. These cutlery options were thoughtfully crafted from sustainable materials, including stainless steel, bamboo, and wood.

Customer feedback on the arrangement was positive. The introduction of eco-friendly cutlery sets as an alternative to disposable plastic utensils was well-received, with customers appreciating the intentional design and sustainable materials. Many praised the affordability of the bamboo and stainless-steel options, emphasizing their convenience and practicality. The lightweight yet durable stainless-steel cutlery was particularly popular, with customers commending its strength and suitability for a variety of dishes. This positive response underscored Fairwood's commitment to sustainability while ensuring customer satisfaction and convenience.

In preparation for future regulatory changes, Fairwood is actively planning for the second phase of the Bill. This phase will further restrict the use of plastic, depending on the availability and affordability of non-plastic or reusable alternatives. To stay ahead of these requirements, the Supply Chain Management Department is proactively sourcing biodegradable containers and cup lids. These efforts aim to ensure a smooth transition while maintaining the quality and convenience customers expect, reinforcing Fairwood's ongoing commitment to sustainability and environmental stewardship.

廚餘及廢物管理

Food Waste and Waste Management

食品系統從生產到處理及處置，對我們的運作非常重要，並對環境足跡產生重大影響。我們致力於採用可持續的做法，促進循環性並減少廢棄物產生。我們的廢物管理策略遵循一個結構化的分層框架，旨在最大化資源的使用效率。每個步驟都經過細緻的優先排序，將廢物處置視為最後的手段。在食品製備和消費中融入可持續性，我們希望減少環境影響，同時增強長期營運的韌性。

The food system, from production to disposal, is central to our operations and impacts our environmental footprint. We are committed to sustainable practices that promote circularity and reduce waste. Our waste management strategy follows a structured, hierarchical framework designed to maximize resource efficiency. Each step is carefully prioritized, with waste disposal considered only as a last resort. By integrating sustainability into food preparation and consumption, we aim to reduce our environmental impact while enhancing long-term operational resilience.

廢物管理程序 Waste Management Approach

預防 Prevention	分隔 Segregation	回收 Recycling	復元 Recovery
減少一次性材料使用，以達致源頭減廢。 Minimizing the use of single-use materials to reduce waste at the source.	以系統化的方式將不同類型的廢物分隔，以提升資源回收及復元效率。 Systematically separating waste types to improve recycling and recovery efficiency.	在可行的情況下進行廢物回收。 Recycle waste materials whenever feasible	積極探索從廢物中回收資源或能量的可能性。 Exploring opportunities to recover resources or energy from waste materials

配合香港特別行政區政府推出的《香港資源循環藍圖2035》，我們致力於減少廢物足跡。為此，我們已制定明確的內部及階段性減廢與回收目標。

我們在部分分店推出了廚餘回收及分類計劃，作為加強廢物管理策略的一部分。這些措施將逐步推廣至其他分店，進一步鞏固我們建立可持續營運模式的承諾。

儘管《2021年廢物處置（都市固體廢物收費）（修訂）條例》延後實施，我們的目標是在2024年3月基準的基礎上，於所有分店將膠袋使用量減少50%。為實現這一目標，我們加強了員工的減廢培訓，並向各分店分發垃圾壓縮棒，以提高存儲效率及減少廢物體積，展現我們對可持續營運的堅定承諾。

此外，我們已採取多項措施從源頭減少廢物，並逐步淘汰一次性物料。透過這些行動，我們積極為更可持續的未來作出貢獻，同時確保營運的韌性。

In alignment with the "Waste Blueprint for Hong Kong 2035" introduced by the Hong Kong SAR Government, Fairwood is dedicated to minimizing its waste footprint. To this end, we have established clear internal and provisional goals for waste reduction and recycling.

We launched food waste recycling and sorting initiatives at selected stores as part of our enhanced waste management strategy. These practices will be progressively expanded to other stores, reinforcing our commitment to building a sustainable operational model.

Despite the delay of the Waste Disposal (Charging for Municipal Solid Waste) (Amendment) Ordinance 2021. We aim to reduce plastic bag usage by 50% across all stores (from the March 2024 baseline) through enhanced employee training on waste minimization and the distribution of garbage compacting rods to improve storage efficiency and reduce disposal volumes, reinforcing our dedication to sustainable operations.

Additionally, we have implemented various measures to reduce waste at the source and are gradually phasing out single-use materials. Through these actions, Fairwood is actively contributing to a more sustainable future while ensuring resilience in our operations.

廚餘及廢物管理

Food Waste and Waste Management

廢置食用油管理

廢置食用油是一種具價值的可回收材料，若能妥善管理，可轉化為生物柴油及肥皂等有用的工業產品。有效回收廢置食用油不僅有助於提升資源使用效率，還能防止因不當處置而引發的環境污染。

我們已建立嚴格的管理規範，確保對廢置食用油進行負責任的處理、儲存及回收。這些措施旨在降低環境風險，並防止廢置食用油重新進入食品供應鏈。我們的中央食品加工中心嚴格遵循環境保護署的指引，對廢置食用油進行現場存放及文件記錄管理。

油脂廢物會通過隔油池提取，並由授權的廢置食用油回收商收集處理。這些持牌合作夥伴確保廢油被轉化為對環境有益的工業產品，例如生物柴油，進一步支持循環經濟。通過這些措施，我們展現了對環境管理及可持續廢物處理的承諾。

廚餘管理

中央食品加工中心的廚餘管理

有效的廢物管理是可持續營運的基石，應用在如中央食品加工中心這樣的大型設施中效果尤見顯著。於中央食品加工中心，我們實行嚴格的規範，確保在中央食品加工中心內中央食品加工中心有效地進行食物廢物分類。收集到的食物廢物每天都會運送至有機資源回收中心，轉化為堆肥和生物燃氣等有價值的資源，促進循環經濟發展。

為進一步減少廢物，中央食品加工中心設定了目標，致力實現食材的完全利用，盡量減少食物浪費。廚師及廚房團隊精心規劃菜單、份量及庫存管理，以優化食材的使用效率。這種嚴謹的做法不僅支持環境的可持續性，還提升了營運的成本效益。自2015年起，大快活在中央食品加工中心設立自家香腸生產線，以支持本地供應鏈及就業，並減少廚餘產生。

Waste Cooking Oil (“WCO”) Management

Waste Cooking Oil is a valuable recyclable material that, when properly managed, can be transformed into useful industrial products such as biodiesel and soap. Effective recycling of WCO not only contributes to resource efficiency but also prevents environmental pollution caused by improper disposal.

Stringent protocols have been established to ensure the responsible handling, storage, and recycling of WCO. These measures are designed to mitigate environmental risks and prevent WCO from re-entering the food supply chain. CFPP adheres strictly to the Environmental Protection Department's guidelines for the on-site storage and documentation of WCO.

Greasy waste is extracted through grease traps and collected by authorized WCO collectors. These licensed partners ensure the oil is repurposed into environmentally beneficial industrial products, such as biodiesel, further supporting a circular economy. Through these initiatives, Fairwood demonstrates its commitment to environmental stewardship and sustainable waste management practices.

Food Waste Management

Food Waste Management in CFPP

Effective waste management is a cornerstone of sustainable operations, particularly in large-scale facilities like the CFPP. At CFPP, strict protocols are in place to ensure efficient food waste separation in the on-site canteen. Collected food waste is transported daily to the Organic Resources Recovery Centre, where it is converted into valuable resources such as compost and biogas, contributing to a circular economy.

To further reduce waste, CFPP has set a goal of achieving full utilization of all ingredients, striving to minimize food waste. Chefs and kitchen teams meticulously plan recipes, portion sizes, and inventory management to optimize ingredient usage. This disciplined approach not only supports environmental sustainability but also enhances cost efficiency across operations. In 2015, Fairwood launched its own sausage production line at CFPP, supporting local supply chains and employment while reducing food waste.

廚餘及廢物管理

Food Waste and Waste Management

我們對食品加工過程中零廢棄的承諾，體現了我們與環保原則的高度一致。通過為可持續廢物管理樹立高標準，我們致力推動對食品消費及生產更負責任且可持續的處理方式。

參與「廚餘、污泥共厭氧消化」試驗計劃

自2019年10月起，大快活積極參與由香港特別行政區政府環境保護署及渠務署聯合推行的「廚餘、污泥共厭氧消化試驗計劃」。這項創新計劃旨在將有機廢物轉化為可再生能源，同時減少對環境的影響。

在該試驗計劃中，環保署負責廚餘的來源管理、預處理及將預處理的廚餘運送至位於大埔污水處理廠的厭氧消化池；渠務署則負責共消化過程的運行，並利用過程中產生的沼氣發電，以補充污水處理設施的內部電力需求。

中央食品加工中心過去三年平均每月處理超過 15 噸的廚餘，為此計劃作出重要貢獻。為確保計劃的效率及成效，我們持續監測包括廚餘與污泥混合比例在內的關鍵操作參數。

分店的廚餘管理

餐飲業在推動減廢方面扮演著關鍵角色，而我們則致力在分店中推行可持續發展實踐。

為促進精明消費，我們積極鼓勵顧客採納「惜食」原則，對餐點作出更周全的選擇，從份量到烹調方式皆可自選，以促進合理消費，減少廚餘產生，從而減少食物浪費。此外，我們亦提供選擇，讓顧客將剩餘的食物帶回家，進一步支持減廢行動。

Our commitment to zero-waste practices in food processing underscores our alignment with eco-friendly principles. By setting a high standard for sustainable waste management, we aim to foster a responsible and sustainable approach to food consumption and production.

Participation in the Food Waste / Sewage Sludge Anaerobic Co-Digestion Trial

Since October 2019, Fairwood has been an active participant in the Food Waste/Sewage Sludge Anaerobic Co-Digestion Trial, a collaborative initiative led by the Environmental Protection Department ("EPD") and the Drainage Services Department ("DSD") of the Hong Kong SAR Government. This innovative program aims to convert organic waste into renewable energy while reducing environmental impact.

Under this trial, the EPD oversees the sourcing, pre-treatment, and delivery of food waste to the anaerobic digester located at the Tai Po Sewage Treatment Works. The DSD manages the co-digestion operations, utilizing the biogas generated during the process to produce electricity, which supplements the internal power requirements of the sewage treatment facilities.

At CFPP, we have contributed significantly to this initiative, processing an average of over 15 tonnes of food waste per month over the past three years. To ensure the efficiency and effectiveness of the program, we continuously monitor key operational parameters, including the mix ratio of food waste and sewage sludge.

Food Waste Management in Stores

The food and beverage industry plays a pivotal role in advancing waste reduction efforts, and Fairwood is committed to fostering sustainable practices within our stores.

We encourage customers to adopt "Food Wise" principles by selecting appropriate portions and customizing meals to reduce food waste. We also offer options for customers to take home leftovers, reinforcing our commitment to sustainable dining and waste reduction.

廚餘及廢物管理

Food Waste and Waste Management

支持「廚餘收集試驗計劃」

自2021年起，部份商場分店陸續參與環境保護署推行的「廚餘收集試驗計劃」。在此計劃下，我們位於參與商場內的分店與物業業主合作，於廚餘產生源頭進行分類。分類後的廚餘會被放入政府提供的指定紫色廚餘收集桶，隨後由環保署運送至小蠔灣O.PARK1有機資源回收中心進行處理。

Supporting the "Pilot Scheme on Food Waste Collection"

Since 2021, some of our stores in shopping malls have gradually participated in the Environmental Protection Department's "Pilot Scheme on Food Waste Collection". Under this initiative, our stores located in participating malls collaborate with property owners to implement source separation of food waste at the point of generation. Sorted food waste is placed into government-provided designated purple collection bins and transported by the EPD to the O.PARK1 Siu Ho Wan Organic Resources Centre for processing.

個案研究 Case Study

「活得夠 GREEN」環保推廣 "Live a GREEN Life" Awareness Building Initiatives

我們在130間分店設立了「活得夠 GREEN」專區，免費提供咖啡渣及檸檬皮供公眾重複使用。於報告期內，此計劃共減少約280噸的廚餘。

回收糖包計劃

自2024年起我們推出了「回收未使用糖包計劃」，在130間分店設置回收箱，用於收集及重複使用未開封的糖包。於報告期內，我們將回收箱設置於全線大快活分店，該計劃有效減少廢物並支持可持續消費模式。

循環經濟實踐

我們通過重用咖啡渣和檸檬皮，推廣「化廢為寶」的理念，鼓勵顧客養成環保習慣，同時減少食物浪費。

這些措施彰顯了我們對可持續發展的承諾，推動餐飲業朝著更加環保的方向邁進。



Implemented across 130 stores, the "Live a GREEN Life" counter provides free coffee grounds and lemon rinds for public reuse. This initiative has eliminated approximately 280 tonnes of food waste.

Recycling Sugar Bags

Since 2024, we launched the "Recycle of Unused Sugar Bag Program," placing collection boxes in 130 stores to collect and reuse unopened sugar bags. During the reporting period, we expanded the program by installing collection boxes in all Fairwood store locations. This initiative effectively reduces waste and supports sustainable consumption practices.

Circular Economy Practices

By upcycling coffee grounds and lemon rinds, we promote the concept of turning waste into resources, encouraging customers to adopt eco-friendly habits while reducing food waste.

These efforts align with our commitment to sustainability, fostering a more environmentally conscious food and beverage industry.

廚餘及廢物管理

Food Waste and Waste Management

辦公室廢物管理

我們致力於通過積極的廢物管理措施和推廣環保文化，打造更綠色、更可持續的工作環境。

減少辦公室廢物

我們積極推行廢物減量計劃，包括回收紙張和打印機碳粉盒等材料。在總部，我們提供回收設施，鼓勵員工養成良好的回收習慣。此外，我們為員工提供專門的教育課程和培訓，以提升其環保意識。

社區參與

我們的可持續發展努力延伸至工作場所以外，例如參與明愛電腦翻新計劃，支持電子設備的重用，從而減少電子廢物的產生。

全面的廢物管理系統

我們建立了全面的廢物管理系統，以推動廢物減量和能源效率提升，包括：

- 金屬、塑膠、燈泡及日光燈的回收箱。
- 打印機碳粉盒回收計劃。
- 通過員工參與，推廣環保的工作文化。

減少食物浪費

為應對食物浪費，我們利用內部通訊系統向員工傳遞有效的庫存管理方法，避免食材過量訂購，從源頭減少食物浪費。

這些措施充分體現了我們對環境可持續性、資源保護以及推動更環保工作環境的承諾。

Office Waste Management

we are committed to creating a greener and more sustainable workplace by implementing proactive waste management practices and fostering an environmentally responsible culture.

Minimizing Office Waste

We actively reduce office waste through recycling programs for materials such as paper and printer toner cartridges. Recycling facilities are available at our headquarters, encouraging employees to develop good recycling habits. To further enhance environmental awareness, we provide targeted education programs and training for staff.

Community Engagement

Our sustainability efforts extend beyond the workplace. We participate in community initiatives such as the Caritas Computer Refurbishment Project, supporting the reuse of electronic devices to minimize e-waste.

Comprehensive Waste Management Systems

We have established comprehensive systems to promote waste reduction and energy efficiency, which include:

- Recycling bins for metals, plastics, electric bulbs, and fluorescent lamps.
- Printer toner recycling programs.
- Promoting an environmentally friendly office culture through staff engagement.

Reducing Food Waste

To address food waste, we leverage our internal communication system to educate employees on efficient inventory management practices. By avoiding over-ordering of ingredients, we help minimize food waste at its source.

These initiatives reflect our ongoing commitment to environmental sustainability, resource conservation, and fostering a more eco-conscious workplace.

以高效管治為基

Cementing Effective Corporate Governance



在業務營運的各個層面中秉持最高標準的誠信與道德操守是我們一直堅守的原則。多年來我們建立了以誠實可靠為核心的聲譽，這是我們成功屹立香港市場的基石，更是推動可持續增長和長期價值的關鍵基礎。合規、道德和誠信是指引集團決策和行動的核心原則，確保我們以負責任和透明的方式營運。我們期望所有員工及價值鏈上的合作夥伴共同實現這一願景，培育問責與互信的文化，進一步鞏固我們的業務基礎，並為我們服務的社區帶來福祉。

We are unwavering in our commitment to upholding the highest standards of integrity and ethical conduct in every aspect of our business operations. Over the years, we have built a strong reputation for honesty and trustworthiness, which serves as a cornerstone of our success in Hong Kong and a critical foundation for driving sustainable growth and delivering long-term value. Compliance, ethics, and integrity are the guiding principles that inform our decisions and actions, ensuring that we operate responsibly, transparently, and in alignment with our core values. We expect our employees and partners across the value chain to share this vision, fostering a culture of accountability and mutual trust that strengthens our business and enhances the well-being of the communities we serve.

重點議題 Key Focus Areas

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



道德與誠信

Ethics and Integrity

我們在業務營運的不同層面嵌入道德與誠信的原則，確保集團內部的透明度、問責原則和信任。堅守最高道德標準不僅增強了持份者的信心，更有助遵守法律和監管機構要求，保障集團的可持續發展及業務增長。

在於報告期內，集團未有收到任何人士通過舉報渠道舉報有關不當行為、不正當做法或違規事項，彰顯我們的管治框架有效發揮作用，以及集團內部深植的強大道德文化。

舉報政策

我們的舉報政策旨在鼓勵並協助員工及其他持份者以保密形式提出關注事項並披露信息。此政策為集團處理舉報事項提供明確指引，以及一個安全且保密的渠道讓舉報人向獨立第三方報告與不當行為、不道德行為、不正當做法或違規相關的事項。

該政策概述了處理舉報事項的標準化程序，明確調查流程，允許匿名舉報，可用的舉報渠道，並強調舉報人提供真實和準確信息的重要性。

在提出有效和適當的關注事項時，舉報人會獲公平對待，並受到政策保障，即使最終證明其關注事項是無根據，亦不會因舉報而遭受不公平解僱、報復或不合理的紀律處分。舉報政策已上載到集團的官方網頁，並定期進行審視和更新，確保與最新的法律和監管框架相符。

通過推動合規、透明度和問責原則，舉報政策有助及早發現和預防涉嫌或實際發生的欺詐、不當行為、違規行為或其他不正當行為，從而將集團可能面臨的干擾或損失降至最低。

By embedding the principles of ethics and integrity into every aspect of our operations, we ensure transparency, accountability, and trust across the Group. Upholding the highest ethical standards not only strengthens stakeholder confidence but also supports compliance with legal and regulatory requirements, safeguarding the Group's long-term sustainability and growth.

During the reporting period, no cases of misconduct, improper practices, or irregularities were reported through our whistleblowing channels. This result highlights the effectiveness of our governance framework, and the strong ethical culture embedded throughout the Group.

Whistleblowing Policy

Our [Whistleblowing Policy](#) is designed to encourage and assist employees and other stakeholders in raising concerns and disclosing information confidentially. It provides clear guidance on how the Group addresses reported issues and offers a secure and confidential channel for reporting instances of misconduct, unethical behaviour, improper practices, or non-compliance to an independent third party.

The policy outlines standardised procedures for handling concerns, specifies the investigation process, allows for anonymous reporting, details the available reporting channels, and emphasises the importance of whistleblowers providing truthful and accurate information.

Individuals who raise valid and appropriate concerns are assured fair treatment and are protected from unfair dismissal, retaliation, or unwarranted disciplinary action under the policy, even if their concerns are ultimately deemed unfounded. The policy is publicly accessible on the Group's corporate website and is regularly reviewed and updated to ensure compliance with evolving legal and regulatory frameworks.

By promoting compliance, transparency, and accountability, the Whistleblowing Policy facilitates the early detection and prevention of suspected or actual fraud, malpractice, misconduct, or irregularities, helping to minimise potential disruption or loss to the Group.

道德與誠信

Ethics and Integrity

調查程序與董事會監督

我們鼓勵舉報人向稽核部主管通過舉報政策中指定的渠道，報告任何已知或懷疑的集團內不當行為、不道德行為或違規事項。如舉報事項涉及稽核部相關人士，舉報人應直接向行政總裁舉報，以確保公正和妥善處理。

在收到舉報後，稽核部將根據舉報人提供的信息和證據進行徹底且公正的調查。在調查過程中，集團致力於維護舉報人的保密性，除非其參與成為必須，例如提供證據或與監管機構合作。

稽核部主管負責每個案件的嚴格監督，確保適當的後續行動，並向審核委員會匯報調查結果。

Investigation Procedures and Board Oversight

Whistleblowers are encouraged to report any known or suspected instances of misconduct, unethical behaviour, or irregularities within the Group to the Head of Internal Audit through the channels specified in the Whistleblowing Policy. If the concern involves any personnel of the Internal Audit Department, whistleblowers should submit their report directly to the Chief Executive Officer to ensure impartiality and proper handling.

Upon receiving a report, the Internal Audit Department conducts a thorough and impartial investigation based on the information and evidence provided. Throughout the investigation process, the Group is committed to maintaining the confidentiality of whistleblowers, unless their involvement becomes essential, such as providing evidence or engaging with regulatory authorities.

The Head of Internal Audit ensures rigorous case oversight, supervises appropriate follow-up actions, and reports the outcomes of investigations to the Audit Committee.



反賄賂及反貪污

Anti-Bribery and Anti-Corruption

本集團奉行嚴格的賄賂及貪污零容忍方針，確保所有業務活動均以誠信、透明及受問責的方式進行。我們制定了全面的政策和守則，明確規範可接受的行為、預防不道德行為，並確保符合相關法律及法規要求。這些措施適用於所有員工、供應商及業務合作夥伴，致力於培養一個以道德為基礎的業務文化。

於報告期內，本集團未錄得任何賄賂、勒索、欺詐或洗黑錢事件。我們全面遵守所有適用法律及法規，包括《防止賄賂條例》（第201章）及《打擊洗錢及恐怖分子資金籌集條例》（第615章）。

反賄賂及反貪污政策與守則

所有員工 - 包括全職、兼職、臨時或合約員工 - 均須遵守反貪污政策及員工手冊中規定的原則及政策。這些政策確保本集團在所有層面均維持一致的道德標準。

公眾能參閱的反貪污政策明確禁止所有形式的賄賂及腐敗行為，規範利益的提供和接受，以防止不當影響；並要求員工避免任何可能損害業務誠信的利益衝突。同時，員工手冊闡明了集團對員工在利益衝突及賄賂方面的期望，以及相關處理程序。例如，除非事先獲得主席的書面批准，所有員工一律嚴禁接受來自競爭對手、客戶、供應商或其他與集團有業務往來的個人或實體的禮物、優惠或利益。同時，所有新入職員工必須簽署承諾書，並申報任何潛在利益衝突。

對於供應商，供應商行為守則訂立了明確的道德標準，並鼓勵其內部組織認識及遵守這些原則。如發現供應商涉嫌參與賄賂或貪污行為，本集團將立即暫停與該供應商的所有業務往來，如確認存在不當行為，則終止合作關係。

上述所有政策及相關文件均會定期檢視及更新，以確保符合最新法律及監管要求。

The Group enforces a strict zero-tolerance approach to bribery and corruption, ensuring all business activities are conducted with integrity, transparency, and accountability. Comprehensive policies and codes define acceptable conduct, prevent unethical behavior, and ensure compliance with applicable laws and regulations. These measures apply to all employees, suppliers, and business partners, fostering a culture of ethical business practices.

During the reporting period, the Group recorded no incidents of bribery, extortion, fraud, or money laundering. We maintained full compliance with all applicable laws and regulations, including the Prevention of Bribery Ordinance (Cap. 201) and the Anti-Money Laundering and Counter-Terrorist Financing Ordinance (Cap. 615).

Policies and Codes on Anti-Bribery and Anti-Corruption

All employees - whether full-time, part-time, temporary, or contract-based - are required to adhere to the principles and policies outlined in the Anti-Corruption Policy and the Staff Handbook. These policies ensure that ethical standards are consistently upheld across the Group.

The Anti-Corruption Policy, which is publicly accessible, prohibits all forms of bribery and corruption. It regulates the offering and acceptance of advantages to prevent improper influence and requires employees to avoid conflicts of interest that could compromise business integrity. Similarly, the Staff Handbook outlines the Group's expectations regarding conflicts of interest and bribery, along with relevant handling procedures. For example, employees are strictly prohibited from accepting gifts, favors, or benefits from competitors, customers, suppliers, or any individual or entity conducting business with the company, unless prior written approval is obtained from the Chairman. Also, all new joiners must sign a Letter of Undertaking and declare any potential conflicts of interest.

For suppliers, the Supplier Code of Conduct establishes clear ethical standards and promotes awareness and adherence to these principles within their organizations. If a supplier is suspected of involvement in corruption, all business activities with the supplier will be immediately suspended and terminated if misconduct is confirmed.

All policies and related documents are regularly reviewed and updated to ensure alignment with the latest legal and regulatory requirements.

反賄賂及反貪污

Anti-Bribery and Anti-Corruption

能力建設及意識培訓

為提高員工對反賄賂及反貪污原則的認識，我們積極通過公司電郵及「Fairwood Team」手機應用程式向董事會成員及員工傳遞最新資訊、案例研究等相關資料。作為入職培訓計劃的一部分，所有新入職員工必須完成強制性的網上反賄賂培訓，此為通過試用期的必要條件之一。

我們同時亦定期邀請廉政公署舉辦員工反貪污講座，確保持續教育及提高對此關鍵領域的警惕性。

Capacity Building and Awareness Training

To enhance awareness of anti-bribery and anti-corruption principles, the Group actively disseminates updates, case studies, and related information to Board members and employees through company email and the "Fairwood Team" mobile app. As part of their induction program, all new joiners must complete mandatory web-based anti-bribery training, which is also a requirement for passing probation.

Additionally, the Group collaborates with the Independent Commission Against Corruption to conduct regular anti-corruption seminars for employees, ensuring ongoing education and vigilance in this critical area.

反貪污培訓 Anti-corruption training



企業管治及風險管理

Corporate Governance and Risk Management

風險管治體系 Risk Governance Structure



董事會監督職能

本集團已建立以三線防禦風險管治架構，確保能全面識別、管理及緩解業務營運相關風險。董事會負有最終責任，負責建立、監督及確保本集團風險管理及內部控制系統的有效性。在審核委員會的支持下，本集團管理層承擔第一道及第二道防線的職能，業務部門負責日常風險管理，而可持續發展和風險管理工作組則負責設計、實施及監察風險管理框架。稽核部擔任第三道防線，負責獨立評估該風險管理框架的效能。任何已識別的重大內部控制缺陷，將由稽核部及外聘核數師定期向審核委員會報告。

Board Oversight

Our Three Lines of Defense risk governance structure ensures a comprehensive approach to identifying, managing, and mitigating risks associated with our business operations. The Board holds ultimate responsibility for establishing, overseeing, and ensuring the effectiveness of the Group's risk management and internal control systems. Supported by the Audit Committee, the Group's management assumes the first and second lines of defense, with business departments managing daily risks and the Sustainability and Risk Management Working Group responsible for the design, implementation, and monitoring of the risk management framework. The Internal Audit Department functions as the third line of defense, conducting independent assessments of the framework's effectiveness. Any material control weaknesses identified are reported regularly to the Audit Committee by both the Internal Audit Department and the External Auditor.

企業管治及風險管理

Corporate Governance and Risk Management

於報告期內，本集團委聘外部顧問審閱及優化風險管理程序及控制措施，包括更新企業風險登記冊。該登記冊系統化地評估及衡量外部因素、策略風險、營運風險、財務風險、管治風險以及環境、社會及管治風險，並根據其影響程度及發生可能性進行分類。

有關本集團風險管治架構及相關措施的更多資訊，請參閱[2024/25年度年報](#)內的企業管治報告。

During the reporting period, an external consultant was appointed to review and enhance risk management procedures and control measures, including an update of the risk register. This register systematically evaluates and assesses external factors, strategic risks, operational risks, financial risks, governance risks, and ESG risks based on their severity of impact and likelihood of occurrence.

For more information on our risk governance structure and related practices, please refer to the Corporate Governance Report of the [Annual Report 2024/25](#).

知識產權

我們非常重視知識產權權益的保護，並嚴格遵守所有適用的法律法規。本集團的知識產權保護措施根據自身特點量身訂制，確保集團聲譽及品牌受適當保護。有需要時，我們會及時註冊知識產權資產以保障權利，並對任何侵權行為採取果斷行動。

本集團同時亦尊重他人的知識產權。例如我們的分店只會選用沒有任何侵權或版權爭議的背景音樂，並按規定按時全額支付相關版稅。這些措施體現了本集團恪守道德商業實踐及推動合規文化與尊重知識產權的承諾。

於報告期內，本集團並無發生任何有關知識產權的違反相關法律或法規且對本集團造成重大影響的事件。

Intellectual Property

We place great importance on safeguarding intellectual property ("IP") rights and adhere strictly to all applicable laws and regulations. The Group's IP protection practices are tailored to the business nature's unique characteristics, ensuring proper protection of our reputation and brands. IP assets are promptly registered when necessary to secure rights, and decisive action is taken against any infringement.

We also respect the IP rights of others. For instance, in our stores, we use only background music that is free from any controversy regarding infringement or copyright violations and ensure that all necessary royalties are paid in full. This commitment reflects our dedication to upholding ethical business practices and fostering a culture of compliance and respect for intellectual property.

During the reporting period, there were no incidents of non-compliance with relevant laws or regulations about intellectual property that materially impacted the Group.

資料管理及網絡安全

Data Governance and Cyber Security

在快速演變的數碼時代，我們深知網絡安全與數據管治對於保護資訊、資產及整體營運誠信的重要性。於報告期內，我們採取了多項重大措施，以強化網絡安全框架、提升數據保護，以及透過創新技術與完善的管治方案促進營運效率。

為有效降低網絡風險並保護敏感數據，我們部署了自學型人工智能（AI）技術。這套先進的人工智能系統持續分析來自筆記型電腦、桌面電腦及伺服器等多個來源的數據，並積極監控可疑活動，包括異常數據傳輸、勒索軟件事件和未授權的管理憑證使用。一旦偵測到潛在威脅，系統會立即介入阻止攻擊，並通知網絡管理員。這些措施確保了我們系統與數據的機密性、誠信及可用性，充分展現了我們致力於維護持份者信任及應對不斷演變的網絡威脅的決心。於報告期內，大快活未發生任何數據隱私洩露或違規事件，彰顯了我們網絡安全實踐的成效。

制定資訊科技政策

為確保數碼基礎設施的持續安全，我們於報告期內完善了全面的資訊科技政策，旨在保護數碼資產、加強有關管治，並在整個公司內培養網絡安全意識文化。

該政策是大快活數碼安全策略的重要基石，清楚闡明了保護敏感資訊、管理訪問控制及應對潛在威脅的清晰規範和指南。政策建立了數據分類與處理、密碼管理以及硬件與軟件安全使用的強制性標準，並強調遵守相關網絡安全法規及行業最佳實踐，以確保大快活維持高水平的數據管治。

We understand that in today's rapidly evolving digital landscape, cybersecurity and data governance are critical to protecting our information, assets, and overall operational integrity. During the reporting period, we implemented significant measures to strengthen our cybersecurity framework, enhance data protection, and promote operational efficiency through innovative technologies and robust governance practices.

To effectively mitigate cyber risks and safeguard sensitive data, we deployed self-learning Artificial Intelligence ("AI") technology. This advanced AI system continuously analyzes data from various sources, such as laptops, desktops, and servers, and actively monitors for suspicious activities, including abnormal data transfers, ransomware incidents, and unauthorized administrative credential usage. Upon detecting potential threats, the system proactively intervenes to halt attacks and immediately notifies the network administrator. These measures ensure the confidentiality, integrity, and availability of our systems and data, demonstrating our dedication to maintaining stakeholder trust and protecting against the ever-evolving landscape of cyber threats. Notably, Fairwood had no reported incidents of data privacy breaches or regulatory violations during the reporting period, underscoring the strength of our cybersecurity practices.

Establishment of IT Policy

To ensure the ongoing security of our digital infrastructure, we introduced a comprehensive IT policy during the reporting period, designed to safeguard digital assets, enhance governance, and instill a culture of cybersecurity awareness throughout the organization.

This policy serves as a critical foundation for Fairwood's digital security strategy, outlining clear protocols and guidelines for protecting sensitive information, managing access controls, and responding to potential threats. It establishes mandatory standards for data classification and handling, password management, and secure use of hardware and software across the company. The policy also emphasizes compliance with relevant cybersecurity regulations and industry best practices, ensuring that Fairwood maintains high standards of data governance.

資料管理及網絡安全

Data Governance and Cyber Security

為促進員工理解和採納該政策，我們在「Fairwood Team」手機應用程式中嵌入教育提示，提供關於關鍵網絡安全實踐的即時指引，例如識別網絡釣魚攻擊、保護登錄憑證及遵守資訊科技合規標準。此舉不僅加強了員工的安全意識，還賦予他們積極參與保護大快活數碼環境的能力。

透過結合完善的管治措施與持續的教育培訓，大快活在整個組織內建立了堅實的數碼責任基礎。這些努力確保了我們資訊科技系統的保護性、誠信及韌性，使我們能夠自信地應對日益變化且複雜的數碼環境。

這些措施充分體現了大快活對於網絡安全、數據管治及數碼創新的不懈承諾，保障營運安全，同時在面對不斷變化的數碼威脅時，維持信任與適應力。

To facilitate employee understanding and adoption of the policy, we implemented educational prompts via the "Fairwood Team" mobile app. These prompts provide real-time guidance on key cybersecurity practices, such as identifying phishing attempts, safeguarding login credentials, and adhering to IT compliance standards. This approach not only reinforces awareness but also empowers employees to play an active role in protecting Fairwood's digital environment.

By combining robust governance measures with continuous education, Fairwood has built a strong foundation of digital responsibility across the organization. These efforts ensure the protection, integrity, and resilience of our IT systems, enabling us to navigate the increasingly dynamic and complex digital landscape with confidence.

Together, these initiatives highlight Fairwood's unwavering commitment to cybersecurity, data governance, and digital innovation, safeguarding our operations while fostering trust and resilience in the face of evolving digital threats.



相關法律法規及相關附屬法例

Relevant Laws, Regulations, and Subsidiary Legislations

於報告期內，我們持續遵守所有適用的法律、法規及附屬法例，詳情如下。

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

以客為尊

Caring for Our Customers

商品說明條例 香港法例第362章	Trade Descriptions Ordinance Cap.362 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 Cap.486 of the Laws of Hong Kong
商標條例 香港法例第559章	Trade Marks Ordinance Cap.559 of the Laws of Hong Kong

以食為樂

Cooking Quality Meals

進出口條例 香港法例第60章	Import and Export Ordinance Cap.60 of the Laws of Hong Kong
公眾衛生及市政條例 香港法例第132章	Public Health and Municipal Services Ordinance Cap.132 of the Laws of Hong Kong
商品說明條例 香港法例第362章	Trade Descriptions Ordinance Cap.362 of the Laws of Hong Kong
消費品安全條例 香港法例第456章	Consumer Goods Safety Ordinance Cap.456 of the Laws of Hong Kong
食物安全條例 香港法例第612章	Food Safety Ordinance Cap.612 of the Laws of Hong Kong

以人為先

Cherishing Our Team

僱傭條例 香港法例第57章	Employment Ordinance Cap. 57 of the Laws of Hong Kong
工廠及工業經營條例 香港法例第59章	Factories and Industrial Undertakings Ordinance Cap. 59 of the Laws of Hong Kong
僱員補償條例 香港法例第282章	Employees' Compensation Ordinance Cap. 282 of the Laws of Hong Kong
佔用人法律責任條例 香港法例第314章	Occupiers Liability Ordinance Cap. 314 of the Laws of Hong Kong
性別歧視條例 香港法例第480章	Sex Discrimination Ordinance Cap. 480 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 Schemes Ordinance Cap. 485 of the Laws of Hong Kong

相關法律法規及相關附屬法例

Relevant Laws, Regulations, and Subsidiary Legislations

以人為先

Cherishing Our Team

個人資料（私隱）條例
香港法例第486章

Personal Data (Privacy) Ordinance
Cap. 486 of the Laws of Hong Kong

殘疾歧視條例
香港法例第487章

Disability Discrimination Ordinance
Cap. 487 of the Laws of Hong Kong

職業安全及健康條例
香港法例第509章

Occupational Safety and Health Ordinance
Cap. 509 of the Laws of Hong Kong

職業安全及健康規例
香港法例第509A章

Occupational Safety and Health Regulation
Cap. 509A 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
Cap. 527 of the Laws of Hong Kong

種族歧視條例
香港法例第602章

Race Discrimination Ordinance
Cap. 602 of the Laws of Hong Kong

最低工資條例
香港法例第608章

Minimum Wage Ordinance
Cap. 608 of the Laws of Hong Kong

以地球為家

Conserving Our Planet

空氣污染管制條例
香港法例第311章

Air Pollution Control Ordinance
Cap.311 of the Laws of Hong Kong

廢物處置條例
香港法例第354章

Waste Disposal Ordinance
Cap.354 of the Laws of Hong Kong

水污染管制條例
香港法例第358章

Water Pollution Control Ordinance
Cap.358 of the Laws of Hong Kong

產品環保責任條例
香港法例第603章

Product Eco-responsibility Ordinance
Cap.603 of the Laws of Hong Kong

以高效管治為基

Cementing Effective Corporate Governance

防止賄賂條例
香港法例第201章

Prevention of Bribery Ordinance
Cap.201 of the Laws of Hong Kong

打擊洗錢及恐怖分子資金籌集條例
香港法例第615章

**Anti-Money Laundering and
Counter-Terrorist Financing Ordinance**
Cap.615 of the Laws of Hong Kong

展望未來

Looking Forward

在應對可持續發展和企業管治日新月異的相關挑戰之際，我們堅守使命，並推動具實際意義的進步。未來一年將是一個重要的里程碑，我們將委任非家族成員擔任行政總裁的職務，這策略性部署將進一步加強職能分工，並提升董事會及集團營運的整體效率。

我們將繼續在產品開發過程中考慮多元共融元素。在「快活回味軟餐」計劃的基礎上，我們將繼續尋求與不同持份者群體聯動，共同開發更多元化的共融餐點，以滿足更廣泛的膳食需求。此承諾確保我們能服務日益多元化的客戶群，同時加強我們對社會責任的承擔。

為滿足香港聯合交易所日益嚴格的氣候相關披露要求，我們將加強與氣候相關的管治工作，包括在各部門中融入可持續實踐，以及在董事會及管理層層面建立健全的監督機制。此外，我們將定期檢討及更新氣候相關目標，為集團的減碳及節能工作訂立更清晰的方向。這些措施不僅有助我們滿足監管要求，還將使我們成為行業內可持續發展的倡導者。

面對香港充滿挑戰的經濟環境，我們將致力在節約成本與提供高品質餐飲及令人愉悅的顧客服務之間取得平衡。我們在專注提高營運效率的同時，絕不會破壞顧客對我們的信任，及犧牲顧客對用餐體驗的期望。

在迎接這些變遷的同時，展望未來，我們滿懷信心，並致力適應未來變化。我們的策略將為持份者創造長遠價值，並為我們服務的社區締造一個可持續、多元共融和繁榮的未來。

As we navigate the evolving challenges of sustainability and governance, we remain steadfast in our commitment to driving meaningful progress. The year ahead represents a significant milestone with the planned transition of the Chief Executive Officer position to a non-owner individual. This strategic move will enhance duty segregation and strengthen the effectiveness of both the Board and the organization's operations.

We will continue to prioritize inclusivity in our product development process. Expanding beyond our "Ah Wood Soft Meal" initiative, we will actively seek collaboration opportunities with different stakeholder groups to develop inclusive meals that address a wider range of dietary needs. This commitment ensures that we meet the needs of an increasingly diverse customer base while reinforcing our dedication to social responsibility.

To meet the Hong Kong Stock Exchange's increasingly stringent climate-related disclosure requirements, we will enhance governance in climate action. This includes integrating sustainable practices across all departments and ensuring robust oversight at both the board and management levels. Additionally, we will regularly review and update our climate-related targets to establish a clearer direction for the Group's carbon reduction and energy-saving initiatives. These efforts will not only help us meet regulatory expectations but also position us as an advocate in sustainability within the industry.

Amid Hong Kong's challenging economic environment, we remain focused on balancing cost-saving measures with our unwavering commitment to delivering high-quality meals and exceptional customer service. While operational efficiency will be a priority, we will not compromise the trust and dining experience our customers have come to expect from us.

As we embrace these changes, we look ahead with resilience and optimism, confident that our strategies will create lasting value for stakeholders and contribute to a more sustainable, inclusive, and prosperous future for the communities we serve.



表現概覽

Performance Summary

環境 Environmental

(僅限於香港的營運 Operations in Hong Kong only)

	單位 Unit	2024 / 25 ¹	2023 / 24 ²
耗電量 Electricity consumption			
總用電量 Total electricity consumption	千瓦時 kWh	73,923,720	72,610,614
總部 Headquarters	千瓦時 kWh	390,034	464,864
食品生產線 ³ Production line ³	千瓦時 kWh	6,101,127	6,072,692
分店 Stores	千瓦時 kWh	67,432,559	66,073,058
燃料消耗量 ⁴ Fuel consumption ⁴			
總燃料使用量 Total fuel consumption	千瓦時 kWh	44,705,881	42,952,811
總部 Headquarters	千瓦時 kWh	36,576	45,335
食品生產線 Production line	千瓦時 kWh	2,899,657	2,911,264
分店 Stores	千瓦時 kWh	41,769,648	39,996,212
能源消耗量 ^{4, 5} Energy consumption ^{4, 5}			
總能源消耗量 Total energy consumption	千瓦時 kWh	118,629,601	115,563,425
總部 Headquarters	千瓦時 kWh	426,610	510,199
食品生產線 Production line	千瓦時 kWh	9,000,784	8,983,956
分店 Stores	千瓦時 kWh	109,202,207	106,069,270
能源密度 ⁶ Energy intensity ⁶			
總能源密度 Total energy intensity	千瓦時 / 百萬港元收入 kWh / HKD million revenue	40,462	39,195
總部 Headquarters	千瓦時 / 百萬港元收入 kWh / HKD million revenue	146	173
食品生產線 Production line	千瓦時 / 百萬港元收入 kWh / HKD million revenue	3,070	3,047
分店 Stores	千瓦時 / 百萬港元收入 kWh / HKD million revenue	37,246	35,975
溫室氣體排放 ^{4, 7} GHG emissions ^{4, 7}			
總溫室氣體排放密度 (範圍 1及範圍 2 - 基於市場的方法) ⁶ Total GHG emissions intensity (Scope 1 and Scope 2 Market-based approach) ⁶	千瓦時 / 百萬港元收入 kWh / HKD million revenue	14.3	14.8
總溫室氣體排放量 (範圍 1及範圍 2 - 基於市場的方法) Total GHG emissions (Scope 1 and Scope 2 – Market-based approach)	公噸二氧化碳當量 tCO ₂ e	42,058	43,496
範圍 1 直接排放量 ⁸ Scope 1 Direct emissions ⁸	公噸二氧化碳當量 tCO ₂ e	8,563	8,230
範圍 2 間接排放量 (基於位置的方法) ⁹ Scope 2 Indirect emissions (Location-based approach) ⁹	公噸二氧化碳當量 tCO ₂ e	33,495	35,266
範圍 2 間接排放量 (基於市場的方法) ⁹ Scope 2 Indirect emissions (Market-based approach) ⁹	公噸二氧化碳當量 tCO ₂ e	33,495	-
範圍 3 類別 1 - 外購的商品及服務 ¹⁰ Scope 3 Category 1 - Purchased Goods and Services ¹⁰	公噸二氧化碳當量 tCO ₂ e	39,318	-
範圍 3 類別 4 - 上游運輸及配送 ¹⁰ Scope 3 Category 4 – Upstream Transportation and Distribution ¹⁰	公噸二氧化碳當量 tCO ₂ e	2,553	-
廢氣排放 ^{4, 5, 11} Air emissions ^{4, 5, 11}			
氮氧化物 ¹² Nitrogen oxides (NOx) ¹²	公噸 Tonnes	0.615	0.556
硫氧化物 Sulphur oxides (SOx)	公噸 Tonnes	0.003	0.003
顆粒物 Particulate matter (PM)	公噸 Tonnes	0.0003	0.0002
耗水量 ^{13, 14} Water usage ^{13, 14}			
總用水量 Total water usage	立方米 m ³	1,498,108	1,494,464 ¹⁵
總部 Headquarters	立方米 m ³	267	244
食品生產線 Production line	立方米 m ³	86,339	86,087
分店 Stores	立方米 m ³	1,411,502	1,408,133

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環境 Environmental

(僅限於香港的營運 Operations in Hong Kong only)

單位 Unit		2024 / 25 ¹	2023 / 24 ²
總用水密度 ⁶ Water consumption intensity ⁶			
總用水量 Total water consumption usage	立方米/ 百萬港元收入 m ³ / HKD million revenue	511	507 ¹⁵
總部 Headquarters	立方米/ 百萬港元收入 m ³ / HKD million revenue	0.1	0.1
食品生產線 Production line	立方米/ 百萬港元收入 m ³ / HKD million revenue	29.4	29.4
分店 Stores	立方米/ 百萬港元收入 m ³ / HKD million revenue	481	478
廢棄物管理 ^{16, 17} Waste management ^{16, 17}			
已回收的「廢置食用油」 Recycled waste cooking oil	立方米 m ³	75	191
已回收的廚餘 Recycled food waste	公噸 Tonnes	118	173
已回收的紙皮 Recycled cardboard	公噸 Tonnes	119	175
包裝物料 ¹⁸ Packaging material ¹⁸			
已採購的食品及飲料包裝材 Procured food and beverage packaging materials	公噸 Tonnes	1,549	1,849
比較環保的材料 Environmentally preferable materials	公噸 Tonnes	922	876

社會 Social - 僱傭及勞工常規 Employment and labour practices

(僅限於香港的營運 Operations in Hong Kong only)

就業數據 Employment data		平均每月僱員 流失比率 ¹⁹ Average monthly staff turnover rate ¹⁹	就業數據 Employment data	平均每月僱員 流失比率 ¹⁹ Average monthly staff turnover rate ¹⁹
僱傭 (香港) Employment (Hong Kong)		2024 / 25	2023 / 24	
總僱員人數 Total number of employees		4,826	4,869	6.4%
按性別 By gender	男 Male	1,308	1,264	8.5%
	女 Female	3,518	3,605	5.6%
按類型 By type	全職 Full-time	2,715	2,758	N/A 不適用
	兼職 Part-time	2,111	2,111	N/A 不適用
按年齡組別 By age group	< 30	599	632	14.8%
	30–50	2,067	2,067	4.7%
	> 50	2,160	2,170	5.5%
按僱員職位 ²⁰ By employee grading ²⁰	高級管理層 Senior management	19	35	N/A 不適用
	中級管理層 Middle management	1,796	2,041	N/A 不適用
	前線和一般員工 Frontline and general staff	3,011	2,793	N/A 不適用
按地區類型 By geographical region	香港 Hong Kong SAR	4,826	4,869	6.4%

表現概覽

Performance Summary

社會 Social - 僱傭及勞工常規 Employment and labour practices (僅限於香港的營運 Operations in Hong Kong only)

健康與安全 Health and Safety		2024 / 25	2023 / 24	2022 / 23
與工作有關的死亡宗數 Work-related fatalities		0	0	0
與工作有關的工傷宗數 Work-related injuries		109	110	127
因工傷損失的工作日數 Lost days due to work injuries		5,933	5,212	5,294

發展及培訓 Development and Training		2024 / 25	2023 / 24
總培訓時數 ²⁰ Total number of hours trained ²¹		52,601	46,290
受訓僱員百分比 ²¹ Percentage of employees trained ²²		95.4%	-
平均培訓時數 ²² Average hours of training ²³		10.9	-

		受訓僱員百分比 ²² Percentage of employees trained ²²		平均培訓時數 ^{21, 23} Average hours of training ^{21, 23}	
發展及培訓 Development and Training		2024 / 25	2023 / 24	2024 / 25	2023 / 24
按性別 By gender	男 Male	27%	-	10.5	10.6
	女 Female	73%	-	11.1	9.1
按僱員職位 By grading	高級管理層 Senior management	1%	-	5.4	4.3
	中級管理層 Middle management	38%	-	15.6	12.8
	前線和一般員工 Frontline and general staff	61%	-	8.1	7.2

附註

- 2024/25年包括157間店舖資料，且全部均營運中。
- 2023/24年包括158間店舖資料。
- 「食品生產線」涵蓋了中央食品加工中心和大快活烘焙中心的運作。
- 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。
- 大快活的運輸車隊為外判服務，因此相關的燃料和排放數據均並不受大快活的營運控制。目前亦未有完善的量化方法，而且未能容易地從外判商收集相關數據供大快活披露準確的數據以反映其在外判服務中的環境足跡。為確保本報告及所披露數據的準確度，相關的數據未有披露。
- 密度值的計算法是將能源 / 溫室氣體 / 水消耗量除以香港業務的總收入。2023/24年及2024/25年香港業務的總收入分別為港幣29.5億元及港幣29.3億元。
- 大快活範圍 1、範圍 2、範圍 3 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）、《溫室氣體盤查標準：企業會計與報告標準》、《溫室氣體核算體系範圍二指南》及《溫室氣體核算體系：企業價值鏈（範圍三）核算與報告標準》。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。
- 範圍 1 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。
- 範圍 2 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。《溫室氣體核算體系範圍二指南》所定義的間接碳排放量——基於市場的方法指一種量化報告者範圍 2 溫室氣體排放的方法，基於報告機構透過合約方式從發電機組購買與合約工具捆綁的電力或單獨購買合約工具所產生的溫室氣體排放量，而基於位置的方法指一種基於特定地理區域（包括地方、區域或全國）的平均能源生產排放係數以量化範圍 2 溫室氣體排放的方法。計算範圍 2 排放所使用的排放係數取自本地電力公司最新公佈的可持續發展報告。

Note

- 2024/25 data inclusive of 157 outlets, all of which are currently operational.
- 2023/24 data inclusive of 158 outlets.
- "Production line" encompasses both the CFPP and Fairwood Bakery operations.
- Fairwood owns two private cars, which are only used by senior management for routine business transportation and for personal use. These activities are not directly related to the Group's business operations, and the fuel consumption is estimated to be relatively insignificant, so details have been omitted.
- Fairwood's transportation fleet is outsourced to a third party, so fuel consumption and emissions are not under its operational control. There are no comprehensive, accessible and accurate data from this party on the environmental impact of the services provided to Fairwood. Transportation has therefore been omitted from the list of sources of energy consumption rather than risk including inaccurate information.
- Intensity values are calculated by dividing the absolute energy / GHG / water consumption by the total revenue from Hong Kong operations. The total revenue from Hong Kong operations for 2023/24 and 2024/25 was HK\$2.95 billion and HK\$2.93 billion respectively.
- Scope 1, Scope 2, Scope 3 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), the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, the GHG Protocol Scope 2 Guidance and the GHG Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Fairwood will regularly review and refine the scope of its greenhouse gas emissions to enhance our disclosure in future reports.
- Scope 1 refers to direct emissions from sources and removals, and for Fairwood the main source is stationary fuel combustion.
- Scope 2 refers to energy indirect emissions, which are mainly from purchased electricity and Towngas. The GHG Protocol Scope 2 Guidance defines market-based method as a method to quantify the Scope 2 GHG emissions of a reporter based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own, and location-based method as a method to quantify Scope 2 GHG emissions based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries. The emission factors used for calculating Scope 2 emissions are sourced from the latest sustainability report published by the local power company.

表現概覽

Performance Summary

附註

10. 有關此類範圍 3 排放的計算方法，請參閱「以地球為家」章節。
11. 大快活的中央食品加工中心已獲《空氣污染管制（火爐、烘爐及煙囪）（安裝及更改）規例》的批准證明書，以確保燃燒燃料設備的設計符合有關廢氣排放的環境標準。大快活所計算的廢氣排放是參考香港交易所的《如何編製環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》。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。
12. 由於煤氣消耗量增加，氮氧化物排放顯著上升。我們將優化對化石燃料消耗的管理，並致力於採取更可持續的營運方式。
13. 部分分店的水費單跨越兩個於報告期內，用水量是根據水費單按比例計算。
14. 用水量數據是根據實際數字按比例計算。
15. 為準確反映實際消耗量，2021/22 年、2022/23 年及 2023/24 年財政年度的耗水量數據已根據水務署發出之水費單悉數更新；相應地，對於截至報告期末尚未收到完整年度水費單的分店，2024/25 財政年度的數據已進行估算。
16. 由於分店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。
17. 廢物回收量顯著下降，主要原因是今年採用了不同的烹調方式，導致食油和包裝材料的使用量減少。
18. 大快活的餐飲包裝材料包括塑膠袋和餐具。今年，大快活在環保材料方面進行了大量投資，這不僅源於對可持續發展的承諾，同時也為遵守法規要求，大幅減少了非環保材料對環境的影響。
19. 平均每月僱員流失比率指某一特定類別的員工在一個月內離職的人數，除以該特定類別當月的平均員工人數，以百分比表示，然後對每月百分比進行匯總和平均。
20. 與 2023/24 年度相比，每個職位的僱員人數變動是由於對僱員職位分類的調整所致。
21. 快活學院為不同職位的員工提供系統化的培訓計劃，因此培訓時數大幅增加。有關更多詳情，請參閱本 ESG 報告的相關部分。
22. 此指標遵循香港交易所《如何編備環境、社會及管治報告：環境、社會及管治匯報指南》中所列的方法進行計算。受訓僱員百分比的計算公式為： $(T / E) \times 100\%$ ，其中 T 為總受訓僱員人數，而 E 為總僱員人數。此外，某一特定類別的受訓僱員百分比計算公式為： $(T(x) / T) \times 100\%$ ，其中 T(x) 表示該特定類別 (x) 受訓僱員人數，而 T 為總受訓僱員人數。
23. 此指標遵循香港交易所《如何編備環境、社會及管治報告：環境、社會及管治匯報指南》中所列的方法進行計算。此指標的計算方法為將總培訓時數除以於報告期內結束時的總僱員人數。

Note

10. For the relevant calculation methodology of this category of Scope 3 emissions, please refer to the 'Conserving Our Planet' chapter.
11. Fairwood's CFPP has obtained a certificate of approval under the Air Pollution Control (Furnaces, Ovens and Chimneys) (Installation and Alteration) Regulations to ensure that the design of fuel-burning equipment meets environmental standards in terms of the discharge of air emissions. Fairwood's air emissions are calculated with reference to Appendix 2: Reporting Guidance on Environmental KPIs under HKEX's "How to Prepare an ESG Report". The reported air emissions include gaseous fuel consumption (i.e. Towngas and LPG) and private cars owned by Fairwood.
12. NOx emissions increased significantly due to higher Towngas consumption. We will refine our management of fossil fuel consumption and strive to adopt more sustainable operational practices.
13. Water bills for some of the stores span two reporting periods so the water consumption figures are calculated on a pro rata basis.
14. The water consumption figures are calculated on pro rata basis based on actual figures.
15. To accurately reflect actual consumption, the water usage data for the 2021/22, 2022/23, and 2023/24 fiscal years has been fully updated based on water bills issued by the Water Supplies Department. Correspondingly, data for the 2024/25 fiscal year has been estimated for stores without full year water bill received as of the end of the reporting period.
16. There is no standardized system for gathering information on waste collection from stores, so the relevant data is not given in this report. Fairwood is progressively improving its data management systems and hopes to be able to include reliable figures in future reports.
17. The significant decrease in the amount of waste recycled is primarily due to reduced consumption of oil and packaging materials, driven by the adoption of different cooking methods this year.
18. Fairwood's food and beverage packaging materials include plastic bags and utensils. This year, Fairwood has made substantial investments in environmentally friendly materials, driven both by a commitment to sustainability and regulatory requirements, significantly reducing the environmental impact of non-eco-friendly materials.
19. Average monthly staff turnover = number of employees in a specific category who leave their jobs in a month, divided by the average number of employees in the specific category in that month, expressed as a percentage. The monthly percentages are then totaled and averaged.
20. The change in the number of employees in each grade, compared to 2023/24, is a result of adjustments to employee grading classifications.
21. The Fairwood Academy provides systematic training programmes for employees in various positions, leading to a significant increase in training hours. For more details, please refer to the relevant sections of this ESG report.
22. The calculation of this metric follows the method outlined in the HKEX How to Prepare an ESG Report: A Step-by-Step Guide to ESG Reporting. The percentage of employees trained is calculated using the formula: $(T / E) \times 100\%$, where T represents the total number of employees trained and E refers to the total number of employees in the organization. In addition, the percentage of employees trained in a specific category is calculated using the formula: $(T(x) / T) \times 100\%$, where T(x) represents the number of employees in a specific category, x, who participated in training, and T is the total number of employees trained.
23. The calculation of this metric follows the method outlined in the HKEX How to Prepare an ESG Report: A Step-by-Step Guide to ESG Reporting. It is calculated by dividing the total number of training hours by the total number of employees as of the end of the reporting period.

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環境 Environmental

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A1: 排放物 Emissions		
一般披露 General Disclosure	有關廢氣排放、向水及土地的排污、有害及無害廢棄物的產生等的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以地球為家 Conserving Our Planet 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations 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.	表現概覽 Performance summary
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.	表現概覽 Performance summary
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.	表現概覽 Performance summary 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。 Robust waste data collection systems are being developed and waste generation data will be reported 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.	以地球為家 Conserving Our Planet
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.	以地球為家 Conserving Our Planet

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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A2: 資源使用 Use of Resources		
一般披露 General Disclosure	有效使用資源（包括能源、水及其他原材料）的政策。 Policies on the efficient use of resources, including energy, water and other raw materials	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
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 in total (kWh in '000s) and intensity.	表現概覽 Performance summary
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	表現概覽 Performance summary
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.	以地球為家 Conserving Our Planet
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.	以地球為家 Conserving Our Planet
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.	表現概覽 Performance summary
層面 Aspect A3: 環境及天然資源 The Environment and Natural Resources		
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impact on the environment and natural resources.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	以地球為家 Conserving Our Planet

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自2025年1月1日起，港交所根據《環境、社會及管治報告指引》實施新規則，當中取消了與氣候變化相關的A4層面及關鍵績效指標A4.1，以及與排放相關的關鍵績效指標A1.2。然而，這些範疇及指標仍適用於本報告期內。

Aspect A4 and KPI A1.2 relating to climate-related disclosures ("Relevant Climate-Related Disclosures") in the ESG Code were repealed on 1 January 2025 by the HKEX. However, the Group considers these Relevant Climate-Related Disclosures still applicable for the reporting period.

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
層面 Aspect A1: 排放物 Emission		
A1.2	直接（範圍1）及能源間接（範圍2）溫室氣體排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity.	表現概覽 Performance summary
層面 Aspect A4: 氣候變化 Climate Change		
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以地球為家 Conserving Our Planet
A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	以地球為家 Conserving Our Planet

社會 Social

關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
僱傭及勞工常規 Employment and Labour Practices		
層面 Aspect B1: 僱傭 Employment		
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以人為先 Cherishing Our Team 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B1.1	按性別、年齡組別及地區劃分的僱員流失比率。 Total workforce by gender, employment type, age group and geographical region.	表現概覽 Performance summary
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.	表現概覽 Performance summary

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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
僱傭及勞工常規 Employment and Labour Practices		
層面 Aspect B2: 健康與安全 Health and Safety		
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以人為先 Cherishing Our Team 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations 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	過去三年（包括匯報年度）每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting period.	以人為先 Cherishing Our Team 表現概覽 Performance summary
B2.2	因工傷損失工作日數。 Lost days due to work injury.	以人為先 Cherishing Our Team 表現概覽 Performance summary
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	以人為先 Cherishing Our Team
層面 Aspect B3: 發展及培訓 Development and Training		
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以人為先 Cherishing Our Team
B3.1	按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category.	表現概覽 Performance summary
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.	表現概覽 Performance summary

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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
僱傭及勞工常規 Employment and Labour Practices		
層面 Aspect B4: 勞工準則 Labour Standards		
一般披露 General Disclosure	有關防止童工或強制勞工的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	以人為先 Cherishing Our Team 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	以人為先 Cherishing Our Team
B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	以人為先 Cherishing Our Team
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, how they are implemented and monitored.	以人為先 Cherishing Our Team
營運慣例 Operating Practice		
層面 Aspect B5: 供應鏈管理 Supply Chain Management		
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以食為樂 Cooking Quality Meals 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	表現概覽 Performance summary
B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals
B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals 以地球為家 Conserving Our Planet
B5.4	描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	以食為樂 Cooking Quality Meals 以地球為家 Conserving Our Planet

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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
營運慣例 Operating Practice		
層面 Aspect B6: 產品責任 Product Liability		
一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	綜合可持續發展管治及策略 Integrated Sustainability Governance and Strategy 以客為尊 Caring for Our Customers 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	於報告期內，並無產品因安全與健康理由而須回收。 During the reporting period, there were no product recalls for safety and health Reasons.
B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service-related complaints received and how they are dealt with.	以客為尊 Caring for Our Customers 於報告期內，本集團並無發現任何有關產品及服務的重大投訴。The Group was not aware of any significant product-or service-related complaints during the reporting period.
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 related to intellectual property rights.
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	以客為尊 Caring for Our Customers
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.

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關鍵績效指標 KPI	描述 Disclosure	聲明 / 部分 Statement / Section
營運慣例 Operating Practice		
層面 Aspect B7: 反貪污 Anti-Corruption		
一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的：(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以高效管治為基 Cementing Effective Corporate Governance 相關法律法規及相關附屬法例 Relevant Laws, Regulations, and Subsidiary Legislations
B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	以高效管治為基 Cementing Effective Corporate Governance
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	以高效管治為基 Cementing Effective Corporate Governance
B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	以高效管治為基 Cementing Effective Corporate Governance
社區 Community		
層面 Aspect B8: 社區投資 Community Investment		
一般披露 General Disclosure	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	綜合可持續發展管治架構及策略 Integrated Sustainability Governance Structure and Strategy 以社區為本 Contributing to Our Community
B8.1	專注貢獻範疇。 Focus areas of contribution.	以社區為本 Contributing to Our Community
B8.2	在專注範疇所動用資源。 Resources contributed to the focus area.	以社區為本 Contributing to Our Community

