



**翠華集團**<sup>®</sup>  
TSUI WAH GROUP

**Tsui Wah Holdings Limited**  
翠華控股有限公司

*(Incorporated in the Cayman Islands with limited liability)*

Stock Code : 1314

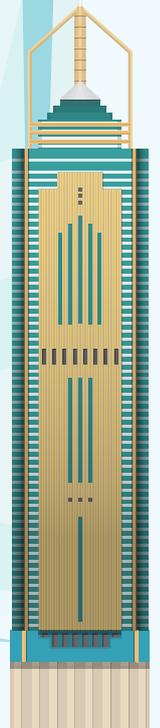
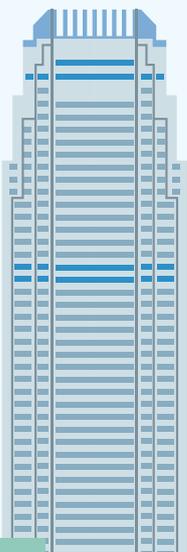
**Environmental,  
Social and  
Governance Report**

**2021**



# Contents

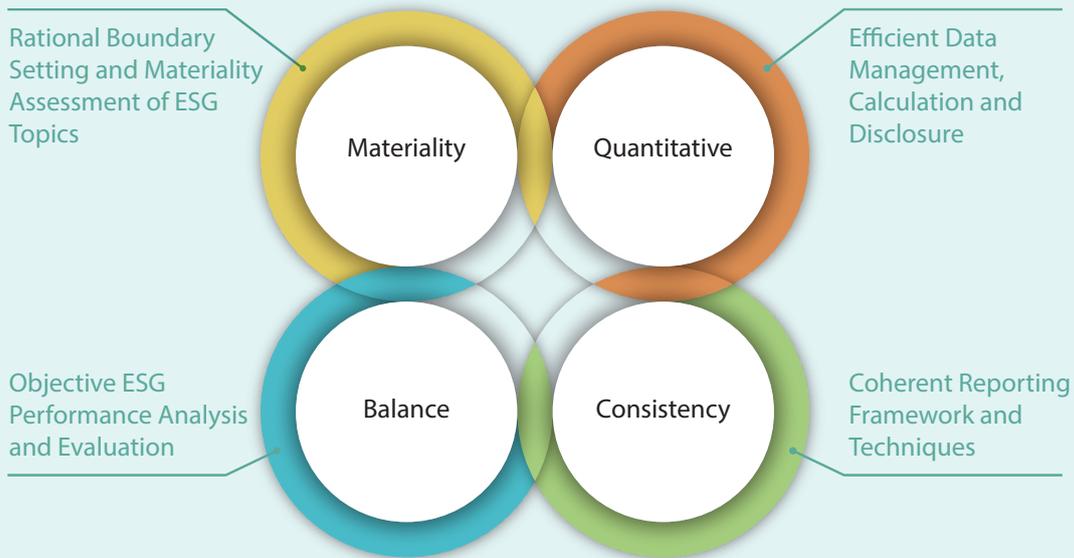
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## ABOUT THE REPORT

In strict compliance with the requirement under Appendix 27 — Environmental, Social and Governance Reporting Guide (“ESG Guide”) of Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“HKEx”), Tsui Wah Holdings Limited (hereinafter referred to as “Tsui Wah”, the “Company”) and its subsidiaries (the “Group”) are pleased to present its Environmental, Social and Governance (“ESG”) Report for the year ended 31 March 2021 (“FY2021”), which demonstrates the Group’s approach and performance in terms of ESG management and corporate sustainable development for FY2021.

### REPORTING PRINCIPLES OF THIS ESG REPORT



Given the Reporting Principles that underpin the preparation of ESG report as required by HKEx, the content of this ESG report has been determined and summarised by the principles of Materiality, Quantitative, Balance and Consistency. The four principles are intended to underlie all aspects of the disclosed ESG information as required in the ESG Guide, and their meaningful application can facilitate the ESG report presented by Tsui Wah to constitute an objective, transparent and accurate embodiment of the Group’s ESG management and sustainable development during FY2021.

## ABOUT THE REPORT

**Materiality:** Materiality is the threshold at which aspects become sufficiently important that the relevant information around them should be monitored, assessed, managed and disclosed. As a strategic business tool, a broad, inclusive and science-based materiality assessment based on stakeholder engagement can help the Group define specific content of the report, thereby more efficiently managing its ESG-related risks. As such, Tsui Wah has implemented its principle of Materiality by carefully setting its report boundary and pinpointing the significant ESG issues that have made or will exert a great impact on the Group's business in the long run through materiality assessment.

**Quantitative:** With a robust performance monitoring system, sustainability management framework and effective analysis techniques, the ESG data collection and reporting process have been one of the many factors contributing to a successful ESG management of Tsui Wah. It is the complete data package with descriptive information and statistics regarding the Group's ESG performance during the year that allows Tsui Wah to employ its sustainability key performance indicators ("KPIs") in both quantitative and qualitative analysis, including emissions, exploitation of natural resources and distribution of suppliers, thereby further measuring the degree to which the management is aware and capable of addressing the intangible areas that are regarded most relevant and material.

**Balance:** An unbiased picture of the Group's ESG performance with all positive and potentially negative data is essential to ensuring the accuracy of information delivered to audience and the validity of the report on which all informed decisions by stakeholders are based. Adhering to this principle, the Group not only pursues an appropriate balance between qualitative and quantitative information in the report, but also provides an in-depth analysis of its ESG management during the year from both positive and negative sides. Tsui Wah welcomes the valuable advice of its stakeholders from all walks of life and insists on transparent disclosure of its real performance against various ESG criteria.

**Consistency:** With the adoption of a consistent methodology in data collection, calculation, evaluation and reporting, Tsui Wah commits to depicting a roadmap that ensures all readers including investors, customers, suppliers and other stakeholders can trace and compare its performance in sustainability internally over past years and against peers in the industry. Tsui Wah has furthered the transparency of greenhouse gas ("GHG") calculation process by clearly disclosing the standards it refers to, tools it uses and scope it covers so that the comparability and consistency of the Group's environmental performance can be maintained in the future. Tsui Wah sticks to the high-level consistency of its reporting approach and framework that has been set since 2018, and chooses to follow the basic format used in its previous report.

# ABOUT THE REPORT

## CONFORMITY TO INTERNATIONAL STANDARDS IN THE ESG REPORT



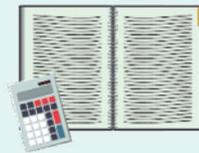
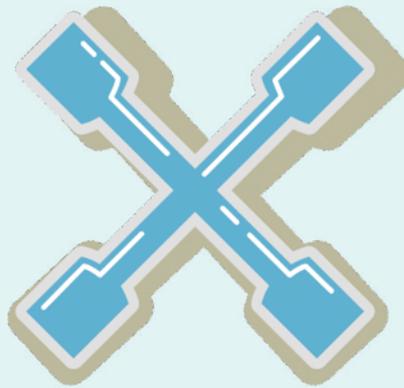
Boundary setting and topic identification and prioritisation



Data management platform used to collect and document information



Fair evaluation and comprehensive analysis on the performance



Uniform science-based methodology for calculations and reporting style

To adapt to the climate-related risks and to mitigate the potentially catastrophic consequences of the unpredictably volatile global economy, the Group spares no effort in exploring the financial and operational implications of climate change and identifying potential opportunities for improvement and development. With an in-depth evaluation of the impacts that climate emergency may cause on the Group's business over a short-, medium-, and long timeframe, the Group keeps optimising its ESG governance model, development strategy, risk management system and targets in respect to corporate sustainable development with reference to market trends, industry standards and global frameworks including the Recommendations of Task Force on Climate-related Financial Disclosures ("TCFD"). To deliver an internationally standard ESG report that appeals to its global readership, the Group has used Sustainable Development Goals ("SDGs") as a guidance towards sustainability and the linkage aligning the Group's ESG practice with globally-agreed sustainability initiatives, and regarded SDGs as an overarching framework to shape, steer, communicate and report its strategies, goals and activities based

## ABOUT THE REPORT

on the procedures under SDG Compass (The guide for business action on the SDGs). In addition, the Group has learnt and adopted GRI (Global Reporting Initiative) Sustainability Reporting Standards to enhance the integrity, international compatibility and industry comparability of the report. The topic-specific management approach and standards that have been adopted by the Group are mapped out in the GRI linkage table at the end of this ESG report, where a complete content index is available for readers' reference.

The Group has laid great emphasis on its stakeholder engagement in the discussion of sustainable development and built effective data management platform where relevant ESG information can be collected, stored, accessed, retrieved and processed efficiently. Specifically, the disclosed information in this ESG report was mainly gathered through channels including the official documents and statistics of the Group, the record of daily management and practice in accordance with the relevant policy, and the results of surveys conducted by an independent party requiring internal and external stakeholders to provide relevant ESG information with detailed description and evidence.

Striving for excellence, Tsui Wah invites and welcomes all readers to share their views and provide suggestions on its sustainable development with the Group at [info@tsuiwah.com](mailto:info@tsuiwah.com). For more information on our sustainability approach, please visit our official website at <http://www.tsuiwah.com>.

### BOUNDARY SETTING

Setting a clear reporting boundary from the outset helps report readers to clarify the reporting scope and compare the effectiveness of the implementation of relevant ESG policies within the Company over the years and across the industry, while allowing the Group to lower the risks of inadvertently neglecting the incorporation of material activities or business operations in which the Group was engaged during the year under review. Following the updated reporting requirements of the HKEx, the Group has carefully evaluated its business entities and operations based on the principle of Materiality and prepared the ESG report that covers the relevant environmental and social performance within the main operations of the Group, which includes the Group's 79 restaurants, several central kitchens and administrative offices in Hong Kong, Mainland China, Macau and Singapore. The standard adopted for the boundary setting of the ESG report for which relevant ESG performance of Tsui Wah and climate-related impacts on its business are being reported is primarily based on the judgement if the entity is under the Group's operational control from the perspective of Materiality.

The reporting period of this ESG report is for FY2021 unless specifically stated otherwise.



## A LETTER TO STAKEHOLDERS

Dear valued stakeholders,

On behalf of the board of directors (the “Directors” and the “Board”, respectively) of Tsui Wah Holdings Limited, I am pleased to present to our stakeholders our fourth standalone ESG report to demonstrate the Group’s approach and performance in terms of sustainable development for the year ended 31 March 2021.

FY2021 undoubtedly was a challenging year with uncertainties to Tsui Wah, during which the unstable global economic environment and the public health emergency of the COVID-19 pandemic (the “pandemic”) caused significant impacts on global orderly lives, in particular threatening the operations of the catering industry. The perseverance to pursuing progressive changes toward sustainable development has invariably been at the core of our business development and corporate vision, and become the strong driver pushing us to seek sustainably economic, social, environmental and managerial success. As one of the most prominent brands in the Cha Chaan Teng sector in Hong Kong, with our strategic business expansion in the geographic coverage, restaurant network and operational innovations, Tsui Wah has been committed to promoting traditional Hong Kong culinary culture by providing high quality cuisines, maintaining a high level of hygiene, and endeavouring to enhance its customer service. The pluralistic businesses of Tsui Wah in the catering industry have achieved magnificent success steadily during recent years. Facing the weakening of the purchasing power of customers as a result of global economic fluctuation, it is our top priority to tuning-up our business towards better stewardship and strengthening our management approach to address various risks. As such, we believe that it is important to become a responsible enterprise that takes into account the economic growth, environmental responsibility and social well-being simultaneously. We are very proud of the commitment and joint efforts of all of our employees in Hong Kong, Mainland China, Macau and Singapore so far to hold on to the corporate vision of Tsui Wah by being dedicated to producing quality food and providing top-notch services to our clients. Their relentless efforts facilitating Tsui Wah to morph into a more environmentally conscious and socially responsible enterprise are the foundation for us to be the evergreen landmark in the catering industry of Hong Kong and the engine that keeps motivating us to be consistently competitive and sustainable in the market.

Insisting on providing the best cuisine to our diners, the excellence in the selection of fresh raw materials, maintenance of sound food storage conditions, hygiene of entire production processes, all the way to upgrading the service quality of food delivery and food residue management has been embedded in Tsui Wah’s fundamental principle of business operations for more than 50 years. Being a famous Cha Chaan Teng chain restaurant with a business network expanding from Hong Kong to

## A LETTER TO STAKEHOLDERS

overseas markets, Tsui Wah was successfully listed on the Hong Kong Stock Exchange (Stock Code: 1314) in 2012. With the mission to make the culinary culture of Cha Chaan Teng thrive, Tsui Wah's philosophy of preserving and spreading the everlasting spirit of the Chinese people has never been changed. Like the Chinese name of Tsui Wah, which symbolises Evergreen and Chinese, the prosperity and sustainable development of Hong Kong in which Tsui Wah has been rooted for around half a century and witnessed the "Spirit of Lion Rock" among Hong Kong citizens is what matters most to us. Tsui Wah is committed to promoting this culture of Cha Chaan Teng and Hong Kong that dates back to decades ago to the entire world, thereby continuing to evaluate the market and price the potential risks and opportunities for its business expansion.

### Safeguarding our people and customers

Safety and well-being have invariably been one of our top priorities. Facing such as unprecedented global health emergency, we have been persevering in protecting the health and safety of all more than ever. In early 2020, as the pandemic came into the fore, the whole world was severely hit. In immediate response to the crisis, the Board established a Crisis Management Committee (the "Committee"), and has been tracking the progress and keeping cautious about the continuing situation of the pandemic. The Committee was responsible for assessing the impact of the pandemic on the continuity and stability of the Group's operations and financial performance, and proposed necessary preventive measures. The Committee provided strategic directions and formulated strict internal policies as a guidance for workers to minimise the operational and safety risks from within, as well as to lower the adverse impacts on the health and safety of the Group's valued customers and community members. The Committee also coordinated the senior management and various departments of the Group to discuss the implementation of epidemic prevention measures on a weekly basis.

Under the robust emergency response mechanism, a series of effective precautionary measures have been enacted to safeguard our staff and our customers since the onset of the pandemic, from supplying personal protective equipment and laying over strict guidelines for frontline staff, to purchasing the "Thermal Disinfection Machine" to disinfect all facilities, setting transparent partitions between dining tables for separation, as well as installing "Smart Thermal Detectors" at the entrances of all restaurants to measure the body temperatures of customers and installing air purifier/air change facilities following the government's requirements. Our timely response, measures and most importantly, the determination to tide over the difficulties through collective efforts navigated us through the storm of the pandemic whilst staying true to our original aspiration of providing the best quality services to our customers.

# A LETTER TO STAKEHOLDERS

## Seeking victory in adversity

During the pandemic, we have witnessed how the role of food industry has drastically changed, from empty stores, cancellation of catering services, the rising importance of delivery services that increasingly dominated the catering industry, all the way to the luxury standing of a restaurant visit when the life has gradually been back to normal. Keeping our people, customers and partners in our hearts, Tsui Wah has been flexibly modifying its business strategy over these years to bring safety, well-nourished food products and innovative service experiences to meet the ever-changing customer behaviour, while actively seeking new business opportunities under this new environment.

### *Hong Kong*

In FY2021, although the Hong Kong government has relaxed social distancing measures in a stepwise manner, including extending dine-in service hours, the post-pandemic business environments and weakening consumer confidence were still unstable. To this end, in addition to strengthening our “Tsui Wah Express (快翠送)” services, we have partnered with online take-away platforms for the convenience of our customers and to increase our coverage in delivery services. Meanwhile, with online shopping becoming more popular, we have sensed the huge business opportunities at the e-commerce field, thereby expanding our businesses through the launch of an online platform focusing on the sales of exclusive bakery products. We hope that the new online platform can seamlessly connect with new consumers and create additional streams of income to the Group.

### *Mainland China*

After the Chinese government’s mobilisation of infection control measures and medical effort, China’s economy gradually roared back to pre-pandemic growth rates and most of our restaurants resumed dine-in business. In the meantime, we actively deployed systematic work in accordance with the current conditions. We have been optimising the connection of the mobile application platforms. Following the self-service ordering system, in-app programs (小程序) and corporate official accounts have been put into service. Recently, we sought a closer cooperation relationship with Meituan (美團) and other delivery platforms, in order to provide better services for our customers in Mainland China.

# A LETTER TO STAKEHOLDERS

## Embracing innovation and technology development

The world has evolved through cycles of change and waves of technological breakthroughs. As Tsui Wah is aware that incorporating sustainability into the Group's short-, medium- and long-term goals and operational strategies can generate economic, social and environmental benefits both for the organisation and society as a whole, piggybacking onto the advanced technology of this era is vital.

To improve customers' ordering and checkout experiences, digital payment has widely been adopted by our restaurants. Different mobile digital payment platforms including Alipay (支付寶), WeChat Pay (微信支付), Apple Pay, Android Pay, BoC Pay and UnionPay (雲閃付) are available in all restaurants, in order to align with global e-payment trends as well as to create more user-friendly services to our customers. Meanwhile, we have also extensively included information technologies applications in our restaurant operations. In addition to the use of digital menu and posters to reduce our resource consumption during operations, we have installed self-service ordering machines, which allow customers to order and pay on one terminal platform, a brilliant innovation that saves customer's time, increases efficiency and minimises human errors. We also, for the first time, introduced mobile ordering which makes use of QR code and mobile application for customers to order food at our restaurants, such that customers can pay digitally through their mobile applications, as well as reducing the queuing time and infection risks of unnecessary contacts with the waiting crowd. To ensure our service quality will not be compromised amid the rollout of innovative solutions, the Group has assigned dedicated staff to personally assist customers to familiarise with our food ordering machines and mobile application.



## A LETTER TO STAKEHOLDERS

### Respecting the environment

The unprecedented pandemic and its ripple effects in FY2021 caused chaos in the business world, urging all business enterprises to make changes and be more resilient towards risks. Yet it has also shed light on the opportunity for the world to recover in a sustainable and “greener” way, thereby creating and adapting to a new normal in which environmental issues, including climate change, a more disruptive crisis, can be addressed effectively.

To have a significant chance of keeping total warming below 2 °C and mitigate the potential impacts of climate-related risks on our business operations in the long run, it is imperative for us to cut our emissions and evaluate the ways of how to timely perceive and efficiently address the uniquely challenging climate-related risks as well as to grasp the potential opportunities to make our transition smoothly. As a supporter of the TCFD, we consider that the “substitution of existing products and services with lower emissions options” will be the direction towards which all industries and societies develop in the future. Thus, we are committed to lowering our energy consumption, reducing our daily waste, and maintaining the high-level standard of “Green Office” that runs towards a cleaner and more resilient economy. Bearing in mind the principle of circularity and decoupling, as well as the foundational green development goals and desire in climate change mitigation, Tsui Wah has been committed to developing and implementing relevant supportive policies and giving full play to the role that we, as corporate citizens, should play in supporting environmental improvement, action to climate change and efficiency improvements.

## A LETTER TO STAKEHOLDERS

It is the strong aspirations to be the best in the catering industry as well as being the trailblazer driving positive changes and sustainable growth in the society that has long been steering us to include a broader set of ESG values into our long-term strategy and capability to innovate and adapt, such as sustainable waste and packaging management, efficient resource consumption, carbon footprint control, promotion of occupational health and safety, customer wellbeing and social welfare. It is the quest for excellence and perfection that continues our missions towards sustainability and will bolster the Group's confidence to address its environmental and social challenges in the future.

While the road ahead is strenuous, we are confident that with Tsui Wah's half a century of experience, our Group is going to thrive with incredible achievements and determined to go through any difficult situation that may arise. However, we are also aware that Tsui Wah did not and cannot drive meaningful changes alone, which have been attributed to dedicated stakeholder. On behalf of my fellow Directors and management of Tsui Wah, I would like to extend my sincere gratitude to our customers, suppliers, partners, colleagues and all stakeholders who care about and trust us, for their continuous effort in helping Tsui Wah constantly make positive changes in its sustainable development. Remaining true to our original aspiration and keeping our mission firmly in mind, together we will work towards a sustainable future through creative and inspirational ways of collaboration and partnerships.

### **Lee Yuen Hong**

*Chairman and Executive director*

20 October 2021





# ABOUT TSUI WAH

## ABOUT TSUI WAH



**Tsui Wah Holdings Limited is a restaurant chain based in Hong Kong.** Our network covers Hong Kong, Macau, Shenzhen, Guangzhou, Zhongshan, Shanghai, Wuhan, Nanjing in Mainland China, as well as Singapore.

As of 31 March 2021, the Group had a total of

# 79 Restaurants

with new restaurants opening at the beginning of 2021.

Tsui Wah started its catering service business in the year of 1967. Since 2009, Tsui Wah has embarked upon a new era in which a number of new restaurants in popular entertainment venues in Macau and various first-tier cities in Mainland China were opened and operated. At present, almost half of our restaurants are situated in regions outside Hong Kong, including Macau, Mainland China and Singapore, which demonstrate our determination to carry forward the typical dining culture to the world. We are committed to gradually spreading the culture of Cha Chaan Teng and the traditional culinary experience that has accompanied Hong Kongers for decades to our diners, while in Hong Kong, our business strategy is to capture a larger market share by identifying any opportunities to expand and advance our existing business. During recent years, Tsui Wah has further developed a series of new brands, including Ging Sun Ho King of Bun (堅信號上海生煎皇) offering Shanghai buns and various noodle cuisines, Nijuuichi Don (廿一堂) featuring Japanese fast-food, Tsui Wah Cafe (翠華冰廳) aiming to promote Eastern- and -Western fusion cuisine, Homurice (揚食屋) promoting Japanese style western cuisine especially egg omelet rice, Ceylon (錫蘭) offering Hong Kong-style food and BTW providing customers with relaxing and care-free dining experiences.

In FY2021, the knock-on effects the pandemic has continuously been affecting many businesses, especially for people-oriented industries such as the catering sector. To survive this crisis, Tsui Wah immediately responded to the loss in demand for its services through broadening its platforms, developing its new brands and exploring other new business models in view of the change in consumption manner. In this reporting year, Tsui Wah has closed 19 restaurants in Hong Kong, 3 in Mainland China and 1 in Singapore. Yet, with the gradual relief of the severity of the pandemic, it is expected that the market will resume to its normal soon. Aspiring to further its restaurant network globally, the Group aims to open 2 new restaurants in Singapore in the near future.

Meanwhile, seeing the great potential and consumption power of the Greater Bay Area in Mainland China, which consists of more than 72 million residents, Tsui Wah has been accelerating its development Greater Bay Area. As of the end of FY2021, the Group had a total of 22 restaurants operating in the Greater Bay Area, with 6 of them being newly opened during the reporting year.

During the past 50 years, Tsui Wah has grown together with Hong Kong and the indigenous people, and experienced a number of ups and downs of the local economy and changes of the food market. The last half-century not only witnessed how Tsui Wah focused itself on the development of the culture of Cha Chaan Teng in Hong Kong, continuous development and progress in pursuing in cuisine innovation, cultural promotion, business diversification, technological advancement, and resilience building which allows it to adapt to various risks and survive the competitive market, but also forged Tsui Wah to be one of the leading Cha Chaan Teng chain restaurants that has concentrated itself more on the protection of the ecosystem, preservation of cultural values, social welfare, application of renewable energy and stakeholder engagement, in order to develop a sustainable business model that is respectful of customers, environment and economy at the same time.



## ABOUT TSUI WAH

### THE GROUP'S DEVELOPMENT MILESTONES

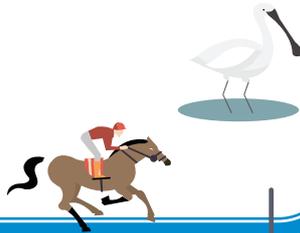
# 1967-1994

- Opening of the first Tsui Wah restaurant, a small-scale 'Ice Café' in Mong Kok
- Acquisition of the San Po Kong Tsui Wah restaurant



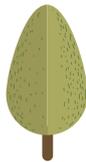
#### Consolidation stage in Hong Kong:

- Establishing a chain network, enhancing quality, building brand name and management team
- Opening of the Wellington Street Tsui Wah restaurant in Central
- Retaining personnel consultant and improving staff quality
- Opening of the Pak Hoi Street Tsui Wah restaurant, being the 10th restaurant of Tsui Wah
- Recognition of Tsui Wah's central kitchen by Hong Kong Quality Assurance Agency
- Business development in Macau and Mainland China
- Establishment of new sub-brands under the brand of Tsui Wah
- Partnership with Jumbo Group Limited to build the first overseas branch in Singapore



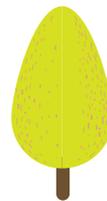
# 2019

- Opening of 13 new restaurants under 6 new brands in Hong Kong and Singapore



# 2018

- Setting foot on Singapore
- Launch of sub-brands
- Opening of 8 new restaurants in Mainland China and Hong Kong



# 2020

- Central kitchen obtaining ISO22000 recertification from the SGS Hong Kong Limited
- Launching a new membership system through Storilet application



# 2021

- Opening of 15 new restaurants in Hong Kong and Mainland China amid economic downturn



## ABOUT TSUI WAH

### 2009

- Opening of Tsui Wah's first restaurant in Mainland China (Shanghai)
- Commencement of operation expansion into Mainland China
- Order-taking by mobile device with the introduction of electronic system



### 2011

- Opening of the 20th restaurant of Tsui Wah in Hong Kong
- A workforce of over 2,000 employees
- Opening of the first restaurant of Tsui Wah in Macau



### 2017

- Celebrating the 50th anniversary of the founding of the Group and the 5th anniversary of the Group's listing
- Opening of 2 new restaurants in Mainland China



### 2012

- Successfully being listed on HKEx
- Launch of 'Supreme Catering' and 'Tsui Wah Delivery'
- Opening of 10 new restaurants in Shanghai, Wuhan and Hong Kong



### 2016

- Setting foot on Nanjing and Wuxi
- Central kitchen obtaining ISO22000 certification from the SGS Hong Kong Limited

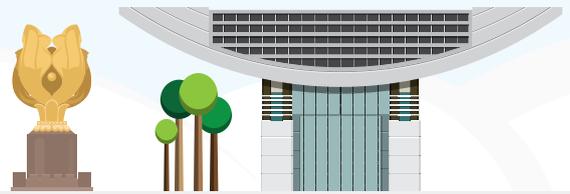


### 2015

- Opening of 10 new restaurants in Mainland China and Hong Kong
- Commencement of operation of new central kitchen in Hong Kong



# ABOUT TSUI WAH



## Care for Employee

### Award/Recognition

Qualifications Framework Scheme's "Qualifications Framework (QF) Star Employer"

### Issuing organisation

Education Bureau of the Hong Kong Special Administrative Region



## Care for Customer

### Award/Recognition

"U Favourite Marketing Campaign — Tsui Wah 50th Anniversary Classic Dish Series"

### Issuing organisation

U Magazine



## Care for Employee

### Award/Recognition

"Smiling Enterprise 5+ Award" and "Smiling Employer Outstanding Award"

### Issuing organisation

Mystery Shopper Service Association



# 20

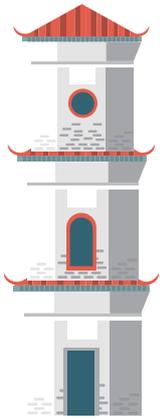
## Care for Environment

### Award/Recognition

Hong Kong Green Organisation Certification — Wastewi\$e Certificate (Basic Level)

### Issuing organisation

Environmental Campaign Committee



## Care for Employee

### Award/Recognition

2013 Successful Employment Cases

### Issuing organisation

Christian Action Training Services

## Care for Employee

### Award/Recognition

Smiling Staff Award

### Issuing organisation

Mystery Shopper Service Association

## Care for Employee

### Award/Recognition

Joyful@Healthy Workplace Best Practices Award – Enterprise/organisation Category

### Issuing organisation

Occupational Safety & Health Council

## Care for Customer

### Award/Recognition

Madman Monologue Advertising Award (TVC)

### Issuing organisation

Madman Monologue

## Care for Environment

### Award/Recognition

Hong Kong Green Organisation — Tsui Wah Restaurant (Wong Tai Sin Branch)

### Issuing organisation

Environmental Campaign Committee

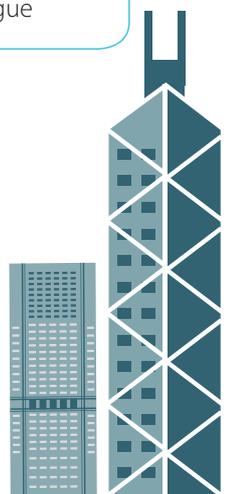
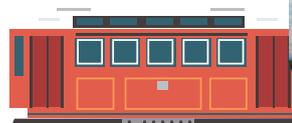
## Care for Environment

### Award/Recognition

Green Office and Eco-Healthy Workplace Awards Labelling Scheme

### Issuing organisation

World Green Organisation



# ABOUT TSUI WAH



## Care for Environment

### Award/Recognition

Best in ESG Awards (Small Market Capitalisation) 2019

### Issuing organisation

BDO ESG Awards (Environment, Social and Governance)



## Care for Customer

### Award/Recognition

Headline No.1 Awards 2019

### Issuing organisation

Headline Daily



## Care for Environment

### Award/Recognition

Best in Reporting Awards (Small Market Capitalisation) 2019

### Issuing organisation

BDO ESG Awards (Environment, Social and Governance)

## Care for Customer

### Award/Recognition

HKIM Market Leadership Award 2018/2019

### Issuing organisation

Hong Kong Institute of Marketing



## Care for Customer

### Award/Recognition

2019-2020 EatSmart Restaurant Star+

### Issuing organisation

Department of Health



## Care for Employee

### Award/Recognition

Smiling Outstanding Supervisor Award

### Issuing organisation

Mystery Shopper Service Association

## Care for Employee

### Award/Recognition

Smiling Supervisor Award

### Issuing organisation

Mystery Shopper Service Association

## Care for Customer

### Award/Recognition

2019 Guangfu Temple Fair Food Section — Most Popular Brand

### Issuing organisation

Guangfu Temple Fair Organising Committee



## Care for Customer

### Award/Recognition

Certificate of Appreciation — Salt & Sugar Reduction

### Issuing organisation

Food and Health Bureau

## Care for Employee

### Award/Recognition

Appreciation Reception for Employers 2019

### Issuing organisation

The Salvation Army

## Care for Employee

### Award/Recognition

Best ERB Manpower Developer Award — ERB Best Employer

### Issuing organisation

Employees Retraining Board (ERB)



# ABOUT TSUI WAH



## Care for Customer

### Award/Recognition

Best Brand of Diversified Casual Dinner

### Issuing organisation

Business Innovator

## Care for Customer

### Award/Recognition

Quality Tourism Services Scheme – Restaurant Category

### Issuing organisation

Hong Kong Tourism Board

## Care for Environment

### Award/Recognition

Hong Kong Green Organisation Certification — B. Station

### Issuing organisation

Environmental Campaign Committee



## Care for Environment

### Award/Recognition

BOCHK Corporate Environmental Leadership Award

### Issuing organisation

Federation of Hong Kong Industries & Bank of China (Hong Kong)



## Care for Customer

### Award/Recognition

10th World's Excellence Brands Award — Gold Restaurant

### Issuing organisation

China Media Network



## Care for Employee

### Award/Recognition

Happy Company 2020

### Issuing organisation

Promoting Happiness Index Foundation

## Care for Employee

### Award/Recognition

5 Years+ Caring Company

### Issuing organisation

The Hong Kong Council of Social Service



## Care for Environment

### Award/Recognition

Hong Kong Green Organisation Certification — Sheung Tak Branch

### Issuing organisation

Environmental Campaign Committee

## Care for Customer

### Award/Recognition

Hong Kong Top Brand Mark (Top Mark)

### Issuing organisation

Hong Kong Brand Development Council

## Care for Customer

### Award/Recognition

Relay Hong Kong Award 2021

### Issuing organisation

Legacy Academy

## Care for Employee

### Award/Recognition

10 Years+ Caring Company

### Issuing organisation

The Hong Kong Council of Social Service



## Care for Employee

### Award/Recognition

Outstanding Employer

### Issuing organisation

Employees Retraining Board (ERB)



## Care for Customer

### Award/Recognition

Best Late Night Dining

### Issuing organisation

HKClubbing.com

## Care for Customer

### Award/Recognition

Strong Collaboration Brand Award 2021

### Issuing organisation

Meituan Delivery



## Care for Customer

### Award/Recognition

Outstanding QTS Merchant Service Staff Award 2019 (Front-line staff) — Bronze Award

### Issuing organisation

The Hong Kong Tourism Board

## Care for Customer

### Award/Recognition

10th World's Excellence Brands Award — HK/Macau

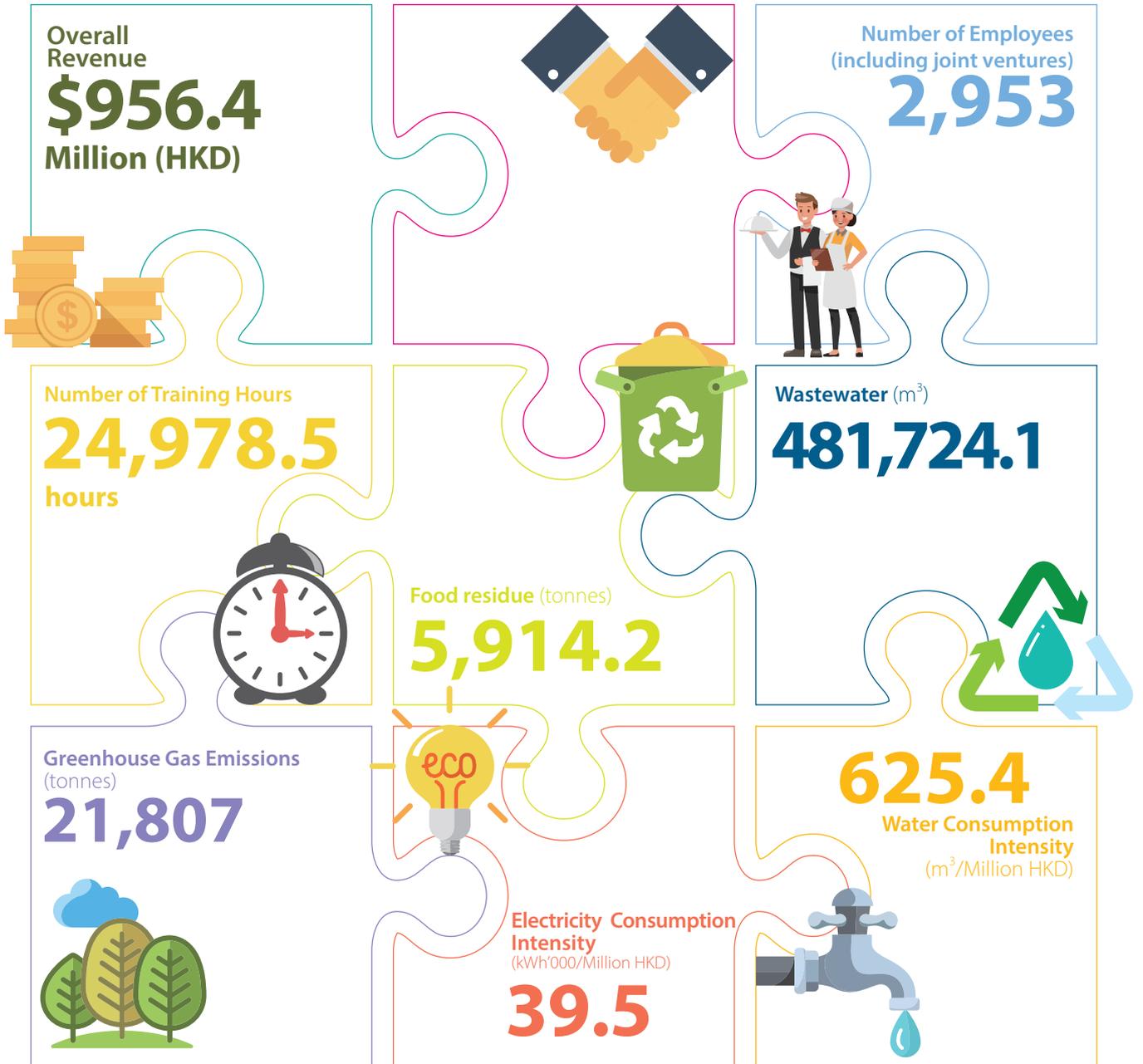
### Issuing organisation

China Media Network

# ABOUT TSUI WAH



## CORE ESG PERFORMANCE DEMONSTRATION



# SUSTAINABILITY MANAGEMENT

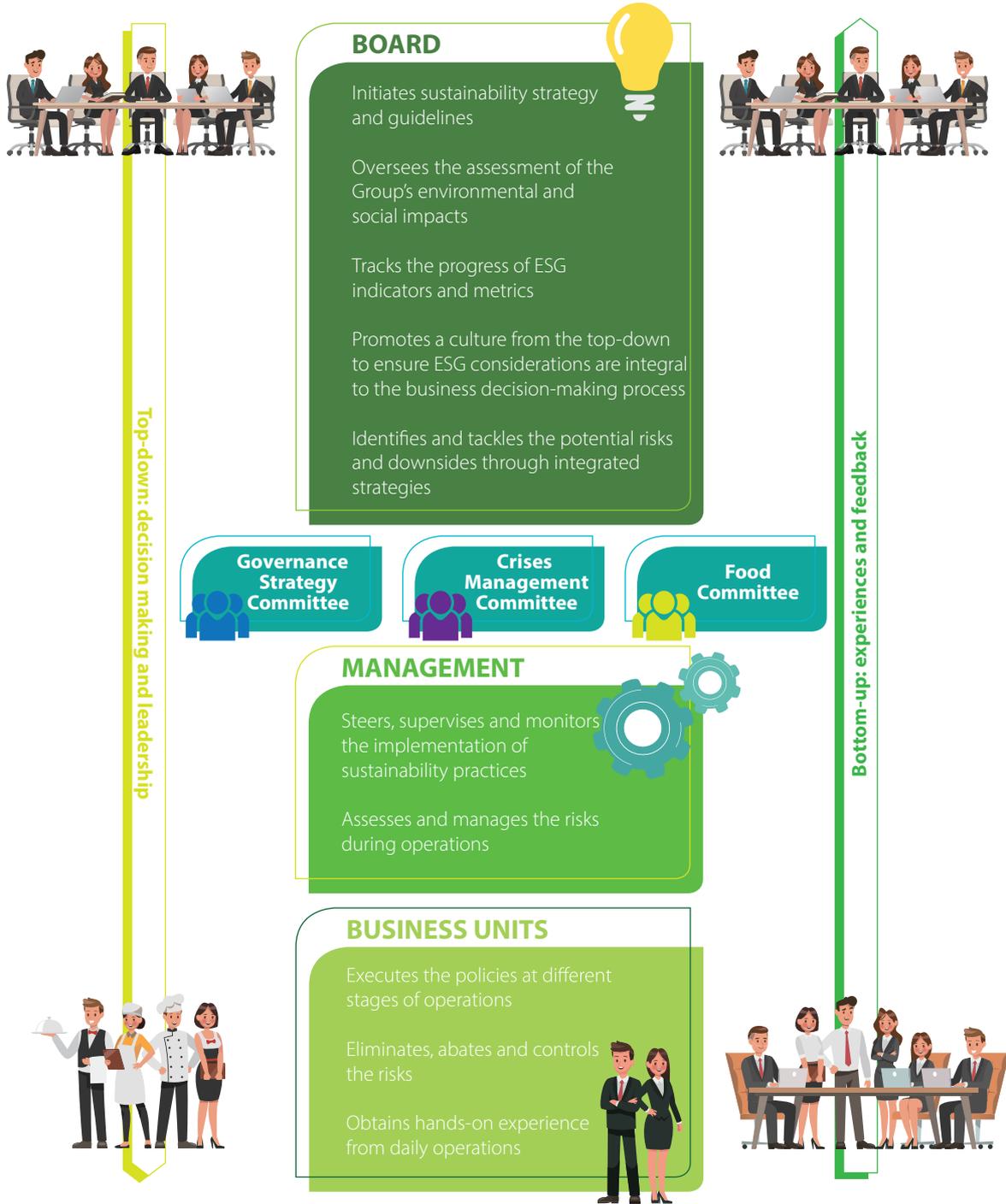


Good governance is a fundamental principle at Tsui Wah. The Group works hard to ensure that it is at the leading edge of best business practices. The Group believes that with a robust sustainability management platform, its business can be operated with integrity, employees and customers' needs can be met, and the culture of accountability and ethical conduct can be promoted across the organisation.

# SUSTAINABILITY MANAGEMENT



## APPROACH TO ARTICULATING SUSTAINABILITY



# SUSTAINABILITY MANAGEMENT

## GOVERNANCE STRUCTURE

Tsui Wah is committed to ensuring that its affairs are conducted in accordance with high standards, transparency and accountability. As a leading enterprise that has been engaged in the catering industry for decades, it has long been the Group's policy to implement environmentally and socially sustainable best practices that not only meet the laws and regulatory requirements, but are also supervised under its strong leadership and make full use of sustainability gearbox that facilitates the connectivity of innovative tools to achieve a broad range of positive outcomes of sustainability management and ESG policy.

Being fully aware of the pivotal role that the Group's board of directors (the "Board") plays in the implementation of ESG management policies, the Board is ultimately accountable for all the ESG issues, performance and sustainable development strategy at Tsui Wah. In particular, the Board's responsibilities include reviewing the Group's material ESG issues and enacting related strategies, targets, actions and policies. Meanwhile, the Board is supported in its duties by three committees that steer and advise on the Group's approach in ESG matters. For instance, the Governance Strategy Committee, Crises Management Committee and Food Committee of the Board are held fully accountable for making strategic decisions on the formulation of sustainability-related policies and corporate ESG reporting.

Through boardroom discussions, the Board directly oversees the Group's ESG risk management process and regularly reviews the information regarding the most significant strategic, operational, financial and compliance risks under various ESG topics. However, the Group believes that the internal ESG-related risk control should not be the task of the Board only, but requires a concerted effort from all employees in Tsui Wah, especially the policy executors who are encouraged to focus on potential ESG-related opportunities in relation to business innovation, disruptive technologies in the market and advanced ways for value creation. Hence, a smooth and barrier-free communication between the Board, the management, general employees of the Group and other stakeholders are of paramount importance. The Board normally acquires relevant ESG information through the following channels:

- a. Reviewing and adjusting proposed business plans in accordance with external market changes; and
- b. Attending oral presentations by the management personnel on corporate risk management and sustainable development at general meetings.

# SUSTAINABILITY MANAGEMENT



## STAKEHOLDER ENGAGEMENT



The Group believes that to practise its corporate ambition in pursuit of sustainability, it requires deep, participatory and long-term work to make structural changes in resource use, infrastructure, technologies and product and service quality. Valuing the mutual understanding with its stakeholders, Tsui Wah believes that fostering a sound relationship with all stakeholders is the premise of value creation for all. To ensure a full spectrum of ESG aspects of business operations can be covered in the Group’s strategy and for active management, the Group has been paying attention to consult both the internal and external stakeholders about the actual and potential impacts of its operations under these topics, and vice versa. Through a variety of open communication channels, the Group has garnered a better understanding of its stakeholders’ concerns and expectations, which facilitated the Group to better position itself in the competitive market and to make rapid and appropriate strategic adjustments.

# SUSTAINABILITY MANAGEMENT



## GOVERNMENT AND REGULATORY AUTHORITIES

### Expectations and concerns

Law and regulation compliance;  
Anti-corruption policies;  
Occupational health and safety;  
Food safety and hygiene.

### Communication Channels

Supervision on the compliance with local laws and regulations;  
Workshops;  
Routine reports and taxes paid;  
Onsite inspection.



## SHAREHOLDERS

### Expectations and concerns

Return on investments;  
Corporate governance;  
Law and regulation compliance.

### Communication Channels

Regular reports and announcements;  
Regular general meetings;  
Official website.



## EMPLOYEES

### Expectations and concerns

Employees' remuneration and benefits;  
Talent management;  
Career path;  
Training opportunities;  
Occupational health and safety;  
Implementation of circular economy by transforming suitable residue into useful resource.

### Communication Channels

Performance reviews;  
Regular meetings and trainings;  
Round-table discussions;  
Emails, notice boards, hotline, caring activities with management.

## CUSTOMERS

### Expectations and concerns

Product quality assurance;  
Protect the rights of customers;  
Decelerate the speed in the consumption of natural resources.

### Communication Channels

Customer satisfaction survey;  
Face-to-face meetings and onsite visits;  
Customer service hotline and email.



## SUPPLIERS

### Expectations and concerns

Fair and open procurement;  
Win-win cooperation;  
Environmental protection;  
Internal control.

### Communication Channels

Open tendering;  
Suppliers' assessment;  
Written comments/ responses;  
Face-to-face meetings and onsite visits;  
Industry seminars.



## GENERAL PUBLIC

### Expectations and concerns

Involvement in communities;  
Business compliance;  
Employment opportunities.

### Communication Channels

Response to enquiries through hotline, mails and emails;  
Public welfare activities.



# SUSTAINABILITY MANAGEMENT



## Working towards the SDGs

Tsui Wah believes that by considering its impacts in the global context, it can commit itself into resolving the potential ESG risks in proper ways based on continuous and effective alignment with the global trend. As such, Tsui Wah has been actively shaping its sustainability targets and strategy with reference to the United Nations Sustainable Development Goals (UN SDGs), which were launched in 2015 as a global call for the governments and businesses to transform the world into a place with equality, peace and prosperity.

Integrating its context of business operations and its key stakeholders' views, the Group has conducted an alignment of its ESG strategy and targets with the SDGs, hoping to:

- *Charter a comprehensive and objective picture demonstrating stakeholders' major concerns over Tsui Wah's sustainable development process*
- *Explore opportunities and gather ideas on how to refine the Group's business models for more effective ESG management and to plug the loophole of Group's system of accountability and transparency*
- *Raise stakeholders' awareness of global sustainability issues and solidify a common language to report the Group's and its stakeholders' contribution to the SDGs*



The Group pinpointed six global goals among all 17 SDGs as its prioritised sustainability targets that are integrated into its business development. In response to the call and concerns from stakeholders, the Group has been committed to paying particular attention to the sub-targets under these six goals. Thus, the Group has meticulously evaluated its interconnections with these six objectives where Tsui Wah believes it can focus the resources to help drive the greatest impact:

# SUSTAINABILITY MANAGEMENT

<p><b>1 NO POVERTY</b></p> 	<p>To end poverty, Tsui Wah is dedicated to supporting and participating in public welfare activities to help the underprivileged people in various ways. Tsui Wah not only advocates and engages in the different initiatives and campaigns to empower vulnerable social groups in order to shake off poverty, but insists on providing the best possible wage (at a minimum wage), benefits and condition of work regarding the needs of its employees and their families as well. To ensure that human rights are respected and protected throughout the supply chain, the Group pays attention to its suppliers' efforts in eliminating modern slavery, forced labour or any exploitation of labours in operations.</p> <p><b>Targets:</b> Comprehensively implement the social protection systems and measures for all as required by national laws and regulations</p>
<p><b>2 ZERO HUNGER</b></p> 	<p>As a famous brand of chain restaurant in Hong Kong, Tsui Wah commits to provides affordable and palatable cuisine to its diners. Tsui Wah also lays emphasis on addressing the globally systematic problems tied with Goal 2, and has been actively assessing the procurement process to select the raw materials and products that conform to internationally recognised and responsible production standards, in order to facilitate sustainable food production systems and raise the awareness of employees on sustainable food consumption. In the meantime, the Group keeps strengthening its communications with external parties on the potentially negative social and environmental impacts on agricultural production within its supply chain, aiming to conserve and protect the environment and ecosystem.</p> <p><b>Targets:</b> Improve the procurement policy and both quality and environmental management system</p>
<p><b>3 GOOD HEALTH AND WELL-BEING</b></p> 	<p>Tsui Wah is deeply aware that the access to safe and nutritious food ensures healthy lives and promote well-being for all. As such, Tsui Wah puts great efforts on delivering reliable food of which the sources, procurement, transportation and production can be traced. In addition, the Group is committed to implementing adequate occupational health and safety procedures, and providing training and safety guidelines to ensure that employees and customers are not exposed to hazardous chemicals, waste or risks that lead to serious work-related accidents. Meanwhile, Tsui Wah provides accessible and affordable health-care options, including insurance, to its employees. Anti-discrimination policies are in place to protect its employees' mental health and well-being.</p> <p><b>Targets:</b> Record and continue to lower the injury rate (IR), occupational disease rate (ODR), lost day rate (LOR) and/or absentee rate (AR) annually</p>
<p><b>6 CLEAN WATER AND SANITATION</b></p> 	<p>Tsui Wah encourages all its restaurants and central kitchens to prohibit the use of chemicals and materials that may contaminate water quality if improperly disposed during daily operations. To implement the policy of 'Saving Water', Tsui Wah has established wastewater management systems in its own operations and built a systematic platform where the amount and performance of discharged water can be assessed, monitored and reported. To prevent the water contamination caused by discharged waste oil, the Group is committed to participating in waste cooking oil recycling scheme and endeavouring to ensure that all waste oil is treated in a proper and environmentally friendly manner.</p> <p><b>Targets:</b> Reduce annual water consumption by 2% per year and set science-based sub-targets to enhance water efficiency for all restaurants within five years; Reduce the amount of waste oil generated from operations, ratchet up the regulation on waste oil and keep increasing the recycling rate of waste oil</p>
<p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p> 	<p>In response to Goal 11, Tsui Wah has long regarded itself as a member of the sustainable development of cities and communities where the restaurant branch operates. Despite not being a significant contributor supporting the development of local infrastructure systems or providing solutions to long-term urban development planning, Tsui Wah embraces Goal 11 by respecting the local culture, values and language in its services delivered to the customers. Tsui Wah keeps learning the cultural uniqueness in the region where it operates and making innovations on its dishes that cater to local taste without compromising the authentic Cha Chaan Teng touch.</p> <p><b>Targets:</b> Diversify its menus with innovation through the offer of special cuisine in different regions that feature the combination of traditional Tsui Wah taste and local preference</p>
<p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p> 	<p>As a responsible corporation, Tsui Wah deeply understands that its operations and value chain may impose different levels of impacts to the natural environment. Realising the increasing popularity of "green food" and being vegan, the Group has been actively optimising its supply chain while exploring more green, local or vegan food alternatives so as to keep abreast of the mega-trend to achieve decarbonisation and building a sustainable industry.</p> <p><b>Targets:</b> Provide a diverse range of and inclusive menu with more vegetarian/vegan options and intensify the integration of plant-based meat in the design of new food products</p>

# SUSTAINABILITY MANAGEMENT



## Materiality Assessment

As ESG risks and opportunities for companies vary across industries depending on the corporate business models, it is crucial for the Group to identify its stakeholders' main concerns and material interests in relation to ESG issues. In FY2019, the Group engaged a third-party consulting firm in conducting an objective materiality assessment by surveying targeted key stakeholders. Yet, reckoning that the market environment and stakeholders' main concerns can be drastically changed and with regard to the Group's strategic direction and long-term business development plan of its operations, the Board performed another stakeholder engagement and materiality assessment in FY2021, in order to understand how its stakeholders' perceptions on sustainable development priorities in the post-pandemic era.



In FY2021, certain stakeholder groups were selected based on their influence and dependence on the Group. The stakeholders who stood out in the first round of evaluation were then invited to participate in an online survey to express their views on a list of ESG issues. The questionnaire was comprised of 41 topics in the fields of "Environmental Impacts", "Employment and Labour Practices", "Operating Practices", "Community Investment" and "Leadership and Governance", with reference to Sustainability Accounting Standards Board ("SASB") materiality map. In the survey, all participants were asked to rank the relevance of the respective topic on a scale from "Not relevant" to "Crucial". In addition, the opportunity to offer additional suggestions in free text fields was given to all participants as well, where the stakeholders can freely express any thoughts and ideas related to each topic under sustainability.

The result of the assessment was reviewed and approved by the Board, and presented in the matrix below. Incorporating the stakeholders' views into the senior management's internal impact assessment, the objective and transparent results of this materiality assessment served as a powerful decision-making tool which assisted the Group to develop its action plans for more targeted ESG management.

# SUSTAINABILITY MANAGEMENT

## STAKEHOLDER ENGAGEMENT MATERIALITY MATRIX



# SUSTAINABILITY MANAGEMENT



## STAKEHOLDER ENGAGEMENT MATERIALITY MATRIX (Continued)

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- 5. Solid Waste Stewardship
- 6. Materials Management
- 7. Land Use, Ecosystem and Biodiversity
- 8. Climate Change Mitigation & Adaptation
- 9. Packaging Material Management
- 10. Renewable & Clean Energy



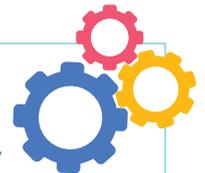
#### EMPLOYMENT AND LABOUR PRACTICES

- 11. Diversity & Equal Opportunity
- 12. Employee Remuneration & Benefits
- 13. Occupational Health & Safety
- 14. Employee Development & Training
- 15. Preventing Child & Forced Labour
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- 17. Green Procurement
- 18. Communication & Engagement with Suppliers
- 19. Environmental Risk (e.g. pollution) Management of Supply Chain
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- 21. Supply Chain Materials Sourcing & Efficiency
- 22. Health and Safety Relating to Products/Services
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- 24. Marketing & Promotion
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- 28. Labelling Relating to Products/Services
- 29. Product Design & Lifecycle Management
- 30. Access & Affordability
- 31. Business Ethics & Anti-corruption
- 32. Internal Communication & Grievance Mechanism



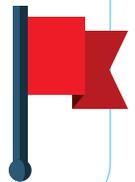
#### COMMUNITY INVESTMENT

- 33. Community Engagement
- 34. Participation in Philanthropy
- 35. Cultivation of Local Employment
- 36. Local Environmental Protection
- 37. Support of Local Economic Development



#### LEADERSHIP & GOVERNANCE

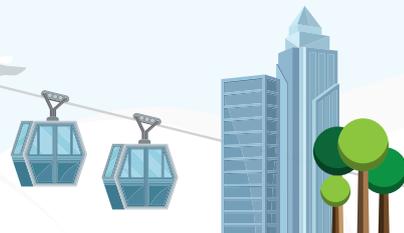
- 38. Business Model Adaptation and Resilience to Environmental, Social, Political and Economic Risks and Opportunities
- 39. Management of the Legal & Regulatory Environment (regulation-compliance management)
- 40. Critical Incident Risk Responsiveness
- 41. Systemic Risk Management (e.g. financial crisis)



Through the materiality analysis matrix, the Group identified “Occupational health and Safety”, “Labour Practices”, “Health and Safety Relating to Products/Services”, “Product Quality” and “Business Ethics and Anti-corruption” as issues of high importance to the Group’s sustainable development. Given the high degree of concerns over the aforementioned material issues, the Group has evaluated and addressed the risks and leveraged the opportunities behind those matters, which are elaborated under different sections of this report.



# SUSTAINABILITY MANAGEMENT



## SUSTAINABILITY PERFORMANCE HIGHLIGHT

Carefully choose the ingredients that go into the dishes based on diners’ health properties as well as food’s environmental sustainability and restaurant’s social commitment: this is the message coming out from Tsui Wah’s service principles and operational practices every day. As a chain restaurant brand that strives for sustainable development, it is Tsui Wah’s unremitting pursuit and original aspiration to become a genuinely sustainable restaurant which always prioritises quality raw materials, monitors the way they are produced, transported, processed and stored, builds a collaborative and firm relationship with suppliers and customers, respects the agricultural production chain, values both positive and negative feedback from business partners and diners, lays emphasis on the appropriate disposal of food residue, opts for producers with both ingredients and production process being certified as of lower environmental impact, and provides support to the community groups in need. In FY2021, Tsui Wah endeavoured to show an outstanding performance in employment management, customer satisfaction, supply chain risk control, environmental protection and community investment. Reducing unemployment and developing useful skillsets for employees, especially for fresh graduates, are essential components of the sustained and inclusive business development of Tsui Wah. Tsui Wah has provided meaningful work and valuable development opportunities for its employees across all its restaurants, central kitchens and offices with unwavering faith during recent years, and retained its employees who have shown potential and excellence in their position with sincere attitude and practical actions. Tsui Wah is committed to serving delicious and healthy food sourced in a transparent and trustful manner. We care about the nutrition of the food that we produce and serve, especially the health and wellbeing of children as part of our commitments to the society. Tsui Wah has developed an efficient approach to managing its suppliers that are responsible for producing, transporting and storing myriads of ingredients for Tsui Wah. Maintaining a sound partnership with its business partners by strengthening its risk control in the supply chain management has always been a top priority of Tsui Wah. As such, Tsui Wah has paid attention to sourcing quality food and ordering safe and environmentally friendly packages during its operations, which is critical to ensure that superb delicacy can be offered at the stage of use in a product life cycle. Climate change has been an imminent threat to all human kind and “decarbonisation” has now become a mainstream focus of many sectors and businesses to avert global warming. Aiming to move towards a low-carbon economy, Tsui Wah has never slowed down its footsteps in exploring the feasibility of utilising renewable and clean energy in its business operations, and assigning specific employees and allocating resources to the waste management including food residue and packaging waste from restaurants. Energy efficiency is important to Tsui Wah as well. During FY2021, Tsui Wah developed a number of applicable environmentally sound solutions and put them into practice to minimise any unnecessary overconsumption of energy resources. The community development scheme of Tsui Wah never rests on satisfying the present needs of community groups. Rather, Tsui Wah aims to make its neighbourhood thrive in a robust and sustainable way. Tsui Wah believes that only the joint efforts across all of its initiatives by partnering with employees, suppliers, customers, government, community members and other stakeholders can drive meaningful changes to tackling the risks ahead of Tsui Wah in its path to sustainable development.

Issue of high importance	Boundary	Potential risks and opportunities
<b>Employee remuneration and benefits</b>	Operations in all restaurants, central kitchens and administrative offices of the Group.	<b>Reputation risks:</b> Opportunity to optimise salary and promotion system that retains the talents and attracts high-calibre job applicants.
<b>Prevention of bribery, extortion, fraud and money laundering</b>	Operations in administrative offices of the Group.	<b>Legal and reputation risks:</b> Opportunity to refine the management of the operations including the procurement process.
<b>Health and safety relating to products/services</b>	Mainly focus on the food and cuisine produced and delivered in central kitchens and restaurants.	<b>Legal and reputation risk:</b> Opportunity to strengthen internal monitoring system and improve its market competitiveness through the provision of high-quality and reliable food.
<b>Anti-corruption policies and whistle-blowing procedures</b>	Applicable to all full-time employees of the Group.	<b>Legal risks:</b> Opportunity to respond to the call of government and improve the capability of internal control.
<b>Occupational health and safety</b>	Operations in all restaurants and central kitchens of the Group.	<b>Legal risks:</b> Opportunity to create a secure and healthy working environment, thereby ensuring the well-being of all employees who are more passionate about the work.

# SUSTAINABILITY MANAGEMENT



## EMPLOYEE

- 3,208 hours, 21,740.5 hours and 30 hours were spent by employees on internal and external training programmes in Hong Kong, Mainland China and Macau, respectively
- Comprehensive OH&S policies and effective implementation
- Various tailor-made training programmes
- “People-oriented” approach in employee management
- Follow the requirements of Occupational Health and Safety Management Systems (ISO 45001: 2018)

## CUSTOMER

- Cuisine innovation in its diversified business branches
- QR Code Customer Plan - 100% customers’ comments were followed up via “Customer’s Suggestions and Follow-up Report”
- E-payment technology
- Strict implementation of Food Safety Management System

## ENVIRONMENT

- Compliance with relevant environmental laws and regulations
- Consumption decline of natural gas and town gas by 41.0% and 48.7% respectively
- “Prevention, Recovery, and Recycling” management approach to food waste
- Effective reduction of GHG emissions by 35.8%

## SUPPLIER

- Tsui Wah had 527, 51, 35 and 156 suppliers in Hong Kong, Mainland China, Macau and Singapore during FY2021, respectively
- “Green Procurement” practice

## COMMUNITY

- “No Straw” commitment in all restaurants of Tsui Wah
- Caring for the elderly through meaningful activities organised by volunteers of Tsui Wah
- Distribution of moon cakes during the Mid-Autumn Festival
- Community support through donation of materials amid the pandemic

# RESPONSE TO THE COVID PANDEMIC

## General impact

The devastating impacts of the pandemic have brought unprecedented changes to how we operate. With its extensive reach and local impact, the pandemic has severely affected Tsui Wah’s people, customers, communities and businesses. Even though Tsui Wah is present in different business channels, the widespread of pandemic has caused regions in which Tsui Wah operates to impose lockdowns, isolation periods, closure of non-essential business, and restrictions on dining-in, leading to most of our business activities coming to a standstill during the outbreak. Nonetheless, Tsui Wah’s primary response has never been shifted from one of its priorities - the protection and support of all of its stakeholders.

## Equipping the business

Right from the beginning of the pandemic, Tsui Wah recognised the need for a comprehensive set of countermeasures to respond to this crisis, and formed a Crisis Management Committee. The measures taken by the Group included the formulation of a series of internal policies to safeguard the health of its employees and customers, as well as the adaptative measures of its products and services. In addition, the Group introduced responsible reopening strategies with strict health and hygiene protocols for its employees, restaurants and customers.

The concerted efforts were led by all dedicated individuals of different departments across the Group tasked with the objective of securing the public health. Looking for positivity, Tsui Wah has taken the pandemic as a learning opportunity which has strengthened the Group’s resilience and solidarity in the long run. Rethinking its processes and its competitive advantage, Tsui Wah has developed new working mode that allows for more flexibility and resilience given the new market conditions.

To cater to the new dining mode of customers, Tsui Wah not only improved its Tsui Wah Delivery (快翠送) services, but also actively cooperated with other take-away services providers to extend its coverage and meet customers’ demand. With online shopping and transactions gaining popularity amid the pandemic, Tsui Wah quickly adapted to change and launched a new online platform in selling bakery products so as to bring extra revenue to support the Group’s operations.

## Protecting employees

Over the past year, Tsui Wah has worked tirelessly to ensure the safety and well-being of its employees while supporting its businesses through tremendous changes. Since Tsui Wah is a people-facing service provider, the constantly changing restriction and quarantine measures have placed additional pressure to its employees, yet the Group has already remained steadfast by introducing a range of initiatives to heighten the health and safety measures so as to protect the health and well-being of its employees.



Personal protective equipment (PPE) such as surgical masks and disposable gloves are provided

- All employees, visitors, contractors and deliverymen entering the office building should wear masks, and need to be aware of how to wear masks in a correct way
- All employees can sign up and get one mask at the reception per day

## RESPONSE TO THE COVID PANDEMIC



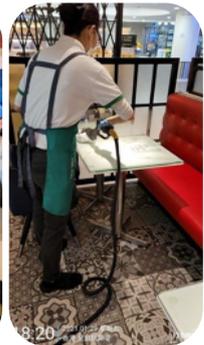
### Body temperature screening and declaration are enacted

- The receptionist should measure and register the body temperature of employees, visitors, contractors, deliverymen before entering the office building, and those who go out for a while and return to the building should follow the requirement as well
- Anyone with fever or other respiratory symptoms should seek medical advice immediately, self-isolate at home, notify the head of relevant department, and inform the Administrative Department and Human Resources Department as soon as possible



### Enhanced cleaning and disinfection of restaurants and workplaces are practiced

- Buttons for elevators and photocopiers should be covered with transparent films and disinfected every hour
- Cleaners should use 1:99 diluted bleach per hour to disinfect areas that are often touched or visited thoroughly, including buttons for elevators, reception desks, conference rooms, training rooms, toilets, door handles of all departments and places and public facilities
- Alcohol-based hand sanitisers should be provided at reception area, and 1:99 diluted bleach needs to be sprayed on the carpet every two hours
- Anyone who has touched public facilities should clean hands with disinfectants in a proper way (e.g. 5 steps for proper hand washing)



### Health education materials such as Epidemic Prevention Manual are issued

### Service protocols are modified and staff's travels are tightened

- All employees must declare their travel records for the past 14 days on the first working day after annual leave, self-isolate at home and monitor their physical condition for 14 days before returning to work
- Anyone who or whose family members have been in contact with suspected cases or confirmed cases must immediately notify his/her supervisors and Human Resources Department

### Flexible working arrangements are introduced

- Office employees are allowed to come to the office in non-peak hours to prevent crowds gathering in public transport

### Social distancing and protective measures in offices and pantries are implemented

- Employees are not allowed to sit and chat together without wearing mask properly or having a distance less than 1m

### Vaccination is encouraged among employees

### Subsidies for virus "nucleic acid testing" is provided for eligible staff

# RESPONSE TO THE COVID PANDEMIC

## Safeguarding customers

Caring for customers' well-being is one of Tsui Wah's commitments. Wanting its customers to have secure and satisfactory dining experience, the clear communication and reliable supply of safe food were the core focus of the Group in FY2021. From entering into the restaurants to dining at the table or receiving take-away delivery, the considerate and attentive service of Tsui Wah has been applied throughout.

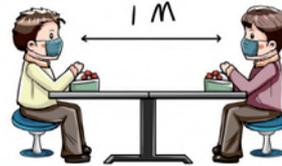
### 1. Entering with safety

- Body temperature screening and health declaration upon entering
- Disinfection Station equipped with sanitiser, bin for mask, thermometer, tissues, guest registration forms and Health Code (防疫健康碼)



### 2. Waiting with confidence

- Maintain more than 1 metre of distance between tables, or clearly label the alternative fixed tables as "not for use" to ensure distancing between tables
- Disposable utensils with closed packaging are provided to promote hygiene level
- Dining durations are recommended to be less than 2 hours
- Frequent and thorough sanitisation of all surfaces
- Enhanced ventilation of restaurants



### 3. Enjoying with assurance

- Masks and gloves are mandatory for all staff
- Tidying of tables is assigned to designated staff as instructed by government guidelines
- All staff especially those handling with the frozen food supply chain undertake "nucleic acid test" regularly in compliance with the government orders

### 4. Expecting with satisfaction

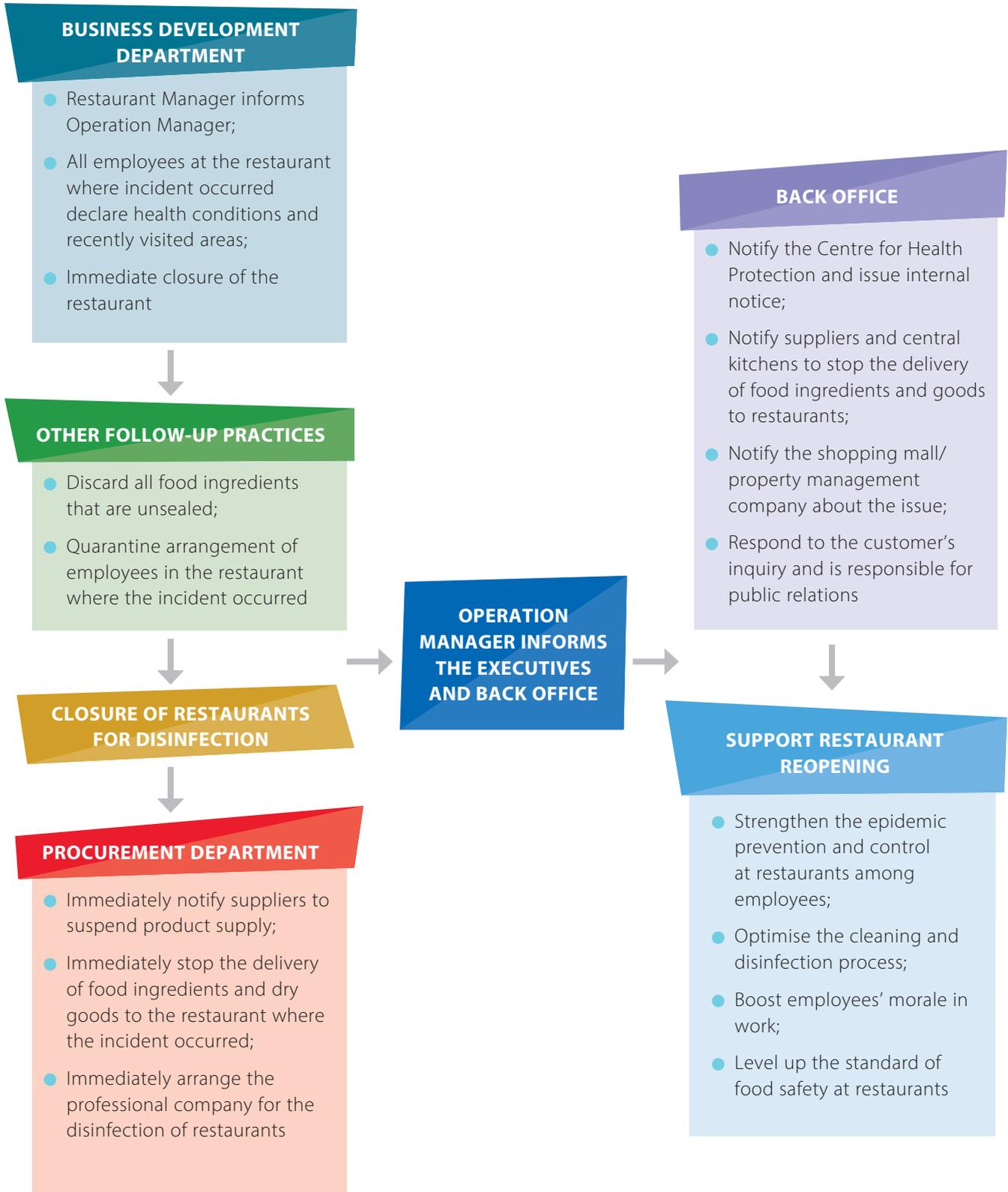
- All takeaway food and utensils are well-packaged and placed at designated space to wait for delivery
- Order number and receipt, as well as Safety Card should be pasted on the exterior of the packaging, which specifically indicate the responsible chef, dealer, delivery personnel and their respective body temperature
- Delivery personnel are required to measure body temperature and sanitise their hands when entering the restaurants
- Delivery personnel are required to verify the order number and sign to confirm before getting the food to prevent any mistake



# RESPONSE TO THE COVID PANDEMIC



In case where the employees/customers of the restaurants visited by persons that have been diagnosed with COVID-19, the following emergency response procedures will be adopted:



# CARE FOR EMPLOYEES



Tsui Wah invests heavily in the respecting and valuing its employees' feelings and development from onboarding new employee to saying farewell when they leave. It is the Group's goal to enable its staff to flourish and grow together with Tsui Wah, while encouraging them to take pride in the Group's diverse and inclusive culture, and always feeling engaged to deliver their best for the Group's success.

## CARE FOR EMPLOYEES



### EMPLOYMENT

As a well-known chain catering brand in Hong Kong, Tsui Wah believes that restaurant operations require the support of a diverse and skilful workforce. Considering its staff as valuable human capital asset, Tsui Wah strives to provide a stable and healthy working environment for its employees. Adhering to the “people-oriented” approach, Tsui Wah prioritises the health and well-being of its employees and treats them like family members. The same principle applies to our talent development philosophy of “talent training, team building, career development”, in which “talent training” comes first, as we recognise talent as one of the pillars upholding the success of companies in the catering industry after all.



To support its employees in advancing their skills and careers, while making sure that all employees of the Group are competent and equipped with the skill to accomplish the job tasks, Tsui Wah provides various training programmes in relation to the important professional skills in the catering industry to its employees. Meanwhile, the Group has built a clear promotion ladder in the management of employee’s career development and advancement. It goes without saying that technology has made huge strides in changing the face of modern employment management around the world over the past few decades. Tsui Wah has invested massively in the application of digital devices and systems in its employment management, in order to abate the workload of frontline employees, ease the strain of complex scheduling tasks that may cause the management chaos, and improve the efficiency of the recruitment process.

### Law compliance

The Group’s employment policies have been updated and adjusted to cater to social changes since the inception of the Group, and more importantly, to abide by relevant laws and regulations in Hong Kong, Mainland China, Macau and Singapore. In FY2021, the Group complied with all the relevant laws and regulations, including the following:

- Employment Ordinance (Cap. 57 of the Laws of Hong Kong);
- Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong);
- Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong);
- Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong);
- Law no. 21/2009 (Law for the employment of non-resident workers in Macau);
- Labour Law of the People’s Republic of China (中華人民共和國勞動法);
- Insurance Law of the People’s Republic of China (中華人民共和國社會保險法); and
- Employment Act (Singapore).

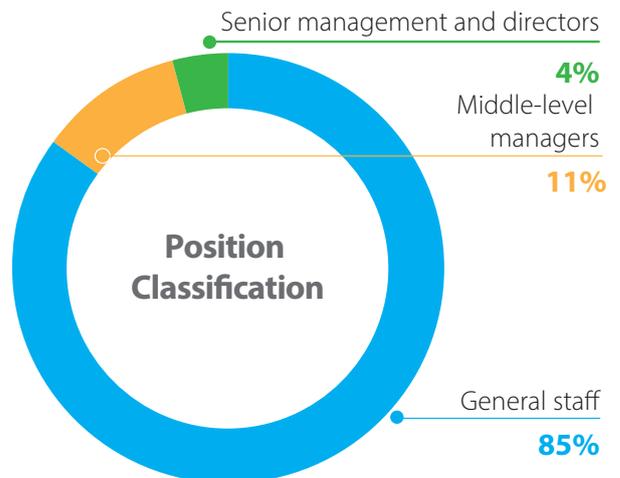
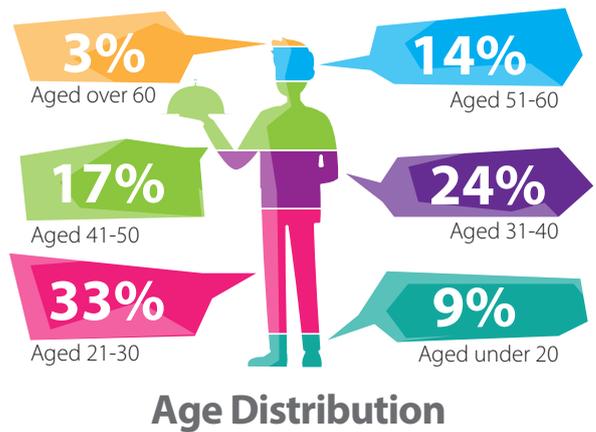
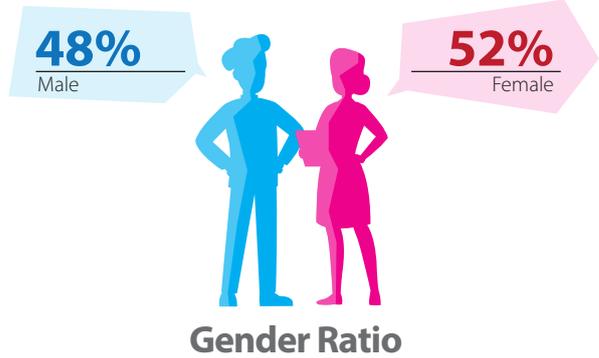


# CARE FOR EMPLOYEES

## Employee structure

The Group strives to create a decent working environment with equal opportunities. Tsui Wah is proud of its longstanding commitment to its people and it aspires to prosper with its people through an inclusive culture. To this end, Tsui Wah has been committed to balancing the male-to-female employees' ratio in the Group. In FY2021, the male-to-female employees' ratio of Tsui Wah was 48:52 (male: 1,420; female: 1,533). Notably, the number of females constituted approximately 37.4% of the management-level employees of Tsui Wah during FY2021.

As of 31 March 2021, Tsui Wah had a total of 1,305 employees in Hong Kong, 1,315 in Mainland China, 284 in Macau, and 49 in Singapore. Meanwhile, there were 2,231 full-time employees and 722 part-time employees working for the Group as of 31 March 2021. More detail information about different categories of Tsui Wah's employee structure can be found at Table S3 in the APPENDIX.



# CARE FOR EMPLOYEES



## Promotion Ladder

In order to attract and retain talents, Tsui Wah rewards its employees with competitive remuneration packages, along with promotion opportunities. Tsui Wah believes that setting up a fair and effective promotion ladder not only contributes to staff retention and incentivises employees to pursue good performance, but can benefit the company itself by allocating the assignments to the right person who is most competent for the work as well.

As such, Tsui Wah has a well-defined organisational structure with a clear promotion ladder that is equally applied to all employees. Employees working in different positions who meet the requirement of the promotion policy and showcase the fitness for a high position and determination for more responsibilities will be offered the opportunity for promotion in line with the promotion ladder by the Group. As talent retention is vital to its business development in the long run, the Group periodically reviews its compensation packages and performs probationary and regular evaluations of the capability and performance of its employees. This ensures that all employees can be recognised by the Group appropriately with respect to their efforts and contributions.



## Recruitment Channels

The brand and reputation of Tsui Wah are the primary elements driving a growing number of fresh graduates and young talents to join Tsui Wah. Apart from a complete talent training package for all newly hired employees, Tsui Wah adopts a set of transparent and clear procedures to attract high-calibre candidates as set out in its annual recruitment plan through numerous channels. To stay competitive as a major catering service provider, Tsui Wah has been investing in talent acquisition by:

- Reviewing and streamlining recruitment process towards high efficiency
- Diversifying recruitment methods such as online hiring
- Utilising various social media channels to promote Tsui Wah to its targeted audience
- Hosting on-campus interviews across educational institutions for the convenience of candidates
- Working with the Labour Department and external agencies to promote recruitment of ethnic minority members
- Arranging career events by existing employees

The flexible working place and schedule for graduates are the strength of Tsui Wah for sound talent acquisition, as it allows more autonomy and initiative for young people with full passion and potential to realise their dreams. To attract high-calibre candidates, the Group offers fair and competitive remuneration and benefits in accordance with the applicants' educational backgrounds, personal attributes, job experiences and career aspirations.



## CARE FOR EMPLOYEES

### Compensation and dismissal

Tsui Wah is committed to providing a fair and competitive reward and compensation package for its employees. “QR code Customer Plan”, which has long been adopted by the frontline restaurants, is a smart approach for customers to rate the quality of food and service, and even vote for the best employee in the restaurant. The result is reported directly to the Human Resources Department via the internet, who will perform the assessment and make corresponding adjustments to the benefits offered to employees accordingly.

Meanwhile, any appointment, promotion or termination of recruitment contract are based on reasonable, lawful grounds and internal policies (such as staff handbooks). Tsui Wah strictly prohibits any kind of unfair or illegitimate dismissal. For those who show unsatisfactory working performance or repetitively make the same mistake, the Group would warn verbally before issuing a warning letter. For those who remain untamed and constantly violate the Group’s rules, the Group would dismiss the person according to relevant laws in Hong Kong, Mainland China, Macau and Singapore (as the case may be). In FY2021, the Group’s turnover rate was approximately 91.1%. More details about the Group’s employee turnover under different categories can be found at Table S4 in the APPENDIX.



### Working hours and rest periods

To ensure the provision of proper compensation and appropriate working hours for employees, Tsui Wah has formulated its policy based on local employment laws including the “Provisions of the State Council on Employees’ Working Hours” (國務院關於職工工作時間的規定) for determining working hours and rest time for employees, as well as setting up an attendance management system that could keep monitoring its employee’s working hours and compensate those who work overtime with extra pay or additional days off. In addition to basic paid annual leave and statutory holidays, the employees are also entitled to leave benefits such as marriage leave, maternity leave, birthday leave and compassionate leave.

# CARE FOR EMPLOYEES



## Benefits and welfare

Tsui Wah places great focus on the well-being of its people and highly values their contribution. In addition to Mandatory Provident Funds, employee compensation insurance and statutory holidays pursuant to the requirements of the laws of local governments, the Group provides a comprehensive and flexible package of benefits to its staff:

<ul style="list-style-type: none"> <li>● Free restaurant meals for staff during their shift</li> <li>● Flexible group medical insurance</li> <li>● Discretionary bonus depends on performance</li> <li>● Birthday food coupon</li> <li>● Tipping from customers will be given to qualified staff</li> <li>● Extra subsidies will be provided to staff who work over-time and in extreme weather events (i.e. typhoon)</li> <li>● Dormitories are provided for foreign workers, in which all water, electricity, gas and internet fee can be claimed</li> </ul>		<ul style="list-style-type: none"> <li>● Housing subsidies will be provided to foreign workers, if they do not live in the dormitories provided by the Group</li> <li>● Staff at management level are eligible to enjoy the Group's "Food Debit Card"</li> <li>● Transportation fee for Mainland China interns in returning to their homes can be fully claimed</li> <li>● Amid the special arrangement of the pandemic, subsidies for hotel quarantine and "nucleic acid testing" will be provided to qualified employees</li> <li>● Distribute face masks and hand sanitiser to employees</li> </ul>
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Meanwhile, to ensure that the voices from all employees of Tsui Wah can be heard, the Group has built an "Employees Relationship Team", which acts as a medium making for a sound relationship between employees and the management. Besides, the management of Tsui Wah cares about the well-being of all employees and believes that they are the creators, practitioners and trailblazers who will help realise the corporate values of the Group. As such, the managers often throw dinner parties in the restaurants with frontline employees and pay the visit to different restaurants, in order to have a better understanding of employee's needs and give them a sense of belonging.

Usually, the Group arranges a series of meaningful and entertaining activities for its employees. Yet, during FY2021, due to the social distancing restrictions amid the pandemic prevention and control, the Group only arranged a limited number of activities for its employees. For instance, birthday parties and festivals dinner gathering were held for a small group of staff at each restaurant, while team building seminars were organised for management staff.

## TSUI WAH ACTIVITIES FOR EMPLOYEES



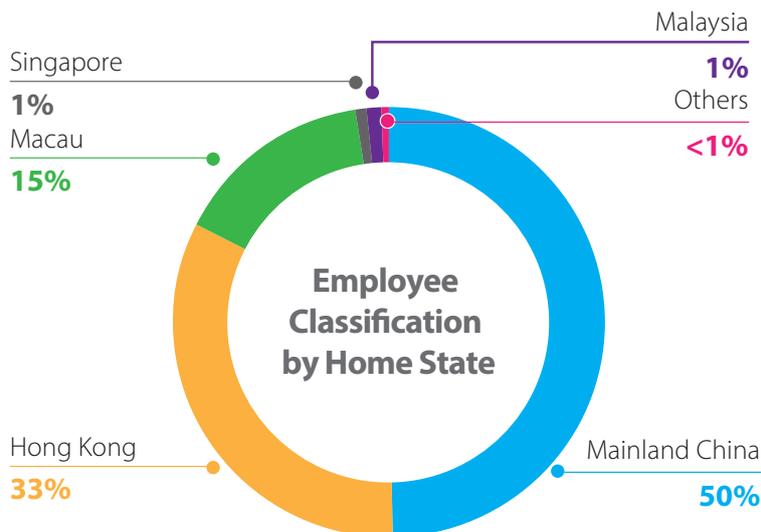
# CARE FOR EMPLOYEES

## EQUAL OPPORTUNITY AND ANTI-DISCRIMINATION

As a global business, Tsui Wah values the diversity of its people. The Group reckons the importance of its diverse workforce in helping to create great experiences for its wide customer base. As an equal opportunity employer, the Group does not tolerate any form of harassment or discrimination and is dedicated to creating a fair, respectful and diverse working environment by upholding its anti-discrimination culture in all its human resources and employment decisions.

Tsui Wah has implemented strict policies to regulate its daily corporate practices and prevent any activities that may violate the principles of equal opportunity and anti-discrimination. Specifically, hiring, training, promotion opportunities, dismissal and retirement policies are all based on factors irrespective of the applicants' or the employees' age, sex, marital status, pregnancy, family status, disability, race, colour, descent, national or ethnic origins, nationality, religion or any other non-job related factors. Meanwhile, in accordance with the local laws and regulations, the Group's equal opportunity policy allows zero tolerance to any workplace discrimination, harassment or vilification. Employees are encouraged to report any incidents involving discrimination to the Human Resource Department of the Group, which takes the responsibility for assessing, dealing with, recording and taking any necessary disciplinary actions in relation to the substantiated cases.

In response to Tsui Wah's firm goals to elevate the inclusion and diversity of its employees at all levels, the Group's talent acquisition process challenges stereotypes and highlights the significance of giving equal opportunity to different race. In FY2021, in addition to workers from Hong Kong and Mainland China, the Group also hired foreign workers from other Asia countries such as Malaysia, Indonesia and the Philippines. Meanwhile, as the Group believes that talents should not merely be determined by their academic achievements, the Group is keen to provide opportunities for people with various educational backgrounds. For instance, while 66% of its staff received senior secondary education or above in its Macau branches, there were 34% of its staff with educational achievement of junior secondary or below, in which 8% of them were only at primary level, but with uniquely outstanding expertise in other fields that can support the Group at various fronts.



In FY2021, the Group was in compliance with the relevant laws and regulations in relation to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, welfare and other benefits that have a significant impact on the Group.

# CARE FOR EMPLOYEES



## HEALTH AND SAFETY

Occupational health and safety is emphasised by the Group internally. Tsui Wah strives to maintain high standards in fostering a secure and cosy working environment for all employees through the strict implementation of internal guidelines and policies, while abiding by the relevant laws and regulations in Hong Kong, Mainland China, Macau and Singapore, including but not limited to the:



**Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong)**



**Regulation on Work-Related Injury Insurance (工傷保險條例)**



**Production Safety Law of the People's Republic of China (中華人民共和國安全生產法)**



**Law of the People's Republic of China on Prevention and Control of Occupational Diseases (中華人民共和國職業病防治法)**

To strive for zero accidents for all persons involved in daily operations, Tsui Wah rigorously follows the instructions of Occupational Health and Safety Management Systems (ISO 45001:2018) and implements its internal policies to prevent workplace accidents. For instance, Tsui Wah attaches great importance to the independence of different zones for work in the restaurant, such as cleaning area, cutting and preparation work zone, baking room, cooking kitchen and serving place. Such separation and organised working area and the process could to a large extent ensure safety in the workplace, thereby further eliminating the risk of collision, tension and chaos in the restaurant. In terms of the management of detergent commonly used in kitchens and restaurants for cleaning and sanitisation practices, Tsui Wah provides the employees whose work is involved in the use of these chemicals with dishwashing gloves and splash aprons, and requires them to read labels carefully before use. Meanwhile, Tsui Wah has designed and posted relevant guidance in relation to the correct and safe use of detergents and bleach, such as Powder-Dip Plus, in the prominent areas of the restaurants, in order to ensure that all responsible staff can follow the procedures in the cleaning process that minimises the risks of workers who may be exposed to hazardous chemicals. Eco-friendly cleaners are always the top choice to Tsui Wah in its procurement, which is considered to be an effective measure to protect its employees from occupational hazards that might exist in some types of cleaners.

In case of any emergency, the Group regulates that all accidents be immediately reported to the shop manager and the responsible personnel from the Operational Department and Human Resources Department. Injured staff need to be accompanied by other employees and escorted for medical treatment. An Emergency Report, which includes the detail of the accident, follow-up arrangements and suggestions, should be handed to the Administrative and Human Resources Department within 24 hours, while all other relevant evidence and documents such as doctor's prescriptions, medical reports and photos should be handed in within 48 hours. All records are required to be kept by the Administrative and Human Resources Department and reviewed if necessary, which to a large extent eliminates the causes of the accident and prevents similar cases from recurring again or occurring elsewhere.



# CARE FOR EMPLOYEES



## General restaurant safety policies

1. "5S - sort, stabilise, shine, standardise and sustain" Management System should be established to standardise operational practices to ensure restaurants and kitchens are safe and pose no threat to health.
2. The surface of all floors of restaurants and kitchens shall be maintained even and non-slippery. Effective drainage and timely cleaning should be maintained to prevent accumulation of water. Staff are required to wear non-slippery shoes to prevent accidents.
3. Knives and other sharp apparatus should be kept safely with blades protected and only used for intended purposes.
4. Containers for hot water or oil should not be overfilled and should be properly placed with clear labels.
5. Employees handling ovens or steamers should wear proper work clothes, protective gloves and aprons.
6. Materials and equipment including doors of cupboard should be organised in such a manner that no danger would be caused to anyone.
7. First-aid boxes should be available to employees in all workplaces with convenient access.
8. Good ventilation and sufficient lighting should be maintained in all workplaces.

## CARE FOR EMPLOYEES



### Fire safety policies

1. Flammable and explosive materials such as perfume and hair spray are forbidden near kitchen area.
2. Smoking and drinking liquor are strictly prohibited in kitchen area.
3. Electrical appliances and wires should be checked and maintained regularly to prevent any risk of short-circuit.
4. The means of escape should be clearly and accurately illustrated in floor plans, which should be properly displayed at prominent places in the workplaces.
5. Fire warning system should be regularly tested, and records of tests should be kept by the Administration Department.
6. Adequate fire extinguishers shall be provided, maintained and be readily available for use.
7. Sufficient training in fire safety at workplaces should be provided regularly to all staff working in the premises.



It is worth noting that the Group has established its internal "Health and Safety Policy" and "Occupational Safety and Health Rules and Guide" to regulate the working procedures, improve the working environment and standardise employees' practice in the workplace, so that any occupational hazards can be eliminated. The relevant policies formulated by the Group introduce in detail the basic concept of occupational safety, safe physical operations, matters needing attention when working high above the ground, how to prevent falling during work, fire prevention, electrical security, office safety, emergency preparedness and responsiveness and personal protective equipment. To ensure that the principles and regulations set out in the internal policies can be communicated internally and all staff has a good understanding of the requirements related to health and safety, thereby gradually developing a corporate culture that stresses safety in the workplace, the Group has designed and provided professional induction training covering relevant topics and distributing all relevant materials and operation manuals to its employees. Meanwhile, the internal policies also specify the strict requirements for the inspection of potential safety risks, which is required to be performed from time to time. The Operation Department is responsible for safety risk inspection, recording, analysis and rectification so as to strive for a safe production with zero accident rate.

In FY2021, 145 cases of work-related injuries were reported to the Group with a total lost days of work due to injury being approximately 4,298 days. Aiming to consistently lower the lost days due to work-related injury, the Group will further expand the scope and improve the quality of its health and safety-related training programmes in Hong Kong, Mainland China, Macau and Singapore, and continuously maintain a sound working environment and reinforce the regulation of the safe use of appliance during operations. During FY2021, the Group found zero work-related cases of fatality.

During the reporting period, the Group had no material non-compliance with relevant standards, rules and regulations, and had no major accident encountered. For the protection of health and safety of staff amid the pandemic, please refer to the section RESPONSE TO THE COVID PANDEMIC.

## CARE FOR EMPLOYEES

### DEVELOPMENT AND TRAINING

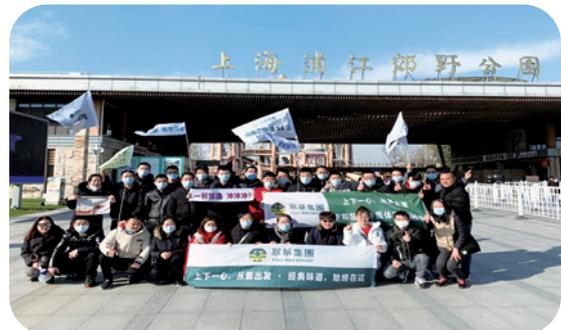
To stay competitive as a major catering service provider in Asia, Tsui Wah continuously looks to develop, grow, and learn from one another. To support its people's growth, the Group emphasises ongoing development and training, so as to ensure that all employees have the opportunity to evolve throughout their journeys with Tsui Wah. Dedicated to supporting its employees to undertake lifelong learning and enhancing their work-related skills and knowledge, Tsui Wah has designed and provided various types of tailor-made training programmes in relation to catering services for its employees to upgrade their overall skillset.

Tsui Wah has kept updating its training manuals for employees, including Restaurant Manager Manual, Kitchen Manual, Water Bar Manual, Pancake Manual, Noodle Manual, Emergency Response Manual, Food Safety and Hygiene Manual, and Cashier Manual, and offering its employees opportunities to choose internal training programmes in various channels. The programmes cover training for both frontline table services and value-added courses for the production department. In addition, a complete training package is normally provided to all new hires, which includes the History of Company, Corporate Governance Structure, Corporate Culture, Business Processes, and Management System. As for experienced employees, profession-oriented courses are provided according to the corporate demands and employees' expectations, such as Nutrition Course, Fire Safety Course and First Aid Class. The Group is committed to developing a skilful and efficient team that is conversant with different techniques in the catering field through well-designed training programmes.

The importance of training to Tsui Wah:

- Corporate training makes sure that the entire workforce is a reflection of Tsui Wah's catering culture in a consistent way
- Employees' weakness and deficiency of interpersonal skills with people from different backgrounds can be spotted and addressed
- Employees can bear in mind and follow the basic requirement of food safety and avoid any incident that disobeys the hygiene standard in the catering industry
- Higher productivity and revenue can be achieved rapidly once individual goals are integrated and aligned with the organisational targets through communications and training
- Well-designed training programs provide employees with standard specifications of the responsibilities they are required to assume and promote a harmonious relationship between employees and management, during which the team spirit can be gradually bred
- Attract and retain the best talent in the market by offering a range of programmes to build employee competencies and careers

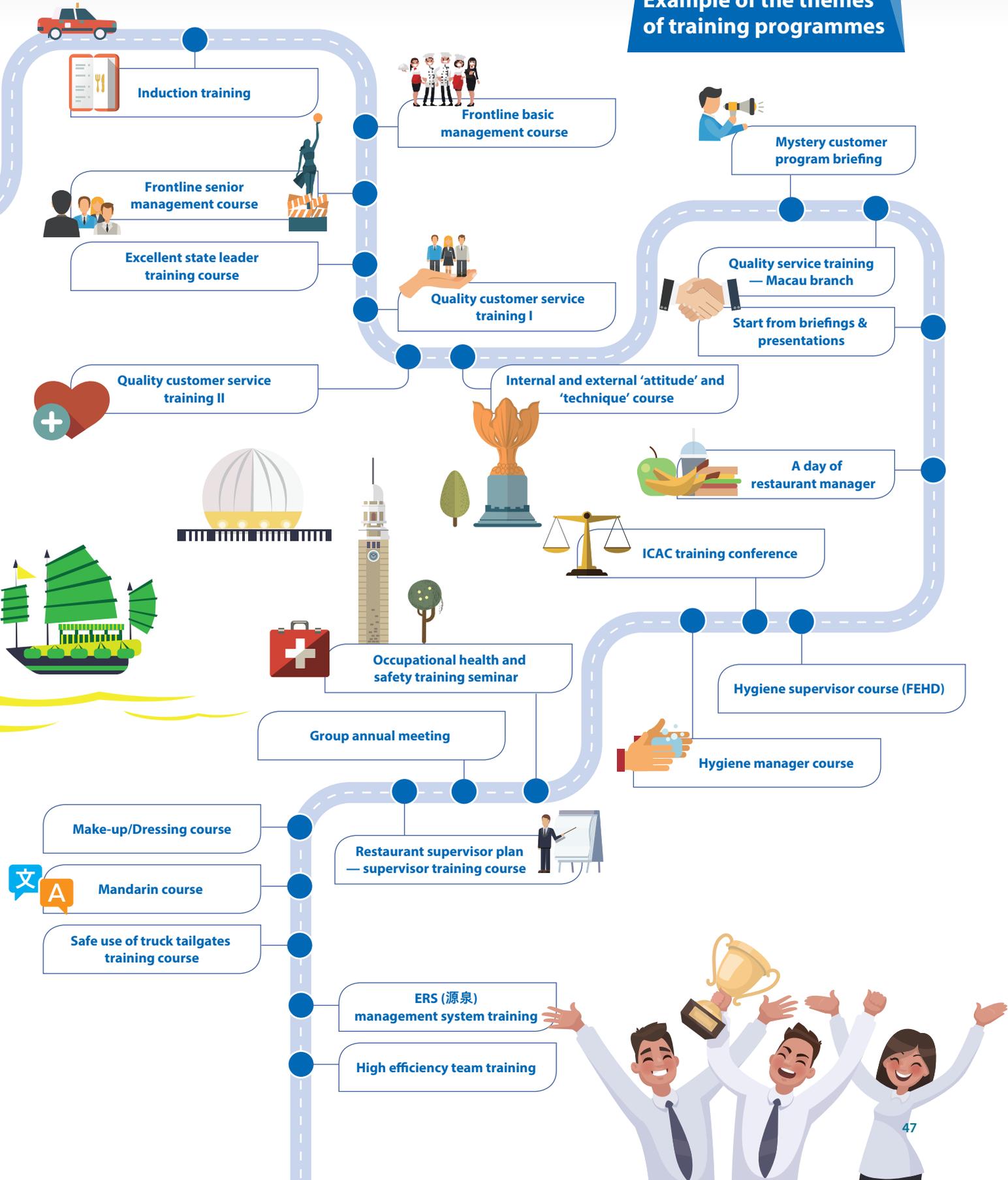
To further enhance the professional skills of its employees and meet the Group's development goals, the employees of Tsui Wah are strongly encouraged to attend external training courses and professional qualification examinations. Employees who have passed professional qualification examinations and successfully obtained vocational qualification certificates can receive reimbursements from the Group. Meanwhile, the Group often invites external organisations and experts to provide relevant training to its employees. In FY2021, the Group engaged consultants to provide people communication skills for frontline staff.



# CARE FOR EMPLOYEES



## Example of the themes of training programmes



## CARE FOR EMPLOYEES

The Group has enforced a training management system and assigned a taskforce exclusively responsible for the arrangement and monitoring of training courses for its employees. Tsui Wah has kept detailed training and attendance records, including the training category, course name, responsible organisation, date, attendance, training hours etc. Any special incidents or absence of employees would be also recorded for future inspection.

In FY2021, approximately 34% of Tsui Wah’s employees received more than 24,000 hours of training, which was 52.4% more than the training hours undertaken by employees in FY2020. In particular, the Group’s employees in Hong Kong, Mainland China and Macau received 3,208, 21,740.5 and 30 hours of training, respectively. Throughout the past year under the pandemic, additional training programmes regarding hygiene awareness were arranged across the organisation for all employees. More detailed information about the distribution of training hours received can be found in Table S5 and S6 in the APPENDIX below.



## LABOUR STANDARDS

Being cautious and highly respecting human rights for all in its operations, Tsui Wah abided by the Employment Ordinance (Cap. 57 of the Laws of Hong Kong), the Labour Law of the People’s Republic of China (中華人民共和國勞動法), Law No. 7/2008 Labour Relations Law (Macau), Employment Act (Singapore) and other labour laws and regulations in Hong Kong, Mainland China, Macau and Singapore to prohibit any child and forced labour employment in FY2021. To combat illegal employment in relation to child labour, underage workers and forced labour, the Group’s Human Resource Department requires all job applicants to provide valid identity documents to ensure that they are lawfully employable prior to confirmation of any employment according to its internal procedures. It is the responsibility of the Group’s Human Resource Department to monitor and ensure the compliance of corporate policies and practice with the latest laws and regulations that prohibit child labour and forced labour. Once the Group discovers any case which fails to conform to the relevant labour laws, regulations or standards, the relevant employment contract will be immediately terminated and the staff responsible for the recruitment will be disciplined according to Tsui Wah’s internal regulations.

In FY2021, the Group was in compliance with all relevant laws and regulations, in relation to the prevention of child and forced labour that has a significant impact on the Group.

## CARE FOR EMPLOYEES



### ANTI-CORRUPTION

To maintain a fair, ethical and efficient working environment, the Group abided by the relevant laws and regulations relating to anti-corruption and bribery, irrespective of the region where the Group operates, including but not limited to the Anti-Corruption Law of the People's Republic of China (中華人民共和國反腐敗法), the Law of the People's Republic of China on Anti-money Laundering (中華人民共和國反洗錢法), the Anti-Money Laundering and Counter-Terrorist Financing Ordinance (Cap. 615 of the Laws of Hong Kong), the Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong) and the Prevention of Corruption Act (Singapore).

Tsui Wah upholds a zero-tolerance approach to bribery and corruption and is committed to acting professionally, fairly and with integrity in its businesses. The Group values its employees' business conducts and integrity, and expects them to fulfil their duties with ethics and discipline. The Group has formulated and strictly enforced a series of anti-corruption policies as stated in its Staff Handbook. For instance, the Group enacted "Handling red envelope guide" (處理「利是」指引) to manage any fraudulent practices including corruption, extortion and money-laundering within the Group, which covers all employees in both office buildings and various restaurants. During FY2021, no concluded legal cases regarding corrupt practices were brought against the Group or any of its directors and employees.

As part of Tsui Wah's commitments to instilling the principles and rules of anti-corruption to its employees who are expected to develop the awareness of rooting out any unethical business behaviour in the organisation, the Group regularly shares the knowledge with its employees through case studies and organises anti-corruption-related training, so as to increase their compliance awareness. All new-joiners of Tsui Wah receive anti-bribery training in the orientation.

All staff are encouraged to raise concerns about possible improprieties in any misconduct or malpractice that may infringe upon to the Group's interest. Whistle-blowers can report verbally or in writing to the audit committee of the Group for any suspected misconduct with full details and supporting evidence. The audit committee of the Group will conduct investigations against any suspected or illegal behaviour to protect the Group's interests. The Group has established an effective grievance mechanism to protect the whistle-blowers from unfair dismissal or victimisation. Where any crime is suspected and consolidated by the Group, a report will be made promptly to the relevant regulators or law enforcement authorities when the management considers it necessary.

In FY2021, the Group was in compliance with any relevant laws and regulations in relation to bribery, extortion, fraud and money laundering that have a significant impact on the Group.

# CARE FOR CUSTOMERS



Serving high quality food to customers is the core principle of Tsui Wah. In addition to ensuring a high level of hygiene and safety of the food product, which is one of the most important aspect of the Group's business, the Group has always been dedicated to providing healthy and nourishing meals to its customers. Tsui Wah pays particular attention to its customers' feedback, believing the barrier-free dialogue is beneficial to the long-term improvement of its restaurants and business, and will play a pivotal role in consolidating the leading position of Tsui Wah in the catering industry.

## CARE FOR CUSTOMERS



### IN TOUCH WITH CUSTOMER'S TASTE BY INNOVATION

Tsui Wah keeps listening to the voice of its customers, in order to redesign and produce better cuisines that suit their taste. During recent years, Tsui Wah has focused itself on the innovation of cuisines and committed to creating more styles of cooking that are geared towards diners with distinct preferences in food. As such, Tsui Wah has launched a series of new brands including Ging Sun Ho King of Bun (堅信號上海生煎皇), Nijuuichi Don (廿一堂), Ceylon (錫蘭) and BTW. These brand-new restaurants that are filled with youthfulness, fashion and innovative elements are the crystal of intelligence, wisdom and efforts made by all members of Tsui Wah.

#### Ging Sun Ho King of Bun (堅信號上海生煎皇)

Joining the Group near the beginning of 2019, Ging Sun Ho King of Bun has been mainly focusing on providing Shanghai buns and various kinds of noodles for its customers. To better understand and meet its customers' needs, Tsui Wah has been making good use of the social network platform such as Facebook, to interact with customers. In response to the increasing demand for vegetarian choice, Tsui Wah has introduced several new dishes made with vegetarian pork 'Omnipork', to satisfy the requirements of its vegetarian customers, as well as providing alternative choices for other customers.



#### Nijuuichi Don (廿一堂)

'Nijuuichi Don' is specially designed for young generations who fancy fast food and Japanese cuisine. Below are some extraordinary features that Nijuuichi Don brings to its customers:

- Several self-service kiosks are placed at the entrance and the prevailing yellow tone is designed to create a youthful energetic ambience for customers;
- Made-to-order Japanese donburi using premium ingredients to guarantee the quality of food while preserving the original taste; and
- 'Self-service ordering, Self-service meal serving and Self-service utensil collection' culture in the store, enabling customers to shorten the waiting time and enjoy high quality Japanese cuisine in a cosy setting.



## CARE FOR CUSTOMERS

### Ceylon (錫蘭)

Starting from 2021, Ceylon is a new brand of the Group in providing local Cha Chaan Teng food to customers including Hong Kong-style afternoon tea sets and sizzling pan-fried dinner. With an in-house bakery, the Hong Kong style pineapple bun with butter is also one of the famous dishes of Ceylon.



### Tsui Wah Café (翠華冰廳)

Featuring specially designed fusion cuisine since July 2019, Tsui Wah Café has the mission to promote the special dining culture of Chinese-and-Western fusion. To carry forward this unique dining culture, Tsui Wah Café has created a lot of original dishes with the combination of Chinese-and-Western elements such as Kagoshima Style Pork Cartilage Burger and Spicy Corned Beef and Egg Submarine, showing enormous creativity.



### BTW

Keeping abreast of the innovative trend, BTW is a new brand of the Group embracing Robotic Solution with three Artificial Intelligence (AI) workers "AI-YA" serving customers. Bearing the vision of "providing customers with relaxing and care-free dining experiences", BTW's menu is designed with the concept of "Your Everyday Meal" and BTW mainly provides Korean, Western and Hong Kong-style cuisine to customers. The famous and popular dishes include Korean Fried Chicken with Cheddar and Roasted Pork Knuckle.



### Homurice (揚食屋)

As a specialised restaurant featuring Japanese-style Omelet Rice, Homurice prioritises the strict selection of Japanese eggs and rice as raw materials to let its customers to feel the original taste of this simple and delicious cuisine. Meanwhile, another main series "Yang Sik"- fried food, also reveals the authentic flavour of Western and Japanese cuisine with the characteristic of crispy on the outside, soft on the inside.



## SERVICE DIVERSITY THROUGH INNOVATION

In early 2020, Tsui Wah launched a new membership system in collaboration with Storellet application. The membership system allows the Group to better engage with customers in a flexible way while promoting its restaurants and offering its latest news including the discount for its members.

With the successful application of this innovative membership scheme, Tsui Wah is committed to building a more solid and long-term relationship with its loyal customers, ramping up the communication with its stakeholders, improving its competitive edge in the market and enhancing its service quality by providing its customers the brand-new and enjoyable consumption experience with redeemable points for gifts and cash coupons.

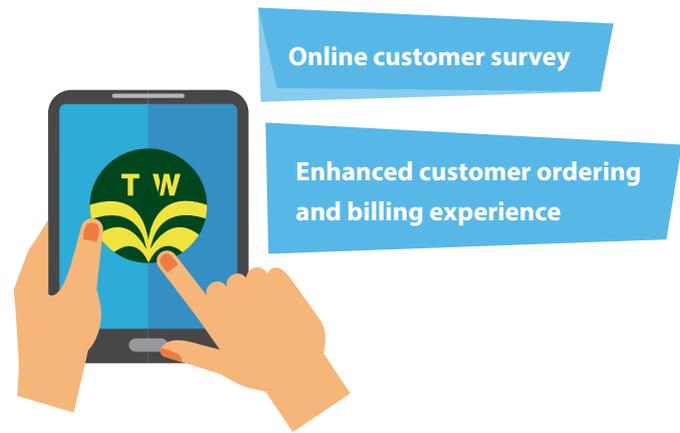
In addition, to bring its customers a more flexible and convenient service experience and to expand its businesses to new areas where diners may not have easy access to Tsui Wah, Tsui Wah has partnered with various delivery platforms in providing delicious and authentic dishes through the fast and reliable food delivery service, which the customer can order and track on their phones.

## CARE FOR CUSTOMERS



### LISTENING TO CUSTOMERS

Tsui Wah's "QR Code Customer Plan" provides an easy pathway to timely collect customer's feedback and helps Tsui Wah better address the concerns of its customers. Through an easy scanning step, customers can make compliments, complaints and suggestions for future improvement on a variety of aspects, including food quality, waiters' attitude and dining environment. Meanwhile, customers can also choose to write down their opinions on the food and service via the survey card. The online questionnaire and survey have been carefully designed to guide customers to complete step by step. Tsui Wah values all customers' feedback and analyses the comments from all branches on a monthly basis. In FY2021, a vast majority of comments from our customers were positive appraisals. To follow up on comments raised by its customers, especially the feedback that is conducive to refining its operations and keeping improving its performance in the future, Tsui Wah has formulated the "Customer's Suggestions and Follow-up Report", in order to monitor and supervise the implementation of corrective actions. Specifically, the report needs to detail the context of relevant incidents, including proposed plans for improvement, record the evidence of the follow-up measures/training, take notes of the response of customers who have received the feedback from Tsui Wah, and need a report from the executive of operations on the management progress of relevant incidents.



## CARE FOR CUSTOMERS

### Comments From Our Customers

I was very interested in this new Cha Chaan Teng. Even though I had to queue, I still waited for a seat. The amount of breakfast was in good proportion at the price. I felt full already when I only finished half of it. The quality of the porkchop and scrambled egg were very nice. The lighting of the restaurant was bright as well. I will try other food next time!

**Customer A**



I just went to try this newly opened restaurant. Both the quality and quantity were quite satisfactory. Especially, the Borscht Soup was very tasty. I also did not need to wait too long to get my food after ordering. I hope the restaurant can keep its high standard!

**Customer B**



The environment of the restaurant was quite good. My children loved this place very much. The waiter served us passionately and assisted us to order food. The Barbeque Pork (Cha Siu) Rice was in good taste and I will recommend this restaurant to my friends.

**Customer C**



The environment and seats of the restaurant were tidy and clean. The service attitude was good as always. When we first entered the shop, the waiter friendly asked us where we would like to sit and helped us to fill the water. We will come to this restaurant again.

**Customer D**



**Customer E**

I love the Barbeque Pork (Cha Siu) a lot! I hope there can be more branches in Mainland China so as to spread the local Hong Kong taste.



Tsui Wah is my favourite restaurant! The milk-tea here is super silky and the quantity of the curry rice is very sufficient. I highly recommend the egg-tart here. Not too sweet yet the pastry is very crunchy!

**Customer F**



## CARE FOR CUSTOMERS



### ENHANCED CUSTOMER ORDERING AND BILLING EXPERIENCE

Nowadays, e-payment has become one of the popular mainstream payment methods. Tsui Wah, therefore, has introduced various e-payment platforms, including Alipay, Wechat pay, Apple pay and Android pay in its restaurant operations. We believe that keeping pace with the e-payment trend will undoubtedly give a fillip to our business and attract more diners who prefer the convenience, efficiency and fun of e-payment in the near future.

### VALUE FOOD SAFETY

In FY2021, the Group strictly abided by the applicable laws and regulations, including but not limited to Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong), Food and Drugs (Composition and Labelling) Regulation (Cap. 132W of the Laws of Hong Kong), Public Health and Municipal Service Ordinance (Cap. 132 of the Laws of Hong Kong) and Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong), and implemented a comprehensive safety policy for the management of central kitchen(s) and all restaurants of Tsui Wah. With an objective to continuously ensure the Group's food quality and enhance hygiene standards, which are considered the fundamentals to guarantee the safety of food products and health of diners, Tsui Wah has established a food safety management system, in which the implementation of Food Safety Management Principles in both restaurants and central kitchens can be effectively monitored and evaluated. Through a series of transparent, secure and strictly controlled working procedures, the Group is committed to making sure that its customers can trust Tsui Wah and enjoy the delicious cuisine made by Tsui Wah without the slightest hesitation. Tsui Wah has applied and obtained a number of licenses in relation to being a hygienic, safe and legal restaurant, including but not limited to the "General Restaurant License" and "Food Factory License" from the Food and Environmental Hygiene Department (FEHD).

#### "Safe food, Conscientious manufacture, Sustained improvement, Optimised service"

Taking "Conscientious manufacture" as its basic principle, all employees of Tsui Wah have engaged themselves to the safety control of food products, thereby fulfilling Tsui Wah's corporate responsibility which is to make customers eat healthily and safely. Through continuous enhancement and scientific melioration of product and service quality, and more importantly the improvement of the corporate quality management system, Tsui Wah is committed to standardising its management approach in all restaurants and central kitchens, while bringing more innovative elements to its business development.

#### Principles

According to the framework of corporate Food Safety Management Principles, the following four areas have been given particular attention to by Tsui Wah, which normally performs thorough assessment on the degree of accomplishment in each procedure through internal annual reviews on a regular basis.

#### FOUR KEY PRINCIPLES

- 1 Perform regular microorganism tests on finished products, working environment and packaging materials
- 2 Monitor and control the amount of food waste generated due to production error and low quality of raw materials
- 3 Implement strict control on machinery operation and production workflow to prevent adverse food safety accident from happening
- 4 Prevent food-related complaints and recalls from happening

#### FOUR KEY TARGETS

- 1 Qualified rate reaches over or equal to 95% every half-year
- 2 Lost rate less than 0.5% of the production per month
- 3 Incident rate less than or equal to 1 time per year
- 4 Recall rate less than 0.2% of the production per month



## CARE FOR CUSTOMERS

### Commitments

Tsui Wah is committed to optimising and implementing the food safety management system continuously, especially fulfilling its pledges to ensure that:

1. Build tangible and measurable targets in food safety management and communicate the principles and targets throughout the entire company via various channels;
2. Make sure that all employees in different departments understand the major and genuine concerns of its customers and the importance of regulatory compliance;
3. Evaluate the suitability, completeness and effectiveness of the food safety management system regularly through assessment meetings; and
4. Determine and allocate sufficient resources to the organisation of activities concerning food safety.

### Management approach

To establish, implement, maintain and improve its food safety management system, a professional food safety team primarily comprised of employees from different departments has been built. The team members should have knowledge and experience to establish and implement the food safety management system, which includes a good understanding of Tsui Wah's product, production process, equipment and relevant food safety standards. A sound communication with external parties and internal groups is an important part of Tsui Wah's food safety management system, and believed to be key to ensuring effective and sustainable implementation of relevant food safety policies within Tsui Wah. The food safety team is in charge of communicating with external stakeholders, including suppliers, customers and relevant governmental departments. The topics that need to be discussed with these stakeholders should at least cover:

**Suppliers:** information on the quality and safety of raw materials, packaging materials and materials that may be in contact with food.

**Customers:** product information (including use introduction, storage requirement and expiry date), enquiry about products and responses from customers (including complaints and comments).

**Relevant governmental departments:** documents on technological development and amendments of laws and regulations.

**Other organisations:** Impacts brought by the renewal of the food safety management system that affects or will affect other organisations such as assurance organisation.

In order to promote the effectiveness of the improvement of food safety management, meetings, seminars, written documents, training, records, internal assessments and audits are the common ways that Tsui Wah often chooses for its internal communications.

### Handling emergency

The Group has also formulated the "Emergency Preparedness and Countermeasures Management Procedures" to identify, execute and cope with any emergency that may jeopardise the safety of food. Tsui Wah regulates that assessments and drills on the implementation of emergency countermeasures should be conducted regularly. The relevant records need to be taken as the input for management appraisal of the Group.

# CARE FOR CUSTOMERS



## Restaurant

All restaurants under the brand of Tsui Wah strictly adhered to the basic Food Safety Management principles of the Group in FY2021 and implemented the following procedures to ensure the high quality and safety of cuisines to customers:

### Standard formulation

- Formulating the Food Safety Standard Guideline that follows the food safety manual published by the Centre for Food Safety
- Restaurant Hygiene Standard

### Employee hygiene training

- Internal and external training offered to employees through courses, seminars and knowledge sharing activities

### Internal audit on practices

- Self-audit by the Restaurant Manager within the restaurant every day before shops opening
- Reciprocal audit by other Restaurant Managers within the Tsui Wah Group
- External Inspection performed by the Food and Environmental Hygiene Department

### Record and retrospective review

- Recording and reporting any incidents that have happened and preventing the same incident from occurring again with the implementation of effective measures

## Central kitchen

The Group considers central kitchens the first line of defence against potential food safety risk and therefore puts great emphasis on the management of central kitchens. The central kitchens of Tsui Wah have fully implemented a comprehensive food safety management system, aiming to keep improving food quality and hygiene level at every step of production.

To be timely updated of product quality and service level of suppliers, the suppliers who are subject to the evaluation (against those who offered high-usage/high-risk products or received complaints in respect of food safety before) are strictly monitored and controlled under the ISO22000:2005 food safety management system and the Procurement Department of the Group. All incoming raw materials will be inspected thoroughly according to the national, industrial, local and the Group's standards. All materials that are not up to standard will not be accepted and must be returned to the suppliers.



### EQUIPMENT INNOVATION

Tsui Wah focuses on the upgrading and innovation of cooking equipment. Specifically, by purchasing and installing state-of-the-art equipment in central kitchens, the Group is committed to minimising the food safety risks during mass production. For instance, air cooling units that are widely adopted in the food industry have been utilised by central kitchens of Tsui Wah to efficiently eliminate any risk of food degradation or contamination due to long-time exposure to the external environment at normal temperature. Meanwhile, Tsui Wah ensures that its equipment and food processing environment comply with the Food Safety Local Standard- Central Kitchen Hygiene Standard (DB 31/ 2008-2012).



### SOURCING MANAGEMENT

# CARE FOR CUSTOMERS

## Management system

The effectiveness of the food safety management system in central kitchens is manifest in the formulation of relevant policies and strict execution. Specifically, the policies ensuring the high quality of food mainly are underpinned by the following three aspects:

### 1. Planning and implementation of safe products



Central kitchens of the Group make sure that all products meet the expectations of restaurants through the implementation of PRP (prerequisite program), OPRP (operational prerequisite program) and HACCP (Hazard Analysis and Critical Control Point) system.

### 2. Control of disqualified products



According to internal policies including Corrective and Preventative Actions Management Program, Disqualified Product Management Program and Tracing and Recall of Products Program (0.003% of the Group's product were recalled due to safety and health reasons during the reporting period), the Group could respond rapidly and timely on issues regarding defective products.

### 3. Identification, verification and improvement of food safety management



Tsui Wah has built a food safety team that is responsible for the identification of a combination of risk control measures, verification of its food safety management system according to Internal Audit Control Program, and constant improvement and updating of its food safety management system based on internal and external communications, audit result, document analysis, and other sources.

Tsui Wah has been a Signatory to the Food Safety Charter since 2009 and always been fulfilling its commitment to:

- a. Support Food Safety Charter;
- b. Keep updated on food safety development, enhance food safety, promote a good image of food trade; and
- c. Provide safer and healthier food by referencing the Centre for Food Safety (CFS) guidelines.

Meanwhile, it is acknowledged that excessive dietary sodium and sugar intakes are closely related to health problems, including hypertension and dental caries. In response to the call from CFS of the Food and Environmental Hygiene Department, Tsui Wah has been striving to safeguard food safety and promote healthy eating in Hong Kong.

## CARE FOR CUSTOMERS



### ADVERTISING & LABELLING

Within the public health community, there is a growing consensus and public pressure to regulate the marketing and advertising matters in the catering industry. Tsui Wah is aware of its role as a famous restaurant chain in Hong Kong to convey unbiased information about its food and service to the public, especially the vulnerable groups, such as children, to promote healthy food choices and eating style. Thus, Tsui Wah ensures that its advertising and labelling practices abide by applicable laws and regulations, including the Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong) and the Advertising Law of the People's Republic of China (中華人民共和國廣告法), which prohibit unfair trade practices such as false descriptions, misleading omissions, bait advertising and wrongful acceptance of payment. The Sales and Marketing Departments of the Group provide accurate product descriptions and information that both comply with the relevant local laws and regulations, and conform to the code of ethics to its customers. Any misrepresentation in marketing materials or exaggeration of offerings is strictly prohibited by the Group.

Meanwhile, Tsui Wah also emphasises the informed eating choices through responsible labelling and marketing practices. In FY2021, the Group was in compliance with the Food and Drugs (Composition and Labelling Regulations) (Cap. 132W of the Laws of Hong Kong) for all its pre-packing food products. A full list of useful information about the product, including its nutritional information and allergen substances is clearly visible and displayed.



### CUSTOMER PRIVACY

Tsui Wah is dedicated to protecting the information privacy and confidentiality. As the Group receives a substantial volume of confidential and private information from its operations, the Group places great emphasis on the protection of its customers' privacy and ensures that the customers' rights can be strictly protected in accordance with the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong) and other local regulations in terms of consumer data policy. It is included in the Group's policy called "Principles for Information Protection" (保障資料原則註釋) in the Staff Handbook that all information collected would only be used for the purpose authorised by customers. The customer's name, dining time, contact number and comments obtained from online questionnaires and surveys in the restaurant are taken as confidential information by Tsui Wah and will only be used for internal food and service improvement. The Group prohibits the provision of consumer information to a third party without the authorisation from the customers. All collected personal data is treated confidentially, kept securely and accessible by designated personnel only. The IT department has set obstruction between office and commercial network to prevent unauthorised data use, exportation and copy based on the "Electronic message and information system guide" (電子傳訊及資訊系統指引). Tsui Wah will stay alert to the relevant legal issues and update its internal policies when necessary to avoid any breach of the regulatory requirements in regard to data security. During FY2021, the Group did not receive any substantial complaints regarding breaches of customer privacy.

## CARE FOR CUSTOMERS

### INTELLECTUAL PROPERTY RIGHTS

The Group has been dedicated to protecting and enforcing its intellectual property rights (IPR), which are crucial to the sustainable business growth of Tsui Wah. The Group currently operates its restaurants under its core brand “Tsui Wah” and other brands, namely Ging Sun Ho King of Bun (堅信號上海生煎皇), Nijuuichi Don (廿一堂), Tsui Wah Restaurant (翠華冰廳), Supreme Catering (至尊到會), Ceylon (錫蘭), BTW and so on. The Group has taken effective measures to protect its trademarks and other intellectual property rights by making the necessary filing(s) or registration(s), and hired a legal advisor to advise on the legal registration of intellectual property rights and renewal matters. The Group has a professional team that implements regular investigations and reviews on Tsui Wah’s business practice, in order to make sure that it does not violate any regulations of intellectual property rights in regions where it operates or plans to operate in the future.

The Group’s intellectual property rights are mainly comprised of information management systems, trademarks, proprietary know-how and secret recipes. To enhance the awareness of the importance to protect the company’s intellectual property rights among employees, the Group has formulated a set of internal management rules in its employees’ manual. Since secret recipes are the most significant asset to the companies in the catering industry, a strict and effective management system has been applied in the central kitchens of Tsui Wah, which makes sure that the confidential food information can only be accessed by a minimum number of staff on a “need-to-know” basis, ensuring that Tsui Wah can stay competitive in the market in a long run. Also, the employment contract clearly regulates the correct procedures of handling confidential information and provides detailed guidance to the employees to better verify any possible actions that may violate the Group’s intellectual property rights and to take immediate steps to safeguard the company’s legitimate rights and interests.

During the reporting year, the Group was not aware of any third-party infringement on its trademarks and has fully comply with relevant laws and regulations, including the Trade Marks Ordinance (Cap. 559 of the Laws of Hong Kong) and the Copyright Ordinance (Cap. 528 of the Laws of Hong Kong).

In FY2021, the Group was in compliance with the relevant laws and regulations regarding health and safety, advertising, labelling and privacy matters of its products and services that have a significant impact on the Group. The Group received a total of 86 complaints related to products and services during the reporting period, which did not have any material impact on the Group’s brands, business and operations.



# CARE FOR COMMUNITIES



Acknowledging the equal importance of generating profits for its shareholders as well as giving back to the society, Tsui Wah has long been committed to making the communities where it operates a better place to live and particularly contributing to the development of an inclusive, upwardly mobile and environmentally conscious society. Consistently seeking opportunities to support social initiatives, the Group has put its main focus on “Engaging with Society, Caring for Community, Donating to The Underprivileged, and Promoting Environmental Awareness” as ever. Until FY2021, Tsui Wah has made donations to various charitable organisations and for different charitable purposes, which was equivalent to around HK\$170,000.



# CARE FOR COMMUNITIES

## ENGAGING WITH SOCIETY

The Group has been caring about the demands of communities for a long time and keeps resolutely shouldering its corporate responsibility. As collective efforts are an imperative in transforming the society, the Group maintains stable partnerships with various charitable organisations to hold different fundraising events and sponsor many community activities for the society. Every year, the Group has certain amounts of funds in reserve for social services and encourages its staff with their families to help underprivileged people and promote the culture of care to the public.



## CARING FOR COMMUNITIES

As a responsible corporation, the Group encourages its employees to contribute to the society and participate in community welfare activities through community services. Tsui Wah recommends all its staff to get involved in “Prosperity of both the physically handicapped and disable-bodied” activities and is committed to enhancing an inclusive society, so that all individuals can enjoy equality and respect in different areas of life. Meanwhile, Tsui Wah has also organised several meaningful activities of elderly care in recent years, during which the participants of Tsui Wah talked with the senior citizens and brought joy to them by preparing exquisite food gifts. In addition, Tsui Wah cares about the healthy and happy growth of children, and has arranged a variety of educational activities for the kids who can exhibit talent and build confidence.



## DONATING TO THE UNDERPRIVILEGED

Over the years, the Group paid great attention to the contribution to charities and communities, and actively took part in various charitable programs, including donating food and raising funds at various events.



## PROMOTING ENVIRONMENTAL AWARENESS

As a catering service provider, the Group encourages its employees to spread the concept of an environmentally friendly lifestyle that can make our world a better place to customers. For instance, every customer is offered one piece of tissue only and will get more only if they ask for it. Waiters/Waitresses may suggest their customers ordering less and saving food when necessary. Despite the hindrance at first due to customers being unaccustomed to such service, it is the unremitting perseverance and patient explanation that ultimately helped us earn the understanding of customers. Tsui Wah has also put enormous efforts in encouraging its customers to eliminate the use of plastics through posters, and is committed to implementing the practice of “No Straw” in all its restaurants.

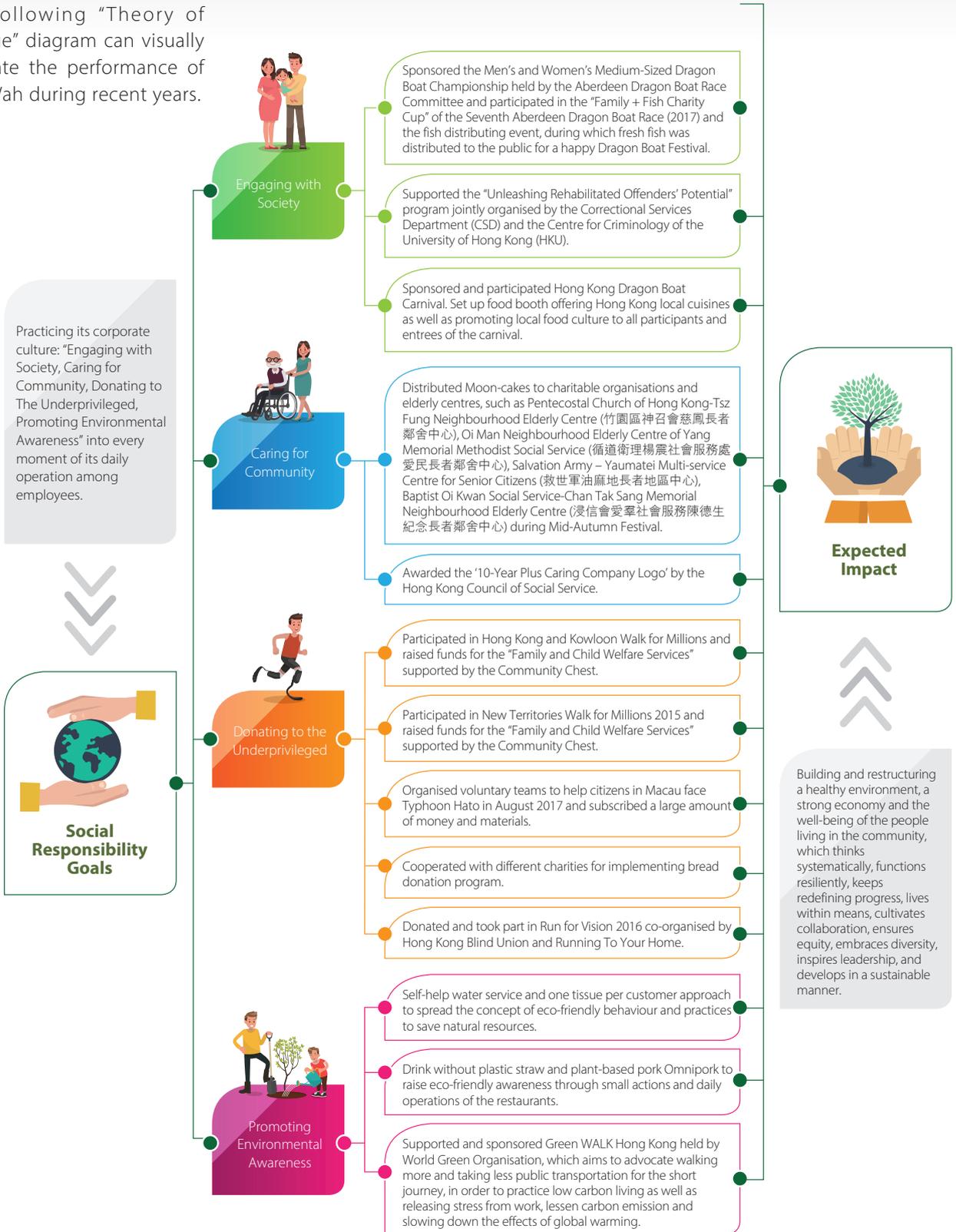
During the reporting year, due to the social distancing restriction and other epidemic prevention and control measures launched by the government, the Group was not able to organise or engage in any physical philanthropy activities. Nevertheless, Tsui Wah’s engagement in community activities and contributions to global sustainable development has long been recognised by the public and received a high appraisal by local governments, media and a great many peers. When the world starts to resume its operations in the new normal, the Group will continue its efforts in supporting the communities and identifying suitable opportunities for contribution.



# CARE FOR COMMUNITIES

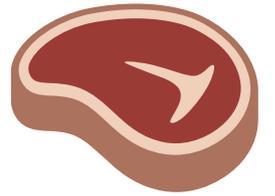


The following “Theory of Change” diagram can visually illustrate the performance of Tsui Wah during recent years.



\*More corporate and social activities in which Tsui Wah participated in the past can be found in [http://www.tsuiwah.com/about-tsui-wah/responsibility/public\\_charities/](http://www.tsuiwah.com/about-tsui-wah/responsibility/public_charities/)

# CARE FOR SUPPLIERS

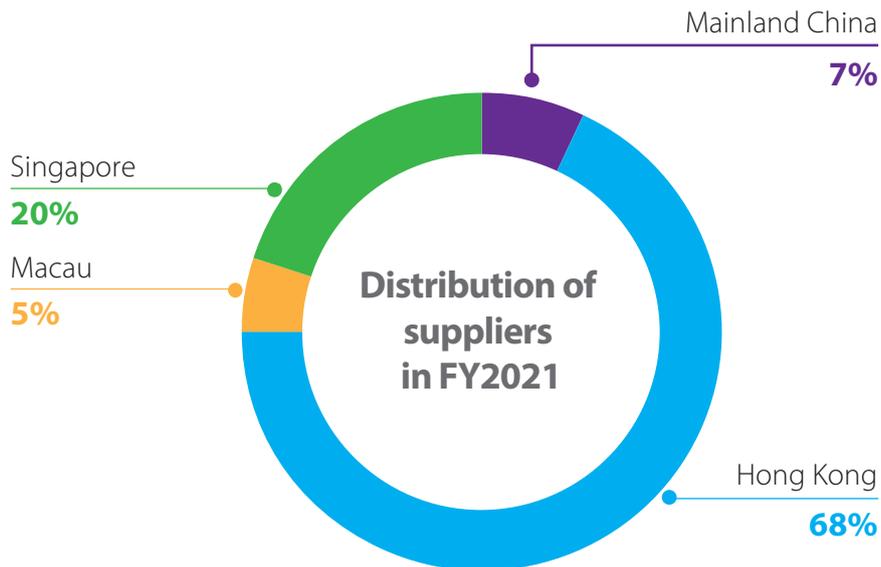


An effective supply chain management is the lifeblood of the Group in its business growth. With customers increasingly expect responsible sourcing from service providers, the Group is committed to ensuring that its supply chain complies with the standard of ethical and responsible conduct through transparent procurement procedures, continuous information exchange and supplier evaluations.

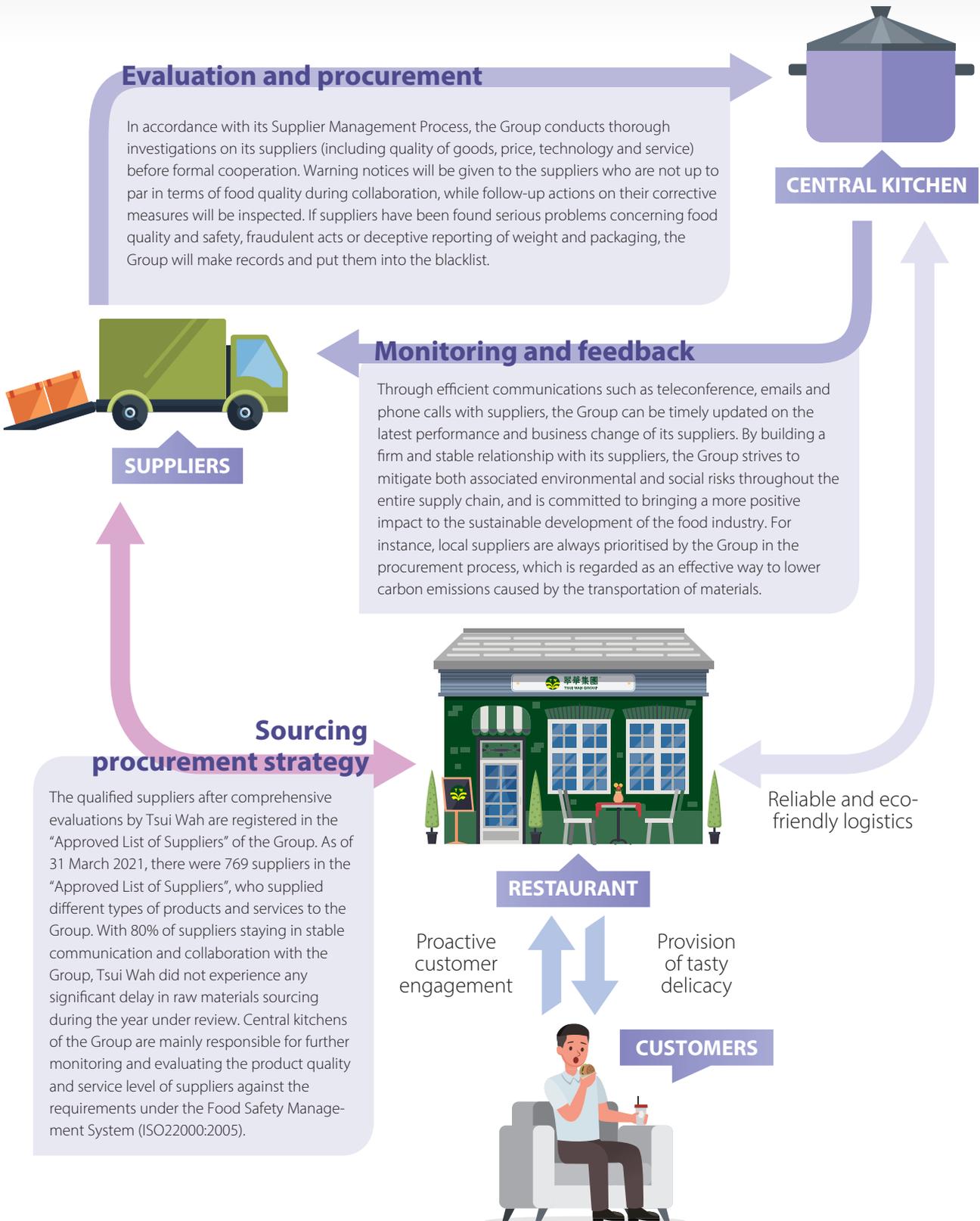
## CARE FOR SUPPLIERS



The Group employs a strict set of criteria for selecting its suppliers. For instance, suppliers of the Group must hold licences approved by the government and all goods to be sold must be imported in an appropriate way. Specifically, the goods/ raw materials from suppliers are required to be in full compliance with the latest food labelling, hygiene and sanitary regulations. Suppliers should submit relevant health certificates and the results of laboratory tests of their goods to the Group as and when required. Comprehensive evaluations on suppliers for the initial provision of food merchandise are performed by the Procurement Department of Tsui Wah, which should make sure that both suppliers and their materials are in compliance with relevant standards, including but not limited to the relevant food safety regulations, business performance and reputation of suppliers in the past, hygiene requirement, suppliers' sustainability practices and their fulfilment of corporate social responsibility. The assessment on the existing suppliers is implemented by the Group from time to time through various channels, such as paying onsite visits to suppliers' offices and factories with production facilities.



# CARE FOR SUPPLIERS



## CARE FOR SUPPLIERS



Due to the unprecedented development of the global pandemic, the safety of imported food and frozen food has been a high concern to the public. To this end, the Group has implemented effective measures such as Virus Negativity Certificate and Supervised Warehouse Delivery Certificate on top of the original requirements including in the Frozen Goods Receipt Standard, so as to ensure the social and safety risks along and brought by the supply chain can be eliminated.

In the meantime, it is worth mentioning that Tsui Wah has been dedicated to “Green Procurement” for a couple of years and gradually adjusted its procurement standards by incorporating the environmental responsibility into its entire supply chain management. Especially, suppliers of Tsui Wah are highly encouraged to optimise their ingredients sourcing management and manufacturing processes. Looking beyond the traditional parameters in procurement such as price, quality, functionality and availability, Tsui Wah gives priority to the products that have a lesser environmental impact by using less packaging materials, consuming fewer energy resources and water, generating fewer emissions to the environment and possessing less embodied carbon (carbon footprint of a material that reflects how many greenhouse gases (GHGs) are released throughout the supply chain). As such, Tsui Wah has strictly implemented its internal policy of “Green Procurement” and taken into consideration a series of questions during the purchasing decision-making process:

- a. whether it is necessary to purchase the product;
- b. what are the components of the product;
- c. how is the product made;
- d. how far has the product travelled;
- e. what is the mode of transportation during product delivery;
- f. what is the packaging material and how heavy is it;
- g. how will the by-products (including packaging materials) be reused and recycled, etc.

Where possible, the Group prioritises collaboration with local suppliers all over its restaurant network in order to source raw materials it needs. Following a “Farm-to-fork” approach, which fosters fresh food sourced from local suppliers, the Group is dedicated to reducing the food mileage and thus minimising the correlated GHG emissions.

Meanwhile, the Group procures recycled materials as a means to support green practices. In FY2021, the Group’s Mainland China restaurants purchased a total of 2.2 million degradable kraft paper straws, which helped the Group to avoid approximately 4 tonnes of plastic waste during the year under review.

### Enhanced Supply Chain Management in the Post-Pandemic Era

Amid the public health concern of the pandemic, Tsui Wah has paid special attention to the inspection of incoming materials to ensure their quality and safety. To better monitor its supply chain and secure effective tracking, on top of requiring product health certificate and third-party inspection report for all incoming materials, the certificates are also required to bare suppliers’ business registration (BR) and Certificate of Incorporation (CI), to guarantee effective tracing in case of any unexpected incident.

Meanwhile, the temporary interruption of supply chain caused by the alternative working mode and special arrangements has urged the Group to enhance its supply chain management and resilience building. To prevent any risk of breakdown of the supply chain or avoid any situation of being out of stock, the Group has signed Quantitative Contract with the suppliers, as well as working on searching for alternative materials as replacement, so as to ensure the stable supply of raw materials and consistently high quality services/products to its customers.

# CARE FOR ENVIRONMENT



Climate change, scarcity of natural resources and business impacts on the ecosystems are the defining challenges of this century. Tsui Wah's environmental stewardship focuses on managing its emissions and resource efficiency through circularity and decoupling, by wisely leveraging its experience to protect our planet while growing business.

## CARE FOR ENVIRONMENT



### EMISSIONS

Due to the inherent limitations of collecting accurate and representative environmental quantitative data in view of the Group's extensive restaurant network, the Group has adopted a method of estimation of solid waste discharge, packaging materials, consumption of paper and discharge of sewage based on the data from sample restaurants of Tsui Wah, which may contribute to the overall uncertainty of a corporate emissions inventory. We recognise that the data provided in the report might be affected by these limitations, but we will keep improving data integrity by strengthening our internal control and data management in the future.

#### Compliance

As the compliance with relevant environmental standards is the basis of a qualified business and the first step towards its environmental stewardship, in FY2021, the Group was in compliance with related environmental laws and regulations that have a significant impact on the Group regarding air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste no matter where it operates. More information can be found in the section LAWS AND POLICIES.

Given the nature of the Group's business, the Group's emissions mainly came from the food processing and transportation process. In FY2021, apart from air pollutants such as sulphur oxides ("SO<sub>x</sub>"), nitrogen oxides ("NO<sub>x</sub>") and particulate matter ("PM") and GHG emissions, the Group generated food residue, commercial solid wastes and sewage from its administration offices, restaurants and central kitchens. Tsui Wah did not generate nor discharge any hazardous wastes (solid waste or sewage) to the environment during its operations in the reporting year. More information about the Group's different types of emissions during the year under review can be found in Table E1 in the APPENDIX.

#### Air & GHG emission management

The Group has performed thorough evaluation of its environmental impacts across its operations, and identified that its main sources of emissions originate from the consumption of gaseous fuels during cooking process, as well as the liquid fuel consumption of Tsui Wah's vehicles in the logistics. To ensure that the quality of the exhaust gas released to the atmosphere meets the standards, efficient hoods and filtration systems have been installed in various of the Group's operation locations.

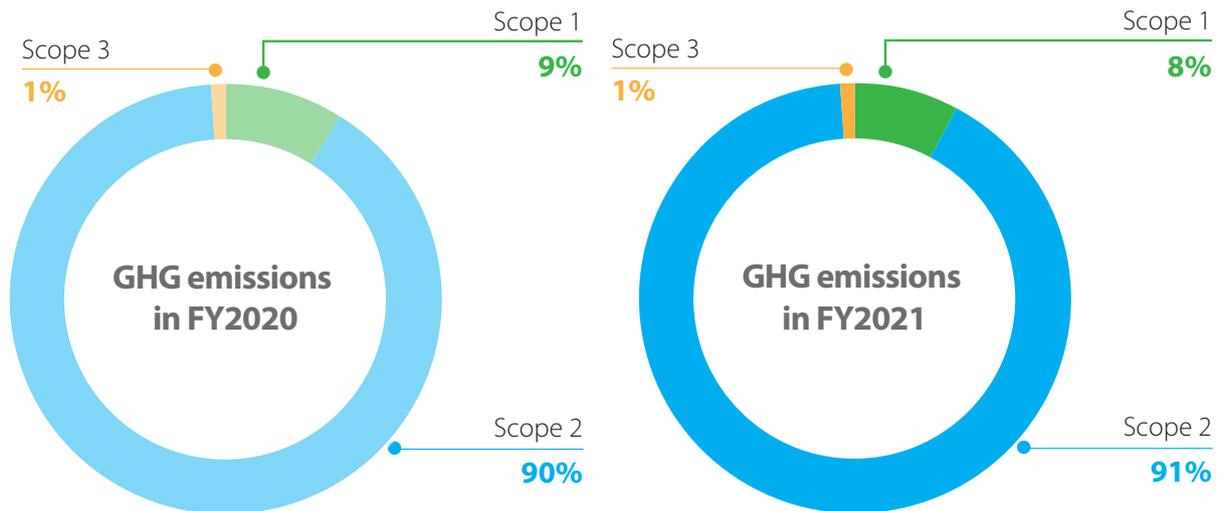
- Electrostatic Precipitator (EP) are installed in restaurants to filter exhaust gas;
- Enhanced ventilation system and air purifying devices are in place in all restaurants;
- Environmental Monitoring Agencies monitor central kitchen's emissions regularly with the real-time data being uploaded to the monitoring system, which will issue an early warning should the air quality be found not to meet the requirement;
- Maintenance of device is carried out monthly;
- Electrify food processing operations in both restaurants and central kitchens so reduce the combustion of gaseous fuels;
- Purchase and use environmentally friendly refrigerants (e.g. R404A/R410A) for refrigerators and air conditioners;
- Utilise fans coupled with air conditioners to cool the restaurant more efficiently.

## CARE FOR ENVIRONMENT

### EMISSIONS *(Continued)*

To efficiently control the air pollutants from the transportation process, Tsui Wah has established strict policies regulating the appropriate use of vehicles for business, while reinforcing its monitoring on the consumption of fossil fuels in all regions through the implementation of various policies, including the regulation of vehicle used for business and the substitution of eco-friendly energy resources for diesel in its selection of vehicle fuels.

It is universally accepted that the increasingly higher concentration of GHGs in the atmosphere is the primary driver of climate change. As a leading catering business in Hong Kong, the Group is committed to cutting its GHG emissions and being resource intelligent, in a response to the 2050 carbon neutrality goal of Hong Kong. In FY2021, the total GHG emission of the Group was 21,807.00 tonnes CO<sub>2</sub>e, with an intensity of 22.81 tonnes CO<sub>2</sub>e/HK\$ million. Holding a similar pattern of GHG emission profile as compared to the previous years, the Scope 2 (Indirect Energy Emissions) dominated the Group's GHG emissions for over 90% during the year under review. The central kitchens, offices and restaurants of Tsui Wah all took effective actions and explored practical ways to enhance energy efficiency during operations in the reporting year.

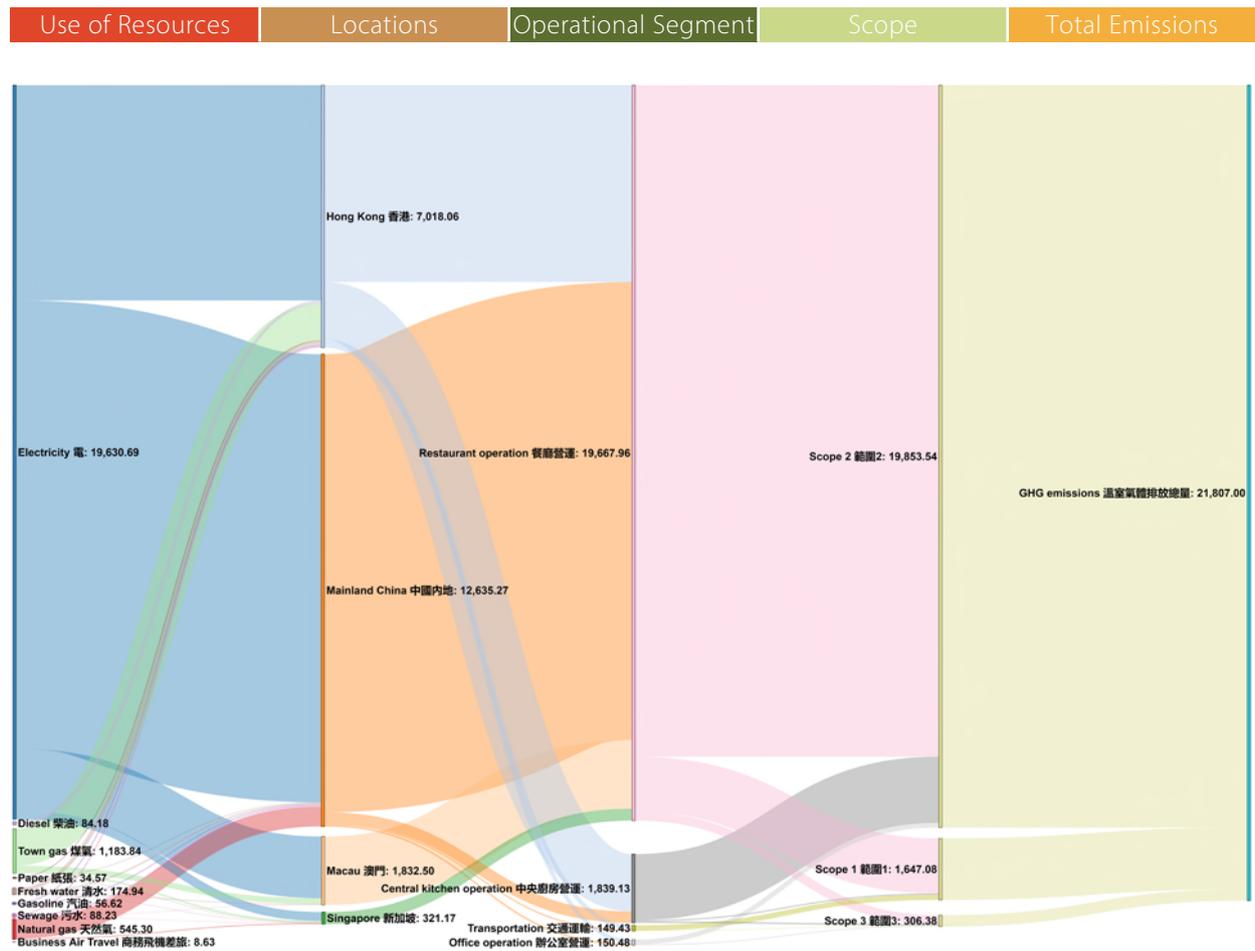


# CARE FOR ENVIRONMENT



## EMISSIONS (Continued)

To better illustrate the GHG emissions of the Group in detail, especially from the perspective of the use of resources, geographical locations, business segments and emission scopes, a GHG emissions Sankey diagram is presented below, which visualises the patterns of corporate GHG emissions with the width of the flow representing the magnitudes of the amount of emissions.



# CARE FOR ENVIRONMENT

## EMISSIONS *(Continued)*

### Climate Change Risk Management

Tsui Wah is committed to sustainably managing its environmental footprint and increasing its climate resilience during operations. Benchmarking the disclosure recommendations of the TCFD framework, the Group strives to make continuous efforts to assess the financial implications of climate impacts and to address the potential risks while capture gold opportunities for transitioning towards a low-carbon economy.

Risk & Opportunity	Impact
<b>Risks</b>	
Extreme weather events such as drought, flood, storm, heat waves may cause the increase of frequency of natural disasters including landslide, subsidence. etc.	Air, land and sea travel may all be affected due to the increased occurrence of extreme weather events, which may affect the stability of Tsui Wah’s supply chain and thus its daily food supplies.
Changes in rainfall patterns and rising ambient temperature	Changes in climate conditions may seriously affect the quantity and quality of raw food materials, which will be largely reflected in the price of materials. The volatility and uncertainty of operating costs may become a climate-related risk to Tsui Wah.
<b>Opportunities</b>	
Rising climate awareness	Higher awareness of climate change may alter customers’ expectations and demands of businesses for “greener” options. Tsui Wah’s early actions in adopting environmentally friendly business practices and alternative menu choices including plant-based meat can enable the Group to efficiently adapt to the new market of customers whose mindsets are shifted. For instance, some branches of the Group have designed vegetarian menus and encourage customers to eat “greener” thus lowering carbon emissions related to meat production.
Resource efficiency	Under the increasing market trends for energy efficient products such as LED, the early uptake of energy efficient facilities allows Tsui Wah to lower its operating cost while improving its reputation on contribution to global climate efforts.

Meanwhile, the Group has also been taking actions in minimising its climate impacts through various measures below:

- Energy-efficient appliances:** To achieve additional energy savings and minimise GHG emissions within the Group, the offices, restaurants and central kitchens of Tsui Wah have purchased energy-efficient appliances, especially utilising LED lights instead of traditional equipment that consumes large amounts of energy during operations.
- Lighting control systems:** Restaurants and central kitchens have installed lighting control systems for regional power supply. According to actual demands, the lighting system can be adjusted, which can vastly help the Group move toward more sustainable usage of electricity.
- Waste Oil Recycling Scheme:** With the aim of reducing GHG emission and other air pollutants, Tsui Wah has proactively participated in the Waste Oil Recycling Scheme, whereby the wasted cooking oil could be transported to biodiesel producers for the generation of renewable energy.
- Euro IV compliant vehicles:** Replace the trucks and vans in the vehicle fleet that do not comply with Euro IV emission standards.
- Environmental-friendly vans:** Environmental-friendly vans have been prioritised and used as the Group’s transport fleet. Not only do the engines of these vans meet the exhaust emission and noise standards, but the diesel particulate filters (DPF) have also been installed to further lower the PM emissions so as to lower its impacts on the environment.

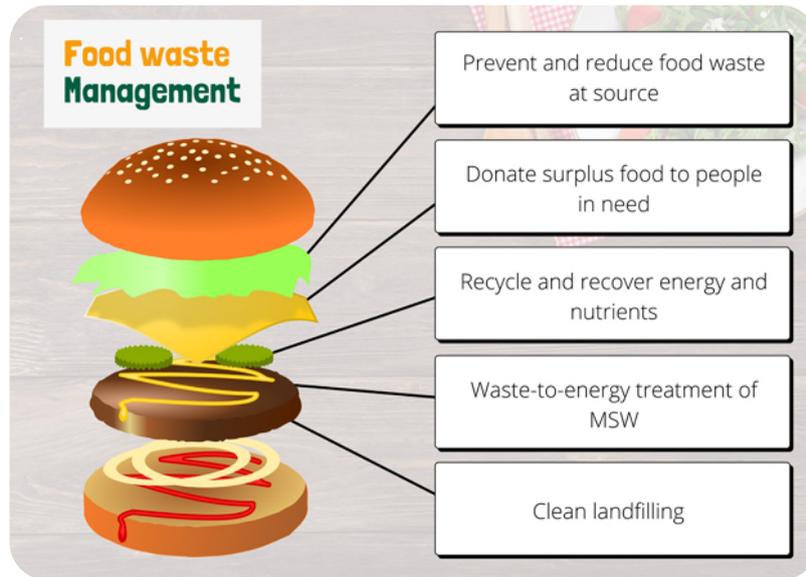
Tsui Wah will continue to step up its efforts to develop a long-term goal and action plan to achieve an impactful positive contribution to the planet.

# CARE FOR ENVIRONMENT



## WASTE MANAGEMENT

In FY2021, Tsui Wah did not generate any hazardous waste, while the non-hazardous wastes generated by the Group mainly consisted of food residue, waste oil, domestic waste and wastewater during its restaurants and central kitchen's operations. In Tsui Wah, the food wastes are mainly generated from cooking and unconsumed food by customers, while the wastewater is generated as a result of restaurants' daily operations.



### Compliance

To seek long-term sustainability of the environment and community where it operates, the Group has endeavoured in controlling its emissions as well as its consumption of resources, and strictly complied with relevant environmental laws and regulations in Hong Kong, Mainland China, Macau and Singapore during its daily operations, including but not limited to the following:

- |   |   |
|---|---|
|  Environmental Protection Law of the People's Republic of China   |  Air Pollution Control Ordinance (Cap. 311 of the Laws of Hong Kong)    |
|  Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution               |  Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong)  |
|  Law of the People's Republic of China on Prevention and Control of Water Pollution                         |  Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong)           |
|  Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste  |  Noise Control Ordinance (Cap. 400 of the Laws of Hong Kong)            |
|  Law of the People's Republic of China on Conserving Energy   |  Law No. 2/91/M Environmental Law (Macau)                               |
|  Regulations of the Management of Economical Use of Urban Water   |  Environmental Protection and Management Act (Chapter 94A) (Singapore)  |

# CARE FOR ENVIRONMENT

## Food Waste Management

Owing to the rising population and the increase of dining-out habits of Hong Kong people, food residue is continuously ascending and has become one of the most critical issues to Tsui Wah. In FY2021, the food residue of Tsui Wah accounted for 50.49 % of the Group's total solid waste. Meanwhile, the amount of food residue surged by 2,770.15 tonnes during the reporting year, mainly due to the expansion of environmental data collection scope including the branches of Singapore and the gradual increase in number of dine-in customers with the severity of the pandemic being relieved. Nevertheless, Tsui Wah, as a prominent brand in the catering industry of Hong Kong, is fully aware of the importance of sustainable waste management to both its business development and urban ecological civilisation. As such, the Group sticks to the plan and the multi-pronged approach of the Environmental Protection Department to tackle food waste problems, and implements good management practices according to the Food Waste Management Hierarchy, in which the prevention of food waste generation and reduction at source always comes first.

Tsui Wah has formulated and strictly executed its internal food waste management policies during business operations, especially under the following four areas – Education, Food Waste Separation, Central kitchen Management, and Waste Oil Recycling Scheme.

### 1. Education



The Group joined the campaign "Food Wise Hong Kong" held by the Environmental Protection Department, aiming to encourage customers to reduce food waste and promote the concept "Think before you order", and also to support the meatless menu campaign in which the environmental organisation encourages a meat-free green diet that reduces carbon usage, thereby slowing down the global warming. Meanwhile, Tsui Wah has long been a practitioner supporting "No Leftover" campaign organised by the Environmental Protection Department and Greeners Action, and places posters in outlets to promote the reduction of food waste.

### 2. Food Waste Separation



Tsui Wah's restaurants give full support to the Food Waste Recycling Partnership Scheme of the Environmental Protection Department to carry out food waste separation and collection. Besides, in compliance with the increasingly stricter solid waste classification regulations in Mainland China, all waste from restaurants should be carefully classified with food wastes being separated and disposed of by qualified recyclers.

### 3. Central Kitchen Management

All central kitchens of the Group have adopted the centralised food processing model, which enhances the utilisation efficiency of raw materials and to large extent minimises unnecessary food waste. Meanwhile, the Group regulates all employees to fill in food-loss tables every day and report on any abnormal food-loss situation during food preparation.



### 4. Waste Oil Recycling Scheme



The central kitchens and restaurants have implemented the waste oil recycling scheme since the year 2014. Under this scheme, the waste cooking oil (WCO) produced by the Group during cooking process is collected and converted into industrial products such as biodiesel, soap etc. In response to the administrative measures announced by the Government in the 2016 Policy Agenda with regard to the proper disposal of waste cooking oil produced by local licensed food premises, the Group has partnered with local eligible waste cooking oil collectors, processors and exporters who are registered in the Environmental Protection Department's (EPD) WCO Recycling Administrative Registration Scheme.

During the year under review, the Central kitchens of Tsui Wah successfully recycled a total of 4,007.21 L of waste oil, which was approximately 50% less than the previous year due to the decline in food demand during the pandemic. Meanwhile, the restaurants in Hong Kong, Mainland China, Macau and Singapore recycled a total of 110,632.12 L of waste oil in FY2021. The Group also participated in the Hong Kong Cooking Oil Registration Scheme launched by the Hong Kong Quality Assurance Agency.

In collaboration with certified third parties, the waste oil from the operations in Mainland China are collected regularly for further treatment. Followed by filtering, the waste oil normally undergoes high temperature treatment, before going through a preliminary purification and refining process in which the waste oil will be transformed into biodiesel.



## CARE FOR ENVIRONMENT



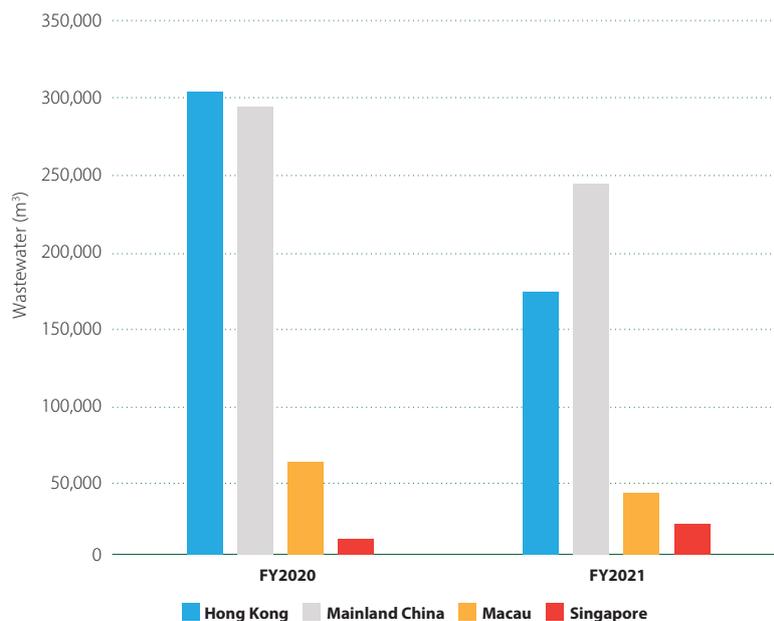
### WASTEWATER MANAGEMENT

Since the amount of wastewater generated by the Group highly depends on the amount of water used by its employees and customers, the Group has adopted specific measures to mitigate its water consumption in offices, restaurants and central kitchens. In FY2021, municipal wastewater was directly discharged into the property's wastewater system. Central kitchens of the Group used grease traps to separate grease in the wastewater and qualified



collectors were responsible for collecting the grease, which could to a large extent prevent pipe clogging. In FY2021, the amount of wastewater discharged by Tsui Wah went down by around 30% when compared to FY2020, with a dramatic fall being recorded in Hong Kong and Macau by around 42.55% and 45.65% respectively.

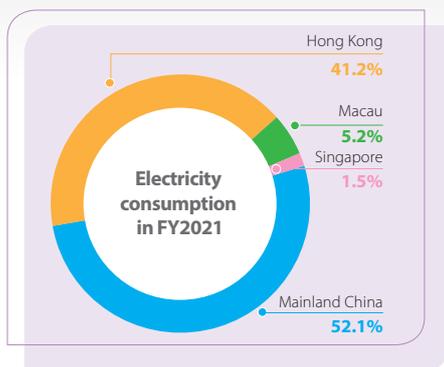
#### Wastewater discharged in FY2021 and FY2020



### USE OF RESOURCES

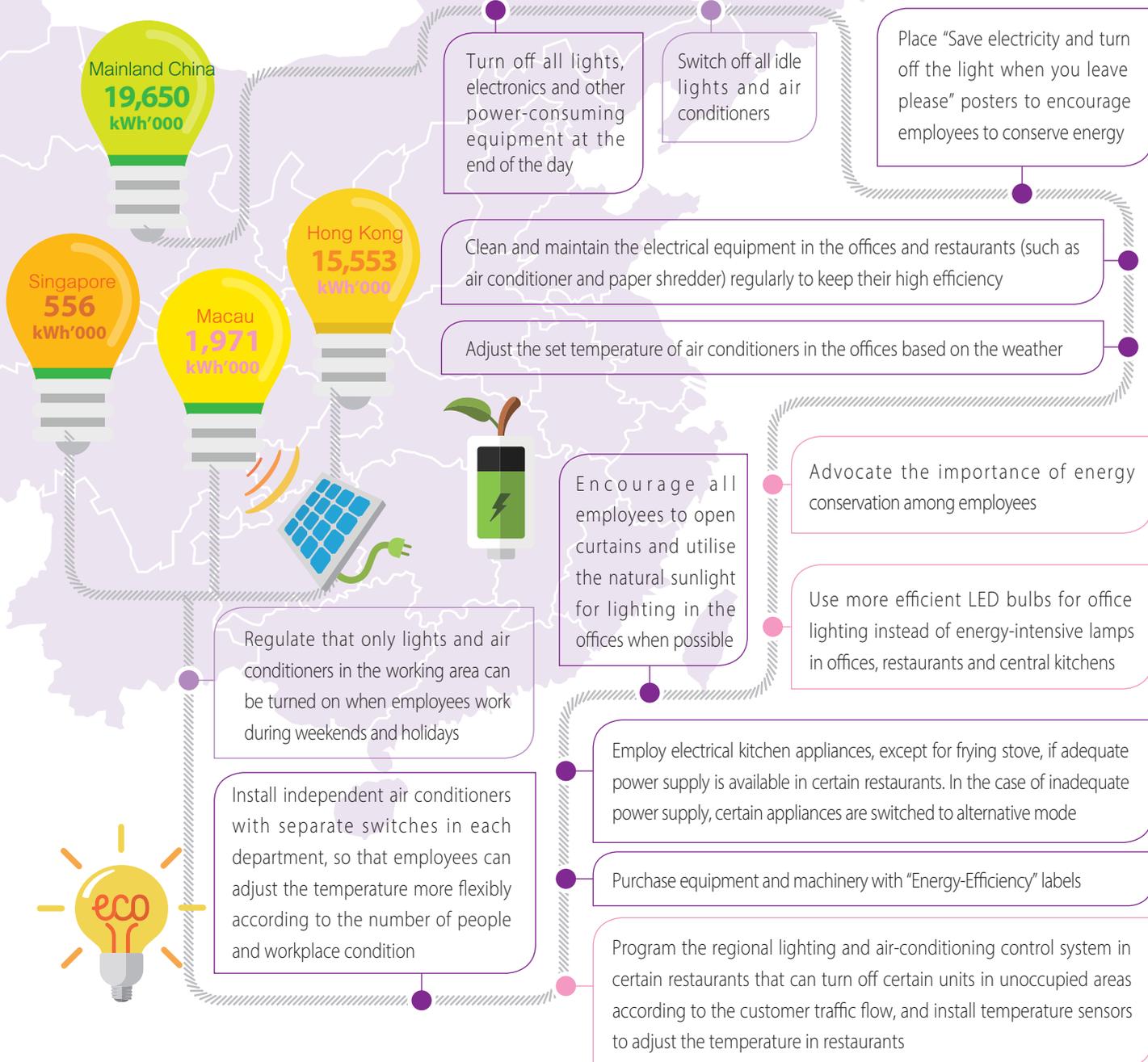
In FY2021, the primary resources consumed by the Group were electricity, town gas, natural gas, gasoline, diesel, water, paper and plastic- and paper-made packaging materials. Table E2 in the APPENDIX illustrates the amount of different resources used by the Group.

# CARE FOR ENVIRONMENT



## ELECTRICITY

The electricity consumed by the Group mainly came from the operation of electrical devices and equipment in the offices, restaurants and central kitchens for daily operations. All employees and business branches of Tsui Wah have complied with relevant regulations and the Group's policies of saving electricity. Due to the unwavering efforts in electricity conservation of the Group, the total electricity consumption of the Group in FY2021 was 37,729.97 kWh'000, which was 20.57% lower than that in FY2020 primarily due to the suspension of dine-in services amid the pandemic and the unremitting efforts of all staff in conserving electricity. To lower the consumption of electricity so as to diminish its GHG emissions, the Group has embedded the slogan of "Saving Electricity" into its business strategy and particularly implemented the following practices in its restaurants, offices and central kitchens:



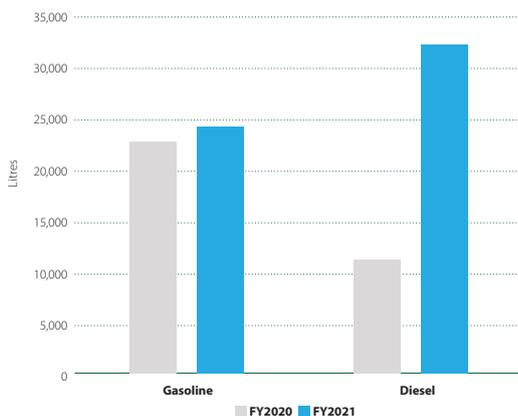
## CARE FOR ENVIRONMENT



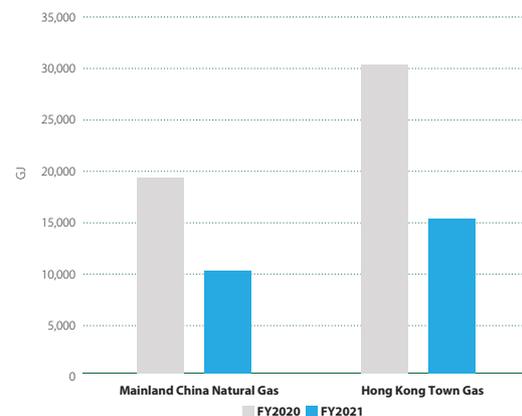
### OTHER ENERGY RESOURCES

The Group consumed gasoline, diesel, natural gas and town gas as its primary energy resources for daily operations and transportation. The Group has been dedicated to reducing the use of fossil fuel, especially diesel, and improving the efficiency of operations, and sees it as the key to its commitment to becoming an eco-friendly enterprise. In FY2021, the amount of gasoline and diesel fuel consumed by the Group was 23,811.61 litres and 31,922.39 litres respectively, which both rose in varying degrees as compared to the previous year's data, principally due to the gradual recovery of business. It is worth noting that although the total amount of gasoline increased by 4.61%, the amount of gasoline used in Hong Kong diminished by 21.11%. To further lower the consumption of fossil fuels, the Group has adopted a number of effective measures. The Group's transportation fleet in Hong Kong, for example, has adopted environmentally friendly trucks, which meet the emission and noise control standards issued by the Hong Kong Government. Furthermore, all vehicles of the Group have been installed with DPF, a device designed to remove diesel particulate matter or soot from the exhaust gas of a diesel engine, to further abate the detrimental impact of exhaust fumes from vehicles on the environment. In contrast with the outmoded supply chain management model in which suppliers normally transport raw materials directly to restaurants, the central kitchens adopt a brand-new approach called "centralised logistics" for food delivery, which has successfully reduced the frequency of vehicle usage, thereby leading to a substantial decline of the carbon footprint of its products from a lifecycle perspective.

**Fossil fuels consumed in FY2021 and FY2020**



**Primary energy resources consumed in FY2021 and FY2020**

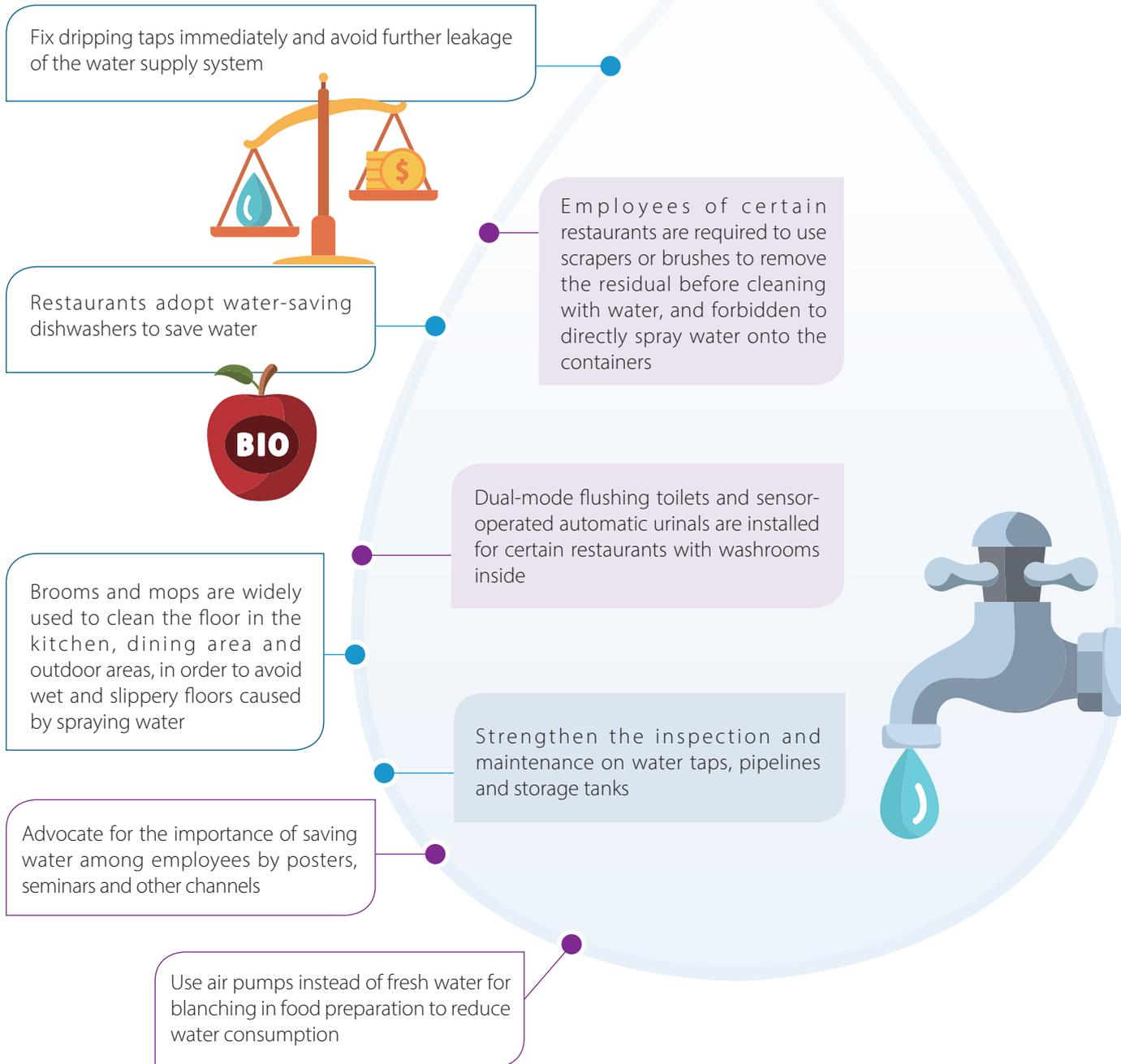


The cooking process and food processing operations of the Group rely on the use of town gas in Hong Kong, Macau and Singapore, whilst natural gas is the dominant energy resource that Tsui Wah restaurants count on for daily operations in Mainland China as well as Singapore. In FY2021, Tsui Wah was committed to lowering the consumption of natural gas and town gas during operations, and endeavouring to seek renewable and clean energy alternatives for cooking. Specifically, the Group's central kitchens started to operate under electric model instead of town gas to reduce the emissions of air pollutants and achieve higher operating efficiency. Meanwhile, the adoption of the electric model renders the combustion air fans useless at central kitchens anymore, thereby significantly reducing the noise pollution generated by the fans and avoiding unnecessary electricity consumption. During FY2021, a reduction of 40.98% and 48.66% in total natural gas and town gas consumption were recorded, with Mainland China and Hong Kong witnessing the most significant drop by 43.49% and 49.57% respectively.

# CARE FOR ENVIRONMENT

## WATER

Tsui Wah prioritises water conservation among a growing number of environmental issues and follows the 3R rules – Reduce, Reuse and Recycle in its daily operations. By applying the robust water resource protection measures, the Group did not face any problem in sourcing water during FY2021. Furthermore, not only has the management and Board put great emphasis on water preservation, all offices, restaurants and central kitchens have implemented uniquely effective water conservation measures very well. The Group strives to gradually instil the principle of “Saving Water” to every employee during their daily lives and work. In FY2021, Tsui Wah’s total water consumption dropped by approximately 29.98%. To further improve the utilisation efficiency of water resources, the Group has adopted the following practices:



## CARE FOR ENVIRONMENT



### PAPER

In FY2020, Tsui Wah participated in the Green Office and Eco-Healthy Workplace Awards Labelling Scheme held by World Green Organisation (WGO) again, aiming to contribute to the creation and maintenance of healthy and green workplaces. During FY2021, the Group re-stressed the importance of resource conservation in the office by releasing announcements and providing relevant guidance on the approach to protecting our environment around us. Tsui Wah has been dedicated to saving paper in the offices by promoting the concept of “paperless office”, and has already achieved significant progress by taking the following measures:

- Choose suppliers with more environmentally-friendly paper sources, so as to reduce the number of indirect tree losses while consuming the same amount of paper;
- Promote the concept of paperless office and office automation, and disseminate information by electronic means (i.e. emails or bulletin boards) as much as possible;
- Set duplex printing as the default mode for most network printers when printouts are needed;
- Spread the idea of “think before you print” by using posters and stickers in the offices to remind staff to avoid unnecessary printings; and
- Use the back of old single-sided documents for printing or as draft paper.

### PLASTIC

With increasing concerns of the environmental impacts caused by plastic waste, especially on aquatic lives, the Hong Kong Government has kept stressing the importance of reducing, reusing and recycling the plastic waste in the Policy Address 2018. With regard to the call of the government, the Environmental Protection Department has collaborated with the catering sector to promote the idea of “plastic free” and discouraged the use of disposable plastic utensils by formulating guidelines and organising the campaign “Plastic-Free Takeaway, Use Reusable Tableware”. Caring about the sustainability of its aquatic environment and aiming to minimise its environmental footprint, as one of the outstanding leaders in the catering industry, Tsui Wah has been determined in taking actions to implement the policy of banning plastic straws and polyfoam food containers in its restaurants, in a response to the government’s initiative. Plastic straws, tableware and packaging bags are not provided to the customers unless they request. Tsui Wah believes that its endeavours in disseminating and embracing the plastic-free concept not only can contribute to the sustainable development of our planet, but will raise the awareness of the public in opting for a more eco-friendly lifestyle.

### PACKAGING MATERIALS

The Group adopts standardised packaging materials for takeaways across all restaurants, which can be split into plastic and paper products. It is widely acknowledged that the one-off plastics are a real concern for the planet and the damaging and long-lasting environmental effects of excessive takeaway waste have already gained significant attention in recent decades. To better control its consumption of packaging materials during daily operations, Tsui Wah has put more focus on the procurement management of packaging materials and strengthened its measurements of the consumption on a daily basis. As such, the Group furthers its monitoring, measurement and evaluation of the amount of different packaging materials purchased and used in all restaurants and central kitchens in FY2021. A great many restaurants of Tsui Wah have come up with a number of innovative and cost-effective packaging solutions whereby the amount of packaging materials can be strictly monitored and controlled. For instance, restaurants have specific guidelines for the use of corresponding packaging materials according to the nature of the product to avoid excess packaging waste. The restaurants also prioritise takeaway boxes made by paper or biodegradable materials in procurement. Furthermore, some restaurants regulate that the procurement of certain packaging items would be suspended for one day if the latest order exceeds the threshold. Meanwhile, the central kitchens of the Group also adopt packaging in larger size to reduce the weight and quantity of packaging materials used.

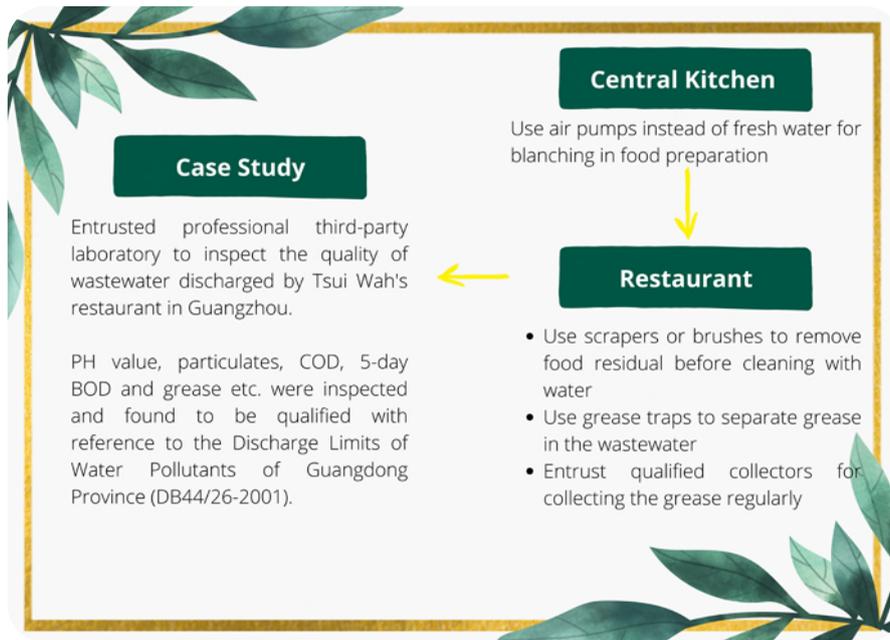
Despite the effort of the Group in the robust management of the consumption of packaging materials during operations, the amount of plastic and paper packaging materials used by the Group went up significantly. Although the inclination was principally due to the surge in demand for take-away services during the reporting year caused by the pandemic, the Group has still been putting remarkable efforts in seeking a decline in consumption of packaging materials. The Group will continue to pay more effort in analysing the feasibility of the full application of biodegradable and eco-friendly packaging materials in the future, and insist on reducing, monitoring and managing the sustainable use of packaging materials. During the year under review, the restaurants of Ging Sun Ho King of Bun (堅信號上海生煎皇) started the recycling of packaging materials, and within the reporting period, a total of 9.32 tonnes of packaging materials were recycled.

# CARE FOR ENVIRONMENT

## ENVIRONMENTAL AND NATURAL RESOURCES

Tsui Wah has bent itself for sustainable development and concentrated on the evaluation of the environmental impact of its business development and daily operations. Through a series of measures to save electricity, water, gasoline, diesel, natural gas, town gas and all other raw materials during operations that have been introduced above, the Group has made significant progress towards the building of a reliable and resilient corporation that pioneers in the catering industry. In FY2021, the Group’s major environmental impacts were wastewater, food waste and GHG emissions which were mainly attributed to the consumption of electricity and fossil fuels.

### a. Wastewater



### b. Food waste

#### Management approach:



Aiming for “Zero Food Waste” from restaurants and central kitchens, Tsui Wah attaches great importance to the learning of Food Recovery Hierarchy and has carefully evaluated the profit potential, feasibility, industry prevalence, diversion potential, and societal economic value of certain policies and measures in food waste reduction, in order to seek the best approach to avoiding unnecessary food waste from daily operations. Tsui Wah follows the order of “Prevention, Recovery, and Recycling” in its food management, and strives to grasp the opportunity to lower its food waste through the entire supply chain.

#### Examples of prevention:



Designing menus with “No Waste” in mind, Tsui Wah endeavours to make innovations on its cuisines by minimising the range of ingredients used across dishes to create opportunities for cross-utilisation and delving into the possibility of using the by-products of one dish to produce another delicious food. Tsui Wah has also partnered with other organisations in the promotion of preventing food waste. For example, the Group participated in “Save Food Day” organised by Greeners Action in the past, advocating the environmental benefits of “smaller portions”.

#### Examples of recovery:



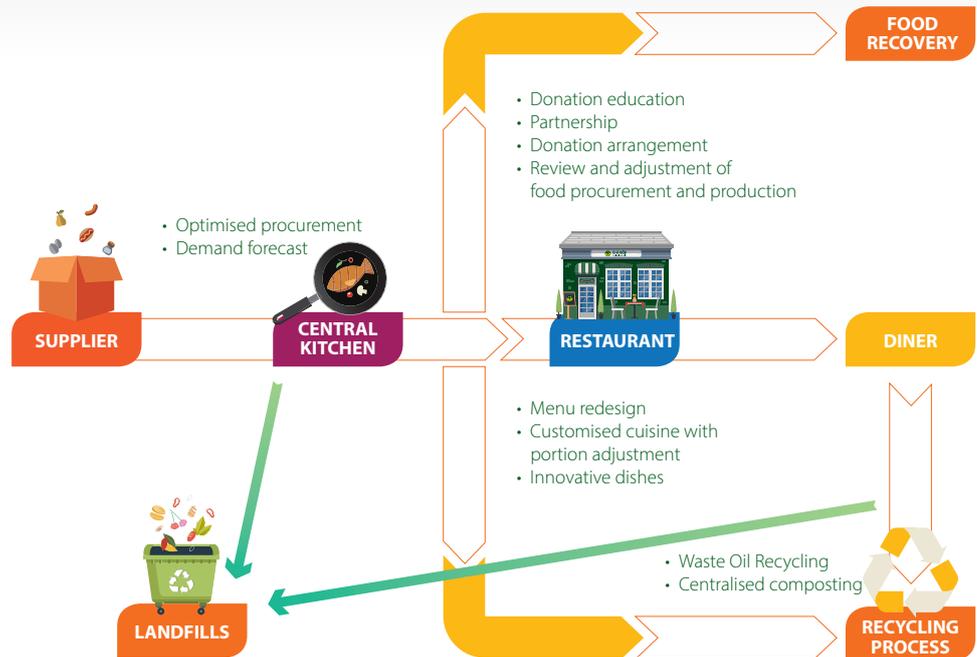
Tsui Wah has long been considering the partnership with relevant food donation organisations which enables the Group to identify appropriate ways that the edible leftover and food can be delivered to those in need. Meanwhile, the food donation also provides a great opportunity facilitating Tsui Wah to keep measuring and managing its surplus food, and more importantly, to make timely adjustment of the stored raw materials for cooking and food preparation for sale, which pushes the Group to further eliminate the food waste at source.

## CARE FOR ENVIRONMENT



### Examples of recycling:

The central kitchens of Tsui Wah have been engaged in the Waste Oil Recycling scheme for years by collaborating with certified oil recyclers. The waste oil is collected by the oil recycler and processed accordingly before being transformed into renewable energy that supports global sustainable development.



### c. GHG emissions

Despite a magnificent triumph in lowering GHG emissions, the Group is still committed to further minimising its underlying environmental impacts by putting more efforts in the following two areas:

#### 1. Innovation

To further minimise its possible repercussions on the environment, the Group will lay more emphasis on the exploration of advanced technologies and business models with operations under higher energy efficiency. Following the requirements of ISO 50001 Energy Management System, Tsui Wah has been committed to establishing, implementing, maintaining and continually improving its energy management system by setting up appropriate strategies and policies in controlling its energy consumption, which enables the Group to keep optimising its operational process and seeking any opportunity for advancement. For example, the central kitchen of the Group has adopted a centralised logistics approach, which allows all food to be distributed to each restaurant more efficiently, a result that lowers the carbon emissions during the transportation process. Also, the promotion of electric models in central kitchens and restaurants could massively lessen the Group's dependence on fuels for cooking operations.

#### 2. Education

Tsui Wah values the education and advocacy of low-carbon operations and lifestyle. Employees are highly encouraged to take public transport instead of private cars, thereby largely reducing their individual carbon footprint. Besides, the Group endeavours to cultivate the good habits of diligence and frugality in terms of the use of natural resources among its employees through plenty of channels.

Looking ahead, Tsui Wah will remain steadfast in the research and application of more environmentally sound solutions to its food waste management and GHG emissions control, which are believed not only to be critical to the long-term success of the Group by decreasing waste hauling bill, raising employee's morale and retaining customers, but also beneficial to maintaining the balance of the entire ecosystem.

The Group was in compliance with laws and regulations relating to air, GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste during the year under review.

## LAWS AND POLICIES

The Group's business operations have been in compliance with relevant environmental and social laws, regulations and policies set out in Hong Kong, Macau, Mainland China and Singapore. The table below summarises laws and regulations which have a significant impact on Tsui Wah and with which the Group has complied.

### CARE FOR EMPLOYEES

Employment Ordinance (Cap. 57 of the Laws of Hong Kong)  
 Law no. 21/2009 (Law for the employment of non-resident workers in Macau)  
 Labour Law of the People's Republic of China  
 Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong)  
 Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong)  
 Insurance Law of the People's Republic of China  
 Employment Act (Singapore)  
 Provisions of the State Council on Employees' Working Hours  
 Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong)  
 Production Safety Law of the People's Republic of China  
 Law of the People's Republic of China on Prevention and Control of Occupational Diseases  
 Regulation on Work-Related Injury Insurance  
 Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong)  
 Anti-Money Laundering and Counter-Terrorist Financing Ordinance (Cap. 615 of the Laws of Hong Kong)  
 Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong)  
 Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong)  
 Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong)  
 Anti-corruption law of the People's Republic of China  
 Law of the People's Republic of China on Anti-money Laundering  
 Prevention of Corruption Act (Singapore)  
 Law No. 7/2008 Labour Relations Law (Macau)



### CARE FOR CUSTOMERS



Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong)  
 Food and Drugs (Composition and Labelling) Regulation (Cap. 132W of the Laws of Hong Kong)  
 Public Health and Municipal Service Ordinance (Cap. 132 of the Laws of Hong Kong)  
 Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong)  
 Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong)  
 Trade Marks Ordinance (Cap. 559 of the Laws of Hong Kong)  
 Copyright Ordinance (Cap. 528 of the Laws of Hong Kong)  
 Advertising Law of the People's Republic of China  
 GB 31654-2021 National food safety standard - Common Hygiene Regulations of Catering Services (食品安全國家標準餐飲服務通用衛生規範)  
 Anti-food Waste Law of the People's Republic of China  
 Food Safety and Hygiene Advisory for Food Premises on the Prevention of COVID-19  
 Food Safety Advice on Prevention of COVID-19  
 Precautions for Food Delivery Agents on the Prevention of COVID-19

### CARE FOR SUPPLIERS



The Sale of Goods Ordinance (Cap. 26 of the Laws of Hong Kong)  
 The Supply of Services (Implied Terms) Ordinance (Cap. 457 of the Laws of Hong Kong)

### CARE FOR ENVIRONMENT

Environmental Protection Law of the People's Republic of China  
 Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution  
 Law of the People's Republic of China on Prevention and Control of Water Pollution  
 Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste  
 Law of the People's Republic of China on Conserving Energy  
 Regulations of the Management of Economical Use of Urban Water  
 Air Pollution Control Ordinance (Cap. 311 of the Laws of Hong Kong)  
 Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong)  
 Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong)  
 Noise Control Ordinance (Cap. 400 of the Laws of Hong Kong)  
 Law No. 2/91/M Environmental Law (Macau)  
 Environmental Protection and Management Act (Chapter 94A) (Singapore)



## APPENDIX

Table E1. The Group's Total Emissions by Category in FY2021 and FY2020 <sup>10,11</sup>

Emission Category	Key Performance Indicator (KPI)	Unit	FY2021		FY2020		Change in Intensity
			Amount	Intensity <sup>1</sup> (Unit/HK\$ million)	Amount <sup>2</sup>	Intensity <sup>2</sup> (Unit/ HK\$ million)	
Air Emissions <sup>3</sup>	SOx	Kg	4.01	4.19 x 10 <sup>-3</sup>	5.92	4.29 x 10 <sup>-3</sup>	↓
	NOx	Kg	492.32	0.52	415.44	0.30	↑
	PM	Kg	60.75	0.06	16.67	1.21 x 10 <sup>-2</sup>	↑
GHG Emissions	Scope 1 (Direct Emissions) <sup>4</sup>	Tonnes of CO <sub>2</sub> e	1,647.08	-	2,886.48	-	-
	Scope 2 (Energy Indirect Emissions) <sup>5</sup>	Tonnes of CO <sub>2</sub> e	19,853.54	-	30,631.03	-	-
	Scope 3 (Other Indirect Emissions) <sup>6</sup>	Tonnes of CO <sub>2</sub> e	306.38	-	435.35	-	-
	<b>Total (Scope 1, 2 &amp; 3)</b>	<b>Tonnes of CO<sub>2</sub>e</b>	<b>21,807.00</b>	<b>22.81</b>	<b>33,952.86</b>	<b>24.59</b>	<b>↓</b>
Non-hazardous Waste	Food Residue <sup>7</sup>	Tonnes	5,914.21	6.19	3,144.07	2.28	↑
	Solid Wastes <sup>8</sup>	Tonnes	5,799.94	6.07	4,851.10	3.51	↑
	Wastewater <sup>9</sup>	m <sup>3</sup>	481,724.07	503.90	672,158.12	486.72	↑

- [1] Intensity for FY2021 was calculated by dividing the amount of air, GHG and other emissions respectively by the Group's revenue of HK\$956 million in FY2021;
- [2] The amount and intensity in FY2020 were extracted from the data in the ESG Report FY2020 of the Group;
- [3] The Group's air emissions only included the air pollutants from fuel consumption of motor vehicles, town gas and natural gas consumption in the food processing process;
- [4] The Group's Scope 1 (Direct Emissions) included only the consumption of liquid and gaseous fuels in motor vehicles, restaurants and central kitchens' operations ;
- [5] The Group's Scope 2 (Energy Indirect Emissions) included only electricity and town gas consumption;
- [6] The Group's Scope 3 (Other Indirect Emissions) included other indirect emissions from paper waste disposed at landfills, electricity used for processing fresh water and sewage by government departments, and business air travel;
- [7] The amount of food residue for FY2021 was recorded, measured and estimated in a more comprehensive way that incorporated all restaurants and central kitchens of Tsui Wah in Hong Kong, Mainland China, Macau and Singapore;
- [8] The solid wastes included the commercial waste from all restaurants and central kitchens, except the waste from offices, which Tsui Wah believed was not as material as the former function units in terms of solid waste measurement;
- [9] The total amount of wastewater generated by the Group was primarily based on the direct measurement together with appropriate estimations assuming 70-90% of the fresh water consumed by the Group will enter the sewage system in areas where an accurate recording of the amount of wastewater was hard to obtain. Meanwhile, since the wastewater from offices of Tsui Wah was mainly handled by the management of property buildings, the amount of sewage of Tsui Wah in FY2021 did not cover all offices;
- [10] The methodology adopted for reporting on GHG emissions set out above was based on "How to Prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, The GHG Protocol Corporate Accounting and Reporting Standard and the 2006 IPCC (Intergovernmental Panel on Climate Change) Guidelines for National Greenhouse Gas Inventories; and
- [11] The environmental data disclosed included the operations of offices, restaurants and central kitchens in Hong Kong, Mainland China, Macau and Singapore.

## APPENDIX

Table E2. Total Resource Consumption in FY2021 and FY2020 <sup>3</sup>

Use of Resources	Key Performance Indicator (KPI)	Unit	FY2021		FY2020		Change in Intensity
			Amount	Intensity <sup>1</sup> (Unit/HK\$ million)	Amount <sup>2</sup>	Intensity <sup>2</sup> (Unit/ HK\$ million)	
Energy	Electricity	kWh'000	37,729.97	39.47	47,500.25	34.40	↑
	Natural gas	m <sup>3</sup>	289,007.82	302.31	489,662.64	354.57	↓
	Town gas	Unit	376,434.64	393.76	733,271.38	530.97	↓
	Gasoline	L	23,811.61	24.91	22,761.21	16.48	↑
	Diesel	L	31,922.39	33.39	11,832.13	8.57	↑
	<b>TOTAL <sup>4</sup></b>	<b>GJ</b>	<b>167,086.87</b>	<b>174.78</b>	<b>226,340.06</b>	<b>163.90</b>	<b>↑</b>
Water		m <sup>3</sup>	597,901.76	625.42	853,946.54	618.35	↑
Paper		Kg	7,357.91	7.70	6,624.43	4.8	↑
Packaging materials <sup>5</sup>	Plastic	Tonnes	437.22	0.46	264.47	0.19	↑
	Paper	Tonnes	166.00	0.17	77.76	0.06	↑

[1] Intensity for FY2021 was calculated by dividing the amount of resources that the Group consumed in FY2021 by the Group's revenue of HK\$956 million in FY2021;

[2] The amount and intensity in FY2020 were extracted from the data in the ESG Report FY2020 of the Group;

[3] The environmental data disclosed included the operations of offices, restaurants and central kitchens in Hong Kong, Mainland China, Macau and Singapore;

[4] The total energy was calculated based on the conversion factors of the United States Energy Information Administration (EIA); and

[5] The amount of packaging materials consumed in FY2020 has been re-calibrated with an improved method so as to stay consistent with the disclosure in FY2021 for a meaningful comparison.

Table S3. Number of Employees by Age Group, Gender, Employment Type, Position Type, Geographical Locations of The Group in FY2021 <sup>1</sup>

Unit: Number of employees	Age group						
	Aged 20 or below	Aged between 21 and 30	Aged between 31 and 40	Aged between 41 and 50	Aged between 51 and 60	Aged 61 or above	Total
Gender							
Male	156	592	346	162	127	37	1,420
Female	96	369	370	355	284	59	1,533
<b>Total</b>	<b>252</b>	<b>961</b>	<b>716</b>	<b>517</b>	<b>411</b>	<b>96</b>	<b>2,953</b>

Unit: Number of employees	Position Type			
	General staff	Middle-level managers	Senior management and directors	Total
Gender				
Male	1,135	206	79	1,420
Female	1,363	133	37	1,533
<b>Total</b>	<b>2,498</b>	<b>339</b>	<b>116</b>	<b>2,953</b>

## APPENDIX



Employment type		
Full time	Part time	Total
2,231	722	2,953

Geographical location	
Locations	Number of employees
Hong Kong	1,305
PRC	1,315
Macau	284
Singapore	49
Total:	2,953

[1] The employment data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. The data covered employees engaged in a direct employment relationship with the Group according to relevant local laws and workers whose work and/ or workplace was controlled by the Group. The methodology adopted for reporting on employment data set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

**Table S4. Employee Turnover Rate by Age Group, Gender and Geographical Locations in FY2021 <sup>1</sup>**

Unit: Number of employees	Age group						
	Aged 20 or below	Aged between 21 and 30	Aged between 31 and 40	Aged between 41 and 50	Aged between 51 and 60	Aged 61 or above	Total
Gender							
Male	225	493	254	145	109	48	1,274
Employee turnover rate	144.23%	83.28%	73.41%	89.51%	85.83%	129.73%	89.72%
Female	183	307	227	357	273	70	1,417
Employee turnover rate	190.63%	83.20%	61.35%	100.56%	96.13%	118.64%	92.43%
Total	408	800	481	502	382	118	2,691
Total employee turnover rate	161.90%	83.25%	67.18%	97.10%	92.94%	122.92%	91.13%

Geographical location		
Locations	Employee turnover	Employee turnover rate
Hong Kong	1,471	112.72%
PRC	1,102	83.80%
Macau	79	27.82%
Singapore	39	79.59%

[1] The turnover data in headcount was obtained from the Group's Human Resources Department based on the employment contracts entered into between the Group and its employees. Turnover rate was calculated by dividing the number of employees who resigned in FY2021 by the number of employees in FY2021. The methodology adopted for reporting on turnover data set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

## APPENDIX

**Table S5. Number and Percentage of Employees Trained in the Group by Gender and Position Type in FY2021 <sup>1</sup>**

Unit: Number of employees	Position Type			
	General staff	Middle-level managers	Senior management and directors	Total
Gender				
Male	389	104	42	535
% of employees trained	34.27	50.49	53.16	37.68
Female	365	79	27	471
% of employees trained	26.78	59.40	72.97	30.72
Total	754	183	69	1,006
% of employees trained	30.18	53.98	59.48	34.07

[1] The training information was obtained from the Group's Human Resources Department. Training refers to the vocational training that the Group's employees attended in FY2021. The methodology adopted for reporting on the number and percentage of total employees trained set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange. Meanwhile, the percentage of employees trained per category was calculated by dividing the number of trained employees by the number of employees in the corresponding category.

**Table S6. Training Hours Received by the Employees of the Group by Gender and Position Type in FY2021 <sup>1</sup>**

Unit: Training Hours	Position Type			
	General staff	Middle-level managers	Senior management and directors	Total
Gender				
Male	7,873.7	2,181.2	186	10,240.9
Average training hours	6.94	10.59	2.35	7.21
Female	7,704.7	6,902.9	130	14,737.6
Average training hours	5.65	51.90	3.51	9.61
Total	15,578.4	9,084.1	316	24,978.5
Average training hours	6.24	26.80	2.72	8.46

[1] The training information was obtained from the Group's Human Resources Department. The methodology adopted for reporting training hours set out above was based on "How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" issued by the Stock Exchange.

# REPORT DISCLOSURE INDEX



Aspects	ESG Indicators	Description	GRI Standards and Disclosures*	Section	Page
<b>A. Environmental</b>					
Aspect A1: Emissions	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.  Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 305: Emissions, and GRI 306: Effluents and Waste) GRI 305: Emissions: Management approach disclosures guidance GRI 307: Environmental Compliance: Disclosure 307-1	Care for Environment	69-75
	KPI A1.1	The types of emissions and respective emissions data.	GRI 305: Emissions: Disclosures 305-1, 305-2, 305-3, 305-6, and 305-7	Appendix	83
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 305: Emissions: Disclosures 305-1, 305-2, 305-4	Appendix	83
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306: Waste: Disclosure 306-3 (a)	Care for Environment	69, 73
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	GRI 306: Waste: Disclosure 306-3 (a)	Appendix	83
	KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 305: Emissions) GRI 305: Emissions: Clause 1.2 and Disclosure 305-5	Care for Environment — partial disclosure	69, 70
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 306: Waste) GRI 306: Waste: Disclosures 306-4 and 306-5	Care for Environment — partial disclosure	73
Aspect A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 301: Materials, GRI 302: Energy, and GRI 303: Water and Effluents)	Care for Environment	75-79
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	GRI 302: Energy: Disclosures 302-1 and 302-3	Appendix	84
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	GRI 303: Water and Effluents: Disclosure 303-5	Appendix	84
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 302: Energy) GRI 302: Energy: Disclosures 302-4 and 302-5	Care for Environment — partial disclosure	76-77
	KPI A2.4	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.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water and Effluents) GRI 303: Water and Effluents: Disclosure 303-1	Care for Environment — partial disclosure	78
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	GRI 301: Materials: Disclosure 301-1	Appendix	84

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Aspects	ESG Indicators	Description	GRI Standards and Disclosures*	Section	Page
Aspect A3: The Environment and Natural Resource	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water and Effluents, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Waste)	Care for Environment	80-81
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GRI 103: Management Approach: Disclosures 103-1 and 103-2 (used together with GRI 301: Materials, GRI 302: Energy, GRI 303: Water and Effluents, GRI 304: Biodiversity, GRI 305: Emissions, and GRI 306: Waste) GRI 303: Water and Effluents: Disclosure 303-1 GRI 304: Biodiversity: Disclosure 304-2 GRI 306: Waste: Disclosures 306-1 and 306-2	Care for Environment	80-81
Aspect A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	GRI 103: Management approach: Disclosure 103-2 (c-i) (used together with GRI 201: Economic Performance) GRI 102: General Disclosures: Disclosure 102-29	Care for Environment	72
	KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	GRI 201: Economic Performance: Disclosure 201-2	Care for Environment	72
<b>B. Social</b>					
<b>Employment and Labour Practices</b>					
Aspect B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 202: Market Presence, GRI 401: Employment, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination) GRI 419: Socioeconomic Compliance: Disclosure 419-1	Care for Employees	37-42
	KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	GRI 102: General Disclosures: Disclosures 102-8 (a), 102-8 (b), and 102-8 (c) GRI 405: Diversity and Equal Opportunity: Disclosure 405-1(b)	Appendix	84-85
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	GRI 401: Employment: Disclosure 401-1 (b)	Appendix	85
Aspect B2: Health and Safety	General Disclosure	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.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 403: Occupational Health and Safety) GRI 403: Occupational Health and Safety: Disclosure 403-1 GRI 419: Socioeconomic Compliance: Disclosure 419-1	Care for Employees	43-45
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	GRI 403: Occupational Health and Safety: Disclosure 403-9, 403-10	Care for Employees — partial disclosure	45
	KPI B2.2	Lost days due to work injury.	N/A	Care for Employees	45
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	GRI 103: Management Approach: Disclosure 103-2 and 103-3 (a-i) (used together with GRI 403: Occupational Health and Safety) GRI 403: Occupational Health and Safety: Disclosures 403-1, 403-3, 403-5, 403-7	Care for Employees	43-45
Aspect B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 404: Training and Education) GRI 404: Training and Education: Disclosure 404-2 (a)	Care for Employees	46-48

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Aspects	ESG Indicators	Description	GRI Standards and Disclosures*	Section	Page
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	N/A	Appendix	86
	KPI B3.2	The average training hours completed per employee by gender and employee category.	GRI 404: Training and Education: Disclosure 404-1	Appendix	86
Aspect B4: Labour Standards	General Disclosure	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.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 419: Socioeconomic Compliance: Disclosure 419-1	Care for Employees	48
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	Care for Employees	48
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 408: Child Labour and GRI 409: Forced or Compulsory Labour) GRI 408: Child Labour: Disclosure 408-1(c) GRI 409: Forced or Compulsory Labour: Disclosure 409-1(b)	Care for Employees	48
<b>Operating Practices</b>					
Aspect B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment)	Care for suppliers	65-67
	KPI B5.1	Number of suppliers by geographical region.	GRI 102: General Disclosures: Disclosure 102-9	Care for suppliers	65
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	GRI 102: General Disclosures: Disclosure 102-9 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water and Effluents, GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment) GRI 303: Water and Effluents: Disclosure 303-1 (c) GRI 308: Supplier Environmental Assessment: Disclosures 308-1 and 308-2 GRI 414: Supplier Social Assessment: Disclosures 414-1 and 414-2	Care for suppliers — partial disclosure	66
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	GRI 102: General Disclosures: Disclosure 102-9 GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 303: Water and Effluents, GRI 308: Supplier Environmental Assessment and GRI 414: Supplier Social Assessment) GRI 303: Water and Effluents: Disclosure 303-1 (c) GRI 308: Supplier Environmental Assessment: Disclosures 308-1 and 308-2 GRI 414: Supplier Social Assessment: Disclosures 414-1 and 414-2	Care for suppliers — partial disclosure	66-67
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	GRI 103: Management Approach: Disclosure 103-2 (used together with GRI 306: Waste and GRI 308: Supplier Environmental Assessment)	Care for suppliers	67

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Aspects	ESG Indicators	Description	GRI Standards and Disclosures*	Section	Page
Aspect B6: Product Responsibility	General Disclosure	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.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 416: Customer Health and Safety, GRI 417: Marketing and Labelling, and GRI 418: Customer Privacy) GRI 416: Customer Health and Safety: Disclosure 416-2 GRI 417: Marketing and Labelling: Disclosures 417-2 and 417-3 GRI 418: Customer Privacy: Disclosure 418-1 GRI 419: Socioeconomic Compliance: Disclosure 419-1	Care for customers	51-60
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A	Care for customers	58
	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	GRI 102: General Disclosures: Disclosures 102-43 and 102-44 GRI 103: Management Approach: Disclosure 103-2 (c-vi) GRI 418: Customer Privacy: Disclosure 418-1	Care for customers	60
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	N/A	Care for customers	60
	KPI B6.4	Description of quality assurance process and recall procedures.	N/A	Care for customers	55
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	GRI 103: Management Approach: Disclosures 103-2 and 103-3 (a-i) (used together with GRI 418: Customer Privacy)	Care for customers	59
Aspect B7: Anti-corruption	General Disclosure	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.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 205: Anti-corruption) GRI 205: Anti-corruption: Disclosure 205-3 GRI 419: Socioeconomic Compliance: Disclosure 419-1	Care for Employees	49
	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	GRI 205: Anti-corruption: Disclosure 205-3	Care for Employees	49
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	GRI 102: General Disclosures: Disclosure 102-17 GRI 103: Management Approach: Disclosures 103-2 and 103-3 (a-i) (used together with GRI 205: Anti-corruption) GRI 205: Anti-corruption: Clause 1.2	Care for Employees	49
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	GRI 205: Anti-corruption: Disclosure 205-2: Communication and training about anti-corruption policies and procedures	Care for Employees	49
<b>Community</b>					
Aspect B8: Community Investment	General Disclosure	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.	GRI 103: Management Approach: Disclosure 103-2 (c-i) (used together with GRI 413: Local Communities)	Care for communities	62
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	GRI 203: Indirect Economic Impacts: Disclosure 203-1(a)	Care for communities	62
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	GRI 201: Economic Performance: Disclosure 201-1(a-ii)	Care for communities	—

\* The linkage between the GRI standards and disclosures that relate to each aspect in HKEX ESG Reporting Guide refers to the summary table from the 'Linking the GRI Standards and HKEX ESG Reporting Guide' (updated July 2020).



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