



香港賽馬會  
The Hong Kong Jockey Club



**Sustainability Report 2011**

二〇一一年度可持續發展報告

## About this Report

### 報告概覽

This Sustainability Report covers The Hong Kong Jockey Club's operations in Hong Kong during the Club's fiscal years 2009 to 2011 with 2009/10 as our base year and 2010/11 as the reporting year. It is being issued together with the Club's Annual Report and should be read in conjunction with that document.

This report has been compiled with reference to the globally recognised Global Reporting Initiative (GRI G3) in accordance with level C of the GRI reporting framework. GRI covers a wide range of environmental, economic and social measures as well as requiring reporting of corporate and governance information. Where this information is already provided in the Club's annual report it is not repeated here. Readers wishing to review compliance with GRI should refer to the GRI Content Index which provides cross-references to relevant pages in both reports.

Collection of data has been co-ordinated by the Club's sustainability team through consultation with relevant teams and individuals. As this is our first reporting effort, we have not reported those GRI indicators which are not currently being tracked. We have however established performance targets for most of these indicators, with the remainder in the process of being set.

Through this report and the development of a sustainability strategy, we are seeking to better understand issues of concern to the Club and to stakeholders and to improve both our performance and future reporting. We will issue a full sustainability report every two years, with annual updates in the interim, and welcome any feedback on improving our performance and its reporting.

本報告內容涵蓋香港賽馬會二〇〇九至二〇一〇兩個財政年度的在港業務，以二〇〇九/一〇年度為基準年度；二〇一〇/一一年度為匯報年度。本報告連同馬會年報印行，兩者應一併閱讀。

本報告參考環球認可的「全球報告倡議組織」報告框架級別 C (GRI G3) 編寫。該組織倡議就環境、經濟和社會措施，以及企業和管治資訊進行廣泛匯報。舉凡在馬會年報中刊載的資訊將不在此再贅。讀者如希望查閱本報告及年報中相關部分與「全球報告倡議組織」所訂標準的一致性，可參考「全球報告倡議組織指標索引」。

本會可持續發展部門透過諮詢有關團隊及個別人士搜集資料。由於這是我們首次編寫報告，所以目前不在監察之列的「全球報告倡議」指標並未被列入匯報範圍；但我們已就大多數此等指標訂定績效目標，餘下的亦已展開制訂工作。

透過編寫本報告和制訂可持續發展策略，我們希望更透徹了解馬會及其持份者所關注的問題，並提升我們的表現及未來報告的水平。我們將每兩年一次編寫全面的可持續發展報告，期間亦會每年更新資料，並廣徵任何能改善我們的表現和報告水平的意見。

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## A Message from the Chief Executive Officer

### 行政總裁的話

It is my pleasure to introduce the Club's first Sustainability Report and to share the hard work of our employees in embedding sustainability within the Club and promoting a sustainable future for Hong Kong. Our sustainability vision is a reflection of values that have guided the Club throughout its history. As a not-for-profit organisation, donating an average of more than HK\$1 billion per year, we have long been committed to channelling gaming demand into community benefits that improve the quality of life of Hong Kong people. Now we are re-doubling our effort. Through our "Connect" programme we are working to strengthen our connectivity as a team, to enhance our relationship with stakeholders, and to deliver even greater levels of service and support to customers and the community.

An outstanding example of Connect is our cross-divisional Environmental Management Committee. With its support we have established the HKJC Environmental Policy and implemented green procurement, green cleaning and waste management guidelines as well as a sustainability framework for property and construction work.

我很高興能夠在此介紹馬會首個可持續發展報告，並分享員工努力把可持續發展概念融入馬會，促進香港未來可持續發展的成果。我們對可持續發展的願景，反映出馬會持之以恆的價值觀。作為每年平均捐款逾十億港元的非牟利機構，我們一直致力把公眾對博彩的需求轉化為社會之福，改善香港市民的生活質素。今天，我們更進一步實踐這種惠澤社群的精神。透過我們的「連結一致」計劃，我們正努力提高團隊的凝聚力；加強與持份者的關係；為顧客和社區提供更高水平的服務和支援。

由跨部門代表組成的環境管理委員會，是「連結一致」計劃的其中一個典範。在委員會的支援下，我們制訂了「香港賽馬會環保政策」，並推出綠色採購、綠色清潔和廢物處理指引，以及為物業與建築項目而設的可持續發展框架。此外，各事務

Among the divisional initiatives: Betting has introduced new bet slips made from recyclable, sustainably sourced paper; Membership has removed shark fin from a la carte menus and is promoting sustainably sourced seafood; IT is using virtual technology to reduce the number of servers; Procurement has sourced environmentally friendly materials in ten major product categories; and Property is installing energy efficient water-cooled chillers. I would also like to thank all our staff for their enthusiastic support for the HKJC Green Action campaign. The Club is now proactively monitoring its environmental performance. A carbon audit conducted in 2010/11 shows a 5.2% decrease on 2009/10.

Beyond the Club, the Charities Trust established a HK\$350 million Environment Project in 2008. Among the projects supported over the past year was the Hong Chi Association's glass bottle recycling campaign and, at the Jockey Club Kau Sai Chau Public Golf Course, the conversion of 200 golf carts to solar power and the purchase of four solar-hybrid catamarans.

處亦推行相應的環保措施：投注事務處引入新式可回收循環再造的投注彩票，並選用可持續應用的環保紙源；會員事務處從單點菜譜上剔除魚翅菜式，並致力採用可持續捕撈的環保海產；資訊科技事務處利用虛擬技術減少伺服器數量；採購部為十個主要產品類別搜羅環保物料；以及物業部正為各物業安裝具能源效益的水冷式製冷系統。在此，我要感謝所有員工對「馬會綠色啟動」的熱烈支持。馬會現正積極監察其環保績效表現；於二〇一〇/一一年度進行的碳審計顯示，馬會今年的碳排放量，相對於二〇〇九/一〇年度減少百分之五點二。

除於馬會內部推行可持續發展策略外，我們的慈善信託基金亦於二〇〇八年斥資三億五千萬港元推行一項大型「環保計劃」；去年獲資助的項目包括匡智會玻璃樽回收運動，以及將賽馬會滯

We are of course mindful of the challenges ahead. We need Government support to address the high betting duty on racing, which plays directly into the hands of low-tax gambling operators such as Macau casinos, as well as illegal operators who pay no tax, siphoning betting dollars away from Hong Kong. We also need to maintain the forward development of our business, since it is ultimately on our customers that our tax and charitable support for Hong Kong depends. But in everything we do, we intend to grow our business sustainably, with respect for our people, support for our community, and care for our environment.

**Winfried Engelbrecht-Bresges**  
Chief Executive Officer

西洲公眾高爾夫球場內二百輛高球車改裝為太陽能電池車，並購入四艘由太陽能及柴油混合推動的環保船。

我們深知前路挑戰重重。我們需要政府的支持，以解決高博彩稅的問題，避免讓如澳門賭場等低稅營運的博彩業經營者，以及毋須繳稅的非法莊家得益，蠶食香港的博彩收入。我們更須保持業務的持續發展動力，以滿足顧客的需求，因為我們對香港庫房以至慈善事業所作出的貢獻，最終仍有賴他們的支持。在積極發展的綱領下，我們將堅持以可持續發展的方式推廣業務；以人為本；以支援社區為依歸；並以愛護環境為前提。

行政總裁 應家柏



## Our Sustainability Vision

馬會的可持續發展願景 To embed sustainability in the culture and major processes of the Club.

To enhance public awareness of sustainability via our sphere of influence.

To be a catalyst in driving Hong Kong towards a sustainable future.

把可持續發展的概念融入馬會的文化和業務運作。

在我們的能力範圍內，發揮馬會的影響力，提升公眾對可持續發展的意識。

推動香港邁向可持續發展的未來。

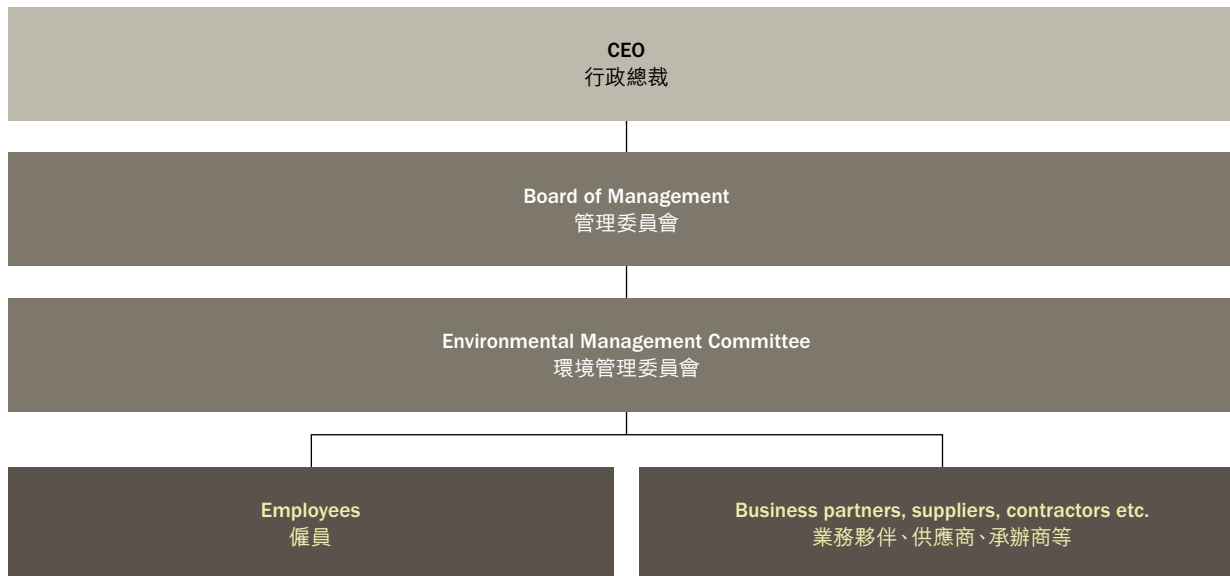
## Green Governance

### 綠色管理

The Club's sustainability strategy is overseen by the Chief Executive Officer and Board of Management, who in turn report to and receive direction from the Club's governing Board of Stewards. Day-to-day management of the strategy is overseen by the Director of Human Resources and Sustainability, supported by the Sustainability team.

Driving the Club's sustainability strategy, and responsible for implementing the HKJC Environmental Policy, is the

Environmental Management Committee, comprising senior representatives from each of the Club's divisions. The Committee meets quarterly to make policy recommendations to the Board of Management, co-ordinate strategy and monitor progress. Its remit extends not only to integrating environmental best practices into Club operations, but encouraging the same level of environmental performance among our business partners, suppliers, contractors and subcontractors.



馬會的可持續發展策略由行政總裁及管理委員會監督，他們須向掌管馬會的董事局匯報及聽取指示。日常管理由人力資源及持續發展總監督導，而轄下的可持續發展團隊則提供支援。

負責推動馬會可持續發展策略及執行「馬會環保政策」的是環境管理委員會。委員會由各個事務處的高級行政人員代表組成，每季舉行會議向管理委員會提出政策建議、統籌策略及監察政策執行情況。委員會的職責範圍不僅限於將環保措施融入馬會業務，更延伸至鼓勵業務夥伴、供應商、承辦商和分判商同樣鼎力支持環保。





## HKJC Environmental Policy

### 馬會環保政策

Integrating environmental considerations into the planning, design, construction, operation and maintenance of our facilities and services.

在本會各項服務以及設施的規劃、設計、建造、運作和維修方面，融入環保元素。

Complying with applicable legal requirements and other environment requirements to which HKJC facilities subscribe.

遵守各項適用的法例，以及關乎馬會設施的其他環保規定和守則。

Preventing pollution; minimising waste through source reduction and recycling; and conserving the consumption of natural resources.

防止污染；透過源頭減廢和回收再造，把廢棄物減至最少；以及節省天然資源。

Educating, training and motivating employees to carry out tasks in an environmentally responsible and proactive manner.

為員工提供培訓，教育和鼓勵他們在執行職務時採取對環境負責任和積極主動的態度。

Supporting community-based environmental education, conservation and programmes.

支持社區環保教育和保育計劃。

Encouraging the same level of environmental performance among our business partners, suppliers, contractors and subcontractors.

鼓勵業務夥伴、供應商、承辦商和分判商同樣鼎力支持環保。

## A Synergy of Purpose

協力同心

**T**he Environmental Management Committee brings together representatives from the Club's functional areas to make policy recommendations to the Board of Management, to co-ordinate the Club's sustainability strategy and to oversee progress updates. "It's a great forum for spurring on the Club's effort," says Mimi K Cunningham, Director of Human Resources and Sustainability. "Our teams are all working hard in their areas to reduce energy and emissions and cut down on waste, but when we get together there's a real synergy of purpose. You can see that in the results we've already achieved."

環境管理委員會匯聚了馬會各職能領域的代表，就馬會的可持續發展向管理委員會提交政策建議，並統籌策略及監督工作進展。人力資源及持續發展總監簡金港生表示：「這是一個促進馬會可持續發展的卓越平台。我們團隊所有成員都在各自的範疇內努力節能減排和減少廢物，同時我們亦齊心合力懷著同一目標，產生巨大的協同作用；我們努力的成果大家有目共睹。」

### Michael Lau

Head of Procurement and Administration

In Procurement we are striving hard to source sustainable products and materials. We have established a set of Green Procurement Guidelines for ten key purchase items ranging from copy paper to plastic bags to vehicles, and we are working with suppliers and internal customers to maximise use of environmentally friendly products. For example the Club now uses recycled or FSC copy paper and biodegradable plastic bags. Suppliers are asked to identify if they have ISO14001 and when they bid on contracts they must either comply with our guidelines or come up with a green alternative.



劉紀雄 | 採購及行政部主管

進行採購時我們會銳意搜尋可持續發展的產品和物料。我們制訂了一套『綠色採購指引』，涵蓋十個主要採購項目，包括打印紙、塑膠袋以至車輛。我們也正與供應商和內部顧客合作，盡量使用環保產品，例如馬會現時已採用可循環再造或獲森林管理委員會(FSC)認證的打印紙及可生物降解的塑膠袋。我們亦要求供應商確認其是否已取得ISO14001認證；在競投合約時，他們必須符合指引的要求或提交綠色替代方案。



### Graham Tier

Executive Manager, Property Facilities Management

The big achievement of the past two years has been our energy reduction programmes, which were introduced following detailed audits across the portfolio. These programmes have delivered savings in several areas, the largest being the switch from air-cooled to water-cooled air-conditioning systems. We have recorded savings at Happy Valley Headquarters of over 40% for chilled water production and a total building energy reduction of 16% or HK\$2.2 million, based on the consumption data for 2006. The programme will continue over the next two years and will reduce our carbon footprint significantly.





**田國恒** | 物業設施管理高級經理

過去兩年的其中一項豐碩成果，就是我們經過全面及詳細審核之後推出的一系列節能方案。這些方案在幾個範疇帶來了節能效益，當中最高效的莫過於將空調系統從風冷式轉為水冷式。跑馬地總部的水冷式製冷系統已錄得超過百分之四十的節能減幅，與二〇〇六年的數據比較，相等於整座大樓節能百分之十六或節省二百二十萬港元的電費。這項計劃在未來兩年將會繼續推行，大大減低我們的碳足印。

**Kurt Schwartz**

**Head of Hospitality Services (Operations)**

We have a very large catering operation at our racecourses providing everything from fine dining to fast food. We have been separating paper, plastic, metal and glass waste for



some time and we have also introduced biodegradable food containers. We are currently experimenting with a food waste processor to break food waste down. At the Clubhouses and Racecourses we've removed shark fin from all a la carte menus.

**帥宏志** | 會所及款客事務部主管 (營運)

馬場的餐飲業務規模龐大，網羅高級餐飲以至快餐服務。我們早已將紙品、塑膠、金屬和玻璃廢物分類處理，也使用了可生物降解的餐盒。現階段我們正在試用廚餘處理機來分解剩餘食物。此外，會所及馬場所有單點菜譜上已再找不到魚翅的蹤影。

**Raymond Ngai**

**Head of IT Infrastructure and Operation Services**

The Club is one of Hong Kong's largest technology users, and as more of our customers choose to communicate with us through electronic means, this is set to grow. All of this means a greater demand for energy. To reduce our energy usage we have installed more efficient air-conditioning systems in data centres and we are using virtual technology to reduce the number of servers in our testing, development and production environment from 1,991 in 2007

to just 97 today. In 2010 our total energy savings and avoidance amounted to approximately five million kWh.

**倪衛民** | 資訊科技架構及營運服務部主管

馬會香港最大的科技用家之一，隨著更多客戶選用電子渠道與馬會溝通，馬會對電子科技的應用量勢將進一步增加，而此趨勢亦將帶動能源需求節節上升。為減少能源消耗，我們已在各數據中心安裝更高能源效益的空調系統，並利用虛擬技術，將測試、開發及製作環境的伺服器數量，由二〇〇七年的一千九百九十一台減少至現時的九十七台。我們於二〇一〇年節約及避免消耗的能源合計約五百萬度電。

**Peter Tsang**

**Head of Betting Services (Cashbet)**

Millions of betting tickets are used each season, generating a large amount of waste.

In the past the thermal coating on tickets



made them difficult to recycle. But now with our new betting terminals we can use 100% recyclable paper which we obtain from an

FSC certified source. The new touch screen betting terminals have also helped us to reduce ticket usage by 20%.

**曾永康** | 現金投注事務部主管

每個馬季所消耗的投注彩票數以百萬計，造成大量廢紙。以往的彩票塗上感熱薄膜，難以回收再造；但現在新一代的投注終端機適合使用可百分百循環再造紙張，我們亦確保彩票選用獲森林管理委員會 (FSC) 認證的可持續應用環保紙源。新一代的投注終端機的輕觸式屏幕投注功能亦減少百分之二十的彩票消耗量。

## Engaging our Stakeholders

### 與持份者攜手合作

To further develop its sustainability policy and practices the Club has undertaken a stakeholder mapping exercise to identify key stakeholder groups. This was conducted by the divisional representatives on the Environmental Management Committee with the aim firstly of identifying the broad spectrum of stakeholders and secondly a representative sample from within each stakeholder group to approach for in-depth feedback. Feedback was obtained through both quantitative surveys and qualitative interviews and questionnaires.

Encouragingly, the Hong Kong community shows increasing awareness of the Club's support for environmental protection with 19% agreeing the Club contributes a lot/quite a lot to environmental protection, up from 7% in 2001/02. An employee survey also found that 86% of those interviewed thought the Club's sustainability programmes to date were

very good/good with 60-90% aware of major initiatives to date. There was also strong support for the Club's ongoing objectives with 80-90% supporting the reporting of sustainability work, the setting of new carbon reduction targets and the developing of a zero waste office environment. The Club's procurement team has conducted a survey of 50 suppliers, representing 18% of its supplier spending, who gave the Club's sustainability efforts to date an 80% approval rating.

Qualitative feedback from other stakeholder groups showed that respondents recognise and support the Club's ability to engage long-term with social needs and sustainability issues and to partner community groups to address them. Suggestions included incorporating specific sustainability guidelines into design briefs for Club projects and more effort to communicate electronically with Club Members.

## Employee perception of Club's sustainability programmes

### 員工對馬會可持續發展計劃的意見

thought our sustainability programmes to date were very good/good

認為我們的可持續發展計劃到目前為止是「非常良好/良好」

86%

were aware of major initiatives to date

對已經推行的主要項目認知率

60-90%

supported the reporting of sustainability work, the setting of new carbon reduction targets and the developing of a zero waste office environment

贊成就可持續發展的工作進行匯報；訂立新的碳減排目標；以及創建零廢物的工作環境

80-90%

### Engaging with the Club's stakeholders on sustainability issues

與馬會持份者促進可持續發展



NGOs/Green Groups  
非政府/環保組織



The Media  
媒體



Government/  
Regulatory Bodies  
政府/立法機構



Suppliers  
供應商



Employees  
僱員



Communities  
社區



Customers  
顧客

The Hong Kong Jockey Club  
香港賽馬會

為了進一步制訂可持續發展的政策和措施，馬會進行了一次持份者對照工作，以辨識相關的主要持份團體。是項工作由環境管理委員會內各事務處代表執行，旨在辨識不同界別的持份者，從而在各個持份團體中抽樣進行意見調查，透過量性調查、質性訪談和問卷調查深入了解他們的意見。

令人鼓舞的是，香港社會對馬會環保工作的認識日漸加深，百分之十九的受訪者同意馬會對環保貢獻「很大/頗大」，而於二〇〇一/〇二年只

有百分之七。一項馬會員工調查亦發現，百分之八十六的受訪者評價馬會推行至今的可持續發展計劃為「非常良好/良好」，對已經推行的主要項目認知率為百分之六十至九十。調查顯示馬會一直堅持的目標獲員工強烈支持，共有百分之八十至九十的受訪員工贊成馬會就可持續發展的工作進行匯報；訂立新的碳減排目標；以及創建零廢物的工作環境。此外，馬會的採購團隊向佔其供應商開支總數達百分之十八的五十間機構進行了一項意見調查，

結果發現他們對馬會推行的可持續發展項目贊同率達百分之八十。

而向其他持份者進行的質性訪談顯示，受訪者認同馬會有能力並支持其長遠地針對社會需求及可持續發展問題，與社區團體聯手出謀獻策。建議包括將具體的可持續發展指引納入馬會工作項目的設計大綱，以及加強以電子方式與馬會會員通訊。

### The Conservancy Association

The Club supports

“Act for Long Valley’s Sustainable Development” organised by The Conservancy Association.

A team of staff participated in Long Valley Conservation Day, helping to carry out conservation at a fung shui wood.



### Caritas Hong Kong

The Club has supported the Caritas Computer Workshop, sponsored by the Environmental Protection Department, by sending over 5,000 items of electronic waste for recycling.



### Friends of the Earth (HK)

The Club has been an Earth Partner since 2010, pledging support and contributing to the environmental initiatives organised by FoE (HK) to help reduce environmental impacts. The Club signed the “Conscientious Recycling” Charter and has joined its Power Smart Contest. Club staff also took part in the “Tree Planting Challenge 2011” in April, planting 100 seedlings at Shek Lung Kung.



### Green Council

The Club has signed up to its ‘Green Purchasing Charter’ and supported the Council’s efforts to pursue better environmental management and sustainability through Green Purchasing.



### Green Partnerships

With many green initiatives underway in Hong Kong, the Club is keen to support the work of green groups and to enlist their support to help improve its own green practices.

### Hong Chi Association

The Club has joined Hong Chi Association’s glass bottle recycling campaign, sending over 60 tonnes of glass for recycling to date.



### Hong Kong Green Building Council

The Club is a member of the Council and supports its efforts to promote sustainable building practices and standards in Hong Kong.



### WWF-HK

The Club joined the WWF-HK Corporate Membership Programme in 2010 to support global and local conservation efforts, as well as to involve staff in environmental events and hands-on experiences. Since 2009, the Club has supported WWF’s Earth Hour, with the non-essential lighting of main office buildings in Happy Valley and Sha Tin turned off for one hour.



### Yan Oi Tong

The Club is a member of its ‘Plastics Resources Acquisition Partnership Scheme’ and has sent 22 tonnes of plastic materials for recycling since September 2010.



綠色提案在香港如雨後春筍。馬會樂意支持環保團體的工作，同時爭取他們協助推動馬會的環保措施。

長春社 馬會支持長春社舉辦的「塋原可持續發展 — 企業參與計劃」。一隊馬會員工於「塋原保育之旅」當日參與保育風水林木。

環保促進會 馬會已簽署了環保促進會的「環保採購約章」，並支持該會透過推動綠色採購，鼓勵更完善的環境管理和可持續發展。

香港綠色建築議會 作為議會的成員，馬會支持其努力推動香港各界採用可持續的建築方法和標準。

香港明愛 馬會支持由環保署資助的明愛電腦工場，向工場提供超過五千件電子廢棄物作循環再用。

世界自然基金會香港分會 馬會於二〇一〇年加入世界自然基金會的公司會員計劃，積極為國際及本地保育事業作出貢獻，更鼓勵員工體驗大自然，投入保育工作。自二〇〇九年起，馬會一直支持基金會發起的「地球一小時」活動，位於跑馬地與沙田的辦公大樓均關掉不必要的照明一小時作響應。

香港地球之友 馬會自二〇一〇年成為「Earth Partner」，承諾參與香港地球之友倡導的環保活動，並在日常事項上關注環境保護，減少對環境的影響。馬會已簽署「良心回收」約章，並參與其舉辦的「知慳惜電」節能競賽。同時，馬會員工亦參加了二〇一一年四月的「綠野先鋒」植樹行動，在石龍拱播種一百棵樹苗。

匡智會 馬會參與匡智會舉辦的玻璃樽回收行動，至今已移交超過六十公噸玻璃作循環再造。

仁愛堂 馬會已成為「塑膠資源再生伙伴計劃」的一員，定期移送塑膠物料予仁愛堂作循環再造，自二〇一〇年九月已送出二十二公噸塑膠物料。

**Public perception of Club's contributions to Hong Kong,  
2009/10 (% agreeing the Club contributes a lot/quite a lot to)**

二〇〇九/一〇年度馬會對香港貢獻的公眾意見調查  
同意馬會在有關方面貢獻很大或頗大的百分比

**Medical and health**  
醫藥衛生

**49%**



**Services for the elderly**  
長者服務

**42%**



**Parks, sports & recreation facilities**  
公園、體育及康樂設施

**38%**



**Education and training**  
教育及培訓

**38%**



**Youth programmes**  
青少年計劃

**36%**



**Arts and culture**  
藝術及文化

**24%**



**Environmental protection**  
環境保護

**19%**

2009/10



**8%**

2007/08



**9%**

2005/06



**4%**

2003/04



**7%**

2001/02



**O**ver the last few years, we have redoubled our efforts to manage our environmental impact and reduce the size of our hoofprint in Hong Kong. Policies and guidelines have been established on green procurement, green cleaning and waste management, and baseline data on carbon emissions has been gathered. We have also established a sustainability framework to ensure that sustainability best practice is taken into full consideration in property work and construction projects. This is particularly important given the size of the Club's property portfolio and the racecourse renovation projects now being planned.

Our environmental policies are closely aligned with Government initiatives and we have signed up to a number of programmes on energy efficiency, air quality and source separation. The Club has also signed the Carbon Reduction Charter and is a "Carbon Audit • Green Partner" of the Environmental Protection Department.

Though it is still early days, we are confident that with a framework in place and initiatives under way, we can both manage and reduce the size of our hoofprint, even as the Club moves forward with its business. Indeed, as detailed in the sections below, we have already made some notable progress.

## Managing our Hoofprint 管理我們的「蹄印」

過去幾年我們加倍努力，管理業務對環境的影響，盡量減少我們在香港的「蹄印」。我們就綠色採購、綠色清潔和廢物管理制訂政策及指引，並收集碳排放的基準數據。我們還訂立了可持續發展框架，以確保物業與建築項目充分體現可持續發展的最佳方案；有鑒於馬會的物業配套及規劃中的馬場優化工程規模龐大，此舉更見重要。

我們的環保政策密切配合政府的措施；因此，我們已經參與多項節能、空氣品質和源頭分類計劃，亦已簽署「減碳約章」，成為環境保護署的「碳審計 • 綠色機構」。

雖然行動尚在初階，但我們相信憑著這個可持續發展框架，加上各項正在進行的環保計劃，我們定能有效管理並減少「蹄印」，同時無礙馬會業務向前邁進。事實上，以下各部分的細節說明我們已取得一些顯著的進展。



## Energy and Emissions

The Club conducted the first carbon audit of its four major facilities, namely Jockey Club Headquarters, Sha Tin Central Complex, Happy Valley Racecourse and Sha Tin Racecourse in 2010, covering the 2008/09 financial year. Club-wide carbon audits were conducted in 2011. The carbon audit results for 2009/10 and 2010/11 are presented in this report.

The total greenhouse gas emissions of the Club for 2009/10 were 123,031 tonnes of CO<sub>2</sub>-e, with electricity consumption contributing more than 91% of this. The carbon footprint per capita was 4.75 tonnes. In 2010/11, total carbon emissions were 116,628 tonnes of CO<sub>2</sub>-e, a reduction of 6,403 tonnes, or 5.2% on 2009/10. The carbon footprint per capita was also reduced to 4.41 tonnes.

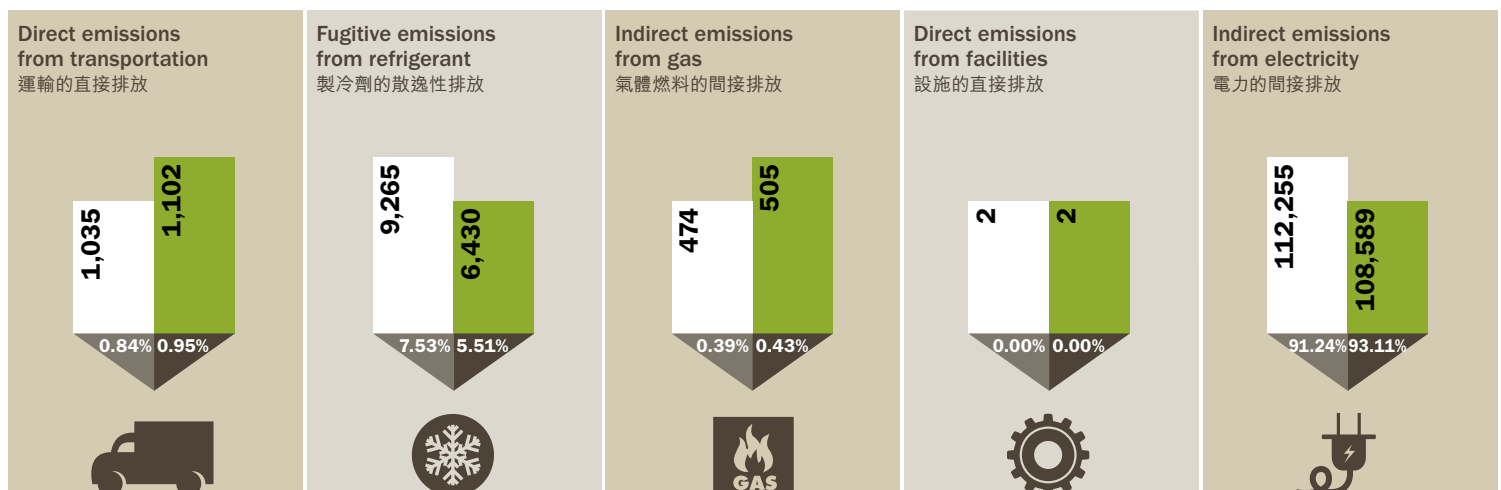
“ If we all work together and connect, there’s really no limit to what we can achieve. So let’s Go for Green and Act NOW! ”

Winfried Engelbrecht-Bresges  
Chief Executive Officer

### HKJC carbon footprint (tonnes)

馬會碳足印 (公噸)

Emission sources 排放來源



**能源與排放** 馬會於二〇一〇年就二〇〇八/〇九年度，對其四個主要設施，即馬會總部大樓、沙田綜合大樓、跑馬地馬場及沙田馬場首次進行碳審計。隨後於二〇一一年更進行涵蓋整個馬會的碳審計。本報告刊載的是二〇〇九/一〇年度和二〇一〇/一一年的碳審計結果。

二〇〇九/一〇年度馬會的溫室氣體排放總量為十二萬三千零三十一公噸二氧化碳當量，當中百分之九十一以上產生自電力消耗。人均碳足印為四點七五公噸。二〇一〇/一一年度馬會的溫室氣體排放總量為十一萬六千六百二十八公噸二氧化碳當量，比上年減少了百分之五點二，相當於六千四百零三公噸二氧化碳當量。人均碳足印為四點四一公噸。

“ 連結一致，創造無限可能。坐言起行，齊來響應綠色啟動！ ”

行政總裁應家柏



A cross-functional solar power team was established in February 2010 to help staff learn more about the use of solar technology. The team has piloted the use of solar garden lights at Happy Valley Racecourse forecourt during non-racedays.

一支跨部門的太陽能團隊於二〇一〇年二月成立，以協助員工了解更多太陽能技術的應用，並於非賽馬日在跑馬地馬場公眾席廣場推行太陽能庭院燈的試驗計劃。

## Reducing Electricity Consumption

With electricity contributing a large proportion of the Club's greenhouse gas emissions, a major effort is under way to reduce electricity consumption, which has already resulted in a reduction of 3.4% over the past year, or a reduction of 3,666 tonnes in carbon emissions. A major contributor has been the switch from air-cooled to water-cooled air-conditioning systems for some plants running 24 hours a day, including Happy Valley and Sha Tin Clubhouses, Sha Tin Data Centre and Jockey Club Headquarters. The headquarters conversion, which was completed in July 2011, will save more than one million kWh per year or 40% of the electricity consumption of the

previous air-cooled chiller plant.

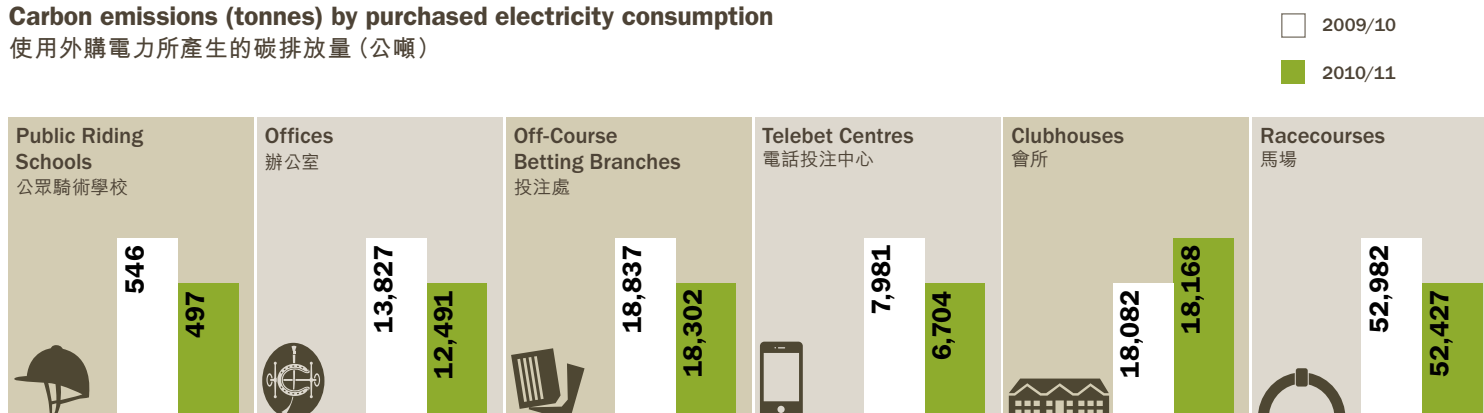
Other energy-saving measures include replacement of all incandescent lamps with energy-efficient compact fluorescent lamps in offices and kitchens; use of building management systems to automate facility control including chiller running; installing variable speed controls for headquarters and clubhouse kitchen ventilation systems; optimising the operational time of water boilers and reducing boiler temperatures from 60°C to 55°C; and reducing or turning off office lighting in non-busy periods such as lunchtime.

The Club is one of the largest technology users in Hong Kong, and as internal users switch from paper to electronic-based storage and customers to electronic

transactions, this trend is increasing. To cut energy usage the IT Division has employed virtual technology, reducing the number of physical servers in its testing, development and production environment from 1,991 in November 2007 to just 97 today. Total savings from energy reduction or avoidance were approximately five million kWh, or HK\$4.7 million in 2010. IT's new data centre in Sha Tin was designed to maximise energy efficiency, including the installation of a water-cooled chiller, and as a result its air-conditioning electricity consumption has been reduced by 21%. Meanwhile a power management system has been introduced to control Telebet's 4,800 PC-based terminals which is projected to save HK\$1 million in electricity consumption.

## Carbon emissions (tonnes) by purchased electricity consumption

使用外購電力所產生的碳排放量 (公噸)



**減少耗電** 馬會的溫室氣體排放大部分源於電力消耗；故此，我們正努力降低耗電量，並於過去一年成功減少百分之三點四的耗電量，相當於減少三千六百六十六公噸碳排放量。這個成果主要歸功於將一些二十四小時運作的機房所安裝的空調系統，從風冷式改變為水冷式，包括跑馬地和沙田會所、沙田數據中心及馬會總部大樓。總部大樓的系統更新於二〇一一年七月完成，每年將節省超過一百萬度電（千瓦時），相等於大樓之前採用風冷式空調系統耗電量的百分之四十。

其他節能措施包括以節能的慳電燈膽取代辦公室和廚房所有白熾燈（傳統鎢絲燈膽）；利用樓宇管理系統自動控制冷氣機組等設施；為總部和會所廚房的通風系統安裝變頻調速控制裝置；充分利用熱水鍋爐的運作時間，並將溫度由攝氏六十度降至五十五度；以及於午膳等非繁忙時間減少或

關閉辦公室照明。

馬會是香港其中一個最大的科技用家，隨著員工以電子方式取代紙張存檔，以及顧客紛紛選用電子交易，這個趨勢將持續深化。為了減少能源消耗，資訊科技事務處運用虛擬技術，將其測試、開發和製作環境中實體伺服器的數目，由二〇〇七年十一月的一千九百九十一部減至現時只有九十七部。二〇一〇年所減少或避免的能源消耗量合共約五百萬度電（千瓦時），相等於節省了四百七十萬港元的電費。資訊科技事務處設於沙田的新數據中心以達至最大的能源效益為設計重點，包括安裝水冷式製冷機組，令空調耗電量因而減少百分之二十一。與此同時，電話投注部亦引入電源管理系統，以控制其四千八百台個人電腦終端機，預計可節省一百萬港元電費。

## Electricity consumption (kWh)

電力消耗 (千瓦時)



# Reducing and Recycling Betting Tickets

## 可回收再造的投注彩票

**E**ach year customers use millions of betting tickets, but in the past recycling them was quite a problem. "Old tickets needed to be quite thick to go through our terminals, and they also needed a chemical coating which made it hard to recycle them in a conventional way," explains Peter Tsang, Head of Betting Services (Cashbet). "But with the new betting terminals we can use ordinary paper no thicker than the receipt you'd get in any shop. That's why we call them bet slips. The slips are also made from sustainably sourced FSC paper." In addition customers are encouraged to use touch-screen betting terminals to enter their transactions direct. "This means that customers don't need to use any kind of betting ticket and just receive a simple receipt for their transaction, so the overall usage of bet slips is reduced," Tsang explains.

From the launch of the new betting terminals in March 2009 to December 2010, 455,000kg of bet slips have been recycled, the equivalent of 2,178 tonnes in reduced carbon emissions. Over the same period overall usage of bet slips has declined by 20%.

馬會顧客每年使用數以百萬計的投注彩票，以往要回收再造這些彩票有一定困難。現金投注事務部主管曾永康解釋：「舊式彩票需要相當厚度才能通過終端機，加上彩票上的化學塗層，實在難以使用傳統方式進行回收再造。但新一代的投注終端機能夠配合一般用紙，厚度就跟任何店舖發出的單據一樣。新的彩票同時取材自獲森林管理委員會(FSC)認證的可持續應用環保紙源。」此外，現金投注事務部鼓勵客戶使用輕觸式屏幕投注終端機，直接進行投注交易。「整個投注過程中，客戶不必填寫彩票，只會收到簡單的收據表示交易成功，使整體的投注彩票消耗量大大降低。」

自二〇〇九年三月新一代投注終端機投入服務至二〇一〇年十二月期間，已有四十五萬五千公斤投注彩票經回收再造，相等於減少二千一百七十八公噸碳排放量。同期整體投注彩票使用率下降了百分之二十。



## Conserving Resources

The Club is working both to reduce material consumption and to source more environmentally friendly materials. Green Procurement Guidelines help users make informed purchasing choices, and green purchase criteria have been established for ten product categories of high usage items such as copy paper, plastic bags and office equipment. Purchase from suppliers who comply with ISO 14001 is proactively encouraged.

In the past year, consumption has been reduced, notably for compliment slips (down 74%), toilet paper (down 30%) and paper hand towels (down 24%). All bet slips and stationery are now made from sustainably sourced FSC paper, while approximately 40% of copy paper and paper hand towels use recycled paper.



The Club's Environmental Ambassadors help spread the message of reduce, recycle and re-use across the Club.

馬會環保大使向馬會上下宣揚「減少耗用、回收再用、重複使用」的訊息。

**節省資源** 馬會一方面致力減少物料消耗，同時搜羅更多環保物料。「綠色採購指引」有助家作出明智的採購選擇，當中羅列十個常用產品類別的綠色採購標準，例如打印紙、塑膠袋及辦公室文儀器材，也積極鼓勵向符合ISO 14001標準的供應商購買產品。

過去一年成功節省的各類物料包括便箋(減少百分之七十四)、衛生紙(減少百分之三十)及抹手紙(減少百分之二十四)。現時所有投注彩票和文具均採用獲森林管理委員會(FSC)認證的可持續應用環保紙源製造，大約百分之四十的打印紙和抹手紙亦已使用循環再造紙張。

**Sourcing of environmentally friendly materials**  
環保物料使用量

**Materials consumption**  
物料消耗量

2009/10	2010/11		2009/10	2010/11	Change 差距
FSC sourced paper FSC認證環保紙源 22.9%	<b>100%</b>	 Bet slips (sheets) 投注彩票(張)	647,294	<b>608,900</b>	<b>-5.9%</b>
Recycled paper 循環再造紙 10.7%	<b>39.0%</b>	 Copy paper (boxes) 打印紙(盒)	9,714	<b>9,298</b>	<b>-4.3%</b>
		 Disposable plastic cutlery (items) 即棄塑膠餐具(件)	717,220	<b>707,400</b>	<b>-1.4%</b>
Biodegradable 可生物降解 14.3%	<b>17.3%</b>	 Food containers (pcs) 餐盒(個)	2,722,108	<b>2,915,480</b>	<b>7.1%</b>
0	<b>1,155</b>	 LED lamps (pcs) 發光二極體(支)			
Recycled paper 循環再造紙 0%	<b>37.8%</b>	 Paper hand towels (boxes) 抹手紙(盒)	11,446	<b>8,671</b>	<b>-24.2%</b>
		 Paper bedding (23 kg bags) 報紙墊料(23公斤袋裝)	585,260	<b>584,951</b>	<b>-0.05%</b>
Stationery paper envelopes, letterheads and compliment slips (FSC sourced paper) 紙製文具 信封、馬會信紙及便箋 (FSC認證環保紙源)		 Envelopes (boxes) 信封(盒)	594	<b>427</b>	<b>-28.1%</b>
		 Letterheads (reams) 馬會信紙(500張盒裝)	361	<b>292</b>	<b>-19.1%</b>
0%	<b>100%</b>	 Compliment slips (sheets) 便箋(張)	5,350	<b>1,400</b>	<b>-73.8%</b>
		 Toner/jet-ink cartridges (pcs) 碳粉盒/噴墨墨水匣(盒)	5,215	<b>5,709</b>	<b>9.5%</b>
		 Toilet paper (boxes) 衛生紙(盒)	8,084	<b>5,654</b>	<b>-30.1%</b>



## Green Mobility

With the Club's operations taking place mainly at two sites in Hong Kong, vehicular energy consumption and carbon emissions account for a relatively small proportion of the Club's total footprint. Nonetheless the Club is working to reduce this figure. All diesel vehicles are now Euro IV certified

while vehicles purchased from September 2011 will be Euro V. Biodiesel (B5) is now used as an alternative to diesel for the Club's water trucks, tractors and machinery, and for stand-by generators at both Sha Tin and Happy Valley racecourses. Our entire fleet of golf carts is also powered by solar energy. In August 2010 the Club took delivery of an electric car (iMiEV), the first electric car to be

certified for use on Hong Kong roads, saving 2,500 litres of petrol and reducing the Club's carbon footprint by 6.7 tonnes.

### Direct energy consumption (litres) for vehicles

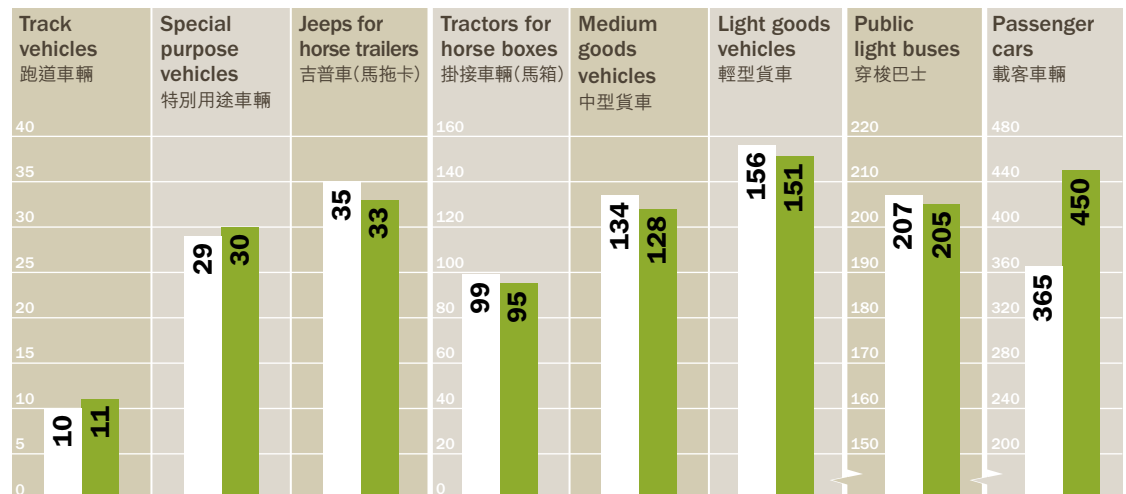
車輛直接能源耗量 (公升)

2009/10	2010/11
<b>Diesel oil 柴油</b> 294,907	<b>231,129</b>
<b>Unleaded petrol 無鉛電油</b> 77,833	<b>76,265</b>
<b>Liquefied petroleum gas 石油氣</b> 11,685	<b>11,685</b>
<b>Biodiesel (B5) 生物柴油</b> 0	<b>92,291</b>

### Carbon emissions (tonnes) by purchased electricity consumption

使用外購電力所產生的碳排放量 (公噸)

□ 2009/10  
■ 2010/11



**綠色物流** 由於馬會主要在本港兩處地點營運業務，所以車輛的能源消耗和碳排放只佔馬會碳足印一個較小的比例。縱使如此，馬會也正努力降低有關碳排放量。我們所有柴油車輛都已符合歐盟四期標準，二〇一一年九月起購買的車輛將符合歐盟五期標準。沙田及跑馬地馬場用的水車、農業拖拉機、其他機器及後備發電機現已採用生物柴油(B5)，代替柴油作為燃料。我們整支高爾夫球車隊亦已全部用太陽能推動。二〇一〇年八月馬會接收了首部獲准在香港道路上使用的電動汽車(iMiEV)，節省二千五百公升汽油和減少我們的碳足印達六點七公噸。





## Waste Management

The Club has for some years sought to manage and dispose of its waste responsibly, and has now formalised its efforts under its Waste Management Policy and E-Waste Management Guidelines. Kitchen waste from the racecourses and clubhouses is separated for onward recycling. Office waste is now separated for recycling with Telebet centres

starting a similar programme in October 2010. To further promote recycling, several office locations are now rubbish bin free. Over 5,000 items of electronic waste, including 3,800 used betting terminals, were donated to Caritas in May 2010 for recycling.



# Green 綠色新裝 Renovation

**A** rolling programme to renovate the Club's headquarters building has provided an opportunity to employ sustainable design and technology. Energy efficient lighting, customised ventilation control and the fixing of solar film to windows to block UV sunlight help reduce electricity consumption. A central print room improves air quality by removing printers from staff workstations

– which also reduces paper usage – while an autoflush washroom with smart air jet hand dryers reduces water and paper towel usage. Space-saving design also means more staff can be accommodated, reducing the need for expanded office space.

優化馬會總部大樓的持續計劃讓我們有機會應用環保設計及科技。節能照明、可以分區調較的通風系統，以及阻擋紫外光的窗戶防曬隔熱膜等措施，都有助減少電力消耗。中央列印室將打印機集中於一室，不但改善工作間的空氣質素，亦能減少紙張消耗。洗手間的自動沖廁系統和智能吹風乾手機則有助節約用水及減少抹手紙用量。節約空間的辦公室設計亦有助容納更多員工，減低擴充辦公室的需要。

**廢物處理** 馬會多年來一直尋求以負責任的方法來管理及處置廢物，有關方案現已正式納入我們的「廢物管理政策」及「電子廢物管理指引」。馬場和會所對廚房廢物進行分類回收，以作進一步循環再造；辦公室廢物則經分類後循環再用；而電話投注中心於二〇一〇年十月也展開了一個同類計劃。為了進一步鼓勵回收，多個辦公地點現正實施無垃圾箱計劃。超過五千件電子廢物，包括三千八百台廢棄的投注終端機，已於二〇一〇年五月捐贈予明愛電腦工場作循環再造。

### Source separation and waste recycling

源頭分類及廢物回收量

	2009/10	2010/11	Change 差距	2009/10	2010/11	Change 差距	
<b>Waste paper 廢紙 (KG 公斤)</b>	<b>350,299</b>	<b>564,577</b>	<b>61.2%</b>	<b>Batteries 電池 (KG 公斤)</b>	<b>50</b>	<b>58</b>	<b>16.0%</b>
<b>Plastic bottles 塑膠樽 (KG 公斤)</b>	<b>3,427</b>	<b>7,387</b>	<b>115.9%</b>	<b>Glass bottles 玻璃樽 (KG 公斤)</b>	<b>6,659</b>	<b>20,628</b>	<b>209.8%</b>
<b>Iron products 鐵器 (KG 公斤)</b>	<b>859</b>	<b>677</b>	<b>-21.2%</b>	<b>CDs 光碟 (KG 公斤)</b>	<b>22</b>	<b>53</b>	<b>140.9%</b>
<b>Other metals 其他金屬品 (KG 公斤)</b>	<b>2,251</b>	<b>2,568</b>	<b>14.1%</b>	<b>Light tubes 光管 (KG 公斤)</b>	<b>2,604</b>	<b>4,467</b>	<b>71.5%</b>
<b>Toner cartridges 碳粉盒 (pcs 盒)</b>	<b>1,488</b>	<b>1,927</b>	<b>29.5%</b>				

# Green 綠色款客之道 Hospitality

The Club is one of Hong Kong's largest membership clubs, and as such the Club's Membership team is working hard to maintain the highest standards of catering and hospitality services. The Club's three clubhouses and two racecourses have attained HACCP re-certification, an internationally-recognised food safety certification system, while the racecourse operations have achieved the ISO 22000 certification in food safety management. Membership is also working to minimise its environmental impact.

With the advice of WWF, sustainable seafood menus are being promoted and shark fin dishes have been removed from a la carte menus. Many plastic food containers have also been replaced with biodegradable products for the trackside operations. Packaging of some gift products has been reduced or replaced with eco-packaging.

The Happy Valley and Sha Tin clubhouses have set targets for waste and energy reduction and are applying for Wastewi\$e and Energywi\$e labels from the Hong Kong Productivity Council. In addition, all three clubhouses no longer produce printed promotional flyers and more Members' information is being posted online. Members are being urged to reduce their shower and towel usage and to use the Club's recycled shopping bags.

Membership's efforts extend to its clubhouse in Beijing, which has had an Energy Conservation and Environmental Protection Committee in place since 2009. Like its counterparts in Hong Kong, Beijing Clubhouse is working to reduce energy consumption and recycle waste, and has also removed shark fin from a la carte menus. Full details will be included in our next sustainability report.

馬會是香港最大型的會員會所之一，其會員事務處一向致力保持最高水準的餐飲和款客服務。轄下的三間會所和兩個馬場，再度獲得國際食品安全系統 HACCP 的認證，而馬場餐飲業務也榮獲 ISO 22000 國際標準。同時，會員事務處亦致力減少其營運對環境的影響。

按世界自然基金會的建議，馬會的餐廳現正致力推廣可持續捕撈海產，單點菜譜亦已剔除魚翅菜式。場畔餐飲方面，已採用可生物降解的塑膠餐盒。一些禮品的包裝亦已經簡化或以環保包裝取代。

跑馬地及沙田會所同時制訂了減廢目標，現正向香港生產力促進局申請減廢及節能標誌。此外，三間會所均不再印製宣傳單張，轉而將更多資訊上載於網上。會所亦鼓勵會員節約用水和毛巾，以及使用馬會的環保購物袋。

會員事務處的努力亦延伸至北京會所。北京會所自二〇〇九年成立了能源節約和環境保護委員會。與其他馬會會所一樣，北京會所現正努力減少能源消耗，回收廢物，並從單點菜譜上剔除魚翅菜式。有關細節將於下一個可持續發展報告發表。

## Organic Waste Disposal

With the support of the Environmental Protection Department, we have sent 2,700 tonnes of stables waste per year to the Animal Waste Composting Plant since 2008. We are aiming to increase this to 40 tonnes of organic waste per day (stables waste, food waste, green waste). In addition, the Catering Department is experimenting with a food processor at Happy Valley Racecourse, which breaks down food waste into a harmless residue. Since June 2011, waste cooking oil from Club kitchens has been sent to a biodiesel plant for conversion into biofuel.



The Caritas Computer Workshop has received 3,800 used betting terminals for recycling, creating income for the workshop and job opportunities for young people.

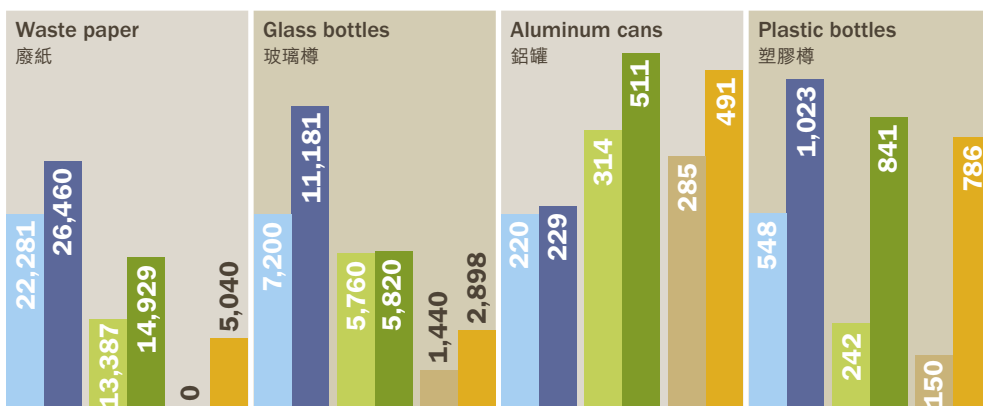
明愛電腦工場接收三千八百台舊投注終端機作循環再造，為工場帶來收益，亦讓年輕人獲得就業機會。

## Recycled items (kg) 回收物料 (公斤)


Happy Valley Clubhouse 跑馬地會所  
2009/10  
2010/11

Sha Tin Clubhouse 沙田會所  
2009/10  
2010/11

Beas River Country Club 雙魚河鄉村會所  
2009/10  
2010/11



**有機廢物處理** 在環境保護署的支持下，我們自二〇〇八年起每年將二千七百公噸馬房廢料運送到動物廢料堆肥廠。我們現時的目標，是將每天送出的有機廢物數量提升至四十公噸，包括馬房廢料、廚餘、園藝廢物等。此外，餐飲部現正於跑馬地馬場試用廚餘處理機，以將剩餘食物化為無害殘渣。由二〇一一年六月開始，馬會廚房已將用過的廢棄食油送交生物柴油廠轉化成生物燃料。



**T**he Club is one of Hong Kong's largest employers, providing full- and part-time jobs to nearly 27,000 people. We pride ourselves on giving people rewarding careers in an exciting, world-class organisation with the opportunity to contribute to the community in a unique way.

# Our People Waving the Green Banner

## 馬會員工 - 揮動綠色旗幟

馬會是香港最大僱主之一，聘用接近二萬七千名全職及兼職僱員。作為一間世界級機構，我們為員工提供優良的就業機會，讓他們盡展所長，同時透過這個獨特的平台回饋社會，使我們引以為傲。

As a leading employer, the Club is committed to upholding the highest standards in its employment practices. We are an equal opportunity employer, with decisions on hiring, promotion and other aspects of the employment relationship based on job-related qualifications and performance. We use competency-based interview techniques when hiring staff to ensure decisions are objective and based on job-related criteria. Our male-female gender ratio is approximately 50:50, with females increasingly recruited into such traditional male roles as stables assistants.

The Code of Conduct sets out the

Club's policies on equal opportunity, discrimination and harassment. It also provides guidance on handling conflicts of interest, obligations under the Prevention of Bribery Ordinance, relationships with suppliers and the handling of personal and customer data, as well as issues of respect for individual rights and the right to speak up. During 2009/10, 11,826 new employees, 92.4% of total new employees for the year, received 10,967 hours of such training, while all existing employees received a written reminder of the Club's Code of Conduct. During 2010/11, 13,785

new employees, 80.1% of total new employees for the year, received 11,035 hours of such training. There were no substantiated breaches of customer privacy or losses of customer data during this period.

In times of economic hardship the Club has frequently provided employment and training for the needy and disadvantaged. For example, we provided positions and training opportunities for young people in 2009 at a time of particularly high youth unemployment. Also in 2009, we opened the Tin Shui Wai Telebet Cum Volunteers and Training Centre, which provides 2,500 full- and part-time jobs in a district with many social and employment problems.

**Total workforce by employment type**  
全/兼職僱員總數

2009/10	2010/11
<b>Full time 全職</b> <b>4,926</b>	<b>5,020</b>
<b>Part time 兼職</b> <b>20,981</b>	<b>21,428</b>



In November 2010 the Club received the Best Human Resources Team Award and Best Employer Branding Award at Hong Kong's annual Human Resources Management Awards.

馬會於二〇一〇年十一月舉行的「香港人力資源獎2010」年度頒獎禮中獲頒發「最佳人力資源團隊獎」及「最佳僱主品牌獎」。



**Code of Conduct**  
Employees of the Club should strive to be honest, fair and trustworthy ambassadors under all circumstances and should treat colleagues, customers, and business associates with respect and dignity.

**馬會員工守則**

本會僱員身為會方代表，應在任何情況下力求表現誠實可靠、正直不阿，並應以莊敬的態度對待每位同事、顧客和業務夥伴。

作為香港最主要的僱主之一，馬會致力奉行最高標準的僱傭守則。我們是平等機會僱主，在聘用、晉升及其他關於僱傭關係的決策上，均以工作相關的資歷和表現為基礎。我們在招聘員工時會採用以才能為基礎的面試技巧，務求根據工作相關的標準作出客觀的決策。馬會僱員的男女性別比例約各佔一半，亦有越來越多女性獲聘擔任馬房助理等傳統男性工種。

馬會員工守則闡明馬會在平等機會、歧視及騷擾方面的政策，並就處理利益衝突、防止賄賂條例轄下的規定、與供應商的關係、處理個人及客戶資料，以及尊重個人及發言權利等方面提供指引。二〇〇九/一〇年度共有一萬一千八百二十六名新僱員接受合共一萬零九百六十七小時的相關培訓，佔整體新僱員數目百分之九十二點四。二〇

一〇/一一年度共有一萬三千七百八十五名新僱員接受合共一萬一千零三十五小時的相關培訓，佔整體新僱員數目百分之八十點一。與此同時，所有現職僱員均獲得有關馬會員工守則的書面提示。年內，馬會並無錄得任何證實違反客戶私隱或遺失客戶資料的個案。

在經濟困難的時期，馬會亦不忘為社會弱勢群體提供就業和培訓，例如二〇〇九年青少年失業率尤為高企時，馬會為他們提供了職位和培訓機會。同年，我們在社會和就業問題嚴重的天水圍，成立了電話投注暨義工及培訓中心，提供二千五百個全職及兼職工作崗位。



## Growing with the Club

The Club encourages life-long learning and provides a variety of learning and development opportunities, from corporate and on-the-job training to sponsored learning schemes, self-paced learning and e-learning. These opportunities are open to both full- and part-time staff, whatever their grade. On average, the Club offers 200 different programmes with over 600 classes running each year, ranging from customer service and personal effectiveness to team-building and leadership skills. The Club also awards self-development scholarships for employees to pursue qualifications externally, with 752



staff gaining such qualifications with Club assistance since 1992.

Many of our programmes have won awards including “The Magic of We” training for Betting staff, “Our Journey to Excellence” aimed at improving Member services, and “Racing Ahead Powered by You”, designed to develop employees’ knowledge of our core racing business.

### Training hours (total workforce)

培訓時數 (員工總數目)

2009/10

2010/11

Total training hours 總培訓時數

**445,167**

**454,353**

Average training hours 平均培訓時數

**42.4 (Full time 全職)** **44 (Full time 全職)**

**12 (Part time 兼職)** **12 (Part time 兼職)**

**與馬會一起成長** 馬會鼓勵終身學習，一直無分職級為所有全職及兼職員工提供各種學習和發展機會，包括企業和在職培訓，以至資助進修計劃、自學計劃和網上學習。馬會每年平均提供逾六百個訓練課程，涵蓋二百多種不同類型的培訓，從客戶服務、個人效率、團隊建設以至領導才能，式式俱備。對有意在公司外考取資歷的員工，馬會亦給予「自我發展獎學金」作為支持。自一九九二年以來，已經有七百五十二名員工透過馬會資助獲得有關資歷。

我們眾多培訓計劃先後贏得獎項，包括為投注事務處同事而設的「幻化凝聚力」培訓課程、旨在優化會員服務的「卓越之旅」計劃，以及為加強員工對賽馬核心業務知識而設計的「馬不停蹄・動力之源・全靠您」課程。

## After the Club 功成身退

Each year an average of 80 employees retire from the Club. To help with this important transition the Club provides retirement counselling on such issues as health and money management. Retirees are also eligible to join a corporate discount healthcare plan. We also encourage them to stay in touch through membership of our CARE@hkjc Volunteer Team and via [www.hkjcfamily.com](http://www.hkjcfamily.com), a special website for current and former staff.

馬會每年平均有八十名員工退休，為了幫助他們適應這個重要的過渡期，馬會提供多方面的退休輔導，如保健及資金管理。退休員工也可以參加企業優惠醫療計劃。

我們亦鼓勵他們透過與在職和其他退休員工共同參與馬會義工隊及瀏覽馬會大家庭網站 [www.hkjcfamily.com](http://www.hkjcfamily.com) 與我們保持聯繫。





## Safety, Health and Wellness

The Club is very aware of the need to support the physical and mental well-being of employees, providing a range of health benefits to full- and part-time employees. In 1999 we launched the Corporate Wellness Programme to promote the occupational safety, health and holistic well-being of staff. The programme is principally delivered through four integrated staff recreation and

learning complexes known as OMPs (Our Meeting Place) at Happy Valley, Sha Tin, Beas River, and Beijing Clubhouse. Each complex includes a staff canteen – eat@OMP, a fitness centre – exercise@OMP, and a library and learning centre – learn@OMP.

The Club has established four Occupational Safety and Health (OSH) Committees comprising members of management and staff in areas where safety and health are particular issues, namely

Racing Operations, Membership, Property and Equestrian Affairs. Currently, more than 1,400 employees serve voluntarily in a variety of OSH, fire safety and first aid roles. In 2010/11 the Club organised 80 occupational safety and health workshops/seminars to enhance OSH knowledge and awareness.

# HKJC Green Action

## 香港賽馬會 綠色啓動

“Sustainability begins with us”. This was the message of the HKJC Green Action campaign which ran from October to December 2010 aiming to mobilise staff support for the Club’s environmental initiatives, as well as to encourage employees to adopt green practices at home. Carbon care talks, green tours and recycling campaigns were just some of the events which culminated in the Green Action Carnival at Happy Valley Racecourse.

「可持續發展由我們開始」是香港賽馬會綠色啟動計劃的訊息。這項活動於二〇一〇年十月至十二月期間舉行，旨在激勵員工支持馬會的環保措施，同時鼓勵他們在家實踐綠色生活。活動內容豐富，包括減碳講座、綠色觀光及回收行動等，最後以在跑馬地馬場舉行的綠色啟動嘉年華將活動推至高峰。



**安全與身心健康** 馬會深知員工身心健康的重要，因此為所有全職及兼職員工提供了一系列的保健福利。一九九九年，我們推展一個名為「全方位活力躍進工程」的計劃，以提倡職業安全及加強員工的身心健康。計劃主要透過四個康樂及學習綜合員工天地推行，內裏設施包括「味之源」員工餐廳、「健之源」健體中心，以及「智之源」圖書館和學習中心。目前，跑馬地、沙田、雙魚河及北京會所均設有員工天地。

馬會成立了四個職業安全及健康（職安健）委員會，成員來自對職安健尤為關注的部門，包括賽事執行、會員、物業及馬術事務部，由管理層

到員工都有參與。現時有超過一千四百名員工義務參與職安健、防火及急救有關的工作。二〇一〇/一一年度，馬會舉辦了八十個職安健工作坊及講座，旨在加強員工對職安健的知識及警覺。

### Occupational injury and disease 工傷及職業病

HKJC 馬會 2009/10	HKJC 馬會 2010/11	Hong Kong 香港 2010*
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Occupational injuries (per 1,000 employees)  
因工受傷 (每一千名員工)

11.4	12.13	15.5
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No. of cases of occupational diseases  
職業病個案數目

0	0	229
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\* Source : Labour Department, the Hong Kong SAR Government  
資料來源：香港特區政府勞工處

## Communication

With a large workforce distributed across Hong Kong, we recognise the importance of frequent and timely communication. Club news and information is disseminated through the two employee portals MyJC.com (intranet) and hkjcfamily.com (staff internet) and via our staff newsletter, Rapport. The hkjcfamily.com portal is an important tool for communicating with part-time staff. It also offers e-learning courses and

interactive chat rooms. More specific and personal enquiries are handled via our telephone hotline, HR Link, which also provides access to external counsellors for advice on personal matters such as stress, family and financial problems.

The Club collects employee feedback through surveys and focus groups as well as informal channels such as “Tea and Chat” sessions and “Brown Bag” lunches. A regular dialogue is maintained with staff associations and unions, which

predominantly represent employees in racing and betting operations, working with them to ensure satisfactory working conditions are maintained. In addition, the Human Resources team conducts proactive “Staff Pulse Checks” to identify specific employee issues. Acting on feedback through these various channels the Club has implemented a number of changes including moving to a five-day work week and extending the provision for maternity and paternity leave.

### 1 Carbon Care, Lasting Care

“Carbon Care, Lasting Care” seminars introduced practical ways to lead a sustainable lifestyle. 「低碳起動·愛護延續」講座推介切實可行的可持續生活方式。

### 2 Go Green and Save!

“The Go Green and Save!” Green Bill Competition offered prizes for the biggest month-on-month electricity savings. 「支持環保，人人節約！」環保帳單比賽獎勵每月節省最多用電量的參賽者。

### 3 Hong Kong International Coastal Cleanup Challenge

Staff volunteers participated in the Hong Kong International Coastal Cleanup

Challenge. Staff also joined green tours to Mai Po, Long Valley and the Jockey Club Kau Sai Chau Public Golf Course. 馬會義工參加香港國際海岸清潔運動。此外，員工亦參加了米埔、塱原及賽馬會溜西洲公眾高爾夫球場的綠色觀光遊。

### 4 B-Y-O Cutlery

From December 2010, the eat@OMP food delivery service at Jockey Club Headquarters ceased to supply plastic cutlery sets. Please Bring Your Own Cutlery!

自二〇一〇年十二月起，馬會總部大樓「味之源」餐廳的外賣送餐服務已停止供應塑膠餐具。請自攜餐具！

### 5 Recycling Campaign

A recycling campaign collected 600kg of clothes, 1,200 books and 250 electronic items with proceeds

being used to purchase carbon credits.

回收行動收集了六百公斤衣物、一千二百本書籍和二百五十件電子產品，所得款項已用作購買「碳權」。

### 6 Cook Wise, Eat Green

The “Cook Wise, Eat Green” Cooking Competition promoted energy-efficient cooking, the use of locally-produced low carbon ingredients and culinary excellence. Nine finalists displayed their skills before judges at the Action Carnival.

「識『低碳』，創『煮』意烹飪大賽」提倡節能烹調，和採用本地生產的低碳食材烹調美食。九位進入決賽的參加者向綠色啟動嘉年華的評判展示廚藝。

### 7 Low Carbon Stairs Run

Nine relay teams took part in a staircase run to the top of Jockey Club Headquarters – a healthy alternative to energy-wasting elevators. 九支接力隊伍參加由馬會總部大樓低層跑至頂樓的低碳競跑，以鼓勵員工多行樓梯以替代乘搭電梯消耗能源。

### 8 Green Action Carnival

Guest of honour, Legislator Audrey Eu Yuet-mee, joined Club management and staff at the Green Action Carnival. 主禮嘉賓立法會議員余若薇與馬會管理層和員工參與綠色啟動嘉年華。

**溝通** 我們的員工數目龐大，工作地點遍佈港九，故此緊密和及時的溝通至為重要。馬會新聞及資訊目前透過兩個員工網站 MyJC.com (內聯網) 和 hkjcfamily.com (員工網站)，以及員工刊物「合拍」發放。hkjcfamily.com 網站是與兼職員工溝通的重要途徑，亦提供網上學習課程及互動聊天室。較為具體並涉及個人的查詢則由「人事聆」電話熱線處理，並於需要時轉介予輔導機構，就個人問題如壓力、家庭及財務狀況為員工提供輔導。

馬會透過調查、焦點小組，以及非正式渠道如茶聚及午餐聚會等收集員工意見，並與代表主要賽馬及投注業務的員工組織和工會，保持定期對話，共同確保員工的工作條件令人滿意。此外，人力資源團隊亦積極緊貼員工脈搏，以便找出具體僱員關注的議題。為回應以上各渠道取得的意見，馬會實施了多項改革，包括五天工作週和延長產假及待產假。

# CARE@ 馬會義工隊 hkjc Volunteer Team

**G**iven the Club's extensive charitable involvement, it is small wonder that staff are equally enthusiastic about doing their bit for Hong Kong. Since 2005, members of the 900-strong CARE@hkjc Volunteer Team have given some 30,000 hours of their time, working in partnership with local communities to help the needy and disadvantaged.

The team focuses its efforts on district-based programmes with the ultimate aim of building strong local ties with every district in Hong Kong. Having launched community services in Yuen Long, Tin Shui Wai, Tung Chung and Sham Shui Po, the team has extended the programme to Kwai Tsing since late 2010. In each area, the volunteer team co-operates with local organisations to design programmes that meet the special needs of local groups. Examples are a Chinese New Year lunch gathering for the elderly, elderly singles home visits, a festive carnival and thematic workshops. The team's ultimate aim is to inspire the recipients of its services to become volunteers themselves, so that their services can be extended more widely to the community.

馬會鼎力參與香港的慈善事務，我們的員工自然同樣熱心公益。自二〇〇五年起，擁有九百名成員的馬會義工隊已參與了約三萬小時的義工服務，與本地社區人士攜手幫助有需要人士和弱勢社群。

義工隊的服務以地區計劃為重點，最終目的是與香港各區建立緊密的關係。除了在元朗、天水圍、東涌及深水埗區推展社區服務之外，義工隊已於二〇一〇年底開始，將計劃擴展至葵青區。針對每區的特點，

義工隊與區內組織共同合作構思計劃，以符合每區服務對象的獨特需要，例如舉辦農曆新年長者千歲宴、獨居長者家訪、節日嘉年華及主題工作坊等。透過各項活動，義工隊期望可鼓勵服務對象亦投身義工行列，務求將服務覆蓋更多受眾。



**T**he Club operates under a unique, not-for-profit business model whereby its surpluses go to charitable and community projects. This year the Hong Kong Jockey Club Charities Trust donated HK\$1,622 million to over 100 charitable and community projects. Full details of this year's donations are available in the Annual Report, while this section focuses on the Club's support for the environment, both past and present.

## Greening Hong Kong 綠化香港

馬會以獨特的非牟利模式營運，將所得盈餘投放於慈善公益及社區項目。今年，香港賽馬會慈善信託基金捐助十六億二千二百萬港元予超過一百個慈善及社區項目，有關細節詳載於年報內，本部分主要敘述馬會過去及現在對環保的支持。



## Air Pollution

Air pollution, and the closely related issue of greenhouse gas emissions, has become a major area of concern in Hong Kong. The Club has supported a number of initiatives over the years to study and highlight this issue. The Club funded Hong Kong's first air pollution index in 1989 and from 2001 to 2004 its first mobile air-monitoring vehicle, which enables air quality to be monitored in specific localities. In 1994 the Club helped fund the first study of atmospheric pollution

and in 2002 it supported Civic Exchange's pilot programme to monitor cross-boundary air quality. More recently, the Club has supported two public forums on air pollution.

## Marine Conservation

Over the years, the Club has also supported efforts to conserve Hong Kong's marine environment. Club funding in 1995 enabled the University of Hong Kong to carry out a baseline survey of Hong Kong's corals and coral fish, laying the groundwork for Hong

Kong's first marine park at Hoi Ha Wan and first marine reserve at Cape D'Aguiar. Following this, the Club provided HK\$48 million towards the establishment of the Jockey Club HSBC WWF Hong Kong Marine Life Centre at Hoi Ha Wan. To enhance marine resources and bio-diversity, the Club supported a pilot project of the Agriculture, Fisheries and Conservation Department to establish artificial reefs and to support the deployment of artificial reefs at Chek Lap Kok, a habitat of the endangered Chinese white dolphin.

## Jockey Club Environmental Conservation Gallery 「賽馬會環保廊」

**W**ith the support of a HK\$15 million Club donation, the Jockey Club Environmental Conservation Gallery opened in August 2010 at the Hong Kong Science Museum.

The gallery takes visitors on a personal journey across the planet to explore environmental issues. Visitors are first taken to a polar research station to learn about the evidence for environmental degradation. They then visit a British petrochemical plant, a

Japanese waste recycling centre, an African national park, an American wind power plant and reservoir, and the South American desert to explore different environmental issues and possible solutions to them. Finally they return to Hong Kong to explore its unique ecological environment, and to visit their own homes to learn about green living practices.

香港科學館獲馬會慈善信託基金捐款一千五百萬港元，於館內設立全新常設展覽廳「賽馬會環保廊」。環保廊於二〇一〇年八月開幕，參觀者透過一整個地球旅程，探討現代世界所面臨的環境問題。首先，參觀者會到極地研究站，了解環境惡化問題。接著，他們會參觀英國石油廠、日本廢物回收中心、非洲國家公園、美國風力發電廠和水庫，以及南美沙漠，探索不同的環境問題和解決辦法。最後參觀者回到香港，探討我們獨特的生態環境，並觀察自己的家居，學習實踐綠色生活。

**空氣污染** 空氣污染及與其息息相關的溫室氣體排放問題，已經成為香港人關注的重要議題。有見及此，馬會多年來捐助過多項研究和推動環保的計劃。一九八九年，馬會捐助設立香港首個空氣污染指數，並於二〇〇一至二〇〇四年捐助香港設立首架流動空氣監測車輛在指定地點進行空氣質量監測。馬會又於一九九四年捐助進行首項大氣污染研究，並於二〇〇二年捐助思匯政策研究所試行監測跨境空氣質素。近年，馬會曾先後資助舉行兩個以空氣污染為主題的公開論壇。

**海洋保育** 多年來，馬會亦十分支持香港海洋環境的保育工作。透過馬會於一九九五年的捐助，香港大學進行了一項香港珊瑚和珊瑚魚的基線調查，為香港首個位於海下灣的海岸公園及位於鶴咀的首個海洋保護區奠下基礎。隨後馬會捐款四千八百萬港元，於海下灣興建「賽馬會匯豐世界自然(香港)基金會海洋生物中心」，作為一個環保教育和研究中心。為了豐富海洋資源和生物多樣性，馬會捐款予漁護署進行人工魚礁先導計劃，並已成功在赤鱘角投放人工魚礁，該處是瀕危的中華白海豚的棲息地。



## Environment Project

Working in partnership with Government and NGOs, the HK\$350 million Environment Project was launched in 2008 to raise public awareness about environmental protection and sustainability. It has supported two local conferences on air pollution, “The Air We Breathe – A Public Health Dialogue” and “The Air We Breathe II – Dialogue on Road Transportation in Hong Kong”, and an international conference on climate change, “Climate Dialogue”. Funds were also provided for a school education programme, the “2010/11 Hong Chi – Hong Kong Jockey Club Community Organic Farming Competition for Primary and Secondary Schools”. The Hong Chi Association also received support for its glass bottle recycling campaign, launched in April 2010.



**大型環保教育計劃** 馬會於二〇〇八年與政府及非政府組織合作，推出一項三億五千萬港元的大型環保教育計劃，旨在提升公眾對環保及可持續發展問題的認識。迄今為止，此計劃已捐助了兩個本地有關空氣污染的會議——「自由呼吸：公共健康論壇」及「自由呼吸：道路交通論壇」；關於氣候變化的「低碳之城-2010氣候變化國際會議」；以及一個學校教育計劃——「二〇一〇/一一匹智香港賽馬會全港中小學社區有機農耕比賽」。同時，馬會亦於二〇一〇年四月資助匹智會推出計劃，將玻璃樽回收再造成環保磚。

# Going Green at Kau Sai Chau

## 環保高球場

**O**pened in 1995, the Jockey Club Kau Sai Chau Public Golf Course is Hong Kong's first public golfing facility. Situated on an island off Sai Kung, it now provides three courses, all funded and constructed by the Club, with full consideration given to restoring and protecting the island's ecology. Streams were protected, mangroves replanted, slopes restored and, for the construction of the third golf course, a closed drainage system installed to collect run-off water for irrigation. The Club also funded the conservation of the Hung Shing Temple on the island, which won the “Asia-Pacific Heritage Awards – Outstanding Project Award” presented by UNESCO.



Environmental monitoring continues and shows that the island is recovering its population of native species. In 2001 the golf course was recognised as an “Audubon Co-

operative Sanctuary for Wildlife” by Audubon International USA, the first golf course in China to be so recognised. It has also been honoured with the inaugural “Asian Golf Course Environment Award”, while its East Course has been named “Best New Golf Course in Asia”.

In another first, solar-powered panels were installed on all 200 golf carts in June 2010 – the first golf course in the world to adopt such technology for its entire fleet. And in 2010/11 the golf course took delivery of four hybrid boats which utilise solar power and diesel engines to cut emissions as they ferry golfers between Sai Kung and Kau Sai Chau. Both initiatives were funded by the Club's Environment Project.

賽馬會濶西洲公眾高爾夫球場於一九九五年啟用，是香港首個公眾高爾夫球場。坐落於西貢離岸的一個小島，島上三個球場全由馬會捐款及負責興建，工程充分考慮到島上生態環境的復修及保護。工程的一部分還包括由馬會捐款復修位於島上的洪聖古廟，此項工程獲得聯合國教科文組織亞太區二千年文物古蹟保護獎的傑出項目獎。

持續的環境監測顯示，濶西洲原有的生物品種數量正逐步回復到一個健康的水平。二〇〇一年，球場獲美國國際奧杜邦認證為「奧杜邦認證合作自然保護區」，是中國境內首個高爾夫球場獲得這項認證；同時，球場亦獲頒首個「亞洲高爾夫球場環境保護卓越大獎」。而濶西洲的東場則獲選為「亞洲最佳新高爾夫球場」。

二〇一〇年六月，球場為二百架高球車裝上太陽能板，成為世界第一個將這種技術應用於整支車隊的高爾夫球場。球場又於二〇一〇/一一年度購入四艘使用太陽能及柴油混合引擎推動的環保船，令到接載球手往來西貢與濶西洲之間的船程得以減少排放量。兩個項目均由馬會的環保計劃資助。

## Green Awards and Recognition

### 綠色獎項及殊榮

The Club is widely recognised for its community involvement and for its high level of customer service, and has received numerous awards this year. Many of these are detailed in the Annual Report, with those below relating specifically to our environmental initiatives.

馬會的社區參與和高水平顧客服務獲得廣泛認同，今年已獲得多項殊榮，當中多個獎項已於年報中詳述，以下的獎項主要是有關我們的環保措施。

Name of Award / Recognition 獎項 / 殊榮	Awarded by 頒發機構	Year of Award 獲獎年度
Model Member of “Source Separation of Commercial & Industrial Waste Programme” 「工商業廢物源頭分類計劃」模範成員	Environmental Protection Department 環境保護署	2009 二〇〇九年
IAQ Certification Scheme for Offices and Public Places 「辦公室及公眾場所室內空氣質素檢定計劃」 Indoor Air Quality Certificate “Good Class” for the following locations: 獲頒「良好級」室內空氣質素檢定證書的馬會單位：	Environmental Protection Department 環境保護署	Since 2009 二〇〇九年至今
Tin Shui Wai Telebet Centre Jockey Club Headquarters Sha Tin Central Complex Tsing Yi Telebet Centre Sha Tin Telebet Annex Building Tin Shui Wai Volunteers and Training Centre	天水圍電話投注中心 馬會總部 沙田綜合大樓 青衣電話投注中心 沙田電話投注附屬大樓 天水圍義工及培訓中心	
“Class of Excellence” Energywi\$e Label for Jockey Club Headquarters 「卓越級別」節能標誌 — 馬會總部	Hong Kong Awards for Environmental Excellence 香港環保卓越計劃	Since 2010 二〇一〇年至今
“Class of Excellence” Wastewi\$e Label for Jockey Club Headquarters, Sha Tin Central Complex, Sha Tin Racecourse and Happy Valley Racecourse 「卓越級別」減廢標誌 — 馬會總部、沙田綜合大樓、沙田馬場及跑馬地馬場	Hong Kong Awards for Environmental Excellence 香港環保卓越計劃	Since 2010 二〇一〇年至今
Special Award – Award for Co-operative Partnership under “Source Separation of Commercial & Industrial Waste Programme” 「工商業廢物源頭分類計劃」合作夥伴大獎	Environmental Protection Department 環境保護署	2010 二〇一〇年



Name of Award / Recognition 獎項/ 殊榮	Awarded by 頒發機構	Year of Award 獲獎年度
Hong Kong Green Awards 2010 Green Office Management Category – Silver Award Green Purchasewi\$e Category – Silver Award 「香港綠色企業大獎2010」 「環保辦公室管理獎」銀獎 「明智環保採購獎」銀獎	Green Council 環保促進會	2010 二〇一〇年
Power Smart Contest 2010 Biggest Unit Saver Award (Company) 2nd Runner-Up Energy reduced: 374,952.29kWh Percentage reduced: 13.57% 「知慳惜電」節能比賽2010「勁減用量大獎(公司組)」季軍 減少用電: 374,952.29千瓦時 減少用電百分比: 13.57%	Friends of the Earth (HK) 香港地球之友	2010 二〇一〇年
2010 Quality Improvement & Experience Sharing Convention “Best Application in Sustainability Award” 2010 優質改善經驗交流會「最佳可持續發展獎」	Quality Improvement & Experience Sharing Convention 優質改善經驗交流會	2010 二〇一〇年
HKAEE Sectoral Award 2010 – Property Management Certificate of Merit – Jockey Club Headquarters Building 2010 香港環保卓越計劃界別卓越獎 — 物業管理 優異獎 — 馬會總部大樓	Hong Kong Awards for Environmental Excellence 香港環保卓越計劃	2011 二〇一一年
U Green Award for Excellence of Environmental Contributions U Magazine 『您』想綠色生活選舉 — 傑出綠色貢獻大獎	U Magazine	2011 二〇一一年
Hong Kong ICT Awards 2011 Best Green ICT (Adoption – Organisations) Award – Certificate of Merit 香港資訊及通訊科技獎 2011 最佳綠色科技(應用 — 組織機構) 優異證書	Green ICT Consortium 綠色科技聯盟	2011 二〇一一年
Pioneer Company on Green ICT Practices 綠色資訊及通訊科技的先進企業	Green ICT Consortium 綠色科技聯盟	2011 二〇一一年



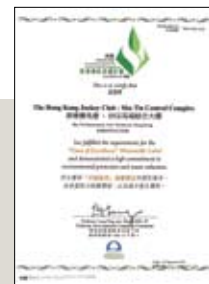
Hong Chi Association's appreciation plaque for Hong Kong Jockey Club Charities Trust's support for its Glass Bottle Recycling Campaign  
匡智會就香港賽馬會慈善信託基金支持該會回收玻璃樽循環再用計劃而頒予基金的紀念盾



Member of Yan Oi Tong's Plastics Resources Acquisition Partnership Scheme  
仁愛堂「塑膠資源再生伙伴計劃」會員



WWF-HK Corporate Membership Programme – Silver Member  
世界自然基金會香港分會公司會員計劃 — 純銀會員



Hong Kong Awards for Environmental Excellence – “Class of Excellence” Wastewi\$e Label for Sha Tin Central Complex  
香港環保卓越計劃「卓越級別」減廢標誌 — 沙田綜合大樓

# Way Forward

## 前瞻

### Targets

The Club's overall objective is to achieve carbon neutrality by 2025. Specifically this will include:

- Reduction of carbon and energy intensity by 20% by 2015 vs base year 2009
- Replacement of high-carbon resources and materials with lower-impact alternatives through green purchasing
- Zero waste in the office

### Roadmap to 2014

A roadmap to 2014 has been established with green policies and guidelines either already set or in the process of being established. These

will be supported by education and employee engagement programmes to foster a green culture in the Club.

Results will be reported in our 2011/12 Interim Update and in our next full Sustainability Report in 2012/13, while the scope of reporting will be progressively extended to encompass our operations at Beijing Clubhouse and Conghua in Guangdong.

### 目標

馬會的整體目標是在二〇二五年前達至碳中和，具體上包括：

- 以二〇〇九年為基準年，於二〇一五年前降低碳排放及能源消耗強度百分之二十
- 透過綠色採購取代高碳資源和物料
- 辦公室零廢物

### 二〇一四年路線圖

涵蓋至二〇一四年的環保發展大綱已經確立，有關的綠色政策及指引亦已制訂或正在制訂中，並將配合教育及員工參與計劃，全面促進馬會綠色文化。

有關結果將刊載於二〇一一/一二年度中期報告及二〇一二/一三年度的第二個全面可持續發展報告；報告的範圍將會逐步擴展至涵蓋北京會所及廣東從化的業務。

## Policy and guidelines 政策及指引

2009/10	HKJC Environmental Policy Green Procurement Guidelines Green Cleaning Guidelines Waste Management Policies Sustainability Framework for Property and Construction Projects	香港賽馬會環保政策 綠色採購指引 綠色清潔指引 廢物處理政策 物業及建築項目 可持續發展框架
2010/11	E-waste Management Guidelines No Shark Fin for Corporate Activities Policy	電子廢物處理指引 謝絕在企業活動食用魚翅政策
2011/12	Review of existing Policies and Guidelines Sustainable Event Guidelines Green Office Guidelines	檢討現行政策及指引 可持續發展活動指引 環保辦公室指引
2012/13	Suppliers' Code of Practice Corporate Sustainability Policy	供應商守則 企業可持續發展政策
2013/14	Water Management Guidelines	水務/水資源管理指引

## Employee engagement 員工參與計劃

2009/10	HKJC 125th Anniversary Club-wide Sustainability Awareness Training OSH Week	香港賽馬會一百二十五週年馬會可持續發展知識培訓 職業安全健康週
2010/11	HKJC Green Action Departmental Workshops OSH Week	香港賽馬會綠色啟動部門工作坊 職業安全健康週
2011/12	Green Month Quarterly Recycling Program Sustainability incorporated into Racing Operations OSH Refresher Sustainability Induction Programme	環保月 季度回收計劃 可持續發展概念融入賽馬事務職安健工作坊 可持續發展入職培訓
2012/13	Green Month	環保月
2013/14	Green Month	環保月



# GRI CONTENT INDEX

Profile Disclosure	Description	Reference
<b>1. Strategy and Analysis</b>		
1.1	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and its strategy	SR – p2
<b>2. Organisational Profile</b>		
2.1	Name of the organisation	AR – p117-120; SR – inside front cover
2.2	Primary brands, products and/or services	AR – p117-120 & 169-170
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	AR – p18-19, 117-120, 150 & 169-170
2.4	Location of headquarters	AR & SR – back cover
2.5	Countries of operation	AR – p117-120 & 169-170
2.6	Nature of ownership and legal form	AR – p117-120, 130, 169-170 & 183
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	AR – p109-115 & 170
2.8	Scale of the reporting organisation	AR – p117-120, 125, 127, 178 & 180
2.9	Significant changes during reporting period regarding size, structure and ownership	AR – p117-120 & 169-170
2.10	Awards received in the reporting period	AR – p102-107; SR – p28-29
<b>3. Report Parameters</b>		
3.1	Reporting period (e.g. fiscal/calendar year) for information	SR – inside front cover
3.2	Date of most recent previous report	This is our first report.
3.3	Reporting cycle (annual, biennial etc)	SR – inside front cover
3.4	Contact point for questions regarding the report or its contents	SR – inside back cover
3.5	Process for defining report content	SR – inside front cover
3.6	Boundary of the report e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers	SR – inside front cover
3.7	Specific limitations on the scope or boundary of the report	SR – inside front cover
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations	AR – p170
3.10	Explanation of the effect of any restatement of information provided in earlier reports and reasons for such restatements	This is our first report.
3.11	Significant changes from previous reporting periods in the reporting scope, boundary or measurement methods applied in the report	This is our first report.
3.12	Table identifying the location of the Standard Disclosures in the report	SR – p31-32
<b>4. Governance, Commitments and Engagement</b>		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	AR – p5, 18-19 & 122; SR – p4
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	AR – p5, 18-19 & 122; SR – p4
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	AR – p5
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	SR – p8 & 23



Profile Disclosure	Description	Reference
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4.14	List of stakeholder groups engaged by the organisation	SR – p8-9
4.15	Basis for identification and selection of stakeholders with whom to engage	SR – p8-9

Performance Indicator	Description	Reference
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#### Economic

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	AR – p125-126, 171 (consolidated income statement & consolidated comprehensive income), 172-173 (summary of operations), 156 (reserves), 175 (duty and tax payments to government)
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	AR – p108-115; SR – p25-27

#### Environmental

EN1	Materials used by weight or volume	SR – p15
EN2	Percentage of materials used that are recycled input materials	SR – p15
EN3	Direct energy consumption by primary energy source	SR – p16 (partial)
EN4	Indirect energy consumption by primary source	SR – p13 (partial)
EN5	Energy saved due to conservation and efficiency improvements	SR – p12-13 & 16
EN6	Initiatives to provide energy efficient or renewable energy based products and services, and reduction in energy requirements as a result of these initiatives	SR – p12-13 & 16
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	SR – p12-13 & 16
EN16	Total direct and indirect GHG emissions by weight	SR – p12
EN17	Other relevant indirect GHG emissions by weight	SR – p12
EN18	Initiatives to reduce GHG emission and reduction achieved	SR – p12-17
EN22	Total weight of waste by type and disposal method	SR – p17-18

#### Social

LA1	Total workforce by employment type, employment contract, and region	SR – p20 (partial)
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region	SR – p22 (partial)
LA10	Average hours of training per year per employee by employee category	SR – p21 (partial)
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	SR – p21
HR3	Total hours of employee training on policies and procedures concerning human rights that are relevant to operations, including the percentage of employees trained	SR – p20



## Statement GRI Application Level Check

GRI hereby states that **The Hong Kong Jockey Club** has presented its report "HKJC Sustainability Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 29 July 2011

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 27 July 2011. GRI explicitly excludes the statement being applied to any later changes to such material.*

WE WELCOME YOUR FEEDBACK 歡迎您的意見

If you have any suggestions, please e-mail or write to us.  
如有任何建議，請致函或發送電郵給我們。

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