



# EMPLOYEES

員工

The Club is committed to developing an engaged and talented workforce. In doing so it seeks not only to support its world-class operations but to create a positive working environment where employees can grow, develop and flourish. In pursuit of these objectives, human resources initiatives over the past year have focused on engaging and developing employees, promoting the Club's core values and enhancing organisational capabilities. In particular, initiatives are in progress to support the new Conghua Racecourse and in preparation for the opening of The Hilltop in the Valley.

馬會致力培養具歸屬感的優秀員工團隊，以此支援馬會的世界級營運，同時創造良好的工作環境，為員工提供增值及發展機會，讓他們一展所長。因此，馬會本年度的人力資源項目集中於培養員工的歸屬感和推動發展、宣揚馬會的核心價值及培育機構人才，當中部分項目特別為支援全新落成的從化馬場及快將開幕的 The Hilltop in the Valley 而設。

## EMPLOYEE DEVELOPMENT 員工發展

Being both a large employer and dynamically changing organisation means the Club provides many opportunities for employees to grow and develop. Indeed, building the Club's leadership strength and promoting a culture of continuous development are imperatives.

In doing so, the Club is keen for employees to take ownership of their development in partnership with their managers. In support of this, the Club launched a career development conversation process this year. Systematic talent review and succession planning was also initiated with the aim of identifying engaged and talented employees who can be developed for future leadership roles.

Essential to the Club's organisational growth is a comprehensive range of competency-based training and development programmes and online learning resources. These include a management level Leadership in Action Programme, run in partnership with Harvard Business School, with the third wave of classes being launched in October.

Management and leadership training is also provided to assistant executives, while a supervisory programme helps staff grade employees manage the transition to leadership.

In 2018/19, full-time and part-time employees received approximately 248,000 hours of training.

馬會作為大型僱主及因時制宜的機構，為員工提供不少增值及發展機會。事實上，建立領導才能及推廣持續進步的文化對馬會至為重要。

因此，馬會鼓勵員工與直屬經理合作，主導個人發展。馬會為此在今年展開了事業發展對話進程。此外，馬會還啟動了系統化的人才審核及繼任規劃，旨在尋找敬業投入及優秀的員工，培養他們日後擔任領導崗位。

為各級僱員提供一系列以技能為本的全面培訓和發展計劃及網上學習資源，是馬會架構發展中不可或缺的一部分；其中包括與哈佛商學院合作，為管理人員開辦行動領導力課程，並於去年10月開展第三期培訓。

此外，馬會為助理行政人員提供管理及領導培訓課程，並為職員級員工提供督導級領導培訓，為他們晉身管理層作好準備。

在2018/19年度，全職及兼職員工共參與培訓約248,000小時。





## BUILDING CAPABILITY FOR GROWTH

### 培養才能 注重發展

In support of the new Conghua Racecourse, which opened last August, and The Hilltop in the Valley, due to open in 2020, a major effort is in progress to implement human resources systems and processes and develop employee capabilities.

Conghua Racecourse operates as part of a dual-site model alongside operations in Hong Kong. To facilitate the effective operation of this model, a comprehensive human resources programme has been put in place, covering such areas as training and development, processes and policies, system implementation, and employee engagement. All of this is based on industry best practice and on the Club's core values.

Conghua Racecourse currently has a full-time strength of 590 employees, the majority of whom are recruited from the Mainland. Comprehensive induction is provided to all new employees, with tailor-made development programmes provided for key racing-related positions such as work riders, stables assistants, farriers, track assistants and veterinary surgeons. In addition, a Personal Development Plan has been launched to enhance the capabilities of team leaders.

To support Membership's development plan, which aims to enhance the membership experience at clubhouses and racecourses, the Club has established the Membership Hospitality Academy. The Academy will provide professional development and qualifications to the membership team and has been granted QF Level 4 and Level 5 accreditation by The Hong Kong Council for Accreditation of Academic and Vocational Qualifications. The Club is the first member of Hong Kong's hospitality industry to offer such a qualification.

為支援新落成的從化馬場及預計在2020年啟用的「The Hilltop in the Valley」，馬會現正致力推行全面的人力資源系統和程序，同時發展員工才能。

從化馬場與香港採用兩地雙向營運模式。為加強此營運模式的效率，馬會按照最佳業界實踐方案及秉承馬會的核心價值，實施了全面的人力資源計劃，涵蓋培訓和發展、程序和政策、系統執行及員工聯繫等範疇。

從化馬場目前有590名全職員工，大部分從內地招聘。所有新聘員工均會接受全面的就職培訓，而賽馬相關的主要職位，如策騎員、馬房助理、釘甲匠、跑道助理和獸醫，馬會均會為他們度身訂造發展計劃。此外，馬會推出「個人發展計劃」，提高管理人員的領導能力。

會員事務發展計劃旨在提升會員在會所及馬場的體驗。馬會為此成立「會員款客事務學院」，為會員事務團隊提供專業發展機會和資格認證。學院已獲香港學術及職業資歷評審局頒發資歷框架第四級及第五級的認證。馬會是香港第一家提供該級別資歷認證的款客服務營運機構。

## COMMUNICATION AND ENGAGEMENT

### 溝通與聯繫

The Club well understands that effective two-way communication is essential for efficient operations and employee well-being. This starts from the very beginning of the employment relationship.

To help new employees adapt and integrate into the Club, a comprehensive induction programme has been developed. In addition to introducing the Club and its core businesses, the programme includes visits to key operational venues. It can be customised to suit the needs of different levels of employees.

To enhance Club-wide communications, the employee intranet MyJC.com has also been revamped and relaunched. The new site features enhanced functions, a contemporary design and an intuitive navigation experience that can flexibly deliver content to employees.

馬會深明有效的雙向溝通對高效營運及員工身心健康至為重要，因此自僱傭關係訂立之始，馬會一直重視雙向溝通。

為協助新員工適應及融入機構，馬會提供了全面的就職計劃，向新聘員工介紹馬會及其核心業務，並造訪主要的營運場所。計劃因應不同級別員工的需要而度身訂造。

為加強馬會全體的溝通，員工內聯網 MyJC.com 完成了革新，並已重新推出。新網站包含了升級功能、現代化設計及直覺式瀏覽體驗，能靈活地向員工傳遞訊息。



This year's graduate trainees. The Club aims to recruit the very best talent.  
馬會的見習學員計劃旨在建立優秀的人才梯隊，本年度繼續有見習學員加入馬會大家庭。



## EMPLOYEE WELL-BEING

### 員工身心健康

Employee health and well-being is very important to the Club. The Club supports and promotes work-life balance and regularly reviews its staff welfare policies.

This year, as part of its family-friendly policy, and in line with market trends, the Club extended several leave entitlements for eligible employees. Marriage leave was increased from three to five working days. Paid maternity leave for mothers-to-be was increased from 10 weeks to 14 weeks, while new fathers can take up to five working days of paternity leave. Eligible employees can also apply for compassionate leave in the event of the loss of grandparents or grandparents-in-law.

Two new types of leave were also introduced for eligible employees, namely for employees adopting a child and for those engaging in voluntary work in the community. Employees are particularly encouraged to participate in Club-sponsored voluntary work.

In support of work-life balance, the Club has a longstanding Corporate Wellness Programme, which this year saw the launch of iCareU@hkjc to promote mental health awareness.

馬會十分重視員工的身心健康，因此支持及推廣工作生活平衡，並定期檢討員工福利政策。

作為家庭友善政策的一部分，馬會今年因應市場趨勢增加了不同的合資格員工可享假期。婚假由三個工作天增加至五個工作天。準媽媽可享有的有薪分娩假期由十星期增加至14星期，而新任爸爸也可享有最多五個工作天的侍產假期。合資格員工也可就自己或配偶的祖父母或外祖父母離世申請恩恤假。

馬會也新增了兩種假期，員工若領養兒童或參與社區義務工作，可享有有關假期。馬會尤其鼓勵員工參與馬會贊助的義務工作。

為支持工作生活平衡，馬會推行已久的「全方位活力躍進工程」在今年推出了新主題「iCareU@hkjc」，推廣關注精神健康。



The Staff Social Club is a popular way to relax and socialise outside of work.

職員聯誼會舉辦各類型聯誼和康樂活動，深受員工歡迎。



The Leadership in Action Programme, run in partnership with Harvard Business School, is developing the Club's management talent.  
馬會與美國哈佛商學院合辦行動領導力課程，培育領導人才。

## A RESPECTFUL AND VALUES-BASED WORKPLACE

### 互相尊重、價值為本的工作間

Underpinning the ethos and conduct of the Club are its four core values of world-class leadership, uncompromising integrity, continuous development and serving the community. These are values which the Club expects its employees to embrace and practise in pursuit of its overall purpose of working for the betterment of society.

To this end, all employees receive a copy of the Club's Code of Conduct, which provides guidance on workplace behaviour and ethics. The Club also has an anti-bribery policy in line with its status as a public body under the Prevention of Bribery Ordinance.

The Club is strongly committed to providing a positive and inclusive working environment for all its employees. This includes the provision of equal employment opportunities and ensuring that the workplace is free from discrimination, harassment and victimisation. The Club's Policy on Equal Employment Opportunities sets out its standpoint and requires full compliance from every employee. Where necessary the Club has taken, and will take action to ensure that a respectful and tolerant work environment is maintained.

To help employees better understand the relevant ordinances and familiarise themselves with the Club's related policies, the Club has launched mandatory e-learning courses. Subjects include anti-bribery and integrity management as well as guidance on how to ensure a discrimination and harassment-free workplace.

馬會的信念和項目均建基於四個核心價值：卓越領導、堅守誠信、持續進步及服務社群。馬會期望員工能懷抱此核心價值，協助實踐馬會致力建設更美好社會的宗旨。

為達致此一目標，馬會向所有員工派發《員工守則》，提供在工作間的行為和道德操守指引。此外，根據《防止賄賂條例》，馬會屬於公營機構，因此，我們已設有一套符合馬會作為公營機構角色的反賄賂政策。

與此同時，馬會致力為每位員工提供良好及共融的工作環境，包括提供平等就業機會及確保工作間沒有歧視、騷擾和加害行為。馬會的平等僱傭機會政策闡明馬會的立場，並要求所有員工遵守。如有需要，馬會便會採取行動，以維持互相尊重及包容的工作環境。

為協助員工加深了解相關條例及熟悉馬會相關政策，馬會推出強制性網上學習課程，內容包括反賄賂及誠信管理，以及確保工作間沒有歧視和騷擾的指引。