



EMPLOYEES

員工

The past year has seen the Club's employees at their very best. In the most testing of circumstances they have risen to the challenge, showing extraordinary commitment to the Club, its customers and to the community it serves. The Club remains committed to safeguarding the health and well-being of all its staff.

The Club is no less mindful of the essential role employees play in advancing its strategic goals. With the aim of building a more agile, motivated and future-ready organisation, this year saw the Club launch a major culture transformation journey.

去年，馬會員工竭盡所能，在嚴峻時期勇迎挑戰，謹守崗位服務馬會、顧客及社會，而馬會亦堅定不移，在投入社會服務的同時，致力保障全體員工的健康及福祉。

馬會深明，要向策略目標邁進，員工所扮演的角色至為重要。今年，馬會推行了重大的企業文化革新計劃，務求建立更靈活、更富動力的馬會，以應未來所需。

ONE CLUB, ONE TEAM 同一馬會·同一團隊

The Club is one of the largest employers in Hong Kong, with over 21,000 full-time and part-time employees. The Club believes in equal employment opportunities for all, and values the different talents, perspectives and experiences all its employees bring to the organisation.

馬會是香港最大僱主之一，共有超過21,000名全職及兼職員工。馬會為不同人士提供公平的就業機會，重視每位員工的各種能力、想法及經驗。



Employee health and safety is one of the Club's highest priorities. Throughout the COVID-19 pandemic, the Club has maintained a close dialogue with employees, providing regular updates and communicating the support available. Over 200 such announcements were sent through internal online and digital channels.

To protect its employees, the Club adopted a number of heightened precautionary measures. These include temperature screening for employees and visitors at the entrance of racecourses, corporate buildings, stables and other key buildings; regular deep cleaning of facilities; social distancing; and the provision of face masks. More than 2.2 million masks have been distributed to staff since January.

Early on the Club discouraged non-essential business or leisure travel and implemented applicable travel-related policies. Before the Government implemented compulsory quarantine requirements, the Club also arranged over 1,000 hotel room nights for returning employees and household members for the purpose of self-isolation.

Between February and early May, flexible practices such as remote work arrangements and split-team operations were implemented. For full-time staff working on Club premises, transport costs, including taxi fares, were reimbursed to provide them with more flexible commuting options as well as an alternative to potentially crowded public transport. On racedays, special racecourse shuttle bus services were provided, with all raceday staff receiving a supplementary allowance.

員工的健康及安全是馬會最重視的範疇之一。在新型冠狀病毒疫情期間，馬會一直與員工保持緊密溝通，定期向員工發出最新資訊及提供相關支援資料，期間透過內聯網及電子渠道作出的相關公佈超過200個。

為保障員工，馬會實施多項嚴格的預防措施，包括在馬場、馬會大樓、馬房及其他主要大樓入口為員工及訪客進行體溫檢測、定期徹底清潔各項設施、確保社交距離及提供口罩等。自1月起，馬會已向員工派發超過220萬個口罩。

早前，馬會勸喻員工減少非必要的出差及外遊，並推行相關外遊政策。政府實施強制檢疫前，馬會為從外地回港的員工及其同住者安排超過1,000個晚數的酒店住宿，供他們自我隔離。

2月至5月初期間，馬會實施遙距及分隊工作安排等靈活措施。全職員工如需於馬會範圍內工作，可實報實銷上下班的交通費用(包括的士車資)，讓他們可更彈性選擇交通工具，並避免乘搭其他較擠迫的公共交通工具。在賽馬日，馬會特別提供員工馬場穿梭巴士服務，並為於賽馬日上班的員工提供特別津貼。



The Club was especially mindful of the needs of its more than 13,000 part-time employees, many of whom were impacted by the precautionary closure of Off-Course Betting Branches and most Telebet and racecourse services. In response, the Club undertook to pay 50% of the average weekly earnings of eligible part-time staff until the end of the racing season. Such support for part-time employees is rare, indeed exceptional, in the market.

The Club has likewise pledged that there will be no COVID-19-related redundancies. Nor has it applied for support under the Government's Employment Support Scheme, thus freeing up resources for other companies with pressing needs.

TRANSFORMATION JOURNEY 文化革新歷程

In 2019, the Club launched a wide-reaching effort to strengthen its culture in support of its development as a sustainable and future-ready organisation.

A transformation communications team has been established and divisional workshops conducted to reinforce the Club's commitment to fostering the new culture. To further embed transformation, change champions have been identified at the divisional level.

馬會特別關注超過13,000名兼職員工的需要，為防疫症擴散，場外投注處暫時關閉，大部分電話投注及馬場服務也需要暫停，不少兼職員工因而受到影響。就此，馬會安排合資格兼職員工可獲得工資期實際平均每週收入的50%工資，直至馬季完結為止。此項為兼職員工提供的舉措，於市場內著實無出其右。

馬會同時承諾不會因疫情理由裁減員工，也沒有申請政府「保就業」計劃的支援，讓政府相關資源得以投放在更有迫切需要的企業。

2019年，馬會廣泛進行多項工作，務求加強公司文化，促進可持續發展，以應付未來所需。

馬會致力革新企業文化，為此成立了革新溝通團隊，並為各事務處舉辦工作坊，更與各事務處的革新推動代表合作，進一步落實相關工作。



Culture Transformation Workshop
企業文化革新工作坊

In parallel, the Club's human resources strategy has been updated, with a focus on modernisation, professionalism and motivation; that is finding new ways to motivate employees and to help them advance their careers within the Club. Human resources structures and processes are also being optimised through greater use of technology.

Initiatives have been launched to strengthen recruitment and onboarding, learning and talent development, as well as communication and engagement. All of these efforts align with the Club's overall culture transformation strategy.

RECRUITMENT AND ONBOARDING 招聘及入職

This year, the Club stepped up efforts to attract top talent through an improved recruitment process.

A talent acquisition team was established to support strategic hiring both externally and internally. The team adopts a forward-planning approach for future openings and works with departments to nurture employees with leadership potential.

The Club has expanded its recruitment to include a broad range of online and social media recruitment channels. These complement traditional recruitment approaches, such as referrals, career fairs held in partnership with tertiary and training institutions, and job boards.

同時，馬會更新人力資源策略，著重現代化、專業化及積極性，務求探索新方法，激發員工及協助他們在馬會發展事業；此外，馬會正進一步運用科技，強化人力資料架構及流程。

馬會推行了各個項目，加強招聘和入職、學習和人才發展，以及溝通和聯繫。上述工作均合符馬會的整體企業文化革新策略。

今年，馬會改善了招聘程序，著力吸引一流人才。

馬會成立了人才招聘團隊，支援外部及內部的策略招聘事宜，同時為未來的潛在職位空缺作好規劃，並與各部門合作，培養具領導潛質的員工。

此外，馬會將招聘渠道擴展至各類網上及社交媒體，並配合傳統的招聘方法，例如轉介、與大專院校及訓練學院合辦招聘會及招聘廣告等，羅致人才。



In the summer of 2019, a three-week recruitment expo with interactive elements was organised by the Club's Membership Hospitality Academy. 2019年夏季，馬會會員款客事務學院舉辦為期三週的招聘會，活動設有互動元素，務求廣納人才。

Additionally, the Club continues to work with local authorities to strengthen its talent pipeline. In Conghua, for example, it is working with institutions such as the Guangdong Vocational Institute of Sports and the Veterans Resettlement Office.

To align with the Club's culture transformation, selection processes and new-hire onboarding have been revamped. Competency assessments are used to measure cultural fit, while the onboarding programme is designed to familiarise recruits with the culture transformation journey.

The onboarding programme has also been augmented with regular pulse checks and surveys to facilitate the integration of new recruits into the Club.

馬會亦繼續與官方機構合作建立人才管道，從化的廣東體育職業技術學院及退役軍人安置辦公室等便是其中例子。

為配合企業文化革新，馬會進一步改革甄選程序及入職事宜，運用才能評估，衡量求職者是否適合公司文化，同時透過入職活動，協助新聘員工了解馬會的文化革新歷程。

相關入職活動更已新增定期的簡短問卷及調查，以期協助新聘員工融入馬會。

Winner
**Employer of Choice
Award 2019** and
**Employer Brand
Management Award 2019**

organised by JobMarket

馬會榮獲「JobMarket 求職廣場」之
「**卓越僱主大獎2019**」及
「**卓越僱主品牌管理大獎2019**」



LEARNING AND TALENT DEVELOPMENT

學習及人才發展

The Club is committed to offering employees a supportive environment conducive to individual and group performance as well as to helping employees advance their careers. As part of this commitment, it offers a wide range of learning and development opportunities.

Initiatives this year included leadership programmes tailored around the Club's Leadership Competency Model and designed to build managerial capability.

馬會致力為員工提供理想的環境，支持員工創造個人及團隊佳績，同時協助員工發展事業，具體措施包括給予員工各式各樣的學習及發展機會。

年內項目包括依據馬會領導能力模式而設計的領導力課程，旨在提升員工的管理能力。

Management trainees – the Club recruits and develops high potential individuals as future leaders of the Club.

馬會招聘見習行政人員，旨在培育潛質優秀的人才，建立卓越的人才梯隊。





more than

180,000 hours of training
in 2019/20

於2019/20年度，馬會提供
超過18萬小時的培訓

This year also saw 17 executives complete the one-year Leadership in Action programme. Through structured action-learning, team coaching, and the adoption of world-class professional methodologies and tools, the programme seeks to develop executives as change experts in support of the Club's strategic development.

The Club delivers learning through a variety of media, including via classroom workshops and an online learning platform. The latter proved particularly useful during the pandemic, providing staff with opportunities to upskill their competencies at their own pace while working from home. Indeed, thanks to virtual technology it was possible to deliver many classroom courses online.

To further support employee development, in June the Club launched the Learning Gateway, an online portal which brings together all learning resources under one roof.

With the launch of The Hong Kong Jockey Club Membership Hospitality Academy in July 2019, the Club was the first non-academic member of the hospitality industry to offer a QF Level 5 programme in Hong Kong. This programme (equivalent to the QF Level of a local Bachelor's degree) together with a QF Level 4 programme (equivalent to the QF Level of a local Associate's degree) are helping the Membership team further develop their hospitality careers in support of Membership's transformation journey.

另外，今年共有17位行政人員完成了為期一年的行動領導力課程。課程包括行動力學習及團隊啟導活動，並採納世界級的專業方法及安排，務求有系統地培養行政人員成為勇於革新的專業人士，促進馬會的策略發展。

馬會的課程運用各樣媒介進行，包括課室工作坊及網上學習平台，後者於疫情期間發揮重大作用，讓員工在家工作的同時，能夠按照自己的進度學習，提升個人能力。實際上，透過運用虛擬科技，不少課堂均可在網上進行。

為進一步支持員工發展，馬會於6月推出一站式網上學習平台Learning Gateway，供員工瀏覽所有相關學習資源。

馬會於2019年7月成立「香港賽馬會會員款客事務學院」，成為香港款客業界首間開辦資歷架構第五級款客課程的非學術機構。該課程的資歷相當於本地學士學位同等級別，加上資歷相當於本地副學士學位同等級別的第四級課程，協助會員事務團隊進一步發展款客事業，從而推動馬會會員事務的革新進程。

SUCCESSION MANAGEMENT

繼任管理

To ensure the sustainability of the Club's operations and to prepare for the future, the Club takes a proactive and people-centric approach to succession planning.

Over the past year, an initial assessment of the succession bench strength of all executive roles has been carried out. This will be extended to other critical roles in the coming years.

To build management capabilities and promote leadership development, a series of processes, products and tools were also implemented during the year. These include the use of divisional talent identification processes to assess the performance and potential of all managers up to executive director level; to codify performance, potential and identify gaps; and to build executive-level capability through the development of accelerated development programmes.

In support of this process, a comprehensive Personal Development Plan (PDP) was launched in February 2019 to facilitate career development conversations between employees and their line managers. In 2019/20 all Executives and Assistant Executives participated in this process.

為確保馬會的營運可持續發展，以應未來所需，馬會積極主動進行以人為本的繼任規劃。

去年，馬會已就所有行政人員的後備繼任班子進行初步評估，相關評估將於未來數年擴展至其他主要人員。

為提升管理能力及培養領導專才，馬會於年內實施一系列的措施、項目及方案，包括按事務處所需，採用人才辨識程序、為各經理至執行總監級別的員工進行表現及潛能評估、明訂表現及潛能指標，以及釐清不足之處，並訂立躍進課程，助行政人員提升能力。

相關措施還包括於2019年2月推行的全面「個人發展計劃」，鼓勵員工與直屬經理討論事業發展計劃。於2019/20年度，所有行政人員及助理行政人員均參與了上述項目。

COMMUNICATION AND ENGAGEMENT

溝通及聯繫

The Club believes in two-way communication, through which it seeks to build engagement and better support employee goals.

Club news and information are disseminated through the employee portal MyJC and the staff newsletter, Rapport. With the COVID-19 pandemic making the need for factual and timely information even more important, the Club advanced the launch of its mobile app JC Net to provide the latest news, policies and work arrangements. An employee communications blog was also developed for staff to share questions, concerns and suggestions.

馬會深信雙向溝通的重要性，希望藉此建立與員工的聯繫及支持員工邁向目標。

馬會的消息及資訊於員工內聯網網站 MyJC 和員工通訊刊物《合拍》發佈。受到新冠病毒疫情影響，及時發放準確訊息更形重要。因此，馬會進一步推出流動應用程式 JC Net，在此發佈最新消息、政策及工作安排。馬會亦推出了員工溝通網誌，讓員工討論分享問題及建議。

>600 news items posted across internal communication channels

馬會內部溝通渠道共載有超過600條訊息

including

>200

relating to COVID-19 and special work arrangements

當中逾200條關於新冠病毒及相關特別工作安

The Club's Corporate Wellness Programme offers a variety of seminars, outdoor activities and interest classes for employees to nurture wellness and foster a healthy lifestyle. Employees can also make use of the gym and catering facilities at its Happy Valley and Sha Tin premises.

As an organisation dedicated to the betterment of society, the Club actively encourages its employees to engage in volunteer work. To this end, the Club offers related training as well as paid volunteering leave.

In 2019/20, some 640 current and former employees dedicated over 17,000 hours to the community as members of the Club's CARE@hkjc employee volunteer team.

This included taking an active role during the pandemic. Working with NGOs, staff helped pack and distribute Club-supported care packs to vulnerable members of the community. They also reached out via phone to the homebound elderly and underprivileged families to chat with them and share their anxieties. For more on this, see the Community section of this report.

馬會的「全方位活力躍進工程」舉辦各式各樣的研討會、戶外活動及興趣班，讓員工舒展身心、建立健康生活方式。員工亦可使用設於跑馬地及沙田的馬會健身室及餐飲設施。

馬會致力建設更美好的社會，因此大力鼓勵員工參與義工活動，更提供相關義工培訓及有薪義工假期。

於2019/20年度，大約640位現職員工及前員工參與了由馬會員工組成的馬會義工隊活動，社會服務時數超過17,000小時。

相關服務包括於疫情期間主動與非政府機構合作，協助包裝及派發馬會捐款購買的「關懷包」予弱勢社群。馬會義工亦致電聯絡留家抗疫的長者及基層家庭，與他們傾談，了解他們的擔憂。詳情見本年報「社區」部分。

