



TAKING THE LEAD **PARTNERING FOR CHANGE**

**Sustainability Report
2013**



香港賽馬會
The Hong Kong Jockey Club

About this Report

This is the sustainability report of the The Hong Kong Jockey Club for the fiscal years 2011 to 2013.

The Hong Kong Jockey Club reports on sustainability on a biennial basis, with interim updates included in its Annual Report. Our first sustainability report covered the fiscal years 1 July 2009 to 30 June 2011, with 2010/11 as the reporting year, and was compiled in accordance with the Global Reporting Initiative Version 3.0 Guidelines (GRI G3). This second report covers the fiscal years 1 July 2011 to 30 June 2013, with 2012/13 as the reporting year, and has been compiled in accordance with the Global Reporting Initiative Version 3.1 Guidelines (GRI G3.1). It should be read in conjunction with the Club's most recent Annual Report which covers the period 1 July 2012 to 30 June 2013.

The report covers all of the Club's operations in Hong Kong, this being the predominant focus of the Club's activities. In addition, reporting is provided this year on some aspects of the Beijing Hong Kong Jockey Club Clubhouse for the same fiscal years, backdated to fiscal year 2009/10. A full list of standard disclosures, including the new items covered, is provided on pages 42-45 of the report.

Assurance for this report has been provided by an independent third party. The report has obtained an application level of B+ in fulfilment of the GRI G3.1.

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> A Message from the Chairman

In the Club, our journey towards sustainability is driven by a clear vision. One where sustainability becomes firmly embedded into our culture and processes, but also where we help Hong Kong as it moves towards a more sustainable future. It is a vision that reflects our long-standing commitment to the community, which this year saw us donate HK\$1.95 billion to 160 charitable and community projects.

And indeed, over the last two years, we have made significant progress towards our goals. New environmental policies and guidelines have been put in place. Measures have been introduced to cut materials use and to source sustainable alternatives. And the Club has invested substantially in energy-efficient technologies.

At the same time we have been

reaching out to our stakeholders and to the wider community. This year we organised three stakeholder forums to exchange views and gain feedback on the Club's sustainability performance. We are also funding the HKQAA-HKJC Carbon Disclosure e-Platform, which will provide a common database for Hong Kong organisations to report carbon emissions, as well as progress in carbon reduction.

It is also worth pointing out that The Hong Kong Jockey Club Charities Trust has been supporting environment and conservation projects in Hong Kong for many years, including the establishment of the HK\$350 million Environment Project in 2008. Current initiatives supported by the project include the Hong Chi Jockey Club Glass Bottle Recycling Project and The Chinese University of Hong Kong Jockey



Club Initiative Gaia, a five-year community outreach programme.

As will be apparent from this report, sustainability encompasses a wide range of issues, and in accordance with the Global Reporting Initiative we also report here on the Club's governance, on its support for the health, welfare and development of employees, and on our engagement with stakeholders. Read in conjunction with our annual report, this report offers yet further insight, I believe,

into the breadth and depth of our contribution to Hong Kong. It is therefore with the keenest anticipation that we look forward to sharing with you more results of our journey towards sustainability in years to come.

T. Brian Stevenson
Chairman

> A Message from the Chief Executive Officer

Four years ago, to celebrate the Club's 125th anniversary, I planted a tree outside the headquarters in Happy Valley. It expressed my hope for the Club's future and for Hong Kong. It also represented our commitment to building sustainability into every aspect of the Club's planning and operations, and in doing so to play our part in creating a sustainable future for Hong Kong. I am therefore delighted to report in this, our second report, that sustainability has indeed put down firm and deep roots across the Club.

Much of this is due to the hard work of our Environmental Management Committee. Through its efforts, and through the initiatives of individual departments and divisions, a great deal of progress has been made. New state-of-the-art district cooling plants, the progressive installation of energy efficient lighting in betting branches and clubhouses,

and the virtualisation of computer servers are all helping us to better manage electricity consumption. As a result, electricity usage – the major contributor to our carbon emissions – is 2.4% down on last year, and 3.1% down on our baseline year of 2009/10. Further improvements will come from a new floodlighting system at both racecourses. The system will also significantly reduce light spill levels during night races and morning trackwork, which will surely be welcome news to local residents.

In addition, the Club is working to reduce materials consumption and to provide sustainable alternatives to existing products and materials. At the racecourses and in betting branches we are cutting down on the consumption of paper betting tickets. We are also reducing the amount of packaging used for raceday souvenirs and in gift shops. Members have been very supportive of our campaign to reduce gift

packaging in clubhouse shops.

The Club has likewise stepped up recycling at racecourses, betting branches, clubhouses and office locations. For example, Sha Tin stables has established its own Ecological Hoofprint Project Plan to collect all plastics, bottles, metals, timber and clinical waste for recycling or responsible disposal. Also at Sha Tin stables, we have been trialling the use of a sealed compactor to facilitate the separation of horse manure from paper bedding, which is a prerequisite for the effective recycling of both

materials. As a result, we are now purchasing more sealed compactors with a view to sending greater quantities of paper bedding and horse manure for processing.

Through these and other efforts we have been able to reduce our total carbon footprint by 2.4% on last year. At the same time, carbon intensity has been reduced by 23.3% compared with our base year of 2009/10. Given the continuing growth in the Club's business activity, this is a significant achievement.

Nonetheless, much work remains to be done, and in this



I take heart from the tremendous support that we continue to receive from staff. This year, as they have for the past three years, our employees have taken part wholeheartedly in the HKJC Green Action campaign, joining coastal clean-ups, re-cycling electronic goods and supporting our Low Carbon Day@OMP in staff canteens, amongst many other activities. So it was a truly memorable day for me to join this year's finale at Sha Tin Racecourse, as staff, their families, and guests, came together for a green music festival. I look forward to joining them again, in just a few years, to plant another tree to celebrate the success of our sustainability campaign.

Winfried Engelbrecht-Bresges
Chief Executive Officer

Over the years, The Hong Kong Jockey Club has not only developed some of the world's most successful horse racing and sporting entertainment operations, but also made major contributions to Hong Kong through its huge tax payments and community donations, as well as by creating employment and boosting tourism. The Club's not-for-profit business model is admired world-wide.

To be a world leader in the provision of horse racing, sporting and betting entertainment, and Hong Kong's premier charity and community benefactor.

MISSION

To provide total customer satisfaction through meeting the expectations of all Club customers and stakeholders – the racing and betting public; lottery players; Club Members; charities and community organisations; Government; and, ultimately, the people of Hong Kong – and thereby be one of Hong Kong's most respected organisations.

VISION

As one of the world's leading providers of racing, betting and hospitality, and Hong Kong's largest charity donor after Government, The Hong Kong Jockey Club is fully committed to upholding the highest standards of integrity in its dealings with customers and community, and in the way it manages its own affairs.

This commitment is reflected in the Club's highest governing body, the Board of Stewards, which serves without remuneration. The Board, headed by its Chairman, oversees the Board of Management. The latter, headed by the Chief Executive Officer, is responsible for the operational management of the Club. Members of the Board of Stewards also serve as Trustees of The Hong Kong Jockey Club Charities Trust, which last year

disbursed HK\$1.95 billion in community donations.

Members of the Board of Stewards are elected at the Club's Annual General Meeting and serve three-year terms, at which point they must stand for re-election.

The Board of Stewards and its committees are the principal channels by which Stewards provide direction to the Board of Management, and for the latter to communicate matters requiring

the deliberation and decision of Stewards.

The Club has a comprehensive risk management process in place, encompassing racing and betting, the Club's asset and investment portfolios, information systems and other aspects of the Club's operations. Risk management is exercised, for example, through a team of expert risk managers who oversee betting; through Stipendiary Stewards who oversee

racing; and through the security personnel who provide physical security, conduct investigations, and oversee data security.

With the Club now involved in a number of major and strategic projects, risk management has been further strengthened by the establishment of an Enterprise Risk Management (ERM) function, responsible for the independent oversight of enterprise risk.

The Club is working towards an integrated framework which will provide for oversight and reporting of the broad range of operational, strategic, regulatory, financial and emerging risks, via an integrated risk register, to the Board of Management and the Audit Committee.

Profile of Board of Stewards and Board of Management

	Board of Stewards	Board of Management
Gender		
Female	1	2
Male	11	10
Age		
35-49	0	2
50-64	8	10
≥65	4	0

Upholding Integrity

Integrity is fundamental to the Club's value system and encompasses Club Members and licensed persons such as trainers, assistant trainers and jockeys, as well as Club employees.

All applications for Club membership are subject to a review process. Membership may be revoked if Club bye-laws are infringed, with serious cases reported to law enforcement agencies where appropriate.

The Club's Code of Conduct provides employees with guidance on such areas as handling conflicts of interest, protection of personal and customer data, and obligations under the Prevention of Bribery Ordinance. Employees are also

subject to a Drug and Alcohol Testing Policy, while the Staff Betting Policy sets out the circumstances under which they may bet on Club products. The Code of Conduct and other policies are reinforced during induction and training sessions for all full- and part-time employees at both management and non-management levels.

Racing integrity is upheld by the Club's panel of Stipendiary Stewards who monitor races, conduct inquiries into matters which may involve breaches of the Club's Rules of Racing and, with the



Jockeys weigh in
before a race

assistance of the Club's security team, ensure that trainers, jockeys and other racing personnel fully comply with the Rules. Integrity is also an important part of the curriculum of the Racing Trainee programme, which instils the importance of ethical behaviour into the jockeys, trainers and racing personnel of the future.

The Club's Racing Laboratory, one of the most advanced in the world, tests horses, jockeys and Club employees for prohibited

substances, and also conducts primary and confirmatory analyses of official samples referred by overseas racing and equestrian authorities. The laboratory is one of five reference laboratories (and the only one in Asia) appointed by the International Equestrian Federation, the governing body for equestrian events including those at the Olympics and Asian Games.

The Club has a long-standing commitment to promoting responsible gambling practices. It aims to provide socially responsible betting which meets the demand for gambling while minimising potential harm to the individual and the community. Full details of the Club's Responsible Gambling Policy are available on the Club's website.

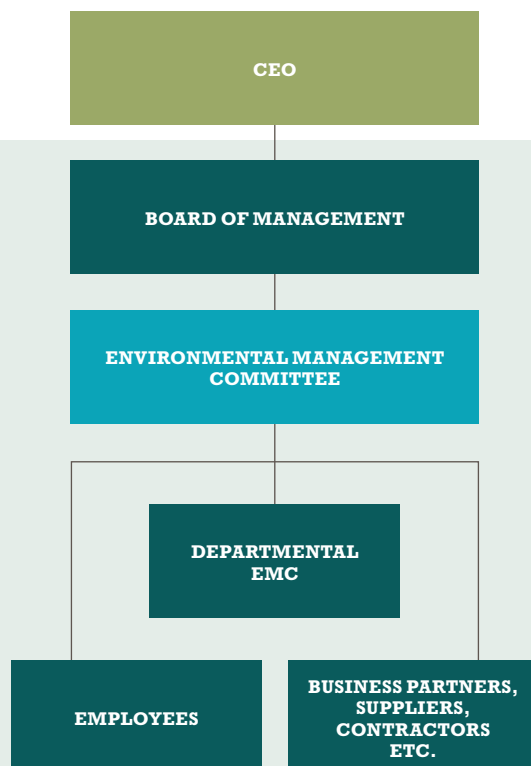




The Club is fully committed to embedding sustainability within its policies and practices, and, in accordance with its long-standing community commitment, to supporting sustainability across Hong Kong.

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 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 is the Environmental Management Committee (EMC), comprising senior representatives from each of the Club's divisions. The Committee meets quarterly to make policy recommendations to the



Board of Management, to co-ordinate strategy, and to monitor progress. Its remit extends not only to integrating sustainability best practices into Club operations, but also to encouraging the same level of sustainability performance amongst business partners, suppliers, contractors, and sub-contractors.



Environmental Management Committee

OUR SUSTAINABILITY VISION

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.

Working for Change

Under the leadership of the Environmental Management Committee, the past few years have seen significant progress in embedding sustainability within the culture and operations of the Club, and in pursuing our wider vision to promote public awareness and sustainability best practice.



Mimi Cunningham
Director of Human Resources
and Sustainability
(Chairperson of Environmental
Management Committee)

Thanks to the hard work of the Environmental Management Committee, green practices, backed up by a range of policies and guidelines, are now firmly in place and guiding us as we improve the management of our hoofprint. Sustainability workshops have also enabled us to share our experience and learn from peer corporations, consultancies, charities and NGOs.

Together with the Hong Kong Quality Assurance Agency we have established the HKQAA-HKJC Carbon Disclosure e-Platform, an important step in helping organisations monitor and curb their carbon emissions.

Above all we continue to draw on the enthusiastic support of staff, who once again joined the HKJC Green Action campaign, culminating in our Green Music Festival, to promote sustainability within the Club and across Hong Kong.



Pako Ip
Executive Manager,
Tracks

We are working hard to improve our waste management. We have implemented on-site separation and we are working with the Sustainability Team to identify recyclers. Following the successful trial of a waste compactor to facilitate on-site separation we will be installing additional compactors.

Property is also working with us to improve power and water efficiency. All of our golf carts, used for getting around the racecourse, are now solar powered.



Michael Lau
Consultant –
Procurement and
Transport

The EMC team has worked cross-functionally and collectively to identify and implement economically viable ways to reduce waste, energy and materials consumption. The workshops conducted with external stakeholders were very useful in getting external feedback and guidance.



Raymond Ngai
Head of IT
Infrastructure and
Operation Services

Since 2007 we have invested some HK\$62 million in server virtualisation, which allows for more efficient allocation of server resources and achieves power efficiency by reducing the number of physical servers.

Since our last report in 2011, an additional 1,496 virtual servers have been deployed, meaning that four million kWh in energy can be avoided annually in IT data centres.

We are now collaborating with Procurement to implement managed print technology, and with Finance to implement paperless meetings and paperless funding review and approval processes, both of which will significantly reduce paper consumption in Club offices.



Imelda Chan
Executive Manager,
Charities

Through the work of The Hong Kong Jockey Club Charities Trust we aim to promote sustainability and environmental protection across the community.

In 2008 the Trust donated HK\$350 million to initiate the Environment Project. Amongst other projects we have helped to establish the Hong Chi Jockey Club Glass Bottle Recycling Project, to produce educational material for schools and, in 2012, to launch a five-year community outreach programme – The Chinese University of Hong Kong Jockey Club Initiative Gaia.



Graham Tier
Head of Property
Facilities Management

Our regular EMC meetings are a great opportunity to share improvements and to encourage others to take action.

Our journey in Property started with comprehensive energy audits in 2007 to establish existing baseline data and identify potential opportunities. Property was the first department to implement an environmental management system (EMS) aligned to ISO 14001.

We have also made significant investments in our infrastructure, including in state-of-the-art district cooling plants, which have reduced energy consumption in some areas by 40%. We have implemented award-winning green roof solutions, and this year we completed our first green wall at Sha Tin Racecourse. We have continued to drive recycling programmes in the various facilities.



Cynthia Yeung
Executive Manager,
Membership
and Marketing

With the support of Members we have been able to reduce the usage of paper bags by 16% and the total order quantity of gift boxes by 12% compared with last year in Clubhouse Levade shops. Fourteen 'Go Green' products have also been launched and have proven very popular with Members.

All clubhouses and racecourses are practising food waste management, and as a result of our efforts to increase the collection of recyclable materials, such as aluminium, glass and cartons, we were awarded a 'Class of Excellent' waste label by the Hong Kong Award for Environmental Excellence in 2012. We also achieved a 'Class of Good' energy label in 2012.

Modernisation of lifts and conversion to LED lighting is also reducing energy consumption.



Gilbert Cheng
Head of Retail

Retail is driving energy saving at our 104 Off-Course Betting Branches through deployment of energy-efficient LED lighting and T5 fluorescent tubes. Automated timers are also helping to reduce shop front lighting operating time. Meanwhile more efficient air-conditioning units are being installed and we are trialling a Wireless Energy Management System to improve temperature and energy control.

We have also stepped up our paper saving efforts. In addition to recycling we are cutting paper usage by reducing the size of ticket receipts, by using electronic information displays, and through procedural streamlining and automation. Customers are encouraged to save paper via messages on ticket racks and bet slips, and also to use the ticket recycling bins. Environmental briefings and online training are given to all 4,500 full- and part-time retail staff.



Sandra Chan
Executive Manager,
Racing Marketing and
Sponsorship

Souvenir gifts, given out to racegoers as they enter the racecourse, have been a popular part of the Club's signature racedays for many years. But we are now cutting down on the amount of paper and plastic packaging. This is great for the environment and has cost benefits as well.

In our gift shops, all plastic bags are now biodegradable, and we offer souvenir gifts to customers who use their own bags. We are even finding a commercial reuse for the Club's metal waste, with old horseshoes being reconditioned for sale in Club shops.

Policies and Guidelines

The Club's sustainability strategy is articulated through the HKJC Environmental Policy and through specific policies and guidelines. These are continually being refined and added to, with a set of Green Office Guidelines being introduced this year, and a set of supplier sustainability guidelines currently being developed.

Sustainability Policies and Guidelines

Waste Management Policy

Green Cleaning Guidelines

HKJC Environmental Policy

Green Procurement Guidelines

Sustainable Event Guidelines

Sustainability Framework for Property and Construction Projects

No Sharks Fin for Corporate Activities

E-waste Management Guidelines

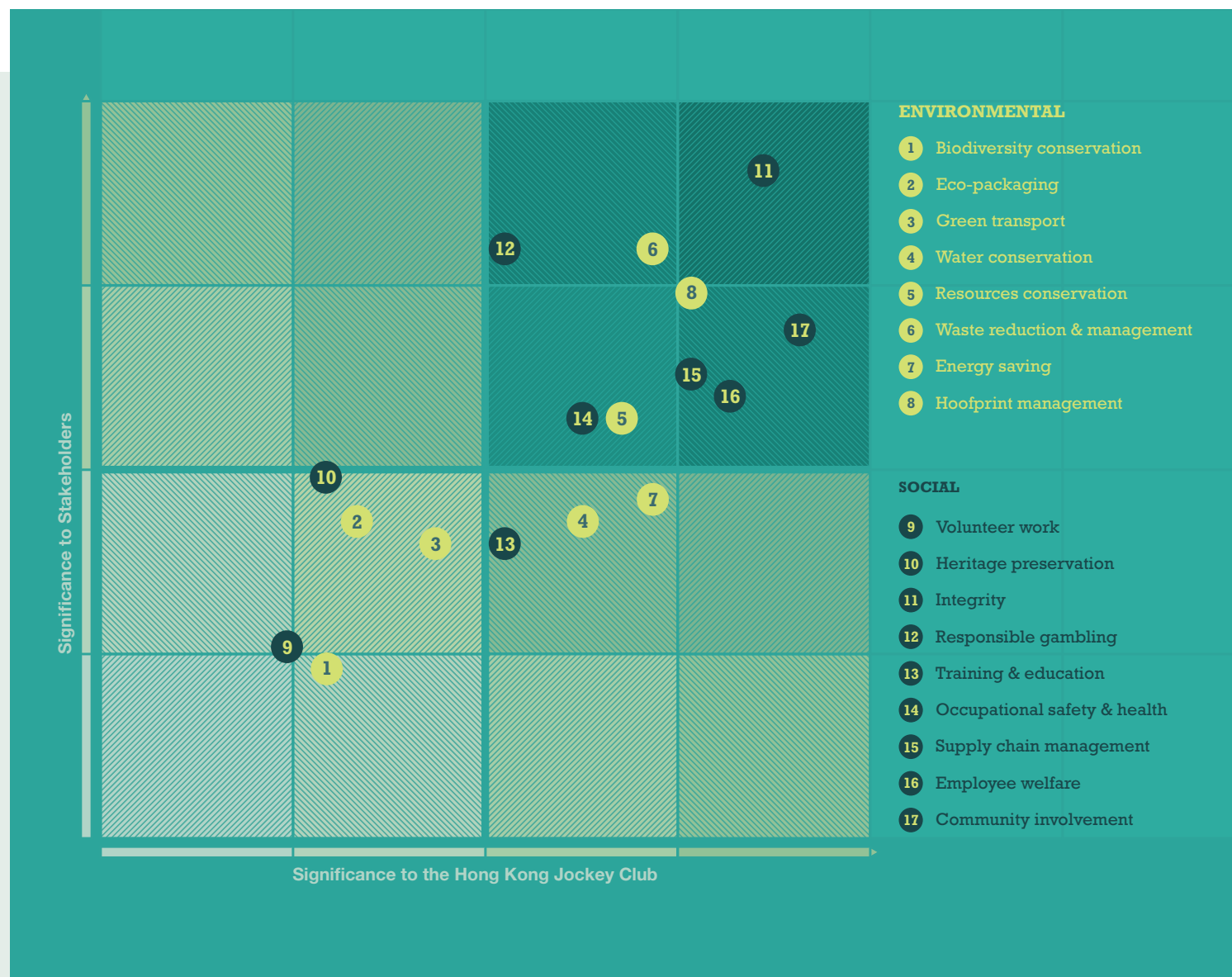
Green Office Guidelines

- Complying with applicable legal requirements and other environment requirements to which HKJC facilities subscribe.
- Preventing pollution; minimising waste through source reduction and recycling; and conserving the consumption of natural resources.
- Educating, training and motivating employees to carry out tasks in an environmentally responsible and proactive manner.
- Integrating environmental considerations into the planning, design, construction, operation and maintenance of our facilities and services.
- Supporting community-based environmental education, conservation and programmes.
- Encouraging the same level of environmental performance among our business partners, suppliers, contractors, and sub-contractors.

Sustainability Matrix

This sustainability matrix presents the sustainability issues identified as most important to the Club and its stakeholders. The matrix has been developed with reference to principles outlined in the GRI, AA1000APS and BS 8900:2006. The materiality of sustainability issues for stakeholders was identified through an internal and external stakeholder engagement exercise. As a result the Club was able to prioritise the issues to address.

The report highlights in its different sections how the Club has responded to the material issues identified in the matrix and reflects both internal and external stakeholder interests.





The Club engages its stakeholders regularly and in multiple ways. This includes an ongoing dialogue with customers and employees through customer service channels, electronic and written communication, surveys and focus groups. The Club's disbursement of HK\$1.95 billion in charity donations likewise involves it in continuous engagement with a diverse range of charities, community groups, schools, universities, hospitals and Government departments.

This year a particular effort was made to engage with stakeholder groups. Views were exchanged on sustainability and the reporting of it, and on the Club's own performance in these respects. Three stakeholder forums were held, with some 50 representatives from peer corporations, consultancies,

charities and NGOs. Insights provided are, for example, helping with the formulation of a set of supplier sustainability guidelines.



Support for Government initiatives

The Club subscribes to and supports a number of government environmental initiatives:

- EPD Green Partner – Carbon Reduction Charter
- EPD Source Separation of Commercial & Industrial (C&I) Waste Programme
- EPD EcoPark – Friends of EcoPark
- EPD Indoor Air Quality Certification Scheme
- Development Bureau – Greening Partner Charter

Sustainability Partnerships

The Club believes in the importance of forging environmental partnerships and continues to support a wide range of sustainability initiatives across Hong Kong.

The Conservancy Association

The Club sponsored Green Builder 2013, designed to encourage companies to take part in environmental activities such as wetland conservation, tree conservation and carbon reduction. The programme provides company staff with environmental training and opportunities for voluntary work. Companies may also sponsor environmental training for primary and secondary school students.



St. James' Settlement

The Club has donated food to people in need and furniture for reuse.



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 and strengthen environmental awareness.



Crossroads International

Since 2009 the Club and its staff have been donating used spectacles, books and furniture.



Caritas Hong Kong

The Club donated 2,817 items of electronic equipment including computers, printers and hard drives to the Caritas Hong Kong Computer Workshop for recycling and reuse in 2012/13.



Greeners Action

To reduce the consumption of New Year red packets, used red packets were collected for distribution to the public and community organisations for reuse.



Hong Chi Association

The Club has supported the Hong Chi Association Glass Bottle Recycling Project since 2010. In 2012 the Club collected 84 tonnes of waste glass bottles which were turned into 190,000 eco-bricks, some of which were incorporated into Our Green Place (the green roof) at the Jockey Club Headquarters building.



Hong Kong Green Building Council

The Club is an institutional member and supports its efforts to develop a sustainable built environment in Hong Kong by guiding the development of industry standards, best practices, education and research.



Yan Oi Tong

The Club has been a member of its Plastic Resources Acquisition Partnership Scheme since 2010. Plastic bottles are now sent for recycling from the Club's main office buildings, racecourses and clubhouses.



Business Environment Council

The Club is a council member of the BEC and supports its efforts to promote best practices in environmental excellence in the business community.



WWF-HK

The Club is a Corporate Member (Pearl) and has supported its 'Earth Hour' since 2011 by turning off non-essential lighting for one hour in its main office buildings.



Green Council

The Club has signed up to its 'Green Purchasing Charter' and supports the Council's efforts to pursue better environmental management and sustainability through Green Purchasing. The Club supported the Hong Kong International Coastal Clean Up in 2012 for the third consecutive year.



Meeting Customer Needs

As the provider of Hong Kong's most popular form of sporting entertainment, and one of Asia's largest and most prestigious members' clubs, The Hong Kong Jockey Club is working hard to satisfy and exceed the expectations of its many thousands of customers.

At the heart of the customer experience are Sha Tin and Happy Valley Racecourses, where a HK\$3.5 billion Racecourse Master Plan is currently in progress to transform racegoing into an all-round sporting, dining and social experience. Indeed, racecourse initiatives have already succeeded in boosting attendance, with customer satisfaction standing at 77%.

Meanwhile, the Club's Members continue to benefit from top-class dining, recreation and social facilities. Since 2001 the Journey to Excellence training programme has

ensured our service staff are among the best in the hospitality industry. Last year Beijing Clubhouse was recognised as the top clubhouse in China, while the Moon Koon Restaurant at Happy Valley received a prestigious listing in the Michelin Guide.

Full details of these and other customer service initiatives, as well as the many awards received, are available in the Club's Annual Report.



77% 😊
Racecourse initiatives
have already succeeded
in boosting attendance,
with customer satisfaction
standing at 77%



Managing our Hoofprint

The Club's environmental efforts over the last two years have focused on strengthening the depth and widening the coverage of its policies and practices, including establishing a set of new Green Office Guidelines. We have also expanded the scope of reporting to include the Beijing Hong Kong Jockey Club Clubhouse.

To streamline the monitoring process a web-based sustainability measurement and reporting system (SMRS) covering key facilities in Hong Kong and Beijing has been created, allowing end users to input data and monitor their own performance, as well as allowing for real-time review of overall Club performance.

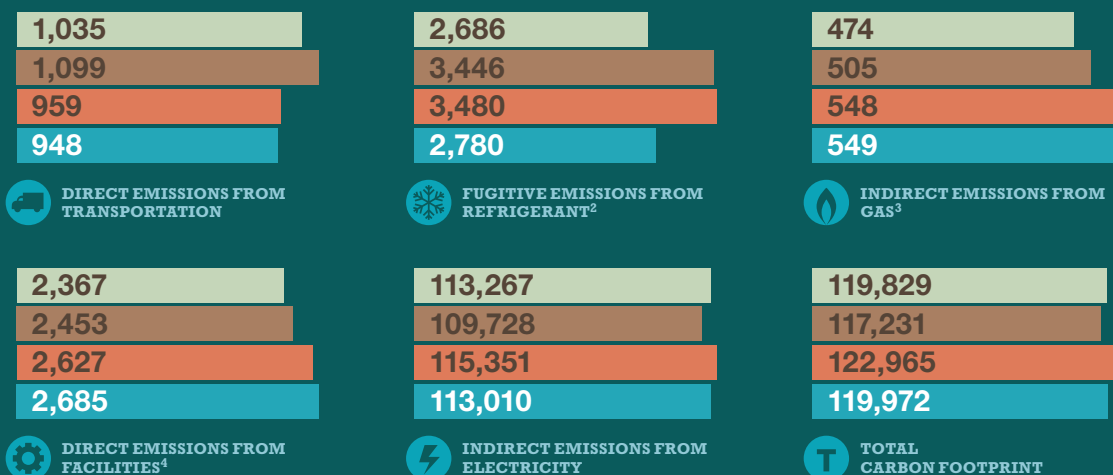
Carbon Emissions

-23.3%

Carbon intensity was reduced by 23.3% on our base year of 2009/10

The total greenhouse gas emissions of the Club in 2012/13 were 119,972 tonnes of CO₂-e, representing a 2.4% reduction on last year. Electricity usage – the major source of the Club's emissions – saw a 2.4% decrease over the same period. Carbon intensity was likewise reduced by 23.3% on our base year of 2009/10. Given the Club's increasing levels of business activity these are positive signs that energy saving and carbon reduction efforts are making headway.

HKJC carbon footprint CO₂-e in tonnes¹



1 Hong Kong operations only. Beijing Clubhouse data is reported on page 23.

2 Figures for 2009/10 to 2011/12 revised down due to exclusion of HCFC refrigerants from calculation. Carbon emissions in 2012/13 from HCFC refrigerants were 3,749 tonnes of CO₂-e.

3 For gas, an emission factor of 0.618 kg CO₂-e/unit has been adopted from 2011/12 onwards (Previously 0.593 kg CO₂-e/unit).

4 Figures for 2009/10 and 2010/11 incorrectly stated as 2 tonnes in the 2011 report.

Emission of ozone-depleting substances by weight (kg)

	2009/10	2010/11	2011/12	2012/13
Emission of refrigerants (CFC-11 equivalent)	132	155	115	110



Ozone Friendly

According to the Montreal Protocol on Substances that Deplete the Ozone Layer, ozone-depleting refrigerants, including CFCs and HCFCs, should be progressively phased out.

The Club's newly installed water-cooled chillers use refrigerants with lower ozone-depleting potential and best in class efficiency. Central chiller plants are equipped with refrigerant recovery units to facilitate recycling of refrigerant during overhaul. Old air-conditioners and fridges are being progressively replaced by units adopting ozone-safe refrigerants.

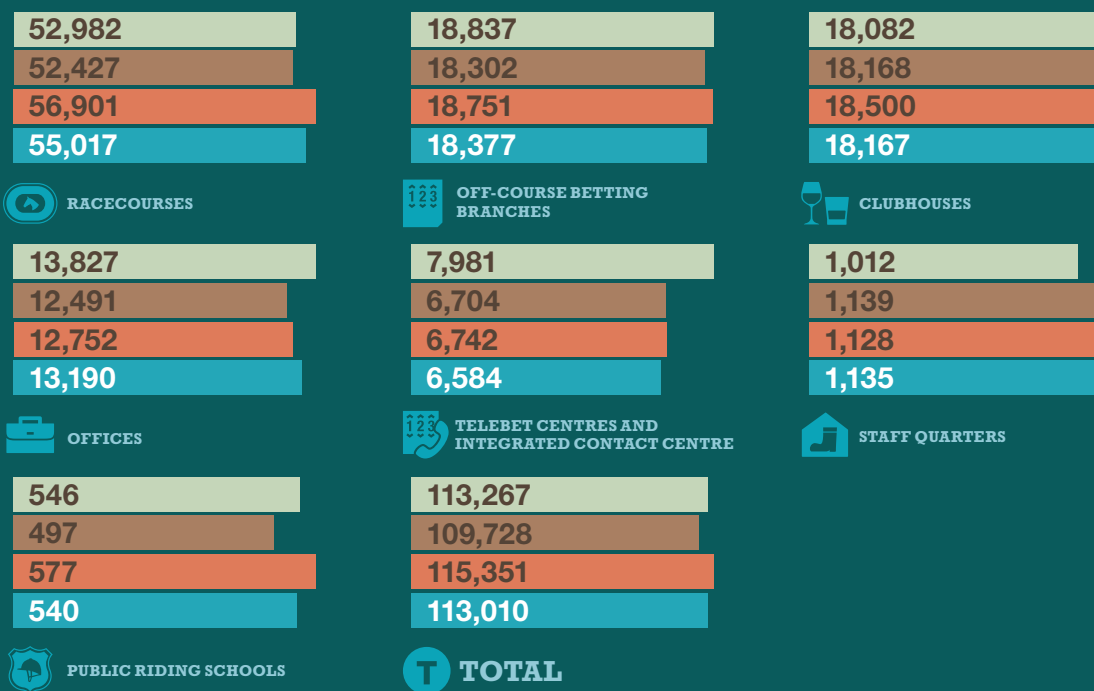
Electricity Efficiency

The Club continues to invest in energy-efficient technology and management systems, not least to mitigate the long-term effects of temperature increases due to climate change, spending some HK\$500 million in recent years.

Centralised water-cooled chiller plants are progressively replacing inefficient localised air-cooled air-conditioning systems, with new energy centres opening at Sha Tin Racecourse and Sha Tin stables this year. The Club's 104 Off-Course Betting Branches are undergoing a retrofit to install LED lighting, and kitchen exhaust fans at Sha Tin Racecourse have been calibrated to optimise efficiency.

Virtual technology also continues to be deployed as an alternative to physical servers, with an additional 1,496 virtual servers deployed in production, development and testing environments since our last report. This means that approximately four million kWh in energy can be avoided annually in IT data centres.

Carbon emissions by purchased electricity consumption CO₂-e in tonnes^{1,2}



1 For electricity generated by China Light and Power, an emission factor of 0.59 kg CO₂-e/kWh has been adopted from 2011/12 onward (previously 0.54 kg CO₂-e/kWh).

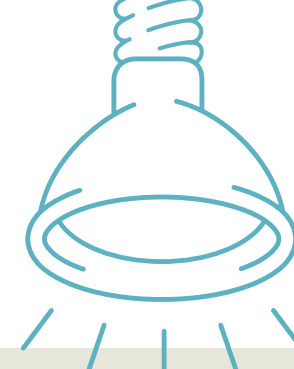
2 For electricity generated by HK Electric, an emission factor of 0.79 kg CO₂-e/kWh has been adopted from 2011/12 onward (previously 0.84 kg CO₂-e/kWh).

09/10 10/11 11/12 12/13

Electricity consumption (kWh)¹

	2009/10	2010/11	2011/12	2012/13
Electricity	175,616,314	169,907,350	174,358,074	170,207,042

1 Figures for 2009/10 to 2011/12 revised upwards due to inclusion of staff quarters.



New Light

Spill light

-85%

during morning training at Sha Tin Racecourse

From next season new floodlighting at Happy Valley and Sha Tin Racecourses will significantly reduce light spill levels and save on energy costs.

The new lighting, which features state-of-the-art electronic-magnetic control gear, will reduce neighbourhood spill light during night races by 50%. During morning training at Sha Tin spill light will be reduced 85% to just two lux – well below the international requirement.

Floodlights will be dimmed at the start and end of each race meeting, and also between races, realising savings of 30% in electricity per raceday.

A Greener Office Environment

The Club's business expansion has for some time put pressure on office space. To rationalise functions the Club has been progressively renovating the Jockey Club Headquarters in Happy Valley, which this year extended to the 3/F and 4/F.

Office renovation has provided an opportunity to employ a variety of sustainable practices, materials and technologies. A new layout template has been established, with offices clustered in the centre of each floor, providing for more efficient use of space and allowing more natural light into the floor. Solar film on windows, together with inflectors – currently installed on 4/F – cuts down on solar radiation. LED lighting and customised ventilation controls enhance energy efficiency, while



washrooms are installed with autoflush and smart jet hand dryers to reduce water and paper usage. A central utility room housing photocopiers allows for improved air quality in staff areas and helps reduce paper usage, while desk bins have been removed to encourage staff to separate waste.



Accolades for Telebet Centres

The environmentally friendly design of the Club's Tin Shui Wai Telebet Centre received professional recognition in the 'interior architecture' category of the 2012 FuturArc Green Leadership Awards.

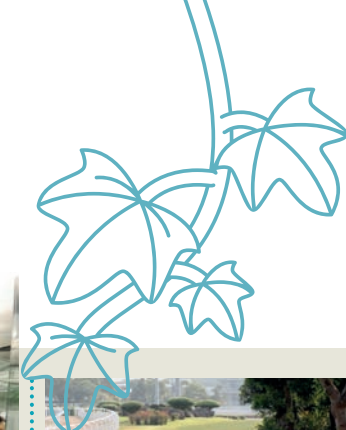
Utilising part of a former multi-storey housing estate car park, the Tin

Shui Wai Telebet Centre was designed to meet the latest environmental, acoustical and ergonomical standards as well as to provide high energy efficiency.

In 2011 Telebet's remote power management system was recognised in the Hong Kong ICT Awards for its contribution to green information technology.

The system allows Telebet to control the power supply remotely to its 5,700 computer terminals. Aside from its green dividend, the system saves the Club HK\$1 million in annual electricity bills.

1 **HK\$** 
Million
Telebet's remote power management saves the Club HK\$1 million in annual electricity bills



Green Lungs for Hong Kong

Hong Kong is renowned for its dense population and high-rise living environment. Yet in the midst of all this are havens of greenery and biodiversity, which can be enjoyed by all. The turf of Happy Valley's 1.5 km racetrack is just a short step from busy Causeway Bay, where the Government-run sports pitches within its infield provide much needed playing facilities. Penfold Park at Sha Tin Racecourse, with its trees and water features, is popular with local residents, as well as being home to a thriving birdlife.

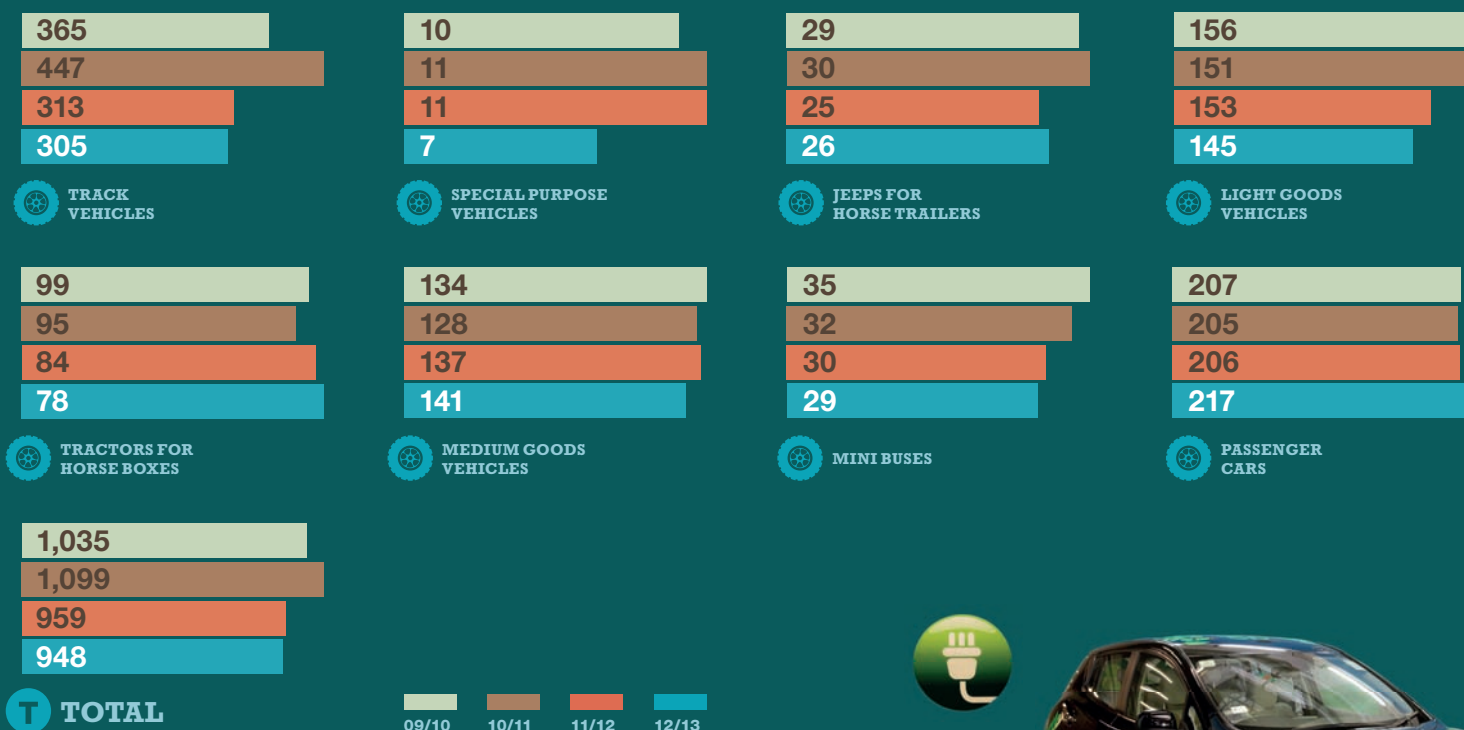
Green Mobility

The Club continues to seek improvements in the fuel efficiency of its vehicle fleet, reducing fuel consumption per kilometre by 5% on last year. All of the Club's diesel vehicles are Euro IV certified, while those purchased since September 2012 meet Euro V standards. The Club also has one bus running on LPG.

To reduce reliance on fossil fuels the Club is increasing its use of biodiesel (B5) for its water trucks, tractors, machinery and standby generators at both Sha Tin and Happy Valley Racecourses.

The Club took delivery of a second electric car in 2013 and has set up more charging points in the headquarters building. The Club's entire fleet of golf carts, used for day-to-day transport around the racecourses, is solar-powered.

Carbon emissions by vehicle type
CO₂-e in tonnes



-5%

Fuel consumption for Club vehicles was reduced by 5% per kilometre on last year

Direct energy consumption
by vehicles and facilities (litres)

	2009/10	2010/11	2011/12	2012/13
Diesel fuel	294,907	231,129	217,502	144,262
Unleaded petrol	77,833	76,265	78,213	81,568
Liquefied petroleum gas	11,685	12,846	11,385	9,522
Biodiesel (B5)	0	92,291	199,046	290,155



Conserving Resources

The Club actively seeks to reduce material consumption and to identify sustainable sources of materials for use in its operations. Green Procurement Guidelines have been established to help internal users make informed green purchasing decisions. All suppliers are recommended to minimise the consumption of virgin materials and increase the use of recyclable materials.

The Club is adopting Managed Print Solution technology. Energy-efficient printers and copiers are being deployed in designated print rooms, with all copying to be logged and backcharged to departments.

Human Resources is also integrating tablet computers into its training programmes as a substitute for conventional paper handouts, with 12 of its corporate training programmes currently using the technology, and more to follow.

Materials consumption¹

	2009/10	2010/11	2011/12	2012/13
 Bet slips (thousand sheets) ² (% FSC paper)	647,294 18.6%	608,900 100%	607,344 100%	571,418 100%
 Copy paper (boxes) (% recycled paper)	9,714 10.7%	9,298 39%	9,044 32%	8,993 32%
 Disposable plastic cutlery (items)	717,220	707,400	506,000	569,200
 Biodegradable food containers (pcs)	388,580	503,420	1,265,540	1,398,000
 LED lamps (pcs)	–	1,155	2,403	8,467
 Paper hand towels (boxes) (% recycled paper)	11,446 0%	8,671 37.7%	11,465 ³ 48.4%	9,700 32.5%
 Paper bedding (23 kg bags)	585,260	584,951	542,852	512,210
 Toner/inkjet cartridges (pcs) (% recycled cartridges)	5,215 0%	5,709 1%	6,743 28.8%	3,891 12.8%
 Toilet paper (boxes) (% recycled paper)	8,084 0%	5,654 0%	5,451 41%	6,478 58.5%

¹ Figures based on materials purchased over applicable year.

² Incorrectly stated as 'Bet slips (sheets)' in 2011 report.

³ Increase due to greater number of non-raceday events at racecourses.



Bring Your Own Bag

Club Members are now bringing their own bags when they go shopping at clubhouses and racecourses. And for those who don't, a charge is being levied on paper bags and wine boxes. Alternatively Members can purchase reusable bags. Rebates are also offered for the purchase of some products where Members decline to use complimentary gift boxes. The new measures have already led to a 16% reduction in paper bag usage and 12% in gift boxes.

In a related initiative, mooncake packaging was reduced for the 2012 festival, the effort receiving special recognition from the Environmental Protection Department.



Upcycling

The Club's marketing team has identified an 'upcycling' opportunity for used horseshoes. Reconditioned and crafted into art pieces, these limited items are very popular in racecourse gift shops.

The team has also found ways to cut down on materials usage. Packaging for raceday souvenirs has been reduced and a small gift is offered to customers who don't require a bag when purchasing items, while a charge is levied for additional bags. All plastic bags in the Club's racecourse souvenir shops are biodegradable.

Waste Management

Under its Waste Management Policy and E-Waste Management Guidelines, the Club seeks to manage and dispose of its waste responsibly. The effect of these policies – and also of the Club's efforts to reduce materials usage – is reflected in the volume of materials collected, where, for instance, the decline in light tubes collected for recycling is the result of the installation of more energy-efficient T5 tubes with longer lifespans.

The Club has sought out effective partnerships for responsible disposal and reuse of materials. About 80% of food waste (around two tonnes per day) is now collected for recycling, some of it being converted into fish feed.

At Sha Tin Racecourse, stables management has implemented a phased Ecological Hoofprint Project Plan from October 2010, involving comprehensive education of stables staff and the establishment of designated recycling bins for the

Source separation and waste recycling

	2009/10	2010/11	2011/12	2012/13
Waste paper (kg)	385,967	611,006	581,551	491,087 ¹
Plastic bottles (kg)	4,367	25,660	55,915	42,930
Iron products (kg)	857	677	2,067	285
Other metals (kg)	3,070	3,799	2,764	3,384
Toner cartridges (pcs)	1,488	1,927	1,329	1,678
Glass bottles (kg)	21,059	40,527	88,300	100,779
Light tubes (kg)	2,604	4,467	1,178	982 ²
e-waste (pcs)	5,137	2,891	4,477	2,817

¹ Decrease partly due to reduction in consumption of bet slips.

² Decrease due to greater use of energy efficient tubes with longer lifespans since 2009/10.

80%

About 80% of food waste is now collected for recycling

collection of plastic bags, nylon bags, glass bottles, clinical waste, metals, bamboo/timber and bulk furniture.

Of the approximately 125 tonnes of horse manure, straw and paper bedding materials produced each day, it is currently possible to process around 25 tonnes per day at the Environmental Protection Department's Animal Waste Composting Plant in Ngau Tam Mei. One major difficulty in processing stables waste has been the separation of manure from paper

bedding, particularly when it is wet. To overcome this Sha Tin stables completed a trial of a sealed compactor at the end of 2012, which both increases the efficiency of waste collection and reduces the water content. This makes it possible to separate out paper bedding for recycling and to send greater quantities of manure for processing. As a result, the Club is now in the process of purchasing additional sealed compactors for Sha Tin stables.



Eco-fertiliser

To promote eco-friendly gardening, 10,000 packs of the Club's eco-fertiliser, manufactured from horse manure, were given away at this year's Hong Kong Flower Show in Victoria Park.

Going Green In Beijing

Located in busy Wangfujing, the Beijing Hong Kong Jockey Club Clubhouse (BJCH) is working hard to promote sustainability and environmental best practice. Under the leadership of its Energy Conservation and Environmental Protection Committee, environmental guidelines have been established and a number of sustainability initiatives are now under way.

Energy Saving

With Beijing's energy prices steadily increasing there is a strong incentive to cut down on electricity usage. Energy-efficient lighting and timer controls have been installed, and energy-intensive equipment is shut down during non-peak periods. Solar film on windows reduces direct heating during summer, while insulation curtains help maintain indoor temperatures in winter. Monthly energy usage data is shared with staff as a further incentive to energy saving. As a result of these and other efforts CO2-e is down by 2.6% on the baseline year of 2009/10.

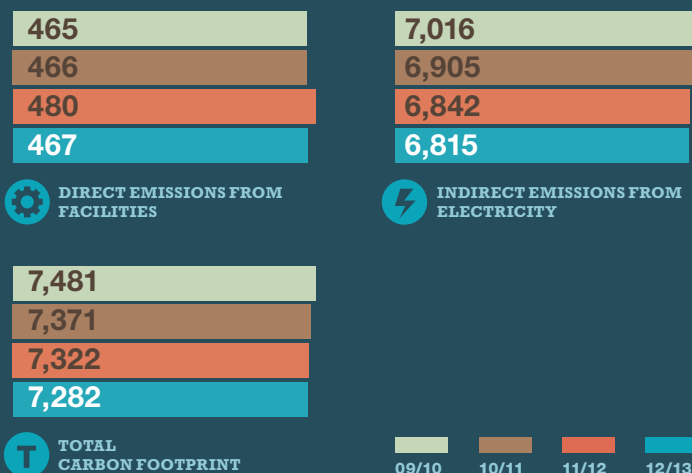
Material Usage and Waste Management

The Clubhouse committee has worked hard to reduce materials usage and to recycle where possible. Used napkins and bedding are made into cleaning towels. Environmentally-friendly toiletries are provided in guest rooms. Paper, glass, metal and plastic waste is collected and separated for recycling. Waste batteries and florescent tubes are sent to the hazardous waste treatment unit in Beijing, and waste cooking oil is handled by a certified contractor to ensure proper reuse.

Source separation and waste recycling (BJCH) (kg)

	2011/12	2012/13
Waste paper	19,026	10,203
Glass	9,711	7,236
Plastic bottles¹	–	2,839
Food waste¹	–	74,557
Green waste²	164,562	111,654

Carbon emissions (BJCH) CO2-e in tonnes



Electricity and natural gas consumption (BJCH)

	2009/10	2010/11	2011/12	2012/13
Electricity (kWh)	9,383,904	9,234,795	9,151,167	9,114,340
Natural gas (m³)	230,748	231,574	238,278 ¹	231,999

¹ Increase due to greater number of covers in food and beverage outlets.



Staff Education and Engagement

It is Clubhouse policy to provide all staff with education and guidance on environmental issues during induction. Waiters and waitresses are trained in how to advise on food portions and sustainable menu options. The in-house newsletter 'Harmony' provides regular updates on the latest energy-saving and environmental protection measures.

Staff supported the Clubhouse's participation in WWF's Earth Hour this year, turning off lights in the Centurion restaurant and The Lounge, and lighting candles on guest tables. All outside lighting was shut down for the evening.

¹ Plastic bottle and food waste surveyed since July 2012.

² Green waste mainly refers to garden waste.

Working for a Sustainable Future

The Hong Kong Jockey Club is one of Hong Kong's largest employers, with some 24,000 full- and part-time employees. With our broad range of business activities we are able to offer a wide variety of career opportunities in such areas as hospitality, retail, information technology, horse care and training, and charities administration. We provide employment in nearly every district of Hong Kong, including some of its most socially disadvantaged, and through our 18,300 part-time positions we are a major provider of employment to those such as homemakers, caregivers and students, who are unable to take up full-time work.





Our leading role also means that the Club plays an important part in upholding and promoting employment best practice. Indeed, we know that if we are to attract and retain talent, we must create a working environment where all staff get the support they need to perform their roles, and where all employees have the chance to fulfil their career potential.

A Responsible Employer

We believe that employee relations should be conducted on the basis of fairness, equity and respect, with all decisions on hiring, promotion, pay and other aspects of the employment relationship based solely on job-related qualifications and performance, regardless of gender or any other individual characteristics.

This is made explicit in our Code of Conduct, provided to all employees on joining the Club, which outlines the Club's policies on equal opportunity, discrimination and harassment as well as the need to respect individual rights and the right to speak up. The Staff Handbook, lays down the Club's policies and procedures for handling employee relationships, including the opportunities for staff to raise and have grievances addressed.

Employees by employee category and gender
(Hong Kong)

	2009/10	2010/11	2011/12	2012/13
 Full-time	4,928	5,020	5,146	5,273
 Part-time	20,981	21,428	20,743	18,356
Gender				
 Female	13,038	13,346	13,197	12,230
 Male	12,871	13,102	12,692	11,399
 Total	25,909	26,448	25,889	23,629

Employees by age (Hong Kong)

	2009/10		2010/11		2011/12		2012/13	
Age	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
< 30	16.5%	58.9%	16.6%	58.9%	17.2%	55.2%	16.6%	53.3%
30-49	55.7%	24.5%	55.0%	23.9%	55.4%	25.8%	55.9%	25.3%
≥ 50	27.8%	16.6%	28.4%	17.2%	27.4%	19.0%	27.5%	21.4%



Brand to Watch

This year Randstad, the world's second largest recruitment and HR services provider, honoured the Club with its 'Employer Brand to Watch for Corporate Social Responsibility'.

It also identified the Club as one of Hong Kong's 'Top 10 Most Attractive Employers' in recognition of the Club's strong employer branding, good reputation, and highly engaged workforce.

A Family of Champions

With a history dating back 129 years, the Club has deep roots in the Hong Kong community. Indeed many Hong Kong families have at least one member who has worked for the Club at some stage in their career. The vast majority of our executive workforce – some 85% – are Hong Kong residents.

The Club aims to be as family-friendly as possible in its practices and operations. In January 2011 we adopted a five-day working week, despite the operational challenges to our weekend racing and football betting schedule. And though paternity leave has yet to become a statutory requirement in Hong Kong, we have been providing three days' paternity leave to all male full-time employees since November 2010. We are pleased with our 100% return-to-work rate and average 91% retention rate after parental leave over the past four years.

100%

All male full-time employees have been entitled to three days' paternity leave since November 2010



100%

All employees return to work after parental leave, with an average retention rate of 91%

Parental leave taken and return-to-work rates (Hong Kong)

	2009/10		2010/11		2011/12		2012/13	
	F	M	F	M	F	M	F	M
% of employees eligible for parental leave	100%	0	100%	100%	100%	100%	100%	100%
No. of employees taking parental leave	17	0	32	49	44	75	49	68
% return to work after parental leave	100%	–	100%	100%	100%	100%	100%	100%
No. of employees who returned to work after parental leave and were still employed 12 months later	15	0	28	45	37	73	49	68
Retention rate	88%	–	88%	92%	84%	97%	100%	100%

Retirees Pass on Skills

The Club's Telebet department employs some 10,000 part-time staff handling up to one million calls per raceday.

Training this workforce, and helping new recruits settle quickly and comfortably into their roles, is very demanding. But as Telebet's management quickly realised, its retired operators were ideally equipped for the task.

As a result, twenty-two retired operators were recruited and put through a special coaching programme. As Telebet Service Coaches they are now busy passing on their skills to Telebet's latest recruits.

Lifelong Learning

In the Club we believe in the importance of developing our human capital and fostering a culture of lifelong learning. We need to develop people with the right mix of knowledge and personal effectiveness to take the Club forward. We also recognise that we should help our staff grow professionally and personally, and that by doing so we can contribute to the skills and knowledge base of the community. It was this which led to the foundation of the Jockey Club College in 2011 as a means for employees to pursue externally certified professional qualifications.

Aside from qualifications available through the Jockey Club College, the Club provides a variety of learning opportunities through corporate and on-the job training, self-paced learning and e-learning. These programmes are provided to both full- and part-time staff according to need, with each full- and part-time employee receiving an average of 43 and 12 hours of



Launch ceremony for the Jockey Club College at Sha Tin Racecourse

Internal training courses and support for external training and qualifications (Hong Kong)

		2009/10	2010/11	2011/12	2012/13
Corporate training	No. of participants	1,797	1,550	1,413	1,917
	Total training hours	21,564	17,930	16,060	22,033
Sponsored learning	No. of participants	1,394	1,469	1,310	1,325
	Total training hours	42,620	43,092	39,570	26,966
	Total sponsorship (HK\$)	5,589,450	5,725,210	6,012,720	6,403,168

training respectively in 2012/13. All staff may use the self-access facilities provided at the Club's four integrated recreation and learning centres, known as OMPs (Our Meeting Place), at Happy Valley, Sha Tin, Beas River and Beijing Clubhouse. Learning programmes can also be accessed through our staff portal www.hkjcfamily.com.

Staff are sponsored to attend external training programmes where

necessary, while self-development scholarships are awarded for employees to pursue external qualifications where these are not available through the Jockey Club College.

All full-time employees receive a formal performance review at least once per year, providing an opportunity for them to discuss performance issues and plan their career development.

Support is provided to those approaching the end of their careers with the Club, with counselling provided in such areas as health and financial management. All former employees are encouraged to stay in touch through membership of our CARE@hkjc Volunteer Team and via our dedicated www.hkfamily.com website, which is accessible by all current and former staff and their families.

Staff average training hours (Hong Kong)

		2009/10	2010/11	2011/12	2012/13
31 Jan	Full-time	41.7	43.6	40.7	43.3
🕒	Part-time	11.4	11.5	11.6	11.8

43 Hrs

The Club's full- and part-time employees received an average of 43 and 12 hours of training respectively in 2012/13



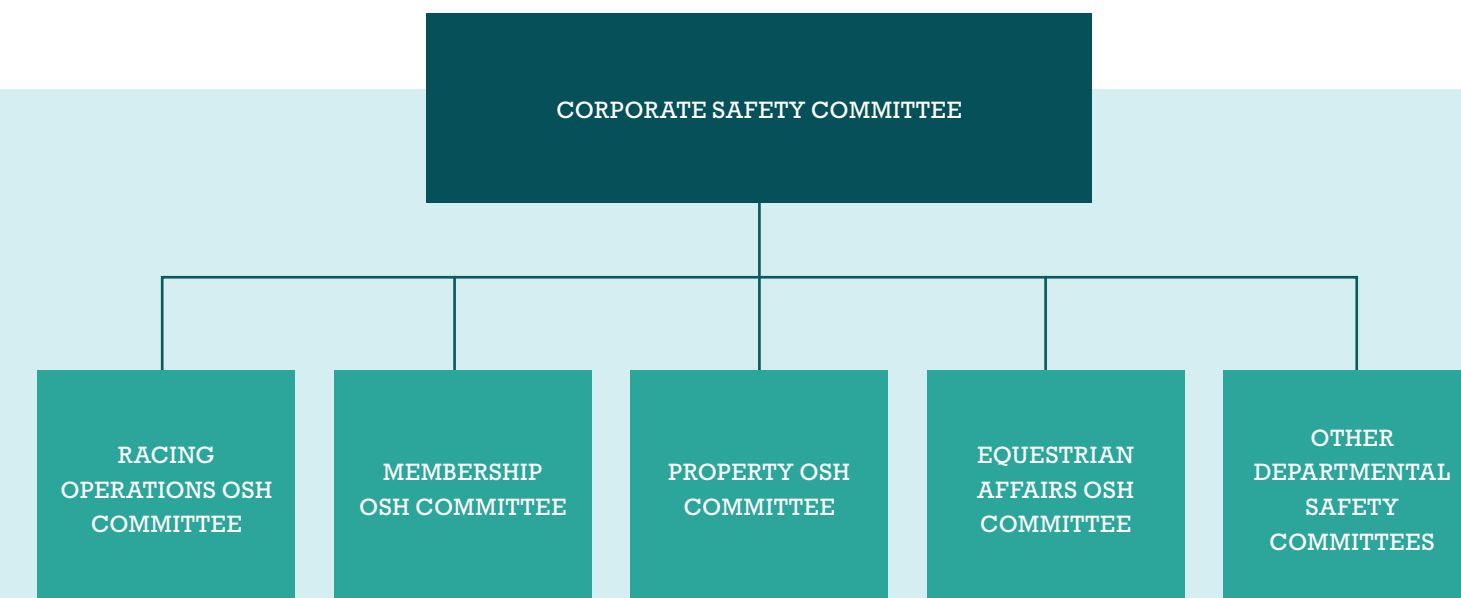
Courses from the Jockey Club College are available for employees across the Club

Safety, Health and Wellness

The health and safety of employees is of paramount importance to the Club, and we continue to strengthen the quality of our support for employees' well-being.

The Club has four joint management-employee Occupational Safety and Health (OSH) Committees, responsible for OSH matters in those functional areas which require particular attention, namely Racing Operations, Membership, Property, and Equestrian Affairs.

In addition, to consolidate OSH across the entire Club, a Safety Management System (SMS) was established in 2012, which included the production of a Corporate Safety Manual. The system, intended to identify, monitor, and address potential OSH risks, incorporates all 14 elements advocated in the Hong Kong Labour Department's Code of Practice on Safety Management, and was developed with reference to the BS18004:2008 standard for OSH management.



Overseeing the SMS is a Corporate Safety Committee which comprises representatives of the Club's divisions/departments and reports directly to the Board of Management. This has overall responsibility for the four functional OSH committees, and also assists other divisions/departments in implementing their own safety management systems in compliance with the Corporate Safety Manual.

Occupational injuries (Hong Kong)

	2009/10	2010/11	2011/12	2012/13
HKJC occupational injuries (per 1,000 employees)	11.5	12.1	12.3	12.0
HK occupational injuries (per 1,000 employees)*	15.0	15.5	14.6	14.1
HKJC No. of work-related fatalities	0	0	0	0

* Source: Labour Department, the Hong Kong SAR Government

4,000 staff
attended exercise
sessions led by registered
physiotherapists and
qualified instructors



This year a 'Stretch Up for Health' campaign, launched during our 2012 Corporate Safety Day, helped employees learn how to prevent musculoskeletal disorders. Some 4,000 staff attended exercise sessions led by registered physiotherapists and qualified exercise instructors, whilst videos were provided online and through smartphone and tablet links. Information corners were also set

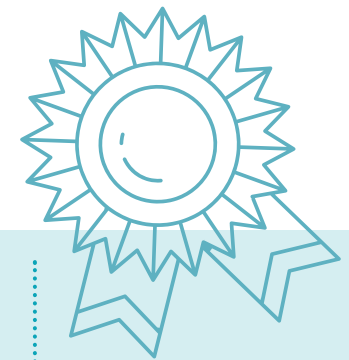
up in the Club's four OMPs. Other activities included our ongoing programme of lunchtime seminars, addressing such issues as common pains and diseases, and good practices in using computers. Professional counselling for stress and personal problems is also provided through the Club's appointed counselling service, the Hong Kong Christian Service.

In addition, since 1999 our

Corporate Wellness Programme has been promoting physical and mental well-being, with programmes and activities organised in four areas: physical wellness, families and friends relationships, care for the community, and self-development. This year's programmes have focused on quality of life issues and have included such diverse topics as wine appreciation and how to stay in touch with the natural environment.



'Stretch Up for Health' videos can be viewed via a smartphone QR code.



Safest and Best Housekeeping Stable Award

For the past ten years the Club has presented an award to the stable with the best record in safety, hygiene and cleanliness. This year's award went to the stable of Dennis Yip.

Engaging Our People

For the Club to achieve its objectives it must engage fully and directly with its employees. We need to communicate our vision and goals. Equally we must understand and address the issues that are of concern to our staff and which will impact on their ability to deliver for the Club.

Engagement takes many forms. News and information is communicated through our two employee portals, MyJC.com and hkjcfamily.com, and through our staff newsletter, Rapport, which since October 2012 has been distributed online. Stables staff also have their own dedicated newsletter. Staff may also use HR Link to contact Human Resources directly for more personal enquiries.

Staff are engaged more directly through surveys and focus groups and through such activities as 'tea and chat' sessions, town



Team building at end-of-season management retreats

hall meetings, and departmental retreats. A regular dialogue is also maintained with staff associations and unions, which predominantly represent employees in racing and betting operations.



Open for Learning

A dedicated portal – www.hkjcfamily.com – provides all full- and part-time staff and their families, past as well as present, with open access to learning, wellness and family oriented information.

A catering e-learning programme is currently being rolled out through the portal, including modules on personal grooming, work safety, food hygiene, and wine knowledge.



HKJC Green Action

Club employees have continued to offer their enthusiastic support for our Green Action campaign launched in 2010 to promote sustainability in the workplace and at home. The theme of this year's campaign was 'Our Green Lifestyle', which culminated in a green music festival at Sha Tin in January.



1 Reusing and recycling CNY red packets

We joined the Greeners Action Red Packet initiative to reuse and recycle red packets, collecting some 13,000 packets from our employees for recycling or reuse during the next Lunar New Year.



2 E-waste recycling

130 items of electronic waste were collected from Club staff for donation to the Caritas Hong Kong Computer Workshop for refurbishment and eventual use by people in need.

3 Clean Air Drive, Clean Air Network

To raise public awareness of sustainable transportation the Green Action cycling team accompanied the Club's electric vehicle in a drive around the Zero Carbon Building in Kowloon Bay.

50,000 Hrs

Since November 2005
CARE volunteers have
put in some 50,000 hours
of community work.

CARE@hkjc Volunteer Team

Club employees have the opportunity to play their part in the community as a volunteer with CARE@hkjc. Since CARE's establishment in 2005 volunteers have put in some 50,000 hours of community work, participating in such activities as youth workshops, elderly visits, and arts for the disabled. Programmes are targeted at the local district level, with the team ultimately aiming to serve each and every district of Hong Kong. To this end volunteers have collaborated with more than 100 local organisations and community groups. Currently there are around 900 volunteers.

Among the most recent activities have been the Other Learning Experiences programme, which is the first large scale free



education programme driven by volunteers in Hong Kong. Also a hair-cutting service for the elderly, which was set up in 2012.

The success of these efforts has been recognised by the Social Welfare Department which this year, for the fourth consecutive year, honoured the Club's CARE team with its Gold Award for Volunteer Service (Organisation Category) for its over 10,000 hours of service a year. Gold awards also went to the OLE team and to the hair-cutting service team, while 68 members of the CARE team received individual awards.



4 Friends of the Earth Riverwalks

To raise awareness of water conservation, staff joined Riverwalks in 2011 and 2012, organised by Friends of the Earth and sponsored by the Club. The 2011 walk also raised funds for the conservation of the Dongjiang (East River), which supplies most of Hong Kong's drinking water.

5 Low Carbon Day @OMP

One day a week, staff canteens in Happy Valley and Sha Tin offer menus using locally-sourced ingredients rather than imported items with a high carbon footprint.

6 HK International Coastal Clean Up

For the past three years staff and their families have helped clean up sections of Hong Kong's coastline.

7 Power saving green seminars

Staff learned from Friends of the Earth how to be 'smart' energy savers, while other seminars explained the benefits of LED lighting.

8 Mooncake and food donations

Spare mooncakes and festive food were donated by staff to help those in need celebrate the Mid-Autumn Festival.

9 Friends of the Earth Tree Planting Challenge

Staff took part in a tree planting and hiking challenge in April 2013, planting some 60 trees.



Our Green Place



Since September 2011 the roof of the Club's headquarters in Happy Valley has been a haven of green peace.

Grass, plants and shrubs grow where once was bare concrete, helping to cool the building and providing a relaxing environment for staff to take a break from the noise of the city.

Eco-friendly features include a solar-powered irrigation system, while decorative metalwork was supplied by the Club's farriers using recycled horseshoes.

Christened 'Our Green Place', the rooftop is now host to Staff Happy Hour, launched at a special 'La musique et le vin' gathering in 2012.

The roof garden was awarded a silver medal in the Development Bureau's Skyrise Greenery Awards 2012.



The Beijing Hong Kong Jockey Club Clubhouse

The Beijing Hong Kong Jockey Club Clubhouse employs almost 500 full- and part-time staff, most of them local residents, to provide a range of dining, recreation and accommodation services to Club Members.

The Clubhouse has developed its own communication, welfare

and development tools under the guidance of the Club's management in Hong Kong. The aim is to ensure that employees, wherever they serve, are able to deliver up to customer expectations, and have the confidence that the Club is fully supportive of their personal development.

Employees by employee category and gender (BJCH)

	2009/10	2010/11	2011/12	2012/13
31 Jan				
Full-time	371	353	359	378
Part-time	77	112	114	69
Gender				
Female	197	211	209	201
Male	251	254	264	246
Total	448	465	473	447

Staff average training hours (BJCH)

	2009/10	2010/11	2011/12	2012/13
31 Jan				
Full-time	15.7	20.7	17.7	18.0
Part-time	26.2	73.0	55.4	62.3

Occupational injuries (BJCH)

	2009/10	2010/11	2011/12	2012/13
BJCH occupational injuries (per 1,000 employees)	5.4	8.5	0	5.3
BJCH No. of work-related fatalities	0	0	0	0

Greening Hong Kong

With its deep roots in the community the Club works through direct action, and through the charitable donations of the Hong Kong Jockey Club Charities Trust, to promote sustainability and environmental best practice in Hong Kong. The work of the Trust, which this year donated HK\$1.95 billion to 160 charity and community projects, is described in full in the Annual Report. Here we focus on some of the Trust's environmental and conservation projects, as well as on three of our corporate initiatives.

The Environment Project

Since 1984 the Hong Kong Jockey Club Charities Trust has donated over HK\$778 million to green charity and community projects.

In 2008 the Trust donated HK\$350 million to initiate the Environment Project to raise public awareness of climate change and other environmental issues and to carry out public education on sustainable development. This included support for the 'Climate Dialogue' conference in 2010, which brought together policy-makers and experts from around the world to discuss policies and technologies to achieve low carbon living. Funds also helped the Jockey Club Kau Sai Chau Public Golf Course convert its 200 golf carts to solar power and to purchase four solar-hybrid catamarans. Other initiatives supported by the Environment Project and currently in progress include:



Eco-bricks and art pieces made from recycled glass bottles were showcased at the launch of the Hong Chi – Jockey Club Glass Bottle Recycling Project

788 HK\$ Million

The Trust has donated over HK\$778 million to green charity and community projects since 1984

Hong Chi - Jockey Club Glass Bottle Recycling Project

Launched in 2010 in collaboration with the Hong Chi Association and the Environmental Protection Department, the campaign has to date collected 1,260 tonnes of glass bottles from 167 collection points across the city. Phase two was launched in March 2013, with a target of 2,000 tonnes and an expanded network of 300 collection points.

McDull Public Education Programme

The popular local cartoon characters McDull and family have been enlisted to promote green messages to children through animation clips, comic strips, teaching packages and school competitions.



Environment Public Education Campaign

In collaboration with Radio Television Hong Kong, an environmental public education campaign will be rolled out in late 2013. This will include a documentary series – 'Nature and Man in One' – which will focus on how environmental challenges impact on daily lives both globally and in Hong Kong. Education kits will be developed, while school seminars, roving exhibitions and a documentary short film competition will be organised, to maximise impact and reach.



Hong Chi – Hong Kong Jockey Club Community Organic Farming Campaign for Primary & Secondary Schools

Launched in 2010, and expanded in 2012, this programme includes competitions on organic cooking, organic farming and organic knowledge, training and eco tours, public education, community outreach activities and roving exhibitions. The campaign, which also features social inclusion elements, has to date involved some 101 primary and secondary schools, reaching out to 160,000 participants.

Mission Healthy Greens – Jockey Club Elderly Green Living Programme



A two-year programme targeting the elderly commenced in 2013 in Wong Tai Sin District. The programme consists of three major components. The Environment Education Programme for the Elderly covers a series of tailor-made talks and workshops on major environmental issues, along with practical tips on carbon reduction. Green Living through Organic Farming organises farming at home and trips to organic farms for elderly people with different levels of physical ability. The Green Elderly Ambassador Programme recruits and trains the elderly as green ambassadors in support of public education programmes.

The Chinese University of Hong Kong Jockey Club Initiative Gaia

This five-year community outreach programme, launched in 2012 in collaboration with The Chinese University of Hong Kong, has three components. The Jockey Club Museum of Climate Change will display exhibits on the “Three Poles” (North Pole, South Pole and Mt Everest), as well as on the university’s own research into environment, energy and sustainability, and on the Charities



schools and non-governmental organisations to reduce carbon emissions through carbon audits and implementation of practical initiatives. Finally, a series of environmental conferences, public forums and educational fairs are organised to promote initiatives to combat climate change.



1.5 million meals
Each year, about 1.5 million meals and 100,000 food packs will be provided for the underprivileged



St James' Settlement Up-Cycling Centre

The Up-Cycling Centre is a pilot project to promote the up-cycling of waste materials into new products of better quality and environmental value. The Centre will house design studios, a fully-equipped workshop and a materials library. It will also arrange opportunities for the disabled and those recovering from mental illness to work in sheltered workshops. As such it represents a unique cross-over model, achieving environmental benefits, promoting local design and products, and providing training and job opportunities for the less privileged.

Hot Meal Service Programmes

To help the underprivileged as well as make productive use of food waste, the Trust has supported St James' Settlement and Bo Charity Foundation to establish central kitchens in Kwun Tong and Tai Kok Tsui respectively. Surplus food from supermarkets, wet markets, catering companies and hotels is collected each day and prepared into nutritious hot meals or food packs for distribution to the underprivileged in East Kowloon, West Kowloon and the New Territories through partner NGOs. Each year, about 1.5 million meals and 100,000 food packs will be provided for the underprivileged, recovering over 3,100 tonnes of food.

Conserving and Revitalising Central Police Station

300,000^{ft²}

The Trust's largest heritage project, currently under way, is the restoration of the Central Police Station compound to provide 300,000 square feet of floor areas for heritage, contemporary arts and leisure activities

Aside from its support for the natural environment, the Trust works to conserve Hong Kong's heritage. It has funded temple restorations, including the UNESCO award-winning restoration of the Hung Shing temple at Kau Sai Chau, as well as the development of the former Explosives Magazine into a new home for the Asia Society, and the renovation of the Conservancy Association Centre for Heritage.

The Trust's largest heritage project, currently under way, is the

restoration of the Central Police Station, Central Magistracy and Victoria Prison to provide 300,000 square feet of floor areas for heritage, contemporary arts and leisure activities.

The scheme, which evolved out of extensive consultation with the Government, community groups, and heritage and antiquities advisors, is being project-managed by the Club's Property team, and draws on the expertise of world-class design, conservation and arts experts.

The objective is to conserve and revitalise: preserving and protecting buildings while providing space for educational, leisure and arts activities in keeping with the heritage character of the site.



Artist's impression by Herzog & de Meuron

Club-initiated Projects



HKQAA-HKJC Carbon Disclosure e-Platform

Many Hong Kong companies, including the Club, have signed the Environment Protection Department's Carbon Reduction Charter, and are working hard to reduce carbon emissions.

The HKQAA-HKJC Carbon Disclosure e-Platform, funded by the Club, will provide a database for reporting carbon emissions and progress in reducing them. The aim is to share best practice and help drive carbon reduction efforts.



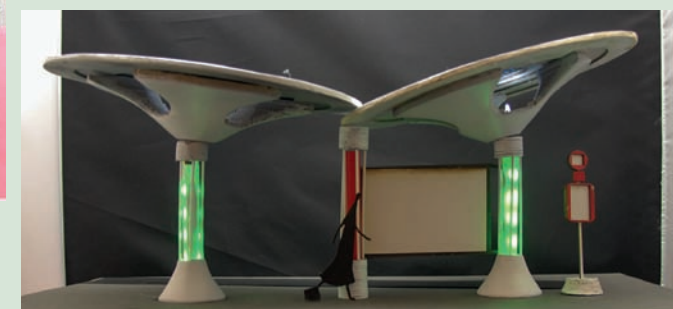
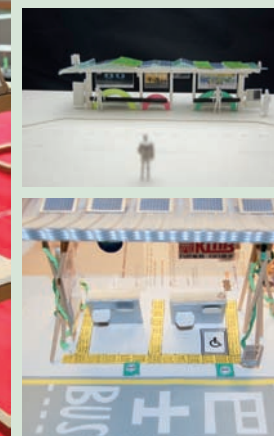
Heroes² Sustainable Bus Shelter Design Competition

Co-organised with Heroes², and with the support of Kowloon Motor Bus, the competition brought together over 70 students from tertiary institutes to design a new bus shelter for Hong Kong.

The brief was to design a shelter that was aesthetically pleasing,

used renewable energy, and was constructed from sustainable materials.

Launched in Happy Valley in October 2012, the students visited a number of Club locations as well as the Government's waste facilities in Ngau Tam Mei. Seventy-one designs were submitted, with Team TPA from Chu Hai College of Higher Education being the final winner.



Bus shelter designs submitted by finalists

Green Music Festival

Celebrating the third year of the Club's Green Action campaign, the Club's first-ever free green music festival was held in the Parade Ring at Sha Tin Racecourse on 19 January 2013.

This year the event brought together not just staff and their families but members of the community and guests from charities and green groups, in an effort to promote wider green awareness. The festival featured performances by celebrity singers and Club talents. There were also green exhibitions and workshops, and plenty of games to keep the kids happy.

To promote recycling, entry to the festival was by donation of a recyclable item. Two thousand such items were collected, some of which were sold during the festival and the rest donated to community centres and NGOs.



Community groups perform at the Green Music Festival



2,000
recyclable
items

were collected, with
some sold in the festival
and the rest donated to
community centres
and NGOs



YEAR OF AWARD: 2011

GREEN ICT CONSORTIUM Hong Kong ICT Awards 2011 Green ICT (Adoption – Organisations) Award – 'Certificate of Merit'

» Telebet's new Remote Power Management System

YEAR OF AWARD: 2012

DEVELOPMENT BUREAU Skyrise Greenery Awards 2012

Non-Government Organisation/
Institution Projects category –
'Silver Award'
» Our Green Place, Jockey Club Headquarters

FUTURARC 2012 FuturArc Green Leadership Awards

Interior Architecture category
» Tin Shui Wai Telebet Centre

CAPITAL ENTREPRENEUR Capital Entrepreneur Green Enterprise Award 2012

Green Enterprise Award

HONG KONG AWARD FOR ENVIRONMENTAL EXCELLENCE Energywi\$e Label – 'Class of Excellence'

» Jockey Club Headquarters

HONG KONG AWARD FOR ENVIRONMENTAL EXCELLENCE Energywi\$e Label – 'Class of Good' for the following locations:

» Happy Valley Clubhouse and Sha Tin Clubhouse

WEB MARKETING ASSOCIATION WebAward 2012

Entertainment Standard of Excellence
» Internal Sustainability Website

WEN WEI PO Green China 2012 Environmental Achievement Awards

Outstanding Sustainability Award (Organisation)

GREEN COUNCIL Hong Kong Green Awards 2012

Green Management Award (Corporate) – 'Gold Award'

Corporate Green Governance Award (Management System)

FRIENDS OF THE EARTH (HK) Power Smart 2012

Biggest Unit Saver Award (Company)

Biggest Charity Saver Certificate (Company)



Hong Kong Green Awards 2012

Green China 2012
Environmental Achievement Awards

Capital Entrepreneur Green Enterprise Award 2012



ENVIRONMENTAL PROTECTION DEPARTMENT

Indoor Air Quality Certificate – 'Good Class' for the following locations:

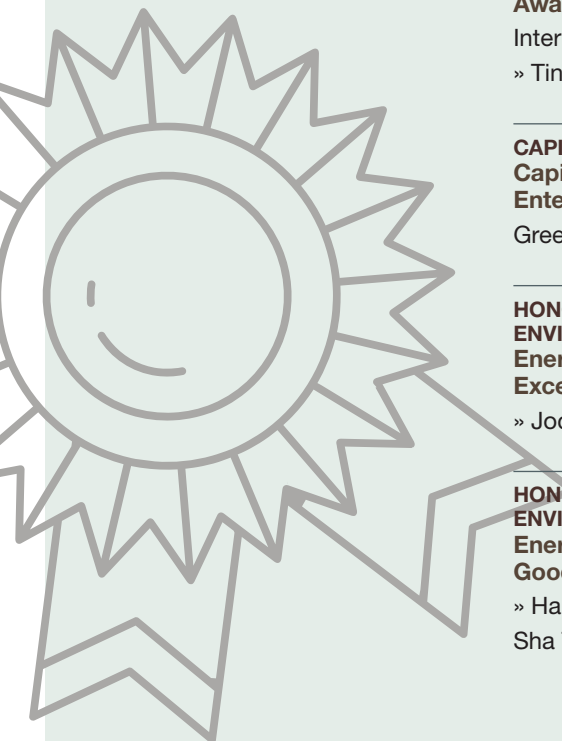
» Jockey Club Headquarters, Sha Tin Central Complex (G/F, 6/F-10/F), Tsing Yi Telebet Centre, Tsuen Wan Telebet Centre, Tin Shui Wai Telebet Centre, Tin Shui Wai Volunteers and Training Centre

HONG KONG AWARD FOR ENVIRONMENTAL EXCELLENCE Wastewi\$e Label – 'Class of Excellence' for the following locations:

» Jockey Club Headquarters, Sha Tin Central Complex, Sha Tin Racecourse, Happy Valley Racecourse, Happy Valley Clubhouse, Sha Tin Clubhouse and Beas River Country Club

HONG KONG AWARD FOR ENVIRONMENTAL EXCELLENCE IAQwi\$e Label – 'Class of Good' for the following locations:

» Jockey Club Headquarters, Sha Tin Central Complex, Tsing Yi Telebet Centre and Tin Shui Wai Telebet Centre



YEAR OF AWARD: 2013

SOCIAL WELFARE DEPARTMENT
2012 Hong Kong Volunteer Award
Gold Award for Volunteer Service
2012 (Organisation Category)

**ENVIRONMENTAL PROTECTION
DEPARTMENT**
**'Source Separation of
Commercial and Industrial Waste
2011-12'**

Award for promotion &
Commendation certificate
» Jockey Club Headquarters

ECOPARK
Friends of EcoPark 2012-2013

RANDSTAD HONG KONG
Randstad Award 2013

'Employer Brand to Watch for
Corporate Social Responsibility'

'Top 10 Most Attractive Employers'

**CARBON CARE ASIA AND
BLOOMBERG**
Carbon Care® Label

U-MAGAZINE
U Green Award

Excellence of Environmental
Contributions



U Green Award

Carbon Care® Label

Source Separation of
Commercial and Industrial
Waste 2011-12



Playing Our Part

As one of the world's largest providers of horse racing, sporting and betting entertainment, and one of Hong Kong's major employers and charity donors, the Club is a member of a wide variety of industry and advocacy organisations both in Hong Kong and internationally. Over the years, the Club has contributed significantly to the development of world racing. Its CEO is currently the Vice-Chairman of the International Federation of Horseracing Authorities and the Vice-Chairman of the Asian Racing Federation.

Within Hong Kong the Club plays an active part in a wide variety of bodies including the Employers' Federation of Hong Kong, the Hong

Kong Management Association, the Hong Kong Institute of Human Resources Management, the Hong Kong Association for Customer Service Excellence, the Hong Kong International Facility Management Association.



PROFILE DISCLOSURES

Strategy and Analysis

1.1	Statement from the most senior decision maker of the organisation	SR – p2-3
1.2	Description of key impacts, risks, and opportunities	SR – p5-6 & p11-12

Organisational Profile

2.1	Name of the organisation	AR – p119 SR – front cover
2.2	Primary brands, products and/or services	AR – p119-122 & p170-171
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	AR – p12-13, p119, p149-150 & p170-171
2.4	Location of headquarters	AR – back cover, p132 & p184 SR – p1
2.5	Countries of operation	AR – p170-171
2.6	Nature of ownership and legal form	AR – p119, p132, p170-171 & p184
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	AR – p106 & p170-171
2.8	Scale of the reporting organisation (including number of operations)	AR – p119-122, p126-130, p170-176 & p179-182
2.9	Significant changes during the reporting period regarding size, structure and ownership	AR – p119-122, p126-130, p169-171 & p179-182
2.10	Awards received in the reporting period	AR – p100-105 SR – p40-41

Report Parameters

3.1	Reporting period for information	SR – p1
3.2	Date of the most recent previous report	SR – p1
3.3	Reporting cycle	SR – p1
3.4	Contact point for questions regarding the report or its contents	SR – p46
3.5	Process for defining report content	SR – p11
3.6	Boundary of the report e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers	SR – p1
3.7	Specific limitations on report scope or boundary of the report	SR – p1
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 – p132-135 & p184-185
3.9	Data measurement techniques and bases of calculations	See data tables
3.10	Explanation of the effect of any restatement of information provided in earlier reports and reasons for such restatements	Minor restatements only with no significant effects. See footnotes on p16 & p20
3.11	Significant changes from previous reporting periods in the reporting scope, boundary or measurement methods applied in the report	SR – p1
3.12	Table identifying the location of the standard disclosures in the report	SR – p42-45
3.13	Policy and current practice with regard to seeking external assurance for the report	SR – p1 & p46

PROFILE DISCLOSURES

Governance, Commitments and Engagement

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 – p3, p12-13, p124 & p177 SR – p5 Note – data also applicable to LA13
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	AR – p3 & p9 SR – p5
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	Not applicable
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	SR – p5
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance)	Board of Stewards not remunerated AR – p162 (key management compensation)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	AR – p124 & p161-162 (financial statement – Stewards) SR – p6
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	SR – p5
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	SR – p4, p6-7 & p10

4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally-agreed standards, codes of conduct, and principles	SR – p7
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	SR – p7
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	SR – p5
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organisation subscribes or endorses	SR – p12
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations	SR – p41
4.14	List of stakeholder groups engaged by the organisation	SR – p12-13
4.15	Basis for identification and selection of stakeholders with whom to engage	SR – p12
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	SR – p12
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	SR – p11-12

DISCLOSURES ON MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

Economic

	Management approaches	AR – p119-122
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 – p119-122, p126-127, p144-146 (consolidated income statement & consolidated statement of comprehensive income) P173-174 (summary of operations) p156-157 (reserves) p176 (payments of duty and taxation to government) p106, p124 & p177 (donations and community investments)
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	SR – p17
EC3	Coverage of the organisation's defined benefit plan obligations	AR – p141-142 & p152-153 (retirement plans)
EC4	Significant financial assistance received from government	No significant financial subsidy from Government
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	SR – p26
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	AR – p106-117

Environmental

	Management approaches	SR – p7, p10 & p34
EN1	Materials used by weight or volume	SR – p20
EN2	Percentage of materials used that are recycled input materials	SR – p20
EN3	Direct energy consumption by primary energy source	SR – p19 & p23 (partial)
EN4	Indirect energy consumption by primary energy source	SR – p16-17 & p23 (partial)
EN5	Energy saved due to conservation and efficiency improvements	SR – p16-19 & p23
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 – p18 & p23
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	SR – p20
EN16	Total direct and indirect GHG emissions by weight	SR – p16-17, p19 & p23
EN18	Initiatives to reduce GHG emission and reduction achieved	SR – p16-19 & p23
EN19	Emissions of ozone-depleting substances by weight	SR – p16
EN22	Total weight of waste by type and disposal method	SR – p21 & p23
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	SR – p20

DISCLOSURES ON MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

Labour Practice and Decent Work Conditions

	Management approaches	SR – p24-29
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	SR – p25 & p33
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	SR – p28
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	SR – p28 & p33 (partial)
LA8	Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families or community members regarding serious diseases.	SR – p27
LA10	Average hours of training per year per employee by gender, and by employee category.	SR – p27 & p33
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	SR – p27
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	SR – p5, p25 & p33 Note – data on governance bodies also applicable to 4.1
LA14	Ratio of basic salary and remuneration of women to men by significant locations of operation	SR – p25
LA15	Return to work and retention rates after parental leave, by gender.	SR – p26

Human Rights

	Management approaches	SR – p5 & p24-25
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 – p6 & p25

Society

	Management approaches	SR – p6 & p12-13
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	SR – p6 & p25
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	No significant fines and sanctions for non-compliance

Product and Service Responsibility

	Management approaches	SR – p5 & p14
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	SR – p14 See Annual Report for detailed coverage of customer initiatives
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	No substantiated breaches of customer privacy or losses of customer data in 2012/13



VERIFICATION STATEMENT

Scope and Objective

Hong Kong Quality Assurance Agency ('HKQAA') was commissioned by The Hong Kong Jockey Club ('HKJC') to provide independent assurance of the HKJC Sustainability Report 2013 ('the Report') which applies the B+ application level of the Sustainability Reporting Guidelines version 3.1 (G3.1) issued by the Global Reporting Initiative (GRI). The Report states HKJC's sustainability profile and performance covering the period from 1st July 2011 to 30th June 2013 for all operations in Hong Kong with inclusion of some aspects of the Beijing Hong Kong Jockey Club Clubhouse.

Assurance Methodology

The assurance process was undertaken with reference to the AA1000 Assurance Standard ('AA1000AS') issued by the Institute of Social and Ethical AccountAbility for assessing the Report's adherence to the principles of Inclusivity, Materiality, and Responsiveness. Furthermore, the assurance of the accuracy and quality of the selected sustainability performance information was verified against the International Standard on Assurance Engagement 3000 ('ISAE 3000') – "Assurance Engagement Other Than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board for a reasonable level of assurance.

The process encompassed three stages:

- Identification and classification of statements, figures, charts and data sets to be verified.
- Verification of the selected representative sample of data and information consolidated in the Report, reviewing relevant documentation, interviewing responsible personnel with accountability for preparing the Report and crosschecking the raw data and evidence of the selected samples that support the reporting contents in order to reduce the risk of error or omission to an acceptably low level.
- Provision of recommendations to HKJC for improvement of future reporting.

Independence

HKQAA was not involved in collecting and calculating data, or in the development of the Report. HKQAA's activities are independent from HKJC.

Conclusion

On the basis of the assurance work undertaken, it is the opinion of the verification team that the information presented within the Report is inclusive, material and responsive. HKJC was found to have a variety of processes in place for engagement with stakeholders and the effort is continuous. Formal materiality process was applied to define environmental, social and economic material issues for reporting. The identified issues were ranked and prioritized based upon significance to HKJC and stakeholders. The issues identified through this formal process were found to be addressed in a fair and balanced approach within the Report. The verification team also observed mechanism and actions taken to respond stakeholders' concerns.

The assurance findings also provide confidence that the Report's statement and figures achieved an adequate level of reliability and accuracy. The Report demonstrates satisfactory fulfillment of the B+ application level of the GRI - G3.1.

Signed on behalf of HKQAA

Connie Sham
Verification Team Leader
23 August 2013



Statement GRI Application Level Check

GRI hereby states that **The Hong Kong Jockey Club** has presented its report "HKJC Sustainability Report 2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3.1 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 G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

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

Amsterdam, 28 August 2013

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The "+" has been added to this Application Level because The Hong Kong Jockey Club has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

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

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 16 August 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

We welcome your feedback.
If you have any suggestions,
please e-mail or write to us.

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