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.
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
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

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

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.
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 footprint. 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.

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.

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.

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.
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 have taken steps 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.

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.

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.

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.

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.

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Executive Manager, Charities

Graham Tier
Head of Property Facilities Management

Cynthia Yeung
Executive Manager, Membership and Marketing

Sandra Chan
Executive Manager, Racing Marketing and Sponsorship

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

**Sustainability Partnerships**

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

**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.

**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.

**Caritas Hong Kong**
The Club has supported the Hong Kong Computer Workshop for recycling and reuse in 2012/13.

**St. James’ Settlement**
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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.
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.
The Hong Kong Jockey Club
Sustainability Report 2013
Managing our Hoofprint

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.

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. Old air-conditioners and fridges are being progressively replaced by units adopting ozone-safe refrigerants.

Emission of ozone-depleting substances by weight (kg)

<table>
<thead>
<tr>
<th></th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emission of refrigerants (CFC-11 equivalent)</td>
<td>132</td>
<td>155</td>
<td>115</td>
<td>110</td>
</tr>
</tbody>
</table>

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.
The Hong Kong Jockey Club Sustainability Report 2013

Managing our Hoofprint

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.

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.

Carbon emissions by purchased electricity consumption

| Racecourses | 52,982 | 52,427 | 56,901 | 55,017 |
| OFF-COURSE BETTING BRANCHES | 13,827 | 12,491 | 12,752 | 13,190 |
| Offices | 546 | 497 | 577 | 540 |
| Public Riding Schools | 113,267 | 109,728 | 115,351 | 113,010 |
| Total | 18,837 | 18,302 | 18,751 | 18,377 |
| Clubhouses | 18,027 | 18,168 | 18,500 | 18,167 |
| Telebet Centres and Integrated Contact Centre | 1,012 | 1,139 | 1,128 | 1,135 |
| Staff Quarters | 7,981 | 6,704 | 6,742 | 6,584 |
| Total | 1,13,267 | 109,728 | 115,351 | 113,010 |

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).

Electricity consumption (kWh)1

<table>
<thead>
<tr>
<th></th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>175,616,314</td>
<td>169,907,350</td>
<td>174,358,074</td>
<td>170,207,042</td>
</tr>
</tbody>
</table>

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

*5%*

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

---

**Carbon emissions by vehicle type**

<table>
<thead>
<tr>
<th>Carbon emissions by vehicle type</th>
<th>CO2-e in tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Track Vehicles</strong></td>
<td></td>
</tr>
<tr>
<td>365</td>
<td></td>
</tr>
<tr>
<td>447</td>
<td></td>
</tr>
<tr>
<td>313</td>
<td></td>
</tr>
<tr>
<td>305</td>
<td></td>
</tr>
<tr>
<td><strong>Special Purpose Vehicles</strong></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
<tr>
<td><strong>Jeeps for Horse Trailers</strong></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td></td>
</tr>
<tr>
<td><strong>Tractors for Horse Boxes</strong></td>
<td></td>
</tr>
<tr>
<td>99</td>
<td></td>
</tr>
<tr>
<td>95</td>
<td></td>
</tr>
<tr>
<td>84</td>
<td></td>
</tr>
<tr>
<td>78</td>
<td></td>
</tr>
<tr>
<td><strong>Medium Goods Vehicles</strong></td>
<td></td>
</tr>
<tr>
<td>1,035</td>
<td></td>
</tr>
<tr>
<td>1,099</td>
<td></td>
</tr>
<tr>
<td>959</td>
<td></td>
</tr>
<tr>
<td>948</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td>447</td>
<td></td>
</tr>
<tr>
<td>447</td>
<td></td>
</tr>
<tr>
<td>447</td>
<td></td>
</tr>
<tr>
<td>447</td>
<td></td>
</tr>
</tbody>
</table>

---

**Direct energy consumption by vehicles and facilities (litres)**

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

<table>
<thead>
<tr>
<th>Materials consumption¹</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bet slips (thousand sheets)²</td>
<td>647,294</td>
<td>608,900</td>
<td>607,344</td>
<td>571,418</td>
</tr>
<tr>
<td>(% FSC paper)</td>
<td>18.6%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Copy paper (boxes)</td>
<td>9,714</td>
<td>9,928</td>
<td>9,044</td>
<td>8,993</td>
</tr>
<tr>
<td>(% recycled paper)</td>
<td>10.7%</td>
<td>39%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Disposable plastic cutlery (items)</td>
<td>717,220</td>
<td>707,400</td>
<td>506,000</td>
<td>569,200</td>
</tr>
<tr>
<td>Biodegradable food containers (pcs)</td>
<td>388,580</td>
<td>503,420</td>
<td>1,265,540</td>
<td>1,398,000</td>
</tr>
<tr>
<td>LED lamps (pcs)</td>
<td>-</td>
<td>1,155</td>
<td>2,403</td>
<td>8,467</td>
</tr>
<tr>
<td>Paper hand towels (boxes)</td>
<td>11,446</td>
<td>8,671</td>
<td>11,465³</td>
<td>9,700</td>
</tr>
<tr>
<td>(% recycled paper)</td>
<td>0%</td>
<td>37.7%</td>
<td>48.4%</td>
<td>32.5%</td>
</tr>
<tr>
<td>Paper bedding (23 kg bags)</td>
<td>585,260</td>
<td>584,951</td>
<td>542,852</td>
<td>512,210</td>
</tr>
<tr>
<td>Toner/inkjet cartridges (pcs)</td>
<td>5,215</td>
<td>5,709</td>
<td>6,743</td>
<td>3,991</td>
</tr>
<tr>
<td>(% recycled cartridges)</td>
<td>0%</td>
<td>1%</td>
<td>28.8%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Toilet paper (boxes)</td>
<td>8,084</td>
<td>5,654</td>
<td>5,451</td>
<td>6,478</td>
</tr>
<tr>
<td>(% recycled paper)</td>
<td>0%</td>
<td>0%</td>
<td>41%</td>
<td>58.5%</td>
</tr>
</tbody>
</table>

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 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.

### Source separation and waste recycling

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

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.
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.

<table>
<thead>
<tr>
<th>Source separation and waste recycling (BJCH) (kg)</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste paper</td>
<td>19,026</td>
<td>10,203</td>
</tr>
<tr>
<td>Glass</td>
<td>9,711</td>
<td>7,236</td>
</tr>
<tr>
<td>Plastic bottles¹</td>
<td>–</td>
<td>2,839</td>
</tr>
<tr>
<td>Food waste¹</td>
<td>–</td>
<td>74,557</td>
</tr>
<tr>
<td>Green waste²</td>
<td>164,562</td>
<td>111,654</td>
</tr>
</tbody>
</table>

¹ Plastic bottle and food waste surveyed since July 2012.
² Green waste mainly refers to garden waste.

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 energy-saving measures, and 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.
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.

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.

Employees by employee category and gender (Hong Kong)

<table>
<thead>
<tr>
<th></th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-time</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 Jan</td>
<td>4,928</td>
<td>5,020</td>
<td>5,146</td>
<td>5,273</td>
</tr>
<tr>
<td><strong>Part-time</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20,981</td>
<td>21,428</td>
<td>20,743</td>
<td>18,356</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>13,038</td>
<td>13,346</td>
<td>13,197</td>
<td>12,230</td>
</tr>
<tr>
<td>Male</td>
<td>12,871</td>
<td>13,102</td>
<td>12,692</td>
<td>11,399</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25,909</td>
<td>26,448</td>
<td>25,889</td>
<td>23,629</td>
</tr>
</tbody>
</table>

Employees by age (Hong Kong)

<table>
<thead>
<tr>
<th>Age</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30</td>
<td>16.5%</td>
<td>58.9%</td>
<td>16.6%</td>
<td>58.9%</td>
</tr>
<tr>
<td>30-49</td>
<td>55.7%</td>
<td>24.5%</td>
<td>55.0%</td>
<td>23.9%</td>
</tr>
<tr>
<td>≥ 50</td>
<td>27.8%</td>
<td>16.6%</td>
<td>28.4%</td>
<td>17.2%</td>
</tr>
</tbody>
</table>
## 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.

<table>
<thead>
<tr>
<th>Parental leave taken and return-to-work rates (Hong Kong)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>% of employees eligible for parental leave</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>100%</td>
</tr>
<tr>
<td>No. of employees taking parental leave</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>17</td>
</tr>
<tr>
<td>% return to work after parental leave</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>100%</td>
</tr>
<tr>
<td>No. of employees who returned to work after parental leave and were still employed 12 months later</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>15</td>
</tr>
<tr>
<td>Retention rate</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>88%</td>
</tr>
</tbody>
</table>

## 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 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.
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.

<table>
<thead>
<tr>
<th>Occupational injuries (Hong Kong)</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>HKJC occupational injuries (per 1,000 employees)</td>
<td>11.5</td>
<td>12.1</td>
<td>12.3</td>
<td>12.0</td>
</tr>
<tr>
<td>HK occupational injuries (per 1,000 employees)*</td>
<td>15.0</td>
<td>15.5</td>
<td>14.6</td>
<td>14.1</td>
</tr>
<tr>
<td>HKJC No. of work-related fatalities</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

* Source: Labour Department, the Hong Kong SAR Government
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 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.

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 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 Greener 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.

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.
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.

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.

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.

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.

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.

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

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.

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.
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.

<table>
<thead>
<tr>
<th>Employees by employee category and gender (BJCH)</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>371</td>
<td>353</td>
<td>359</td>
<td>378</td>
</tr>
<tr>
<td>Part-time</td>
<td>77</td>
<td>112</td>
<td>114</td>
<td>69</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>197</td>
<td>211</td>
<td>209</td>
<td>201</td>
</tr>
<tr>
<td>Male</td>
<td>251</td>
<td>254</td>
<td>264</td>
<td>246</td>
</tr>
<tr>
<td>Total</td>
<td>448</td>
<td>465</td>
<td>473</td>
<td>447</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff average training hours (BJCH)</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>15.7</td>
<td>20.7</td>
<td>17.7</td>
<td>18.0</td>
</tr>
<tr>
<td>Part-time</td>
<td>26.2</td>
<td>73.0</td>
<td>55.4</td>
<td>62.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Occupational injuries (BJCH)</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>BJCH occupational injuries (per 1,000 employees)</td>
<td>5.4</td>
<td>8.5</td>
<td>0</td>
<td>5.3</td>
</tr>
<tr>
<td>BJCH No. of work-related fatalities</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
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:

**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.

**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.

**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 inclusion elements, has to date involved some 101 primary and secondary schools, reaching out to 160,000 participants.

The Trust has donated over HK$778 million to green charity and community projects since 1984.
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 Trust’s contributions to environmental protection. The Jockey Club Go Green Community engages local 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.

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.
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.
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
Awards and Recognition

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
Energywise Label – ‘Class of Excellence’
» Jockey Club Headquarters

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)

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
Wastewise 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

WEB MARKETING ASSOCIATION
WebAward 2012
Entertainment Standard of Excellence
» Internal Sustainability Website

WEN WEI PO
Green China 2012 Environmental Achievement Awards
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GREEN COUNCIL
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» Jockey Club Headquarters, Sha Tin Central Complex, Tsing Yi Telebet Centre and Tin Shui Wai Telebet Centre
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)  

2.9 Significant changes during the reporting period regarding size, structure and ownership  

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
<table>
<thead>
<tr>
<th>Profile Disclosures</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance, Commitments and Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>AR – p3, p12-13, p124 &amp; p177</td>
<td>SR – p5 Note – data also applicable to LA13</td>
</tr>
<tr>
<td>4.2 Indicate whether the Chair of the highest governance body is also an executive officer</td>
<td>AR – p3 &amp; p9</td>
<td>SR – p5</td>
</tr>
<tr>
<td>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</td>
<td>Not applicable</td>
<td></td>
</tr>
<tr>
<td>4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body</td>
<td>SR – p5</td>
<td></td>
</tr>
<tr>
<td>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)</td>
<td>Board of Stewards not remunerated AR – p162 (key management compensation)</td>
<td></td>
</tr>
<tr>
<td>4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided</td>
<td>AR – p124 &amp; p161-162 (financial statement – Stewards) SR – p6</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>SR – p5</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>SR – p4, p6-7 &amp; p10</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>SR – p7</td>
<td></td>
</tr>
<tr>
<td>4.10 Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental and social performance</td>
<td>SR – p7</td>
<td></td>
</tr>
<tr>
<td>4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organisation</td>
<td>SR – p5</td>
<td></td>
</tr>
<tr>
<td>4.12Externally developed economic, environmental, and social charters, principles or other initiatives to which the organisation subscribes or endorses</td>
<td>SR – p12</td>
<td></td>
</tr>
<tr>
<td>4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organisations</td>
<td>SR – p41</td>
<td></td>
</tr>
<tr>
<td>4.14 List of stakeholder groups engaged by the organisation</td>
<td>SR – p12-13</td>
<td></td>
</tr>
<tr>
<td>4.15 Basis for identification and selection of stakeholders with whom to engage</td>
<td>SR – p12</td>
<td></td>
</tr>
<tr>
<td>4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group</td>
<td>SR – p12</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>SR – p11-12</td>
<td></td>
</tr>
</tbody>
</table>
### DISCLOSURES ON MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

#### Economic

**Management approaches**

<table>
<thead>
<tr>
<th>EC1</th>
<th>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</th>
</tr>
</thead>
</table>

**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**

<table>
<thead>
<tr>
<th>EN1</th>
<th>Materials used by weight or volume</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SR – p20</td>
</tr>
</tbody>
</table>

**EN2** Percentage of materials used that are recycled

|     | 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

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

### Human Rights

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR3</td>
<td>Total hours of employee training on policies and procedures concerning human rights that are relevant to operations, including the percentage of employees trained</td>
<td>SR – p6 &amp; p25</td>
</tr>
</tbody>
</table>

### Society

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO3</td>
<td>Percentage of employees trained in organisation’s anti-corruption policies and procedures</td>
<td>SR – p6 &amp; p25</td>
</tr>
<tr>
<td>SO8</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations</td>
<td>No significant fines and sanctions for non-compliance</td>
</tr>
</tbody>
</table>

### Product and Service Responsibility

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>PR5</td>
<td>Practices related to customer satisfaction, including results of surveys measuring customer satisfaction</td>
<td>SR – p14 See Annual Report for detailed coverage of customer initiatives</td>
</tr>
<tr>
<td>PR8</td>
<td>Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
<td>No substantiated breaches of customer privacy or losses of customer data in 2012/13</td>
</tr>
</tbody>
</table>
ASSURANCE STATEMENT AND GRI CERTIFICATE

The Hong Kong Jockey Club
Sustainability Report 2013

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 cross-checking 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 acceptable 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.

Conclusions
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 prioritised 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 fulfilment of the B+ application level of the GRI - G3.1.

Signed on behalf of HKQAA

Connie Sham
Verification Team Leader
23 August 2013