

良好 人事管理

GOOD HUMAN RESOURCE

良好人事管理 及家庭友善 僱傭措施

Good Human Resource
Management and
Family-friendly
Employment Practices

家庭友善 僱傭措施

FAMILY-FRIENDLY
EMPLOYMENT PRACTICES



勞工處

Labour Department

良好人事管理

GOOD HUMAN RESOURCE MANAGEMENT

良好人事管理 以僱員為本

良好人事管理的核心理念在於企業視僱員為寶貴資產，明白僱員對公司運作及長遠發展的重要性，願意以僱員利益為制定企業策略和投放資源的重要考量之一。

良好人事管理有助企業建立開明的企業文化，與僱員發展夥伴關係，推動他們投入工作，從而構建積極和高效的工作團隊，達致互惠雙贏。

企業分享

勞工處採訪了不同行業及規模的企業，分享他們因應其經營模式、企業規模、僱員需要等採納的良好人事管理及家庭友善僱傭措施，讓各行各業的僱主掌握箇中要訣，共同締造及推動家庭友善的工作文化。

一同促進良好人事管理

勞工處舉辦《好僱主約章》，鼓勵各行業及不同規模的機構採納「以僱員為本」的良好人事管理及家庭友善僱傭措施。

此外，勞工處成立人力資源經理會，定期為會員舉辦活動和編製會訊，分享《僱傭條例》、良好人事管理措施及勞資溝通等最新資訊。如機構有意加入人力資源經理會，可以電郵聯絡勞資協商促進科 (wcpd-hrhc@labour.gov.hk)。

良好

GOOD HUMAN RESOURCE MANAGEMENT

家庭友善 僱傭措施

FAMILY-FRIENDLY EMPLOYMENT PRACTICES



支援僱員家庭需要
Supporting employees' family needs



關愛僱員
Caring for employees

良好人事管理可包涵四大範疇 GHRM encompasses four key areas

保持良好勞資溝通
Maintaining good employer-employee communication



提供優於法例的僱員福利
Providing employee benefits that are better than statutory requirements



良好人事管理

GOOD HUMAN RESOURCE MANAGEMENT

Good Human Resource Management: Employee-oriented Approach

The core principle of good human resource management (“GHRM”) lies in recognising employees as valuable assets. Appreciating the importance of employees in business operations and long-term development, organisations are willing to take employees’ interests as one of the key considerations in the formulation of corporate strategies and allocation of resources.

GHRM facilitates organisations to cultivate an open corporate culture, develop partnerships with employees, and foster their commitment to work, thereby building proactive and highly efficient teams, achieving win-win harmonious labour relations.

Business Insights

The Labour Department (LD) interviewed companies of different industries and scales, sharing how they adopt GHRM and family-friendly employment practices (“FFEPs”) to suit their operational models, company size, and employee needs. This enables employers from different sectors to grasp the essentials and nurture a family-friendly work culture.

Fostering Good Human Resource Management Together

The LD organises the Good Employer Charter to encourage organisations across industries and of varying sizes to adopt employee-oriented GHRM and FFEPs.

Also, the LD establishes the Human Resources Managers’ Clubs, which regularly organise events and publish newsletters for members to share the latest information on Employment Ordinance, GHRM and employer-employee communication. Organisations interested in joining the Human Resources Managers’ Clubs may contact the Workplace Consultation Promotion Division via email (wcpd-hrhc@labour.gov.hk).

啟智媒體有限公司

Round Media Int. Company Limited



**全職媽媽重投職場
重拾自我價值**
**From Home to Office:
A Mother's Journey Back to
Professional Fulfilment**



啟智媒體有限公司董事何坤坪（右）與會計及行政助理陳仲欣（左）。

Director of Round Media Limited Carr Ho (right) and Accounting & Administrative Assistant Jessie Chan (left).

ROUND MEDIA

啟智媒體有限公司
ROUND MEDIA INT.
COMPANY LIMITED



香港 不少媽媽選擇離開職場照顧孩子，但當孩子長大、開始上學後，要重回社會工作卻不容易。啟智媒體有限公司體諒員工照顧孩子的需要，提供靈活的工作日程，讓作為媽媽的僱員可以平衡工作與家庭需要。

In Hong Kong, many mothers choose to leave the workplace to take care of their children. Yet when their children reach school age, returning to the workforce is not easy. Round Media Int. Company Ltd. understands the childcare needs of staff and **offers a flexible work schedule that allows mothers to balance both work and family commitments.**

啟智媒體有限公司

全職媽媽成為年輕同事與 上司之間的溝通橋樑

Full-Time Mothers as Bridges Between Young Colleagues and Management

公司以數碼業務為主，員工多為Z世代。Carr單獨湊這班「仔女」，當然十分吃力。他認為媽媽特別懂得與小朋友溝通，能作為Z世代員工與公司之間的溝通橋樑，對公司運作帶來正面影響。基於這個理念，公司聘請了育有兩名女兒的全職媽媽陳仲欣（Jessie）擔任會計及行政助理。「Jessie積極了解同事需要，替同事爭取考試假，讓他們專心準備Google及Meta考試，並為能夠一次合格的員工提供獎勵，難怪Jessie深受同事歡迎。」

As a digital-focused business, employees are mostly Generation Z. Managing this group of “children” alone can be quite a challenge for Carr. He believes mothers possess the ability to communicate with young people, making them an ideal bridge between the Gen Z employees and the management – a connection that greatly supports the company’s operations. This philosophy led to the hiring of Jessie Chan, a mother of two daughters, as the firm’s Accounting and Administrative Assistant. “Jessie takes the initiative to understand her colleagues’ needs,” Carr shares. “She advocates for examination leave so colleagues can focus on preparing for Google and Meta certification examinations. We even offer incentives to those who pass in their first attempt. It’s no surprise Jessie is well loved by the team.”



「只要給予充足彈性空間，一定能釋放媽媽的職場能力，她們以半職形式協助公司營運，對於公司與員工來說都是雙贏。」

“With sufficient flexibilities offered, we can unleash mothers’ full capabilities in the workplace. By working in a half-time capacity, working moms not only support the company’s operations but also achieve a win-win situation for both the company and employees.”



公司董事何坤坪
Company Director Carr Ho



促進員工關係 TEAM BONDING

定期舉辦團體活動促進員工關係 Fostering Bonds Through Regular Team Activities

踏入公司，很快被溫馨的茶水間所吸引。茶水間的設計方便一班年輕員工隨時聚腳鬆一鬆。「為了讓上下打成一片，公司每三個月就舉行一次team building活動進行分組比賽，勝出隊伍會有一日額外假期作獎勵，所以他們都很投入及認真。」

Stepping into the office, your gaze quickly settles on the cosy pantry. This space serves as a spot for casual gathering among the young employees to unwind and connect. “To integrate staff from all levels, we hold team-building games every three months,” Carr explains. “As the winning team will earn an extra day off, the staff play seriously with enthusiasm.”

公司定期舉行團隊建立活動加強員工凝聚力
The company organises team-building games regularly to strengthen staff bonding



靈活工作模式讓媽媽兼顧家庭的需要 Flexible Work Modes That Honour Family Commitments

其實Jessie成為媽媽後離開職場，卻一直心思想回歸。「大女讀幼稚園時，我試過外出兼職，也找到一份每天只需返四小時的客戶服務工作。不過，每當小朋友身體不適要臨時請假時，總覺得自己麻煩到其他同事。加入這間公司後，我可以在家通過雲端上網處理工作，上班時間也可彈性地配合我接送女兒的安排，讓我安心照顧孩子。」

「在這個崗位，我找回我的工作能力和價值，卻沒有影響我作為媽媽的角色。」 Jessie 總結。

Actually, after becoming a mother, Jessie left the workforce but always longed to return. "When my elder daughter entered kindergarten, I tried taking up a part-time job. I once got a four-hour customer service job, but whenever my child got ill and I had to apply for urgent leave, I felt like I was burdening my colleagues. After joining this company, I can now work from home through cloud-based access, and my work hours can be flexibly arranged. This gives me real peace of mind, allowing me to take care of my daughters without worry."

"In this job, I find my competence and value at work, without compromising my role as a mother," Jessie concludes.



方中有圓才是管理之道

Management as an Art: Combining System with Humanity

同樣為人父母的 Carr 深信，「必須與員工有充足溝通了解，互相體諒大家的難處，並真心對待員工。正如中國管理學中『方』與『圓』的道理。制度是方，人際關係是圓。如何方圓結合凡事靈活處理，才是企業成功之道。」看來這兩位家長雙劍合璧，公司一班「仔女」必定可以繼續開心工作。

As a parent himself, Carr deeply believes that “it is essential to maintain open communication with staff, mutually understand each other’s difficulties, and treat employees with genuine sincerity. As the Chinese management philosophy of “square and circle” illustrates, systems represent the ‘square’ while human relationships form the ‘circle’. Corporate success lies in blending these two elements with sensitivity and flexibility”. With Carr and Jessie working in harmony, it is clear that this unique blend of parental insights and thoughtful leadership would continue to nurture a happy and fulfilling workplace for their “children”.



大昌物業管理有限公司

Tai Cheung Management Co. Ltd



打破退休界限 幫助銀髮員工繼續發熱發光
Breaks Retirement Barriers

「家有一老，如有一寶」。資深員工的經驗與技術，對公司來說是無價之寶。大昌物業管理有限公司從不以員工的年齡為聘用的考慮因素。總物業經理鄧海恩（Felix）直言，「在物業管理行業，人與人之間的關係是重點；員工與同事及客人建立了互信關係，對服務質素才有保證。」

An old saying goes: “An elder in the family is like a treasure”. The experience and skills of seasoned employees are invaluable assets to a company. At Tai Cheung Management, age is never considered a criterion in recruiting candidates. General Property Manager Felix Tang puts it straight, “In the property management industry, interpersonal relationships are paramount; it is only when employees build mutual trust with colleagues and clients that service quality can be assured.”



大昌物業管理有限公司總物業經理鄧海恩（左）、人力資源經理黎惠敏（右）與年長員工陳順鴻（中）笑談工作中的苦與樂。

Tai Cheung Management's General Property Manager Felix Tang (left), Human Resources Manager Maggie Lai (right), and senior employee Chan Shun-hung (centre) share the joy and challenges of their work.

你有否試過屋企樓下見慣見熟、做了十多年的保安換了人？是否感覺總有點不習慣？Felix說這正是從物業管理業最具挑戰的地方。「員工與客人的關係是靠時間累積的，加上物業管理並非獨立工作，需要團隊成員的默契及互補。由於這種默契非一時三刻能夠建立起來，所以只要有經驗的員工願意繼續留任，即使已達退休年齡，我們仍願意繼續聘用。」

Have you ever noticed the security guard downstairs – someone familiar for over a decade – has suddenly been replaced? Doesn't it feel a bit odd? Felix says this is precisely the most challenging aspect of property management. "Relationships between staff and residents are built over time. Property management isn't a solo job; it relies on team chemistry and the ability to complement one another's strengths, which cannot be built overnight. Hence, if an experienced employee wishes to stay on, even after reaching retirement age, we are more than happy to continue their employment."



有錢也買不到的經驗

Experience That Money Can't Buy

人力資源經理黎惠敏 (Maggie) 表示公司早年已開始透過勞工處中高齡就業計劃聘請平均年齡偏高的員工。今年66歲的工程部組長陳順鴻就是一例，他於2012年加入公司，負責港島區樓盤的維修工作。

HR Manager Maggie Lai explains that the company has long recruited employees of a higher average age through the Employment Programme for the Elderly and Middle-aged of the Labour Department. Among them is 66-year-old engineering team leader Chan Shun-hung (Chan), who joined the company in 2012 and currently oversees property maintenance on the Hong Kong Island.



“

「12歲學師到現在從未停過工作，維修工作是講求團隊合作的，我選擇延後退休，盡量將技術與知識傳授給經驗尚淺的年青同事，希望將來有人接班。」

“I started as an apprentice at age 12 and haven't stopped working ever since. Maintenance work is all about teamwork. I chose to postpone retirement so I can pass my skills and knowledge on to junior colleagues. I hope someone will take up the mantle in the future.”

”

Felix 說年長員工的閱歷與經驗，多少錢也買不到。「兩星期前，我們管理的一幢物業，因颱風關係而玻璃爆裂。客戶要求工程部將之扑碎重裝。但陳順鴻到現場視察後，認為有機會危及同事安全，於是向戶主建議由合規格的小型工程承辦商來處理。此舉既滿足了客人要求，又保障到同事的安全，實在是全憑經驗才能做到。」

Felix remarks that the wisdom and experience of senior employees are priceless. "Two weeks ago, one of the buildings we manage developed cracks in the glass panels during a typhoon. The client requested our engineering team to smash and reinstall the glass immediately. However, after inspecting the site, Chan realised the work could pose safety risks to our colleagues. He therefore recommended a qualified minor works contractor to handle the task instead. This approach not only satisfied the client's request but also safeguarded our staff – a solution achievable solely through experience".



與同事亦師亦友 打成一片

Mentorship, Friendship, and a Tight-Knit Team

陳順鴻認為員工留任與否，取決於工作氛圍。「我每日秉持『開開心心上班去，嘻嘻哈哈回家來』十四個字，以亦師亦友的精神跟同事相處。除分享工作的心得和經驗，我也會和年青同事們閒話家常，買點零食給他們的小朋友，而同事們會在我生日時買蛋糕來跟我慶祝。這些點滴是令我留下來的主因。」

留得住員工，除了融洽的工作氣氛，也有賴僱主引入多項家庭友善僱傭措施。Maggie 說最重要是由員工出發，「物管行業八號風球也要上班。我們不僅提供加班津貼，員工若坐的士回來開工，可憑單據實報實銷。遇到黑雨等惡劣天氣，當值員工更可獲發額外津貼。由於年長同事大都有家室，公司會舉辦義工活動、電影日等，邀請同事攜同家人一起參與。另外亦採購流感針，讓員工可免費打針，家人亦可以優惠價接受注射服務。」

看來為了留住資深員工，公司真的出盡法寶，努力打破退休界限。

Chan believes that employee retention hinges on the workplace atmosphere. “I live by the motto: ‘Go to work with a smile, and come back home with a laugh’. I interact with my colleagues both as a mentor and friend. Beyond sharing my professional insights and experience, I enjoy chatting with younger colleagues about their daily lives and buying snacks for their children. In turn, they bring cakes to celebrate my birthday. All these bits and pieces are the very reasons for my stay.”

In addition to fostering a positive workplace culture, the company has introduced a range of family-friendly employment measures to support staff retention. Maggie explains that caring for the employees’ needs first and foremost is the key. “In the property management industry, we still have to work even when Tropical Cyclone Warning Signal No. 8 is in force. We not only provide overtime allowances, but also reimburse employees for taxi fares when they report for duty. Under adverse weather such as black rainstorm warning, we also offer extra allowances to those on duty. Considering that many senior employees have families, we organise volunteer activities and movie days where employees can bring their families. We also arrange flu vaccinations so that employees can receive them for free, and their family members at discounted rates”.

Tai Cheung Management is pulling out all the stops to retain experienced employees beyond retirement age.





CALBEE FOUR SEAS CO. LTD.
卡樂B四洲有限公司



卡樂B四洲有限公司

Calbee Four Seas Company Limited

關顧員工家庭需求 人事管理「薯」不簡單
More Than Just Chips: Calbee Four Seas' Recipe
for a Family-Friendly Workplace

平日工作或讀書時，總有一包薯片陪伴在側，但要薯片保持好滋味，背後需要員工用心去做。卡樂B四洲有限公司董事總經理王啟文（Lawrence）表示，公司一直堅持推出各項支援員工個人及家庭需要的措施，在工作時間上盡量彈性配合，創造愉快融洽的工作環境，員工才能與公司一同守護這份「美味」關係。

During the daily grind of work or study, a packet of chips is always close at hand. But for those chips to retain their delicious flavour, it takes dedicated staff working diligently behind the scenes. Calbee Four Seas Managing Director Lawrence Wong said the company has long been committed to introducing measures that support employees' personal and family needs, offering flexibility in working hours and fostering a pleasant and harmonious workplace. Only then can employees join the company in preserving this "flavourful" relationship.



工廠定期開放給不同團體參觀，讓公眾了解薯片的製作過程。
The factory regularly opens its doors to visiting groups, giving the public a behind-the-scenes look at how chips are made.

CALBEE FOUR SEAS CO. LTD. 卡樂B四洲有限公司



卡樂B四洲有限公司董事總經理王啟文（中）、人力資源及行政部經理胡邦權（右）及總經理曹一熊（左）。
Calbee Four Seas Managing Director Lawrence Wong (centre),
Human Resources & Administration Manager Ken Wu (right), and General Manager Terence Cho (left).

人力資源及行政部經理胡邦權（Ken）表示，「年輕一輩對做工廠的熱誠不大，在緊絀的人力市場之中，吸引力自然不夠。」公司鼓勵員工自行組織各種活動，並向每位員工每年資助兩次250元的聯誼活動津貼。Ken說這樣做既是留人也是留心。

「公司希望同事透過聯誼凝聚愉快工作氣氛。另外，凡工作滿二十年的老臣子，即可獲6,000元長期服務旅行津貼，更額外獲發五天全薪假期。」

Human Resources and Administration Manager Ken Wu says, "The younger generation isn't enthusiastic about factory work. In the face of a tight labour supply, it's naturally harder to attract talent." The company encourages employees to organise various activities and offers each employee an annual subsidy of HK\$250 twice a year for team-bonding events. Ken adds, "This helps boost staff morale as well as staff retention."

"The company wants colleagues to work in a cheerful and cohesive atmosphere by participating in social activities. Also, employees with 20 years of service will receive a long service travel award of HK\$6,000 and can enjoy an extra five days of full-pay leave."

總經理曹一熊（Terence）認為僱主要體諒員工的家庭需要，才能使他們投入工作。「有不少員工為家庭主婦，作為家庭友善的僱主，公司在工作時間安排上也作出彈性配合。」他指公司正常上班時間是朝九晚六，如員工家中有小朋友或家人需要照顧，可改為朝七晚四工作。如員工有其他原因或需要，公司亦可安排他們停薪留職，讓員工能安心處理個人事務。Terence重申：「聆聽員工的需要並盡量作出配合，是好僱主的必要條件。」

彈性上班時間 人性化處理僱員需求 Flexible Working Hours and an Employee-oriented Approach

General Manager Terence Cho believes employers must understand and support employees' family needs so that they can commit fully to their work. "Many of our staff are homemakers. As a family-friendly employer, the company offers flexible working hours. Our regular workday runs from 9am to 6pm, but employees with children or caregiving duties may choose a 7am-4pm schedule."

Employees with other needs can take unpaid leave so that they can be at ease in handling their personal affairs. "Listening to employees' needs and doing our best to accommodate them is a fundamental quality of a good employer," Terence emphasises.





人力資源高級主任雷秀華(右)
自1994年已加入卡樂B四洲，是公司其中一位開國功臣。
Senior Human Resources Officer Rebecca Lui (right) joined
Calbee Four Seas in 1994 and is one of the company's founding pillars.

每年員工家人同樂日均會舉辦不同活動，讓同事跟屋企人輕鬆玩足一日。

The company hosts an annual Family Fun Day with a variety of activities, allowing employees and their families to enjoy a full day of relaxation together.



人力資源高級主任雷秀華（Rebecca）於1994年已加入公司，三年前有感父母開始老邁，於是向公司提出半職工作的意願，「想多點時間陪伴，珍惜與他們相處的時光。」公司願意配合，雖然薪酬按比例調整，但依然給予Rebecca全職員工的福利。

Ken解釋說：「員工是公司最重要的資產，Rebecca對公司的運作最熟悉，交給她處理人事安排亦最放心。」

Senior Human Resources Officer Rebecca Lui joined the company in 1994. Three years ago, Rebecca noticed that her parents were getting older, so she proposed switching to part-time work. "I wish to spend more time with them and cherish our moments together," she says. The company was willing to suit Rebecca's need. Although her salary was prorated, the company continued to provide her benefits the same as a full-time employee.

Ken explains, "Our staff are our most valuable asset. Rebecca possesses a thorough understanding of the company's operations, making her the most reliable person to entrust with personnel matters."

“



看來卡樂B四洲出品的薯片不單有各種口味，也充滿濃厚的人情味。

Not only do Calbee Four Seas' potato chips come in a variety of flavours, but they are also sprinkled with a generous touch of human warmth.

組織員工參與慈善活動，一邊做善事一邊聯繫感情。

Employees are encouraged to join charitable activities, strengthening bonds while giving back to the community.

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香港港麗酒店 Conrad Hong Kong

CONRAD®
HONG KONG
港麗酒店



從讚賞到關懷 提升員工幸福感
From Appreciation to Care,
Elevating Employee Well-Being



住酒店有人侍候兼食好住好，簡直是享受人生。但對於在酒店工作的人來說，既要體力勞動，更要長期保持笑容，少點心力也做不來。香港港麗酒店人力資源總監黃婉雯（Ada）說，關顧員工福祉及令員工開心上班，一直是酒店所屬的希爾頓集團堅守的核心價值。「員工做得開心就能吸引更多客人，令生意額有所提升，從而有更多資源可以獎勵員工，對酒店和員工是雙贏。」

Staying at a hotel, with attentive service, good food, and comfort, can feel like pure indulgence. For hotel staff, however, the job demands both physical stamina and emotional resilience to maintain a genuine smile day in and day out. Conrad Hong Kong's Director of Human Resources, Ada Wong, said caring for employees' well-being and ensuring they are happy at work has always been a core value of the Hilton Group, to which the hotel belongs. "When employees are happy, they naturally attract more guests. That boosts business and, in turn, allows us to deploy more resources to reward our employees. It is a win-win situation for both the hotel and our team."





香港麗酒店人力資源總監Ada（左）、餐廳經理Victor（中）及接待處經理Pinky（右）手持酒店吉祥物接受訪問。
Conrad Hong Kong's Director of Human Resources, Ada (left), Restaurant Manager, Victor (centre), and Reception Manager, Pinky (right) pose with the hotel's mascot during an interview.

要員工做得開心，Ada認為最重要是讚賞，「酒店推行『顧客至上』的活動，員工每收集到五張客人的讚賞卡，即可獲得一千元酒店餐飲禮券。此外，員工也可通過內聯網傳送電子賀卡及表揚其他同事，而每個月收到及送出最多讚賞的同事們，會有現金獎賞。通過一系列獎勵，希望能營造正面的職場氣氛。」

To keep employees motivated, Ada believes recognition is most important. “We run a ‘Conrad Pride Credo Award’ programme. For every five guest-appreciation cards an employee collects, they receive a HK\$1,000 hotel dining voucher. Employees can also send e-cards via the intranet to show appreciation to colleagues. Those who send and receive the most e-cards within a month receive a cash award. Through these initiatives, we aim to cultivate a positive atmosphere at the workplace.”

團隊成員感謝周會安排不同活動，讓同事鬆一鬆。
Team members appreciate the variety of activities arranged during weekly meetings, which give staff a chance to unwind and recharge.



福利同樣是員工關心焦點，Ada說要比法定福利多走一步。「例如法例規定產假及侍產假可領五分之四薪酬，我們就以全薪支付；又例如公司設立培訓基金，同事進修任何與工作有關知識，可以申請資助，藉此鼓勵員工持續發展。員工更可以員工價預訂全球同集團的酒店，而且可指定十位親戚或朋友享有五折優惠，還笑說我們很受朋友歡迎！」

Employee benefits are a key concern for staff. Ada explains that the hotel strives to offer packages which are better than statutory requirements. “For example, while the law provides for maternity and paternity leaves at four-fifths pay, we offer full pay. We also offer a training fund for employees to apply for subsidies to pursue job-related learning, which encourages continuous development. Employees can also book rooms at Hilton hotels worldwide at staff rates and can even nominate up to ten relatives or friends to enjoy 50 percent off. This makes us very popular among friends.”



部分活動以親子形式進行，員工可帶同子女一起參加，同場會預留名額予低收入家庭參與，鼓勵社會共融。

Some of these activities are designed as family events, allowing employees to bring their children along. Additional slots are reserved for families from low-income background, promoting social inclusion and community connection.



為「白紙」提供寶貴入職機會

Opening Doors for "Blank Slate" Talent

接待處經理Pinky認為公司的栽培及鼓勵十分重要。「入職前我在另一間酒店做房務員，在接待工作方面是零經驗，但公司卻為我這張『白紙』提供充足培訓，那是我喜歡這間公司的主因。而且，管理層還主動與我商討調部門及晉升的事宜，公司給予的機會確實難能可貴。」

Assistant Reception Manager Pinky believes the company's support and commitment to nurturing talent are invaluable. "Before joining Conrad Hong Kong, I worked as a room attendant at another hotel and had no reception experience. Even so, the company was willing to offer me comprehensive training from scratch. That is the main reason I enjoy working here. Management also took the initiative to discuss matters regarding departmental transfers and promotion opportunities with me, and these chances are truly precious."





每月均有大型讚賞活動，輪流嘉許不同部門，早前就表揚了房務部的同事。
The hotel hosts monthly large-scale appreciation events, recognising different departments in rotation. Most recently, the housekeeping team was honoured for its outstanding service.

陪伴員工走過人生里程碑

餐廳經理 Victor 在香港港麗酒店工作了八年，他說酒店不單是工作的地方，而是人生夥伴。「我在這裡經歷了人生很多里程碑，由結婚到成為爸爸。還記得結婚時，酒店送了一晚住宿及餐飲禮券給我，讓我與太太在酒店度過小蜜月；太太懷孕後，酒店管理層不時慰問我，還在女兒出生後贈送果籃；到女兒開始上學，上司及管理層便跟我商量，如何靈活編更以方便我照顧家人，我覺得很感動。」跟 Pinky 一樣，Victor 說令他留下來工作八年的原因，是公司給予的機會。

「我入職時的職位是見習行政人員，不但可到不同部門體驗酒店各種工作，還幸運地獲派駐杭州，參與集團於當地成立新酒店的籌備工作，學習不同文化及營運模式，讓我得到十分寶貴的經驗。」

建立快樂的工作環境

懂得將資源及時間投放到員工身上，鼓勵讚賞及肯定員工的貢獻，打造充滿幸福感的職場文化，充分展現香港港麗酒店讓員工開心上班的核心價值！



公司上下打成一片，同事之間關係親密如家人。
Colleagues across the company share a close-knit culture,
with relationships that feel more like family than coworkers.

Standing by Employees Through Life's Milestones

Restaurant Manager Victor has been with Conrad Hong Kong for eight years. To him, the hotel is not only a workplace but also a life companion. "I have experienced many key milestones here, from taking the first job upon graduation from university, to getting married and becoming a father. I still remember the hotel gave me a night's stay and dining vouchers for a mini-honeymoon at my wedding. When my wife was pregnant, the hotel management often showed care and even sent us a fruit basket at my daughter's birth. When she started school, my supervisor and the management team offered to discuss with me about flexibly adjusting my roster so that I could spend time taking care of the family. I was genuinely touched." Like Pinky, Victor says the main reason he has stayed for eight years is the opportunity the company offers.

"I joined as a management trainee and rotated through different departments to learn the full spectrum of hotel operations. I was fortunate to have been posted to Hangzhou to help prepare for a new hotel opening. Having the opportunity to be exposed to different cultures and operational models was an invaluable experience to me."

Building a Workplace Where Happiness Thrives

Understanding the importance of investing resources and time in staff, encouraging praise and recognising employees' contributions as well as fostering a workplace culture with a sense of well-being fully embody Conrad Hong Kong's core value of making employees happy at work!

香港空運貨站有限公司

Hong Kong Air Cargo Terminals Limited



**廣納同事意見
營造良好溝通氣氛**

**Fosters a Positive
Communication Culture
by Actively Listening to Staff**



香港空運貨站人才及文化執行董事李國安（左）與
工程及設施服務部工程監督陳劍航（右）。
Hactl's Executive Director, People & Culture, Jason Lee (left), with Kim Chan,
Site Supervisor of Engineering and Facilities Services (right).



香港人去機場十居其九是出發去旅行，未出發先興奮！但作為香港空運貨站（Hactl）員工，去機場是每日例行公事。Hactl人才及文化執行董事李國安（Jason）表示，公司將貨運站變身運動中心，舉辦各樣活動鼓勵員工做運動，既令他們注重身心健康，同時亦有聯誼效用；另外，公司設有多個渠道讓員工表達意見，營造下情上達的氛圍。即使每日要花長時間來機場工作，感覺亦能像旅行般開心。

For most Hongkongers, a trip to the airport means the start of a holiday, bringing excitement even before departure. For staff at Hong Kong Air Cargo Terminals Limited (Hactl), however, travelling to the airport is simply part of their daily routine. Hactl's Executive Director of People & Culture Jason Lee says, "By transforming parts of its cargo terminal into a sports centre and organising a wide range of activities, Hactl encourages staff to stay active, thereby boosting both their physical and mental well-being while strengthening team bonds." The company has established multiple channels for employees to express their views, fostering a culture where communication flows freely between the frontline staff and the management. "Even though our employees have to spend long hours commuting to the airport for work, they can still be happy as if they were heading off for a vacation," Jason says.



因應工作難題提出建議

百分百聆聽員工聲音

Address Workplace Challenges through Attentive Listening to Staff

走入空運貨站採訪，內有羽毛球場、壁球場、籃球場、健身室等多項設備，Jason更預告公司會設置近期極為流行的匹克球場館。花這麼多資源去提供各種設施，他認為是對員工一點補償，「每天長途跋涉來回，在公司的時間比在家還要長，除了穿梭巴士等基本配套，公司更想提供充足活動設施給員工，甚至聘請盲人按摩師提供按摩服務。說到底，就是期望員工能開心上班。」

Upon entering the air cargo terminal for an interview, we find many facilities, including a badminton court, squash court, basketball court, and gym. Jason even announced that the company will soon install a pickleball court, which has recently become very popular. Jason believes that substantial investment in various facilities is a concrete way of giving back to the employees. "Many colleagues spend more time here at work than at home because of their long daily commuting time. Beyond essential amenities like shuttle buses, the company wants to offer employees ample recreational facilities, including massage services provided by visually impaired therapists. Ultimately, we just want employees to come to work happy."



運動中心有羽毛球場、壁球場、籃球場、健身室等多項設備。

The sports centre has badminton, squash and basketball courts, as well as a gym.



Jason指公司最重視員工意見，匹克球場也是根據同事意見去做。「雙方的主要溝通渠道是勞資協商會（JCC），由各個部門選出近二十名員工代表，與管理層定期開會，商討日常工作上需要改善的地方。我們亦建立即時通訊群組，同事可直接在群組內通報涉及工作安全或設施損壞等緊急事故，管理層身處群組之內，便能夠即時作出應對。」

Jason says the management highly values employees' opinions. The new pickleball court, for example, was added upon staff request. "Our main communication platform is the Joint Consultation Committee (JCC), comprising nearly twenty employee representatives elected from various departments. They meet regularly with the management to discuss areas requiring improvements in daily operations. Hactl has also established instant messaging groups where colleagues can directly report urgent incidents, such as workplace safety concerns or facility damage. As management members are part of these groups, they can respond immediately."



公司之前舉辦「一百日挑戰」活動，鼓勵員工多運動和養成健康的生活習慣。
The company previously ran a "100-Day Challenge" to encourage employees to exercise more and cultivate healthy lifestyle habits.

兩年前，公司推出「我有個提議」的計劃，鼓勵員工就工作安全問題提出建議，「安全永遠在首位，前線員工落手落腳工作，最能知曉哪裡存在安全隱患。」Jason舉例說，曾有員工指出，由於裝有滑輪的運貨盤要人手推動，裝有重物時很易令員工受傷，亦難以直線運行，因此提議於運送路線加裝擋板，既能確保運貨盤行走於正確路線提升效率，同時也將受傷機會減少，「這些細節位是管理層不可能察覺的，絕對需要前線員工來提點。」

Two years ago, the company launched the "I Have An Idea" initiative to encourage staff to propose ideas regarding workplace safety. "Safety always comes first. Frontline colleagues who work hands-on are best placed to know where the real risks lie." Jason cited an example where an employee noted that manually pushing trolleys fitted with pulleys became hazardous when loaded with heavy items, as it was difficult to maintain a straight path. The employee suggested installing guide rails along the transport route to ensure trolleys travelling along the correct path, thereby improving efficiency while reducing injury risks. "These details are impossible for management to notice; they absolutely require frontline insights."

重視及接納員工意見 對公司產生歸屬感

Listening Builds Ownership and Sense of Belonging

工程及設施服務部工程監督陳劍航（Kim）很欣賞公司聆聽同事的意見。「我曾跟JCC代表反映儲物房設施問題，想不到公司在短時間內作出改進，更將改善進度張貼在公布板上讓員工知悉，我感受到公司真心重視我的意見，讓我身為公司的一份子感到自豪。」本身是龍舟健兒的Kim，對公司提供的運動設施讚不絕口，「公司特別聘請了專業教練駐場，教我們如何減脂及操fit，連飲食也有所提點，對於我扒龍舟很有幫助。最開心是培養了跑步習慣，認識了來自不同部門的跑友，彼此建立了友誼，從沒有想過返工及運動可以同時兼顧。」

Kim Chan, Site Supervisor of Engineering and Facilities Services, deeply appreciates the company's willingness to listen to colleagues' feedback. "I once raised concerns about our storage facilities with a JCC representative. To my surprise, the company implemented improvements swiftly and even posted progress updates on noticeboards for staff awareness. This made me feel my opinions were genuinely valued, giving me a sense of ownership." Being a dragon boat athlete in his personal time, Kim is impressed by the company's sports facilities. "The company has specially hired professional coaches to help us on-site with weight management, fitness training and even offering nutrition advice. This has been incredibly helpful for my dragon boat training. What makes me happiest is developing a running habit and meeting running buddies from different departments, building friendships along the way. I never imagined I could integrate work with exercise so seamlessly."



早前舉行長期服務獎頒發晚宴，當中不乏工作了四十年的員工領獎。
A long-service awards dinner was held earlier, with employees who had worked for forty years receiving recognition.



公司之前舉辦「一百日挑戰」活動，鼓勵員工多運動和養成健康的生活習慣。
The company previously ran a "100-Day Challenge" to encourage employees to exercise more and cultivate healthy lifestyle habits.



Jason認為要成為好僱主，必須多聆聽員工想法，接納他們意見，建立互信，令他們有歸屬感，願意留下來繼續工作。」難怪每年公司周年晚宴，行政總裁頒發長期服務獎時，近三百位員工大排長龍領獎，是公司溝通機制成功的又一例證。

Jason believes that to be a good employer, one must actively listen to employees' thoughts, accept their opinions, and build mutual trust so as to foster a sense of belonging that encourages them to stay. No wonder at the company's annual dinner each year, about three hundred employees would line up to receive long service awards – yet another testament to the company's successful communication mechanisms.



參加由香港僱主聯合會在迪士尼舉辦的Happy@Work活動，來自不同部門的同事參與了多項旨在促進職場健康的遊戲。

Staff from various departments joined the Federation of Hong Kong Industries' Happy@Work event at Hong Kong Disneyland, participating in various games designed to promote workplace well-being.

香港鐵路有限公司 MTR Corporation Limited



照顧多元人才需要
與員工一起成長

MTR Corporation Nurtures Diverse Talent
and Grows Alongside Its People



數以百萬計的香港人每天也乘搭港鐵。要營運如此優秀的鐵路網絡，背後需要高效的人才團隊。
Millions of Hongkongers travel on the MTR each day. To keep this world-class railway system running, a highly capable group of talents are working behind the scenes.

港鐵公司總經理－人力資源蕭慧雯（Doreen）表示，要推動有效的人才策略，必須「以人為本」。「員工是企業重要資產，致力為員工提供良好工作環境，並與他們保持緊密溝通，才能與員工一起成長」。

Doreen Siu, General Manager - Human Resources at MTR Corporation, says that to drive an effective talent strategy, it is essential to adopt a “people-oriented” approach. “Our employees are our important assets. We can only grow together with our employees by striving to provide them with a favourable working environment and maintaining close communication.”



（右起）港鐵公司總經理－人力資源蕭慧雯、陳庭煒與穆正道。
(From right) Doreen Siu, General Manager – Human Resources, MTR Corporation; Michelle Chan; and Arshad Assad-ur-rashid.

Doreen 指出，「照顧好員工身心及家庭需要，令員工安心上班，才能提供最佳服務給市民，一起推動城市前行。」因此，港鐵將家庭友善政策視為企業文化的一部分，全方位支援員工平衡事業發展與家庭生活。「港鐵是最早推出全薪婚假、產假、侍產假、進修假的機構之一，近年更加入身心健康假，每年讓員工有多一天額外假期，使他們可以利用假期享受有益身心的活動放鬆一下，例如行山、做義工等，同時鼓勵他們建立全面的健康生活。」



Doreen explains, “We take care of our employees’ personal, emotional and family needs, so that they can come to work with peace of mind. Only then can they provide the best service to the public and help move our city forward.” This is why MTR treats family-friendly policies as an integral part of its corporate culture, offering comprehensive support to help employees balance career development and family life. “We were among the first organisations in Hong Kong to introduce full-paid marriage leave, maternity leave, paternity leave, and study leave. We have also introduced ‘Well-being Leave’ in recent years, giving colleagues an extra day of leave each year to engage in any activity that benefits their physical and mental well-being, such as hiking or volunteering, while encouraging them to embrace a holistic and healthy lifestyle.”

家庭友善措施

Family-Friendly Initiatives





推半職工作讓同事靈活安排時間 Half-Time Jobs for Greater Flexibility

為了完善家庭友善措施，港鐵於2023年推出半職工作計劃，不同背景、家庭崗位的人士如家庭主婦、照顧者等，可透過彈性的工作安排投入職場，同時兼顧其他個人需要。陳庭煒便是其中一位參加者，在女兒升上小三後加入港鐵成為客務聯絡主任。「半職工作計劃讓我可靈活安排時間，先送女兒上學再上班，下班後就接女兒放學，再買菜煮飯；我離開職場已有10年，剛開始擔任半職時也很擔心，幸好上司及同事都很體貼，給予我很多幫助。」

To strengthen its family-friendly initiatives, MTR has launched a Job Sharing Scheme since 2023, allowing individuals from various backgrounds and family roles, such as homemakers and caregivers, to join the workforce through flexible work arrangements while managing their personal needs. Michelle Chan is one of such participants. She joined MTR as a Customer Care Officer after her daughter progressed to Primary 3. “The Job Sharing Scheme allows me to arrange my schedule flexibly. I can first drop my daughter off at school before work, then pick her up after work and do the grocery shopping and cooking. I had not worked for 10 years before returning, so I was very nervous about starting a half-time job. Thankfully, my supervisor and colleagues were incredibly considerate and supported me a lot.”

半職工作計劃 Job Sharing Scheme

港鐵亦透過「心繫社區」多元化招聘活動招募人才，例如於九龍清真寺暨伊斯蘭中心及錫克廟等地方進行招聘活動，為多元族裔提供就業機會。

巴基斯坦裔的穆正道正是通過2024年港鐵於九龍清真寺舉辦的招聘日獲聘為巴士車長，「剛加入港鐵時，我最擔心的是語言障礙，幸得同事的幫助，短時間內已能熟悉負責路線的所有巴士站名稱；另外『師傅』還幫助我融入香港職場文化，我因為宗教原因不吃豬肉，午飯時同事都很體貼幫我點餐，令我與他們建立更親切的關係。」

「推動城市前行」是港鐵的使命，Doreen深信，如企業能夠為多元人才提供事業發展機會，讓他們嘗試擔任不同職能的崗位，對人才、企業及社會也會帶來裨益，城市與人才才能一起前行。

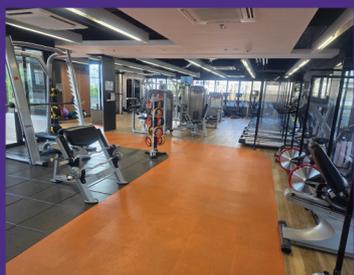
MTR also attracts diverse talent through 'Community Connect' recruitment activities, such as hosting job fairs at the Kowloon Mosque and Islamic Centre and the Sikh Temple, offering employment opportunities to ethnic minority groups.

Pakistani-born Arshad Assad-ur-rashid was hired as a bus captain through MTR's 2024 recruitment day held at the Kowloon Mosque. "When I first joined, my biggest concern was the language barrier. Thanks to my colleagues' support, I quickly became familiar with the names of all the stops along my route. My mentor also helped me adapt to workplace culture in Hong Kong. Due to my religion, I don't eat pork, and my colleagues are very considerate, always ordering suitable meals for me during lunch. It really helped us build a closer relationship."

'Keep Cities Moving' is MTR's mission. Doreen firmly believes that when companies offer talents of diverse background the opportunity for career development and exposure of different functions and roles, it benefits not only these individuals but also the company and society as a whole, such that the city and people can really move together.

Helping Ethnic Minority Employees Integrate into the Workplace

助多元族裔融入職場文化





勞工處

Labour Department