Best Managed Organizations Award - Large Organizations (NGOs)
Hong Kong Red Cross

Special Award 特別獎

Excellence in Operations
卓越營運

香港紅十字會
HONG KONG RED CROSS

Report Summary

Provided by the Hong Kong Red Cross

Company Background

Established in 1950, the Hong Kong Red Cross (HKRC) is part of the International Red Cross and Red Crescent Movement and the world's largest humanitarian network, serving over 190 countries. We are committed to reducing vulnerability and strengthening community resilience, with a focus on contemporary urban risks. Our services span four main areas: Emergency Relief and Disaster Preparedness, Community Health Service and Education, Humanitarian Engagement and Education, and Special Education and Rehabilitation. Through these efforts, we aim to build safer, healthier, and more cohesive communities capable of coping with emergencies and crises.

As part of pre-typhoon support, Hong Kong Red Cross staff and volunteers assisted disaster-prone families in Tai O by elevating furniture to reduce the impact of flooding

香港紅十字會的同事及義工到大澳進行風前支援工作，為高危家庭將傢俱升高免受水浸影響。

報告摘要

本報告摘要由香港紅十字會提供

公司背景

香港紅十字會成立於1950年，屬於國際紅十字與紅新月運動的一分子，是全球最大的國際人道網絡，在超過190個國家提供服務，致力關注當前的城市風險，改善弱勢社群的生活，增強社區韌性，並透過四大範疇的工作，分別為緊急救援及備災、社區健康服務及教育、人道參與及教育、以及特殊教育及復康，目標令社區更安全、健康及富凝聚力，以應對危難事故。

最佳管理機構獎—大型機構(非牟利機構)
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Leadership and Governance

HKRC's leadership is defined by transparent, two-way communication and robust accountability. Senior leaders engage staff through regular staff forums, managers' meetings, and the CEO's regular staff bulletin "Love Letters." Staff consultations are also conducted for major changes. Regular external audits confirm strong internal controls and sound governance, with no complaints received on safety or ethics in the last three years. A dedicated committee oversees a structured annual succession plan to ensure leadership continuity for governance members.

Operations

As an international humanitarian organization, HKRC mobilizes over 30,000 volunteers and 1,700 local and overseas partners to deliver services—including disaster relief, first aid, and community care—to millions of beneficiaries. Operations are guided by a five-year Corporate Strategic Plan (CSP). A rigorous annual risk management process identifies and mitigates top risks, with a 100% implementation rate of mitigation plans. Comprehensive crisis management and business continuity plans ensure operational resilience during emergencies, minimizing disruption and ensuring stakeholder communication.

Workforce

HKRC invests heavily in its people. An employee survey revealed strong confidence in leadership and strategy. A tiered talent development strategy offers Executive Development Program, Management Development Program, and Capacity Building Program for different staff levels. Staff training focuses on 10 core competencies. The organization also promotes well-being through wellness workshops, an Employee Assistance Program, an Employee Emergency Fund, and festive activities.

領導與管治

香港紅十字會的管治架構以透明雙向溝通和嚴謹問責的機制為基礎。管理層透過恆常職員大會、管理層會議，以及行政總裁定期發布的「情書」內部通訊，與員工保持雙向溝通。遇到重大變革亦會事前諮詢員工意見。年度外部審計亦肯定了強大的內部監察和完善的管治機制，近三年未接獲任何有關安全或道德範疇的投訴。專設的「管治及持續發展委員會」執行結構化的年度繼任計劃，確保管治成員領導職能的可持續性。

營運

作為國際人道組織，香港紅十字會與1,700個本地及海外合作夥伴協作，動員超過30,000名義工，透過災難救援、急救培訓、社區關懷等項目，為數百萬人提供服務。整體運作以為期五年的「機構策略發展計劃」為導向，透過嚴謹的年度機構風險管理流程，識別並緩解重大風險，風險緩解措施成功實施率達100%。全面的危機管理與業務持續計劃確保在緊急狀況下的順利運作，降低服務中斷風險，並保持與持份者的暢順溝通。

工作團隊

香港紅十字會重視人才培育。員工參與度調查顯示，員工對領導層及戰略方向充滿信心。人才分層發展策略為不同職級員工提供培訓，包括高層人員參加「行政人員人才發展培訓課程」、管理層參加「管理人員人才發展培訓課程」、初級員工則參與「能力建構課程」，年度培訓聚焦10項核心能力。機構同時透過健康講座、僱員支援服務和團隊活動，積極促進員工福祉。

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Customer and Markets

HKRC enjoys an exceptional reputation, being named the top recognized local NGO in a 2024 survey. Its first aid training demonstrates fierce customer loyalty, with over 91% recommendation and approximately 37% repeat customer rates. Service user satisfaction consistently exceeds 90%, and the number of complaints is low and decreasing. The organization employs a multi-channel system for gathering feedback and has a diversified funding base, showing an upward income trend.

Finance

HKRC ensures financial viability through careful cash flow monitoring, maintaining emergency funds, and diversifying its income streams (donations, grants, service fees). Financial reports are published transparently online. This prudent management supports an upward income trend and allows the organization to fund the programs under its strategic plan and respond to emergency needs.

Strategy

Strategic direction is set by a five-year Corporate Strategic Plan (CSP), developed through research, stakeholder consultation, and approved by the governing Council. The plan is executed through departmental implementation plans, and progress is rigorously monitored through quarterly reports to ensure accountability and alignment across the organization.

客戶與市場

香港紅十字會在社區中享有卓越聲譽，在2024年一項公眾調查中，獲評為本地第一位最具認受性的非政府組織。其急救培訓課程表現出極高的客戶忠誠度，學員推薦率超過91%，重複參與比例約達37%，服務使用者滿意度持續超過90%，投訴數量維持低位且呈下降趨勢。同時，香港紅十字會透過多渠道收集公眾意見，並擁有以高度多元化的資金來源實現收入增長趨勢。

財務

香港紅十字會通過嚴格監控現金流，並維持應急儲備，及利用多元化的收入來源，例如捐款、政府資助和服務費用，來保持營運支出的流動性。詳細的年度審計財務報告亦公開在官方網站上。機構的財務管理策略不僅支持收入穩健增長，更使機構能有效支持各項項目，並及時應對突發需求。

策略

香港紅十字會以為期五年的機構策略發展計劃為發展方向。現行的計劃是透過廣泛研究，諮詢關鍵持份者及經董事會批准後制定的。計劃會透過部門實施計劃執行，並通過每季的部門報告進行監察，確保全機構在實現策略目標過程中的一致性和問責性。

最佳管理機構獎—大型機構（非牟利機構）
香港紅十字會

The Hong Kong Red Cross Mobile Health Education Station travels across all eighteen districts of Hong Kong, providing the community with a one-stop service that includes free health check-ups, risk assessments, professional health education, and follow-up support.

香港紅十字會的流動健康教育站走訪全港十八區，為社區提供一站式免費身體檢查、風險評估、專業健康教育及跟進服務。

Organizational Learning

A culture of learning and evaluation is embedded in HKRC's operations. Service programs conduct regular evaluations to assess impact and capture lessons for improvement. Staff performance is managed through an annual goal-setting and review process that includes individual development plans. The organization encourages innovation through dedicated training and recently launched the "RedSolution" scheme, a platform and funding mechanism for staff to implement innovative ideas.

Community Relationships

The organization's effectiveness is strengthened through deep, long-standing partnerships with over 1,500 local entities, including government departments, community organizations, and schools. Many of these partnerships have lasted more than 20 years and involve monthly or quarterly engagement. This multi-agency approach enables HKRC to maximize resources, meet community needs, and co-develop vital services through collaborative efforts.

組織學習

香港紅十字會將持續學習與評估文化植根於運作體系中，服務項目會定期進行成效評估，以檢視成果並汲取經驗教訓。員工績效管理採用年度目標訂立與檢討機制，當中包括制定個人發展計劃。香港紅十字會積極通過專項培訓鼓勵創新，於2025年推出了名為「RedSolution」的創新基金計劃，提供平台和資金，支持員工實踐創新構想。

社區連結

香港紅十字會透過與超過1,500個本地機構包括政府部門、社區組織及學校，建立長久合作關係，從而提升服務效能。當中許多合作關係已持續超過20年，並一直保持每月或每季的互動。這種跨機構協作模式促進了資源的最大化利用，並使香港紅十字會能夠更有效地回應社區需求，並通過合作共同展開服務。