

Building on Harmony and Commitment

Harmonious and United Workforce





The spokesperson for MTR Corporation's new Vision, Mission and Values is the smiling sunflower



Our 2,000 strong MTR Volunteers dedicate to caring for our community.

Human Resources

The success of the Company is based on the commitment, professionalism and caring service of our staff. Our people are our most important asset, enhancing the Company's ability to respond to change and driving forward our business expansion. In order to support business growth in the post-Rail Merger era, our goal is to create a culture of "One Company, One Team".

Our key priorities are to harmonise staff relations to ensure a stable and united workforce, to retain and develop staff resources, and to attract high-quality recruits while also showing our care and responsiveness to the community in which we operate.

One Company, One Team

With the interests of our staff being one of our key considerations, we strive to maintain harmonious staff relations within the Company as well as to support our competitiveness in the marketplace. In reflection of the unity of our culture after the Rail Merger, the new grading and salary structure together with aligned terms and conditions of our 12,000 Hong Kong staff were implemented across the entire organisation on 1 March 2008. The entire selection and appointment process was completed in April, which was ahead of the original plan by one month.

To achieve the spirit of "One Company, One Team", a new set of Vision, Mission and Values (VMV) was developed and adopted across the Company. With strong support from Senior Management, a series of VMV cascade workshops were held in all divisions. In line with the new VMV, the Company introduced a "Living the MTR Values" motivational scheme to recognise good demonstration of Values. To further build a high performance management culture and to reinforce commitment to the Values, a comprehensive review of the performance management system was conducted. It was successfully revamped to incorporate the new VMV and was launched with an extensive communications and training programme.

One of the key priorities in the larger post-Rail Merger organisation is to sustain harmonious staff relations through the establishment of a new staff consultative structure. This structure was successfully implemented in August with an enthusiastic voting response, reflecting the strongly representative nature of the new Joint Consultative Committees and Staff Consultative Council.

As one of the means to help the Company seek continuous improvement, Staff Attitude Surveys are held periodically. The first of such after the Rail Merger was successfully conducted for all staff in November 2008 with a high response rate of 96%. This initiative provided a direct means for staff to express their views and opinions about different aspects of the Company, helping us to identify key areas for improvement. The findings reflected that during a time of intense change, the Company had done well to maintain high staff engagement and commitment.

Selection and Appointment Process

Completed for **Over 12,000 HK Staff** in April 2008, One Month Ahead of the Schedule

1st Staff Attitude Survey

after Rail Merger was Successfully Conducted, Reflecting **High Staff Engagement & Commitment**

84% of Staff Feel Proud to be a Member of the Company;
81% of Staff are Willing to Do Extra in Order to Help the Company to Succeed

73,225 / 10,821 Man Days for Operations / Management Training Respectively

Successful Launch of Improved Performance Management System Incorporating **New Set of Vision, Mission and Values**

87 More Time Reaching Community Projects Completed with **2,000 Volunteers** Involved





In addition, to show appreciation for the dedication and hard work of staff in maintaining high quality service during the merger process, a large-scale merger celebration event was held early in the year and Special Grand Awards were also given to certain teams in recognition of their significant contribution to the success of the Rail Merger.

Caring for the Community

The Company has long prided itself on commitment to the community and believes strongly in its central role as a caring organisation that contributes wholeheartedly to the quality of life, health and progress of Hong Kong's society.

In 2008, our colleagues continued to take part in various forms of community service. During the year, there were 87 volunteering projects in our "More Time Reaching Community" scheme in which a total of 2,000 volunteers participated in activities involving the elderly, the physically and mentally challenged, as well as underprivileged children and families. In April, the fourth MTR HONG KONG Race Walking event was held in Central to encourage Hong Kong people to integrate regular exercise into their daily lives. The event raised HK\$ 1.3 million for health education. Further community initiatives included a variety show presented by schoolchildren, the elderly and

executives of the Corporation for 350 members of the Shek Kip Mei community, and our MTR Volunteers' participation in a rice dumpling delivery day to the lonely elderly. In 2008, in recognition of the Company's contributions to society through community involvement, staff volunteering and providing a safe and family friendly environment for our employees, we were once again awarded by the Hong Kong Council of Social Service the Caring Company Logo for the year 2008/09.

Training and Development

A broad range of proactive training and development programmes was undertaken throughout the year to meet post-Rail merger challenges, particularly in the areas of railway safety, railway operations and maintenance, multi-skilling, redeployment and new recruits. We also focused on rules and safety qualification training in preparation for the launch of the new Railway Safety Rules for the merged Railway.

In order to enhance service operations and provide caring customer services, a customised programme, "Being a Service Coach", was launched to more than a thousand supervisors. The programme highlights changes in mindset and enhancement of service coaching skills and knowledge.



Training is essential and ongoing to equip staff with skills.

Our strong commitment to training and development has gained recognition from global and local professional associations, including the “American Society for Training and Development (ASTD)”, “Hong Kong Best Practice Management Group” and the “China STAFF magazine”. The award-winning initiative of “‘You Have a Say’ Work Improvement Team (WIT) Training Scheme” won the “ASTD Excellence in Practice Awards” and “Best Practice Award – Training and People Development” in 2008, which was highly appreciated. The motto “You have a Say in what you do everyday!” summarizes the spirit of WIT, since all our staff are engaged in improving daily work processes and creating value for the Company.

Leadership Development

We continue to devote efforts to leadership development through ongoing programmes such as our Executive Associate Scheme and a Graduate Trainee programme with graduates from both Hong Kong SAR and the Mainland of China.

During 2008, all 11 young managers in the Executive Associate Scheme underwent cross-functional placements including offshore assignments to widen their exposure and pave the way for a broader career horizon. The 12-month mentoring scheme for Executive Associates was completed in May.

Five Hong Kong and six Mainland of China Graduate Trainees were recruited in 2008 to provide a continuous source of high potential staff for the leadership pipeline. In addition, several Graduate Engineers and functional associates were recruited with the aim of grooming them for their chosen professional path.

Support for Growth Business

As our activities expand outside Hong Kong, we continue to provide proactive training support to offshore projects. During the year, Mainland local recruits for BJL4 and SZL4 were given comprehensive training with job attachment in Hong Kong to ensure operational readiness of these two key new projects.

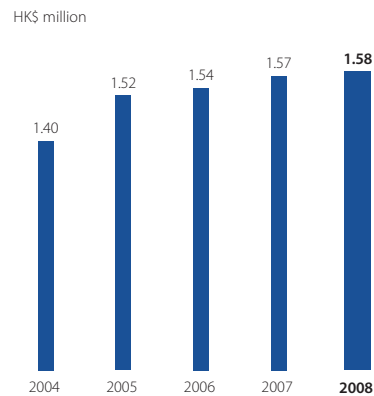
In Hong Kong, with the expansion of the railway network, substantial manpower resources are required for their planning, construction and operations. To cater for the upsurge in manpower requirements, early planning for the recruitment and retention of expertise commenced in 2008 and is making good progress.



Staff embracing the new Vision, Mission and Values in workshops.

Staff Productivity – Turnover Per Operating Railway Employee

Productivity has shown continuous improvement.



Total Staff Strength

The Company maintained a pool of skilled employees in support of our business expansion in Hong Kong and overseas.

