



Building Connections to

NURTURE OUR COMMUNITY AND OUR WORKFORCE



Human Resources

Our people are the key to our success both now and in the future. They drive forward our business expansion by their commitment, professionalism and caring service, which have become the hallmarks of the Company's culture and values since our founding 30 years ago.

The aim of all our manpower resourcing, staff development, knowledge management and employee volunteering projects is to nurture both our staff and the community they serve.

Support for Future Growth

In view of the significant manpower needs in the coming years arising from the anticipated growth of our businesses both in Hong Kong and overseas as well as succession planning, we continued with proactive planning and recruitment through the establishment of an integrated manpower resourcing mechanism to secure an optimal level of manpower resources for both operational and project management needs in the coming peak years of activity. In this respect, each year 200 general staff of

High Staff Engagement & Commitment

Over 4,000 staff participated in Work Improvement Teams with project realised savings of HK\$25.7 million

Voluntary Staff Turnover Rate about 2%

in Hong Kong (Market Average: 8.2 %)

167 More Time Reaching Community Projects Completed

with over 3,500 volunteers involved



Outward bound activities are one of the enjoyable ways to foster staff development.

Operations Division at different levels are admitted into the Integrated Staff Development Programme. To meet the challenge of railway network expansion in Hong Kong, career management initiatives for Projects Division have also been implemented to identify managerial staff with potential for taking up challenging roles in upcoming railway projects.

In order to support our business expansion in the Mainland of China in 2009, we launched a Mainland Graduate Engineer Scheme and a Mainland Operating Management Associate Scheme. We also jointly organised maintenance management and engineering programmes with Tong Ji University and Beijing Jiao Tong University to equip staff with railway knowledge in the local context. Comprehensive training programmes for local recruits were undertaken for the opening of BJL4 and the future opening of SZL4.

Continuous Improvement

The findings of the 2008 Staff Attitude Survey, which had an encouraging participation rate of 96%, revealed that our staff engagement level was high (over 80%). The survey also helped us to identify our strengths and areas for seeking continuous improvement. Working groups comprising managers and general staff were formed to formulate initiatives for further improvements.

70,047/16,895 Man-days

for Operations/Management
Training respectively

5.8 Training Days

per staff in Hong Kong
(Market Average: 2.6 days)

Over 20,000 Staff

as at 31 Dec 2009

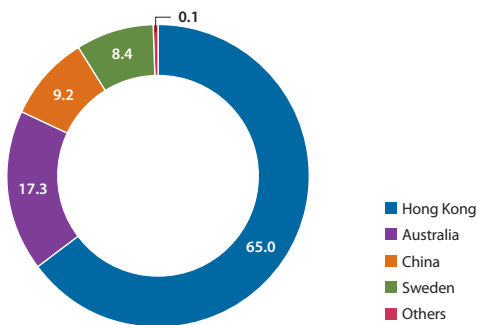
Human Resources



Training is a vital element in sustaining our business growth.

Staff Distribution By Geographical Location

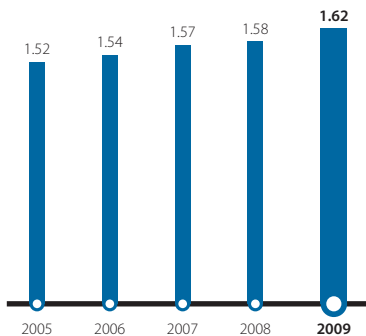
(Percentage)



Staff Productivity – Turnover Per Operating Railway Employee

Productivity has shown continuous improvement.

(HK\$ million)



The working groups placed emphasis on building on the existing high staff engagement and strengthening our communication with our staff through various channels. The identified issues and the corresponding action plans have been communicated to staff through the MTR Express, our internal newsletter and briefings.

Caring for the Community

Supporting the health, quality of life and environment of the people of Hong Kong has long been one of the Company's key priorities.

Throughout 2009, our colleagues took part in 167 volunteering projects in our "More Time Reaching Community" programme with over 3,500 volunteers participating in activities that brought care and support to the elderly, to the physically and mentally challenged, to young people and families in need, and to the environment. In April, ten top race walkers from across the Asia-Pacific and more than a thousand walkers from all walks of life took part in the MTR HONG KONG Race Walking 2009 to promote healthy living. The event raised more than HK\$1 million for health education. Further community schemes included our annual Christmas Children's Day, to which over 200 children from the Hong Kong Family Welfare Society and Yan Oi Tong were invited to join staff and families at the Christmas festivity at Pat Heung Depot, as well as a volunteering project named "Friend' for Life's Journeys" to help the younger generation develop healthily and make positive contributions to society in future.

In 2009, in recognition of the Company's excellent performance in contributing to society, we received three Caring Company Logos from the Hong Kong Council of Social Service for the "More Time Reaching Community" Scheme, for our Premier (Sorrento) management service, and for our Ngong Ping 360 cable car operation.

Training and Development

With the Corporation's expansion plans both in Hong Kong and offshore, proactive people development continues to be a vital element to sustain the Company's business success and growth.

In 2009, a full range of railway and safety training was implemented successfully and in a timely manner for the opening of LOHAS Park Station, Austin Station in Hong Kong and BJL4 in Beijing.

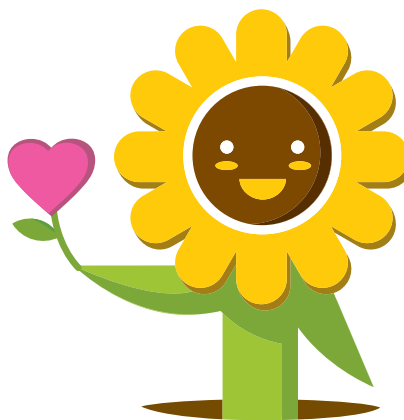
In order to further enhance caring customer skills and service operations, a Caring Service Best Practice Handbook was launched in March and a major training programme began in April called "Happy Staff, Happy Customer" to equip frontline staff with a positive mindset and refresh their customer service skills. As part of our new Caring Campaign launched in June, a two-week "Most Caring Station Staff Election" was held to cast votes for the most caring station staff at 81 stations of the network. The

favourable response from over 28,000 passengers reflected their appreciation of our quality service and our care for their life's journeys.

During the year, a number of international and local professional associations extended their recognition of our strong performance in training and development. These recognitions included an American Society for Training and Development (ASTD) BEST Award, in which the Company finished first in Asia Pacific, second among 93 global competing entries, and was the only transportation company on the list. The Company also won an ASTD Excellence in Practice Award, a Gold Prize in the Hong Kong Management Association (HKMA) Award for Excellence in Training, and the Hong Kong Most Admired Knowledge Enterprise (MAKE) Award. Three of our graduated apprentices received the Outstanding Apprentice/Excellent Performance Award from the Vocational Training Council, marking the 12th consecutive year the Company has received this Award.

Management Development

We continued to develop management and leadership qualities for the future of the Company through major ongoing programmes such as the Executive Associate Scheme, which prepares capable, mobile and well-equipped managers to take up senior positions in the Company. In July, we launched the Executive Continuous Learning Programme to keep senior



managers, and potential leaders in the development pipeline, abreast of the latest business best practices and management insights through blended modes of training.

With a view to attracting and nurturing young top calibre graduates to support our business growth, the Company continued with its annual intake of graduate trainees, graduate engineers and functional associates to cultivate fresh perspectives and nurture a pool of home-grown high potential staff. The graduate trainee programme alone attracted over 14,000 applications in Hong Kong, the Mainland and overseas.

■ Supporting the health, quality of life and environment of the people of Hong Kong has long been one of the Company's key priorities. ■

Six Hong Kong and six Mainland Graduate Trainees were recruited in 2009, along with 45 Functional Trainees, including 21 Graduate Engineers and 24 Management Associates with the aim of developing their potential to follow their chosen career path.

In addition to recruitment and development of graduates, different tiers of development programmes were conducted during the year for high performing staff at junior supervisory to senior management levels to help them identify their strengths and explore their potential.

Our Social Programme promotes the Company's Vision, Mission and Values.

