



Professional and Caring Services

The MTR Team
Different Departments





Human Resources

People are MTR's most valuable asset and we offer long-term, rewarding careers in many disciplines.

Staff turnover
remained low at
3.7%
in Hong Kong

6.6
training days
per Hong Kong
employee

8,700
enhanced staff
communication
sessions

People are MTR's most valuable asset and we offer long-term, rewarding careers in many disciplines.

The Company, together with its subsidiaries, employed 17,127 people in Hong Kong and 8,157 people outside of Hong Kong as at 31 December 2015. Our associates employed an additional 11,109 people in and outside Hong Kong.

To strengthen organisational effectiveness and support business growth, an Engineering Division was established in early 2016. This new division will drive excellence and support long-term planning within the Company's engineering functions.

Recruitment and Retention

Various manpower resourcing initiatives were carried out during 2015 in support of both current operational needs and future business growth in Hong Kong, the Mainland of China and internationally. In 2015, 1,806 new hires were taken on, while staff turnover remained low at 3.7% in Hong Kong.

We have strengthened our branding as an employer through various initiatives that connect with the community and engage with young people. We offered internships through an Undergraduates Sandwich and Co-op Programme with local universities and participated in the Life and Career Education Forum to help young people prepare for the transition from school to work.

We put particular effort into attracting young talents, and recruited a record 153 Apprentices and Technician Associates during the year. In addition, a total of 40 graduates were recruited into the Company's different graduate development programmes. Currently, we have 128 trainees and 407 apprentices under various kinds of development schemes.

In support of the Talent-wise Employment Charter, we collaborated with the Hong Kong Council of Social Service and local universities to offer summer internship opportunities in 2015 to university students with disabilities or special educational needs.

To help retain staff, the Company provides market competitive salaries and benefits, including a performance-based pay review mechanism, and most importantly good career development opportunities. We had 1,454 staff promoted internally in Hong Kong during the year.

To nurture our leadership talents and develop young professionals to sustain our ever-growing business, we continued to provide a range of leadership development programmes, as well as ample opportunities in and outside of Hong Kong for staff at different levels to develop.



Kelvin, MTR Staff

Kelvin has been with MTR for eight years and currently works in the station retail department. He has had a variety of roles within the Company, ranging from marketing, property, corporate affairs and intercity, to a posting in Beijing. These rotations to different departments have helped Kelvin gain a deeper understanding of the corporate culture. He describes MTR as a "big family" and he greatly appreciates the excellent co-operation both within and among departments, with colleagues helping each other to accomplish tasks in the most appropriate and effective manner. This reflects the comprehensive training MTR provides and the encouragement given to employees to act proactively when faced with a task.

Among Kelvin's fondest memories is the time he spent with his fellow graduate trainees, whom he first met during training eight years ago. "Each one of us came from a different discipline and we trained together. Although we are now in different departments, our goal is the same, which is to provide a safe, reliable and comfortable experience to our customers."

Executive Management's Report

Human Resources

Staff Engagement and Motivation

The Company encourages positive engagement between management and staff and provides effective communication channels for the discussion of matters of mutual concern. To this end we have a well-established Staff Consultation Mechanism, comprising Joint Consultative Committees and the Staff Consultative Council, with more than 800 staff representatives who are elected by staff. An Enhanced Staff Communication Programme has also been put in place to strengthen staff engagement and reinforce two-way communication between line managers and their staff. There were 8,700 communication sessions organised under this programme in 2015.

In recognition of the exemplary performance of our staff, a total of 12 team Grand Awards and 22 Certificates of Merit were presented to 4,243 awardees in 2015. Our short motivational video series "MTR People Making a Difference" continued to be an effective channel to motivate our staff with over 170,000 viewings and 22,000 positive comments. The "We are MTR" programme continued to strengthen connections with retirees and former MTR colleagues.

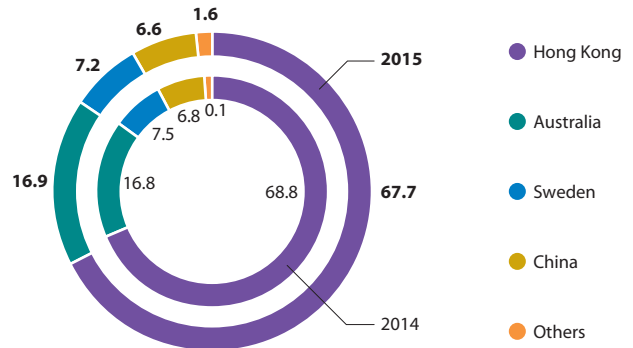
The internal global communication platform, MTRconnects, was used to engage staff worldwide through sharing corporate updates and stories about MTR people. The platform's view rate had reached over 563,000 by year-end, with more than 13,300 unique visitors recorded.



Through the More Time Reaching Community Scheme, we engage our staff in providing volunteering service to the community

Staff Distribution by Geographical Location

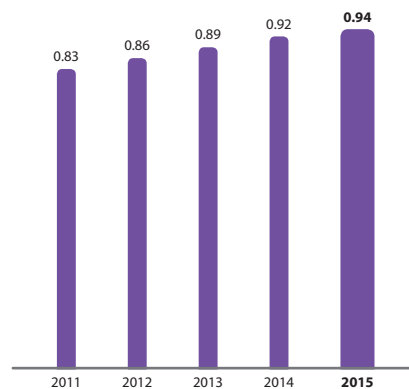
(Percentage)



Staff Productivity – Earnings Per Employee*

* Hong Kong businesses excluding property development

(HK\$ million)



A Culture of Continuous Learning and Development

Having a professional and competent workforce to serve our customers is our key mission. We provided all-rounded training and development curricula including leadership, operations, technical and customer service programmes, with 6,510 courses and an average of 6.6 training days per employee during 2015.

Our efforts in training and development again won several local and international awards, including the "Excellence in Practice Award" from the Association for Talent



Various graduate development programmes are provided to groom and develop our young professionals

Development in the US. MTR was one of only five companies to achieve the Hong Kong Management Association's "25th Anniversary Award: Most Dedicated Organisation to People Development", recognising the Company's outstanding achievements in staff development over the years.

Driving Work Improvement

The Staff Suggestion Scheme is a successful staff engagement channel that encourages creativity in the workplace. The Scheme has been revamped with the introduction of new awards to encourage staff to submit innovative ideas. Among the 735 submissions received in 2015, nine were categorised as "transformative ideas" and eight of these were implemented in the workplace.

The Work Improvement Team ("WIT") programme has continued to encourage collective innovation, continuous improvement and staff engagement. WIT has been MTR's "DNA" in Hong Kong for more than 27 years and in 2015,

there were 5,672 members and 953 teams, with 950 projects submitted. The first Global WIT Conference was held in June 2015, with 1,600 attendees, including 120 delegates from our business hubs in Shenzhen, Beijing, Hangzhou, Stockholm, Melbourne and London.

Vision For the Future

Our vision for the future is to become a recognised base for the training and development of future generations of railway professionals through the establishment of an "MTR Academy". Revealed in January 2016 in the Policy Address of the Chief Executive of the HKSAR, this initiative aims to develop talent to operate and maintain safe, reliable and efficient railway systems in and outside of Hong Kong. While planning is in the early stages, the "MTR Academy" is envisaged to offer signature programmes in engineering, operations, management and customer service.