

HUMAN RESOURCES

The
“Most Attractive
Employer in
Hong Kong”
by the Randstad Group



In 2017, we ran
7,154
staff training courses
in Hong Kong

The Company,
together with our subsidiaries
and associates employed
43,622 people in Hong Kong
and worldwide

People are our most valuable asset and we are committed to inspiring, engaging and developing our employees. This commitment was recognised by a number of awards, with MTR being named as the “Most Attractive Employer in Hong Kong” by the Randstad Group in 2017, the second time we have achieved first place. We were also honoured with five awards at the “Human Resources Asia Recruitment Awards 2017” organised by Human Resources Magazine for our achievements in talent acquisition and management.

The Company together with our subsidiaries employed 17,524 people in Hong Kong and 10,781 people outside of Hong Kong as at 31 December 2017. Our associates also employed an additional 15,317 people in Hong Kong and worldwide.

RECRUITMENT AND RETENTION

In support of our current operational needs and future business growth, a range of active manpower resourcing activities were carried out during 2017, including a series of Recruitment Days and Community Recruitment, as well as participating in Career Expo. A total of 1,558 people were hired during the year and staff turnover remained low at 4.5% in Hong Kong.

We recruited 30 high calibre graduates into the Company’s different graduate development programmes in 2017 to meet our long-term succession and manpower needs. A further 165 apprentices and technician associates were recruited to fill our technical and maintenance positions in future. The Company

also recruited young people into the one-year Junior Tradesman Associate Training Programme, in collaboration with the Labour Department's Youth Employment and Training Programme.

We continue to offer summer internships to local university students with disabilities or special educational needs in support of Hong Kong's Talent-wise Employment Charter. In July and August 2017, we partnered with Ebenezer School & Home for the Visually Impaired to run a pilot internship scheme for their students to promote equal opportunity and youth employment. As part of the Company's initiatives on youth development and engagement, we also offered 179 intern placements to students in Degree, Associate Degree or Higher Diploma courses during 2017.

The Company continues to build up manpower to support growth in Hong Kong, the Mainland of China and overseas, and formulates a strategic resourcing plan through the Integrated Manpower Resource Planning. A Workforce

Mobility Review was conducted during 2017 with a view to identifying and meeting manpower needs, encouraging cross-hub talent moves and supporting employee career development.

In order to attract, retain and motivate our people, we offer competitive pay and benefits, with both short and long-term incentive schemes as well as a broad range of career development opportunities. The Company also has a robust performance management system, a performance-based pay review mechanism and various motivational schemes to recognise and reward employees for their performance and contributions.

Our Corporate Talent Pipeline enables the Company to identify and develop talents at different levels. Talents are also offered cross-divisional and cross-geographical job rotations to broaden their horizons and enrich their experience in different areas of the Company.



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STAFF MOTIVATION AND ENGAGEMENT

To motivate and engage our people, we run a number of initiatives and programmes every year. Following our first global Staff Engagement Survey conducted in end 2016, we developed a Corporate Initiatives Action Plan with nine follow-up actions, and more than 50 working groups were formed at corporate, divisional and departmental levels to drive improvement actions.

Our well-established Staff Consultation Mechanism serves as an effective communication channel between management and staff. We also hold Management Communication Meetings twice a year, with managers from the Mainland of China and overseas hubs joining through live broadcasts.

In 2017, we held more than 7,800 two-way communication sessions under the “Enhanced Staff Communication Programme”. A revamp of the programme is in progress to enhance the effectiveness of communicating corporate messages. Other initiatives to foster strong communication include management communication sessions, forums and luncheons with Executives.

We continued to share corporate updates and stories among employees worldwide through MTRconnects, our internal communication platform. The view rate was over 1,177,000 by 31 December 2017, with more than 20,600 unique visitors recorded.

A CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT

To help staff unleash their full potential, we offer a range of training and development programmes in areas including customer services, operational and managerial skills, and personal improvement. In 2017, we ran 7,154 training courses in Hong Kong, providing each employee with an average of 7.1 training days.

We received recognition for our efforts in training and development through several local and international awards in 2017, including two Campaign Awards in the “Hong Kong Management Association Award for Excellence in Training & Development”. We were also awarded the IOC (International Olympics Committee) Trophy as the only award recipient in East Asia, for the contributions in the “Life Skills Training Programme for retired athletes”.

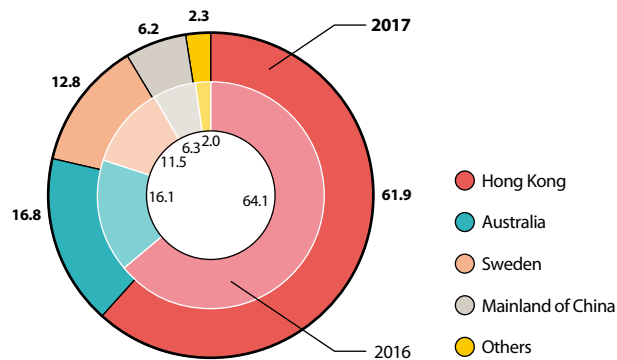
DRIVING WORK IMPROVEMENT

The Company continues to encourage collective innovation, process improvement and staff engagement through our Work Improvement Team (“WIT”) programme. More than 60 training classes were organised to promote innovation and continuous improvement, and over 1,000 projects were submitted in 2017, yielding total cost savings of around HK\$46

million. More than 900 people attended the Corporate WIT Annual Presentation Ceremony, which was held in July 2017, with delegates also coming from our Mainland of China and International Business hubs. Also, through the Staff Suggestion Scheme, we continue to drive work improvements and cultivate innovation among our colleagues.

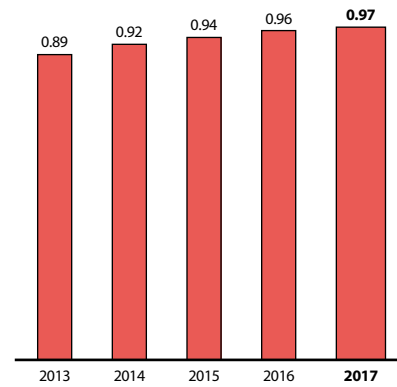
Staff Distribution by Geographical Location

(Percentage)



Staff Productivity – Earnings Per Employee*

*Hong Kong businesses excluding property development
(HK\$ million)



2017 港鐵傑出貢獻嘉獎 – 最高榮譽大獎 MTR Grand Awards for Outstanding Contribution – Top Award

