



## Introduction

MTR is a world leader in safety performance. We are proud to provide our customers with the safest public transportation option in every city where we operate. With 35 years of continuous attention by management, our uncompromising Safety First culture — encompassing care for customers, staff, contractors and anyone else who legitimately enters our facilities — has become deeply ingrained in our corporate DNA.

Providing passengers with a safe and reliable service is the bedrock of our operations; strong performance in this aspect of our business allows us to leverage our expertise and reputation into new areas of growth. We are responding to challenges in order to continue to prioritise safety in our operations:

- Public and regulator interest in safety performance remains as high as ever. Listening and responding to stakeholders' concerns pushes us to innovate and find solutions.
- Carrying more passengers has resulted in our network operating near capacity more often and leaves our frontline staff and maintenance teams with less room for error.
- Hong Kong's demographics are changing so we must adapt to the changing needs of our customers, including elderly passengers and visitors to Hong Kong who are not familiar with our network.
- The profile of our workforce is evolving and workers on construction sites are particularly affected. We must ensure that valuable skills are developed and retained within our workforce and continually transferred to new joiners.



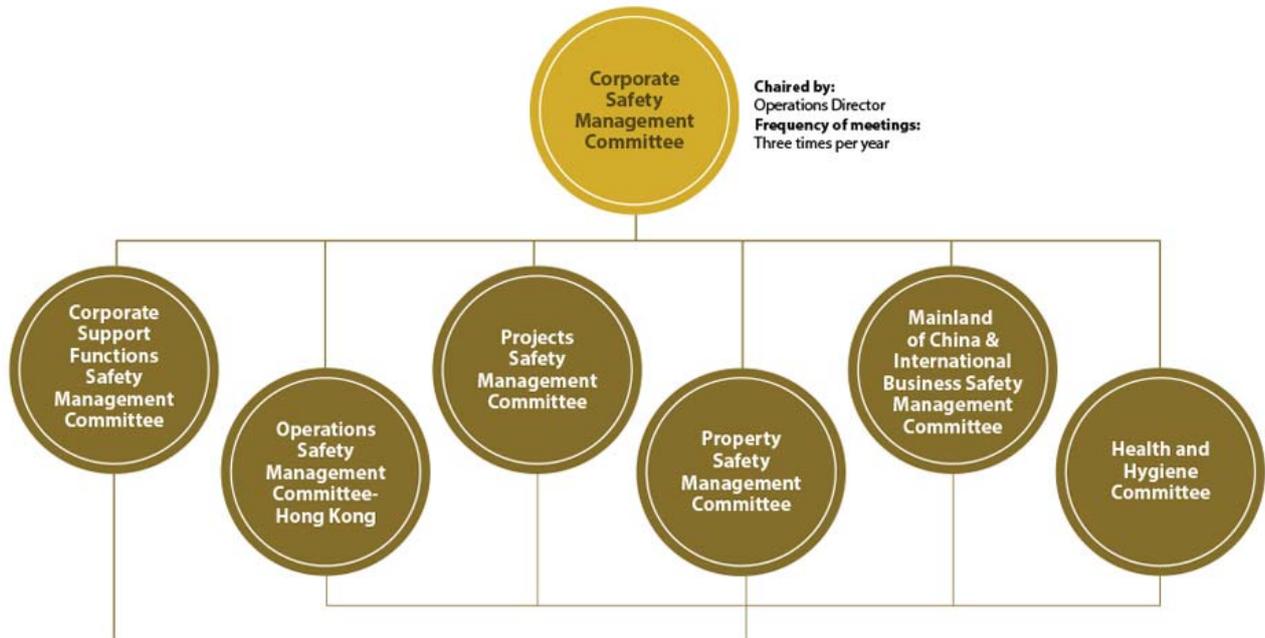
## Management Approach

### GUIDING STRUCTURE

#### Safety Policy and Strategy

The Corporate Safety Policy and the Corporate Safety Strategy outline our approach and objectives for safety management. Our Corporate Safety Management Committee (CSMC) structure

ensures that safety management is the responsibility of every director, manager and supervisor. To support implementation of this policy and strategy, the Corporate Strategic Safety Plan 2013–2016 includes three strategic approaches: fostering a Safety First culture, driving continuous improvement and engaging stakeholders.

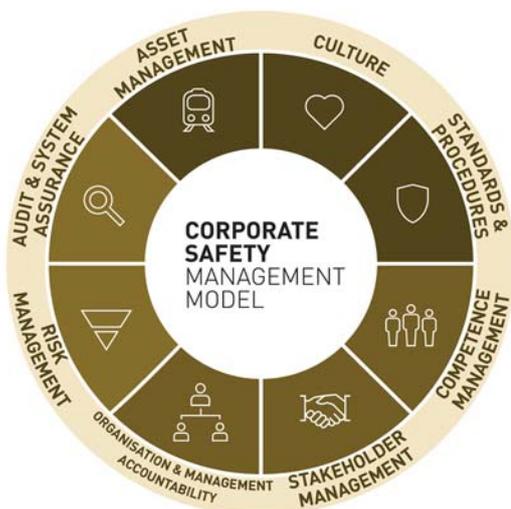


The CSMC provides assurance to the Executive Committee and the Board on safety management and risk controls. It monitors safety performance and the implementation of the Corporate Strategic Safety Plan by each division and corporate support functions. It also commissions reviews and audits to promote continuous safety improvement.

Supporting the CSMC are five Divisional Safety Management Committees, each of which oversees the work of line managers in discharging their safety responsibilities in their respective areas of the business. Reporting to the CSMC, the Health and Hygiene Committee is responsible for health and hygiene issues that are relevant to all divisions.

### Safety Management Model

The Corporate Safety Management Model is comprised of eight core elements for implementing our management approach to safety. Fit-for-purpose safety management processes for each of the eight core elements have been established to manage safety performance across our businesses.



## Crisis Management Plan

In accordance with this plan, the Crisis Management Team is comprised of members of the Executive Directorate, Executive Managers and support personnel. The Executive Committee oversees the status and implementation of major corporate contingency plans, regular safety drills and safety exercises for all areas of our business.

## Public Health & Hygiene Policy

Our Public Health & Hygiene Policy underlines our commitment to safeguarding the health of customers, the public, contractors, and employees by providing a clean, healthy and hygienic environment.

## Corporate Infectious Disease Continuity Plan

We work closely with the Government to monitor public health-related issues and concerns. This plan outlines our response to public outbreaks of serious infectious diseases and includes our approach to business continuity in the event of a pandemic.

## KEY PRINCIPLES

### Safety Values

As a multinational company, we insist that all of our Hong Kong based operations as well as our subsidiaries and associates located outside Hong Kong share the same set of safety values (ALERT):

<b>Absolute Pre-requisite</b>	Keeping Safety First in our hearts and minds and in everything that we do.
<b>Learning and Sharing</b>	Sharing lessons learned and knowledge across our businesses. Learning from other railways and industries to seek continuous improvement.
<b>Excellent Performance</b>	Always being committed to improving safety performance and not being complacent. Setting high safety standards and, as a minimum, meeting or exceeding statutory requirements.

**Responsible Citizen**            Being a responsible corporate citizen caring for the safety of stakeholders. Listening and responding to safety needs of communities and stakeholders.

**Total Commitment and Ownership**    Safety is everyone's responsibility and must be ingrained in our DNA. Safety management is the responsibility of each director, manager and supervisor.

### **ALARP Principle**

We apply the "As Low As Reasonably Practicable" (ALARP) principle to the management of risks relating to the safety and well-being of customers, staff and other stakeholders. This stringent approach to risk management also contributes to maintaining high standards of train service performance.

## KEY PROCESSES

### + Safety Leadership Training

A mandatory corporate safety management training course was launched in 2013 to ensure that all of our managers are familiar with the Corporate Strategic Safety Plan, understand their safety management responsibilities and develop skills for safety leadership.

### + Safety Targets and Monitoring

We set targets for the safety of passengers, staff and contractors and monitor our safety performance against these targets regularly throughout the year. The annual review of safety targets is based on a systematic approach that takes into account actual performance, new safety challenges and safety improvement initiatives. Since the three types of transport that we provide — Heavy Rail, Light Rail and Bus — have different operating environments and have adopted different types of safety controls and protection measures, safety targets for each type of transport are not directly comparable.

### + Learning and Sharing

As a learning organisation, we encourage information sharing and adoption of best safety practices among our own staff and among metro systems worldwide through a variety of channels:

#### Safety Learning and Sharing Channels

*iSPOTit* - A safety reporting scheme implemented by the Operations Division that utilises a mobile app to enable staff to report hazards and near misses so that appropriate and timely action can be taken.

*SIMS Mobile* - A mobile app utilised by the Projects Division to provide senior management with accident and incident information and statistics from railway construction projects.

*Projects Safety* - A mobile app utilised by the Projects Division that allows frontline staff to view safety alerts, receive safety information and learn important lessons from accidents and experiences

#### Did You Know?

The Rolling Stock Maintenance Department at Chai Wan Depot has achieved 16 consecutive years without an accident. Staff members have achieved this remarkable track record despite growing risk factors that could lead to accidents, such as increasing numbers of new recruits. The team at Chai Wan depot has provided support and training to many newcomers in preparation for the opening of the Island Line Extension to Western District.

that are reported by their colleagues.

*SafePedia* - An intranet portal for Hong Kong based staff to share safety-related knowledge across divisions.

*mtrconnects* - An online portal with a dedicated safety section to share safety management best practices, knowledge and experiences with employees of subsidiaries and associates outside of Hong Kong. It includes a Monthly Safety Briefing Notes section from the Operations Division as well as a catalogue of international railway incidents and lessons learned.

*m-tube* - An online portal to upload videos demonstrating important skills and competencies. The videos are used by trainees in the Operations Division as a complement to more traditional training materials.

*iShare* - An online portal for sharing safety and other information with contractors.

*Internal Benchmarking* - To facilitate learning and sharing between business units in Hong Kong and those in the Mainland of China and overseas, safety topics are identified for international benchmarking with the objective of promoting continuous improvement in safety management and performance.

*CoMET Benchmarking* - We participate in safety performance benchmarking and information sharing with metro operators around the world through the [Community of Metros](#).

## External Safety Management System Review

During 2014, an international review team of railway safety experts conducted the 8th External Safety Management System Review for the Operations Division. These reviews, which are required under the terms of our [Operating Agreement](#), take place every three years. This year, the review team was led by the American Public Transportation Association and included representatives from the UK Office of Rail Regulation and Transport for London.

The main finding of the Review is that our safety management system is excellent and that the resources

committed to making our Hong Kong transport operations safe and secure are exceptional. Although the team identified 29 industry-leading practices, it also highlighted several areas for improvement. We have resolved to address these areas in order to continue improving our overall safety management in future.

## **Human Factors**

Good safety performance is contingent upon peoples' behaviours in various situations. Understanding behaviour patterns in emergencies as well as repetitive actions in or around a specific work environment can be a crucial factor in reducing safety incidents. Our Human Factors Programme makes use of information about human behaviour to facilitate safe, comfortable and effective work practices. It is designed to maximise staff performance, whether under normal circumstances where the same action is repeated many times, or in emergency situations when staff must respond quickly and correctly to an unexpected situation.

## Weary World Cup fans get a boost

Although many football fans among our staff and contractors were overjoyed by the arrival of the World Cup in Brazil during June and July 2014, they also faced a daunting challenge. As Brazil is halfway across the globe from Hong Kong, watching the games meant staying up late into the night and risking the consequences of fatigue at work the following day.

Our response to this situation is a good example of Human Factors Integration at work. The World Cup Fatigue Management Campaign, which was jointly organised by the Safety & Quality Department and the Human Factor Management Committee, featured a series of specially designed promotional banners, posters and a video. Innovative fatigue management cue cards were also distributed to reinforce safety awareness among our operations staff and contractors.

## + Construction Site Safety

Close monitoring by our site teams maintains a high standard of safety on all construction sites. We have a number of schemes in place to promote safety of workers, including quarterly safety conferences for contractors and major safety promotion activities during our annual Safety Week.

For more information, please refer to [contractor safety in context](#), [contractor safety initiatives](#) and [collaboration with our contractors](#).

## + Property Development Contractors

Under our Safety Incentive Scheme, the Property Division conducts a formal assessment of its development contractors every three months and rewards them with a bonus for good safety management and performance. The assessment is based on standardised performance indicators and an evaluation of how effectively the contractors are implementing safety-at-work guidelines established by the Occupational Health and Safety Council.

Under our Safety Hero Award Scheme, we give cash prizes

to workers who demonstrate exemplary safety behaviour. The award encourages workers to set a good example for their colleagues by reporting safety incidents, including near-miss cases, and participating proactively in safety training and briefing sessions.

## **Projects Division Contractors**

All contractors working on our network expansion projects are audited, rated and rewarded for best safety practices. Our Safety and Environmental Improvement Incentive Scheme rewards contractors on our network expansion projects who put in extra effort to achieve stringent safety and environmental criteria.

The Projects Division also engages directly with construction workers through training, highly visible multilingual workplace campaigns, mentoring and a variety of communications initiatives.

## Projects Division Safety Campaigns

*Mobile Incidents Command Centre* - A centre in Tsim Sha Tsui East with live feeds to all project sites, and staff who can travel to any project site at short notice enabling a rapid and coordinated response to serious incidents.

*iPromise* - A campaign built around the theme of Your Family Needs You, reminding workers to take responsibility for safety because it's important to their family members.



*Zero Excuse* - A campaign to promote the use of impact resistant gloves to reduce work-related injuries to hands and fingers.

*Heat Stress Prevention* - A campaign that is mobilised during summer months to ensure workers are provided with sun shelters, electrolyte drinks and regular breaks.

*Don't Walk By!* - A campaign to encourage all workers to report unsafe working conditions to their supervisors or managers immediately.

*Safety Starts with Me* - A campaign to remind all workers to take responsibility for their own safety and others.

*Near-Miss Reporting* - A campaign to share information about incidents that could have resulted in injury so that contractors can learn from one another's experiences.

*Life Insurance* - We provide additional life insurance coverage of HK\$200,000 for all our contractors' site workers and supervisors, covering natural and accidental causes of death.





## Customer Safety

The safety of customers cannot be compromised in any area or aspect of our business. In this report we use the terms “customers” and “passengers” interchangeably to refer to persons using our Hong Kong transport operations. In the context of our Property business, “customers” also refers to tenants of managed properties.



## Passenger Safety Performance

The data that we report on passenger safety performance excludes incidents of suicide and attempted suicide and injuries arising as a result of brawls between passengers or passengers’ prior medical conditions.

In 2014, we achieved significant improvements for passenger and public safety on all three types of transport operations. The number of passenger injuries requiring hospitalisation dropped by 21 per cent on heavy rail domestic services, 45 per cent on Light Rail and 5 per cent on our bus network compared with 2013. Most importantly, there were no passenger fatalities during the year.

### Reduction in Number of Passenger Injuries Requiring Hospitalisation Compared with 2013

↓21% ON HEAVY RAIL	↓5% ON BUS	↓45% ON LIGHT RAIL
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### Passenger and Public Safety – Fatality

	2013	2014
Heavy Rail	2	0
Light Rail	0	0
Bus	0	0

## No. of Injuries Requiring Hospitalisation (per 100 Million Passenger Journeys)

	2013	2014
<b>Heavy Rail</b>		
Target	9.72	10.02
Performance	10.25	8.12
<b>Light Rail</b>		
Target	11.50	12.08
Performance	15.73	8.61
<b>Bus</b>		
Target	9.12	8.66
Performance	4.91	4.68

### Escalator Safety

We operate nearly 1,000 escalators across our railway network. In order to reduce risks to customer safety as much as possible we set up a special task force at the end of 2012 to make our escalators safer. As part of our ongoing campaign, in 2014 we appointed a new 25-member team of Escalator Safety Ambassadors, launched an entertaining video and introduced new posters in our stations featuring characters from the video. We also installed additional yellow escalator handrails and pasted new stickers on our escalators containing safety reminders.



#### Learn more...

The [MTR Escalator Safety campaign video](#) reminds passengers of our key safety message - "hold the handrail and stand still". It premiered on 6 August 2014 at the kick-off ceremony for the 2014 Escalator Safety Campaign.

### Customer Safety Initiatives

In recognition of our achievements, we received the Gold Award and Bronze Award (Pointing and Calling category) and Bronze Award (Safety Promotion category) at the 13th Hong Kong Occupational Safety and Health Awards during 2014. This award programme is supported by the Occupational Safety and Health Council and the Labour Department.

## **+ Suicide Prevention**

In Hong Kong, about 1,000 people take their own lives by suicide each year. According to our internally collected statistics, there were seven suicide attempts on our railway network during 2014. To try to reduce the number of these tragic events as much as possible, we joined with The Samaritan Befrienders to set up Emotional First Aid counters in our Mong Kok East, Shatin and Tai Wai stations during 2014. Staffed by volunteer social workers, the counters displayed banners and provided leaflets with information about the emotional cycle and positive suggestions for handling emotional problems.

Passengers were invited to take a test to assess their current emotional state. On one occasion, a passenger who identified as having suicidal thoughts during the testing process was attended to by a volunteer social worker and referred to The Samaritan Befrienders Hong Kong for professional counselling.

## **+ Crime Prevention**

Thanks to the continued efforts of the Hong Kong Police and our passengers to maintain vigilance against crime, the overall crime rate on our railway network fell by 13 per cent compared with 2013. We launched our annual MTR Crime Prevention Campaign in August 2014 co-organised with the Railway District of the Hong Kong Police. The theme of this year's campaign - Stay Alert and Report Crime - was featured on station posters and train door stickers across our network.



## **+ Light Rail Safety**

Maintaining safety on Light Rail can be a challenge since, unlike heavy rail, Light Rail vehicles run in manual mode on sections of track that are shared with other road users and cannot be totally partitioned. In an effort to increase safety standards on Light Rail, the Light Rail Operations team launched a comprehensive safety enhancement and promotion campaign in 2014. Among other initiatives, we established a Safety Management Office for increasing train captains' safety awareness and enhancing engineering controls. We also introduced community engagement activities with the aim of promoting pedestrian safety and safe customer behaviour on Light Rail vehicles.

## **+ Door Chimes Standardisation**

Standardised train door chimes across MTR lines are being rolled out from December 2014 to facilitate smoother train operations and to raise passenger awareness of door safety by providing clearer audio signals to indicate when doors are opening and closing.

## **+ Property Management**

Promoting safety in our managed properties for customers and the general public is a priority for the Property Division. We carry out regular audits on plant and equipment, make frequent visits to evaluate the physical conditions of our buildings, and conduct more than 200 emergency drills per year.

During 2014, we reached out to tenants and their contractors to enhance safety of renovations and fitting-out works. In June 2014, we collaborated with the Occupational Health and Safety Council and the Labour Department to update our safety leaflet on renovation, maintenance, addition and alteration (RMAA) works. We also reviewed our safety guidelines for residential owners and occupiers, and distributed revised leaflets to all managed properties.

During the year, we also reached out to food and beverage tenants of our commercial properties to promote fire safety. In addition to conducting 488 fire safety audits of food and beverage outlets, we hosted two sessions on fire safety that were attended by more than 110 representatives.





## Staff and Contractor Safety Performance

### Fatalities on our Construction Sites

We are committed to full transparency in disclosing the details of serious incidents affecting our staff and contractors. We deeply regret the loss of two lives in 2014 involving contractors on our construction sites:

- At the Nam Cheong Station property development site, two workers were found unconscious at the bottom of a manhole, with one suffering from serious injuries and the other certified dead on arrival at hospital. A detailed investigation is ongoing to determine the cause of death and identify lessons from this tragic event.
- At the Shatin to Central Link network expansion project site in Wong Tai Sin, a worker was hit on the chin and neck by the bracing arm of a site investigation rig when it was being dismantled and was certified dead on arrival at hospital after suffering from serious bleeding. An Investigation Panel was convened to identify the causes of the incident and to make recommendations to prevent a recurrence. The recommendations have been fully implemented.

#### Staff Safety – Fatality

2013: 0
2014: 0

#### Contractor Safety Fatality

2013: 4
2014: 2

### Lost Time Injuries for Staff

In 2014, there was significant improvement in the lost time injury frequency rate for staff of our Property Division and Operations Division compared with the previous year on account of improved safety awareness. This measure of staff safety also improved for the corporate support functions, but the Projects Division experienced a slight decline in performance during the year.

**Phubbers, beware!**

A new word has entered the dictionary — phubbing, the act of snubbing people by looking at your phone. With the rising popularity of smartphones, phubbers among our staff are becoming increasingly at risk of accidents. To remind colleagues not to use mobile phones while walking at work, the Safety & Quality Department designed giant eye-catching 3D posters that were displayed at MTR Headquarters, Fo Tan Railway House, Kam Tin Building and Light Rail Administration Building during 2014 to alert everyone about the safety risks of phubbing.

## Staff Safety – Lost Time Injuries (per 100,000 man-hour)

	2013	2014
Corporate Support Functions	0.23	<b>0.17</b>
Operations Division	0.67	<b>0.40</b>
Projects Division	0.08	<b>0.11</b>
Property Division	0.29	<b>0.10</b>
Mainland of China and International Business	0.00	<b>0.00</b>

## Reportable Accidents for Contractors

In 2014, the reportable accident frequency rate for contractors working in corporate support functions, the operating railway and network expansion projects improved or remained stable compared with the previous year. There was a decline in performance of this measure of contractor safety performance for property development projects. During the year, nine accidents occurred on our property development sites, of which about one third were attributable to lifting or carrying materials. Consequently, additional training for workers has been arranged to address this issue.

## Contractor Safety – Reportable Accidents (per 100,000 man-hour)

	2013	2014
Corporate Support Functions	0.17	<b>0.08</b>
Operations Railway	0.24	<b>0.16</b>
Project Construction - Railway Extension Projects	0.56	<b>0.57</b>
Property Development and Investment Projects	0.04	<b>0.06</b>
Investment Property	0.16	<b>0.15</b>
Management Property	0.13	<b>0.13</b>
China and International Business Division <sup>(1)</sup>	0.00	<b>0.00</b>

**Footnote(1):**

Due to the small number of contractors hired, the Mainland of China and International Business Division measures contractor safety using reportable accidents starting from 2013.

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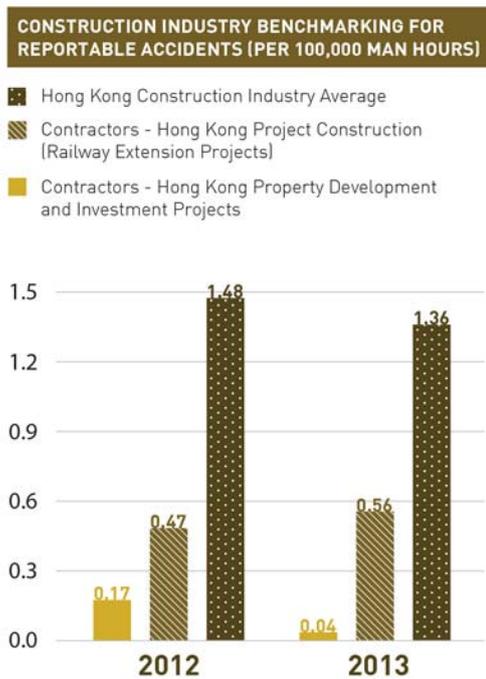
## Contractor Safety in Context

Work on construction sites presents many safety challenges. That is why our management approach places special emphasis on promoting safety for workers on our network expansion, property development and investment projects. As a testament to the efficacy of our various initiatives, the rate of reportable accidents on our network expansion project sites continues to compare favourably with the Hong Kong Construction Industry average.

The rate of reportable accidents refers to work-related injuries of primary contractor staff that result in more than three days of sick leave. This comparison demonstrates the extent to which we believe there are very real opportunities for improving safety practices across the construction industry in Hong Kong.

Learn more...

Safety data for the Hong Kong Construction Industry is published by the [Occupational Safety and Health Branch](#) of the Hong Kong Labour Department.



## Contractor Safety Audit

We engage external auditors from Det Norske Veritas (DNV) to evaluate safety standards on the construction sites of our network expansion projects. During 2014, the majority of our contractors achieved an excellent result, level 7, in the DNV Safety Audit Protocol. This result is comparable to the highest international standards and best practices.

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## Contractor Safety Initiatives

During 2014, the construction industry in Hong Kong continued to be affected by a general shortage of experienced workers due to an aging workforce and the large number of construction projects currently underway. In response, we have implemented new initiatives to ensure high levels of safety and welfare for all workers on our project sites. Please refer to [collaboration with contractors](#) for more information.

### Contractor P-licensing System

As new and inexperienced workers are at most risk of being involved in accidents on construction sites, we launched a new P-licensing system for our contractors in 2014. Under this scheme, newcomers and probationary workers must be identified with an N or P sticker affixed to their helmet or chest badge. We provide additional support to these workers such as ensuring that they fully understand our safety procedures and assigning them with mentors on each shift to provide supervision when they perform high risk tasks. Only workers who successfully complete an assessment process can graduate from the scheme and remove the sticker.

### Worker Health and Well-being

We held our second Worker Health and Well-being Month in May 2014 in collaboration with QBE Hong Kong & Shanghai Insurance Limited and the Department of Community Medicine of the University of Hong Kong. Over the course of the month, a mobile clinic visited 37 locations at all major railway project sites to conduct free, voluntary health screenings for workers, including tests for hearing, cholesterol and blood sugar levels, body mass index, waist to hip ratio, blood pressure and lung function. In total, 1,903 workers received expert counselling about their state of health.

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#### Did You Know?

The Rolling Stock Maintenance Department at Chai Wan Depot has gone 16 consecutive years without an accident. Staff and contractors have achieved this remarkable track-record despite growing risk factors that could lead to accidents, such as loss of experienced staff due to retirement.

