



Introduction

Hong Kong's communities are integral to our Vision to connect and grow communities with caring service. Working with the community also underpins one of the key objectives of our Mission to grow and enhance our core business in Hong Kong.

It is for these reasons that we put great emphasis on engaging with local communities who are directly impacted by our projects, and on supporting community investment programmes to improve quality of life in our city for all members of society.

Socially Sustainable Cities

According to the United Nations Educational, Scientific and Cultural Organisation (UNESCO), Social Sustainability for a city can be defined as *“development which is compatible with the harmonious evolution of civil society, fostering an environment conducive to the compatible contribution of culturally and socially diverse groups while at the same time encouraging social integration with improvements in the quality of life of all segments of the population.”*

Translating this concept into the context of our businesses means designing, building and delivering services to be people-oriented, safe, efficient, and conducive to a higher standard of living. Clearly, we cannot achieve social sustainability of our city in isolation; as a responsible and caring member of Hong Kong society, we work together with Government agencies and other organisations to address social, economic and environmental issues that are beyond our direct influence and control.

What does socially sustainability cities mean to MTR Corporation?



Learn more...

This definition for socially sustainable cities comes from *Towards Socially Sustainable Cities: Building a knowledge base for urban management in the twenty-first century*, a study published in 2000 by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in partnership with other organisations as part of its project on Management of Social Transformations (MOST).



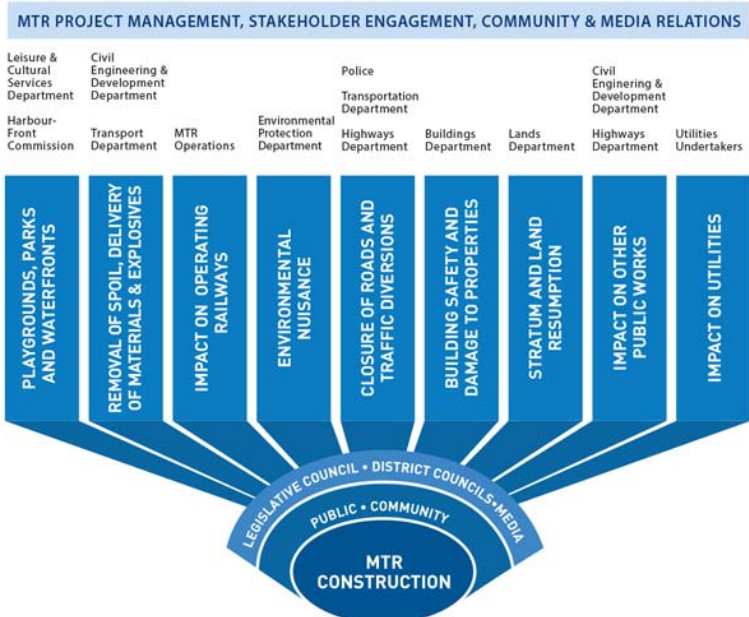
Community Engagement

We consult extensively with local communities on the impacts of new rail projects managed by the Projects Division, property developments managed by the Property Division and other major works managed by the Operations Division. On the one hand, we seek to work with stakeholders to mitigate inconvenience for local neighbourhoods due to noise, dust, traffic disruption and numerous other considerations. On the other hand, in order to design and deliver our projects for the greatest possible benefit of local communities it is important that we consider and incorporate their views as much as practically possible.

Projects Division

This diagram illustrates the typical oversight and control exercised by our Projects Division during construction of our network expansion projects. Please refer to our [case study](#) to read about how we put these principles into practice.

Typical Oversight and Control of Construction Impacts on Stakeholders



Did you know?

We publish [MTR Projects Journal](#) on a quarterly basis to highlight key aspects of our network expansion and improvement projects, including information about challenges and complexities that we are facing, and innovative techniques to address them.

Lessons Learned in 2014

We failed to communicate in a timely manner about unforeseen

delays and cost implications affecting network expansion projects, particularly the Express Rail Link which we are project managing for the Hong Kong SAR Government. Although production schedule revisions are not uncommon for construction projects of this size and complexity, it was our responsibility to provide updates on the challenges that we were facing and on the effectiveness of mitigation measures to address those challenges.

We are determined to learn from our experiences on the Express Rail Link and to improve delivery of all projects in the present and future. Please refer to [Corporate Governance](#) for more information.

Community Engagement Activities by the Projects Division in 2014

- 44 Community Liaison Group meetings
- 39 District Council meetings
- 8 LegCo meetings
- 15+ community and Government relations activities, including site visits
- 50 Youth Ambassadors community visits to raise awareness about the opening of the Island Line Extension to Western District
- 4 green group meetings
- Secondary school visit to the South Island Line (East) project site office with the Hong Kong Institute of Education
- Knowledge sharing with local, Mainland of China and overseas delegates of the 18th Pacific Association of Quantity Surveyors Congress 2014



Property Division

Our Vision is to connect and grow communities through our property development initiatives. We work hard to meet the expectations of our stakeholders by creating shared value for our business and society. Through ongoing dialogue, we strive to enhance the quality of life for all as we build and connect communities through deepening relationships with stakeholders and achieving common objectives.

+ Property Development

In all our property developments, we strive to meet the expectations of the communities in which we operate. For instance, during the development of the Maritime Square Extension, where we are converting a lorry park site on Tsing Tsuen Road near Tsing Yi Station into a commercial development, we have carried out years of continuous consultation with local residents and the District Council.

To address the concerns from residents about the potential high density of the project, a smaller-scale retail development project was pursued. The development will include enhancement of the existing Public Transport Interchange and will provide pedestrian connections as well as a podium landscape garden covering around 5,000 square metres. These facilities address the aspirations of residents to live in a more compatibly built environment by improving integration and providing a more pleasant townscape for the local community. We also adopted energy-efficient design features for this project.

Similarly, our PopCorn mall at Tseung Kwan O Station was designed to cater for changing aspirations of the local community such as better connectivity and more open space. The development includes a civic square, an elevated park, barrier-free access and connected walkways to neighbouring developments.

+ MTR Malls

MTR Malls supported over 100 Community Care programmes in 2014 covering a wide variety of activities, from youth development to art, community service, charitable, and environmental protection activities. MTR Malls provides space for social activities, serving as a platform for local communities to get together and enjoy arts and lifestyle events for better quality living. MTR Malls also supported environmental initiatives by participating in Earth Hour 2014 organised by WWF Hong Kong, as well as promoting waste recycling across the mall portfolio.

Community Engagement Activities in 2014

MTR Malls

- Over 100 community care programmes ranging from youth development to art, community service, fundraising for charity and environmental protection
- Yearly participation in Earth Hour
- Promoting waste recycling and food waste reduction
- Providing space for social activities and serving as a platform for local communities to get together and enjoy arts and lifestyle events for better quality living

+ Residential Estates

MTR managed residential estates held 464 social activities during 2014, with recycling initiatives in all managed estates. Our social activities included community relations events, environmental protection initiatives and charitable/fundraising initiatives. For example, flea markets were held in Caribbean Coast, Coastal Skyline and Tung Chung Crescent in Tung Chung to promote green living. In Luk Yeung Sun Chuen, free haircuts and free blood pressure tests were offered to elderly members of the community. Harbour Green initiated a volunteer recruitment drive for hosting charitable events.

Supported charities included the Scout Association of Hong Kong, Haven of Hope, World Vision, YMCA, The Salvation Army and Children's Cancer Foundation.

Community Engagement Activities in 2014

Residential Estates

- 464 social activities including community relations, environmental protection and fundraising to support charities such as the Scout Association of Hong Kong, Haven of Hope, World Vision, YMCA, The Salvation Army and Children's Cancer Foundation
- Recycling initiatives in all managed residential estates
- Caribbean Coast, Coastal Skyline and Tung Chung Crescent held flea markets to promote green living
- Luk Yeung Sun Chuen provided free haircuts and free blood pressure tests for the elderly
- Harbour Green initiated a volunteer recruitment drive for charitable events

+ Offices

All MTR managed offices participated in Earth Hour 2014 to raise awareness about energy use and climate change. One of our office properties, Two ifc, was awarded the Class of Excellence in the Wastewi\$e Label campaign by the Hong Kong Productivity Council to recognise their outstanding performance for reducing waste production. Two ifc organised a Low Carbon Living seminar and Green Upcycling Lantern workshop for its tenants.

Donation events at all managed offices were arranged for charity organisation, St James Settlement, which is a non-governmental organisation that has provided continuing care, counselling services and community centres to people in need for over 60 years.

Community Engagement Activities in 2014

Offices

- Yearly participation in Earth Hour
- Donation events for St James' Settlement, which is a non-governmental organisation that has provided continuing care, counselling services and community centres for the needy in Hong Kong for over 60 years
- Two ifc received Class of Excellence in the Wastewi\$e Label campaign from the Hong Kong Productivity Council
- Two ifc organised a Low Carbon Living seminar and Green Upcycling Lantern workshop for its tenants

+ Student Quality Circle Programme

The Property Division developed the Student Quality Circle programme in 2009 to promote our culture of continuous improvement to the young generation. We partnered with three primary schools to reach almost 200 primary students. The programme will be extended to secondary schools in 2015.

+ Volunteering and Fundraising

During 2014, our Property Division took part in over 30 volunteering activities, including School-Company-Parent events. We supported 16 NGOs through fundraising, including the Children's Cancer Foundation, Helping Hand, Hong Chi, Leap of Mind, Lok Sin Tong, Oxfam Hong Kong, Po Leung Kuk, Regeneration Charity Fund, Scout Association of Hong Kong, S.K.H. St. Christopher's Home, The Salvation Army, The Hong Kong Council of Early Childhood Education and Services (CECES), The Hong Kong Girl Guides Association, UNICEF, Wallace & Gromit's Grand Appeal (UK), Art in Hospital (HK) and Yan Chai Hospital.

Community Engagement Activities in 2014

Fundraising and Volunteering

- Over 30 volunteering activities for 16 beneficiary NGOs, including Children's Cancer Foundation, Helping Hand, Hong Chi, Leap of Mind, Lok Sin Tong, Oxfam Hong Kong, Po Leung Kuk, Regeneration Charity Fund, Scout Association of Hong Kong, S.K.H. St. Christopher's Home, The Salvation Army, The Hong Kong Council of Early Childhood Education and Services (CECES), The Hong Kong Girl Guides Association, UNICEF, Wallace & Gromit's Grand Appeal (UK), Art in Hospital (HK) and Yan Chai Hospital
- Our volunteers have worked with 30 secondary schools and over 800 students through the School-Company-Parent programme since 2006 - this programme is organised by The Young Entrepreneurs Development Council and helps secondary students to connect with the commercial world and acquire an entrepreneurial mindset

+ School-Company-Parent Programme

The Property Division has taken part in the School-Company-Parent programme organised by The Young Entrepreneurs Development Council since 2006, with members of our staff serving as company ambassadors. The objective is to help secondary students connect to the commercial world and acquire an entrepreneurial mindset before they enter the workforce. Over the years, we have partnered with over 30 secondary schools and provided support to almost 800 youths.



Operations Division

MTR Society Link

MTR Society Link was established in 2009 as a platform for our Operations Division to exchange views and connect with Society Link members through visits, gatherings, and e-newsletters. There are now 23 member organisations representing a range of

societies, associations and chartered institutes in Hong Kong, including Caritas Social Work Services Division and The Federation of Youth Groups, among others.

One of the priorities of Society Link is to engage with young members from professional groups such as The Hong Kong Institute of Surveyors, The Hong Kong Institution of Engineers and The Chartered Institute of Building (Hong Kong). In 2014, we organised three gatherings of Society Link to engage with stakeholders on customer service, crowding and safety topics. Almost 950 individual members participated in nine visits that we hosted during the year.

Community Engagement Activities by Operations Division in 2014

- 168 charity collections for various charities
- +500 community members reached through
 - 14 school talks
 - 5 elderly talks
 - 9 youth activities





Case Study: Island Line Extension to Western District



At 6:00am on 28 December 2014, the MTR Island Line Extension to Western District officially began passenger service. More than a thousand commuters crowded the station at Kennedy Town to experience the first ride on the new three-kilometre line. In preparation for the start of service, more than 500 MTR and contractor staff worked through the night changing more than 23,000 signs and information boards across the MTR network. Other digital information and the fare collection software were also updated to incorporate two new stations.

Built as a community railway, the Island Line Extension to Western District was designed to provide convenient access for more than 90 per cent of residents of the Western District, including an integrated all-weather pedestrian network. Preparation for the new line began in 2008 and involved consultations with all sections of the community. Many views and opinions from the Government and members of the public were incorporated, including suggestions on how to minimise disruptions during construction.

Following completion of the project at a cost of HK\$18.5 billion by latest estimates, travelling time on Hong Kong Island has been reduced significantly. The Island Line is served by new stations at HKU (The University of Hong Kong) and Kennedy Town, which opened in late 2014, and a third station at Sai Ying Pun, which opened on 29 March 2015. The new stations incorporate innovative environmental management features and artistic design elements, providing our passengers with a vision of how refurbished stations elsewhere in our network could look in the future.

What is a “Community Railway”?

The Island Line Extension to the Western District is an example of a community railway built to meet the needs of people living and working in the communities it serves. Here are some illustrative examples of how we accommodated the specific needs of community members in our approach to implementation of this project:

- A convenient pedestrian network connecting uphill and downhill areas in the West Mid-Levels and the area along Queen’s Road West has been created by lifts, escalators and walkways in the unpaid area of our stations.
- Provisions were made for green minibuses boarding and alighting and a recreational area outside Kennedy Town Station.
- At Kennedy Town we introduced a passenger lift connecting Sands Street to Rock Hill Street and an escalator on Sands Street to improve pedestrian accessibility.
- We restored and enhanced public facilities affected by construction of the project, building a new public swimming pool and restoring a historic building by converting it into a rehabilitation centre.

Partnership with Government Agencies

Planning Consultations

During the planning stage, we held a series of consultations with representatives of Government departments and District Councils to ensure the new railway would meet the needs of the city and local communities. We carefully considered all comments on the design of the extension, including rail alignment, station locations, works sites and other factors.

Progress Reports

As the project got underway, we submitted regular progress reports to the Legislative Council Sub-committee on Matters Relating to Railways including papers on construction safety and

community liaison activities. We also met with the Central and Western District Council to keep its members up to date on developments.

Ongoing Cooperation

We continued to work closely with Government departments during all phases of construction, ensuring that necessary approvals could be granted in a timely manner to avoid delays. Cooperation with the Environmental Protection Department enabled us to minimise disruptions from noise, wastewater discharge and dust. The Lands Department advised us on land resumption and tree removals, the Transport Department provided support on road closures, traffic diversions and spoil removal and, as a result of discussions with the Fire Services Department, we adopted new guidelines for fire safety.

Emergency Drills

In preparation for the opening of the new line to the public, we held a joint exercise with the Fire Services Department and Hong Kong Police to test emergency response and evacuation procedures. The drill, which was also observed by the Transport Department and Electrical and Mechanical Services Department, simulated an air-conditioning fault causing dense smoke to spread throughout a train between HKU Station and Kennedy Town Station. Around 120 staff members from MTR took part in this drill, which was just one of more than 70 emergency simulation exercises that we implemented before commencement of service.



Links with the Local Community

Community Liaison Groups

To communicate with stakeholders impacted by the construction of Sai Ying Pun, HKU and Kennedy Town stations, we set up three community liaison groups comprising local District Councillors, concerned residents and representatives from various Government departments, such as the Home Affairs Department, Transport Department and Highways Department. We held public meetings four times a year to report to each of these groups on the progress of the project and its impacts.

Website and Information Centre

We established a website dedicated to the project containing progress reports and information on construction methods and community outreach activities, and also opened an Information Centre in Kennedy Town where members of the public could make enquiries in person.

Youth Ambassadors

We initiated an innovative scheme in partnership with the Community Project Workshop of the Faculty of Architecture of The University of Hong Kong to appoint more than 50 students as MTR Youth Ambassadors. In the six months leading up to the opening of the new line, the Youth Ambassadors visited over 30 local schools, senior citizens homes, residential buildings and community centres to improve awareness of station facilities. The programme provided an excellent opportunity for students to develop leadership skills and cultivate a sense of responsibility towards their community.

Learn more...

We maintain dedicated websites for all our new rail projects. In addition to the [Island Line Extension Project to Western District](#), you may also be interested to check out websites for any of our [network expansion projects](#).



Meeting New Challenges

Pedestrian Mobility

Three new stations located at Sai Ying Pun, The University of Hong Kong and Kennedy Town form part of an integrated system of all-weather walkways and escalators connecting the upper and lower levels of Western District. Hilly terrain in the vicinity of Sai Ying Pun and HKU stations presented our engineers with particular challenges for station access and pedestrian mobility. In response to these challenges, we implemented lift-only access at both stations - a first across the MTR network. The integrated pedestrian system incorporates unpaid access through the concourse of HKU Station, providing a better connection between The University of Hong Kong and its local community and bringing it closer to the heart of Western District.

Minimising Disruptions

In the densely populated urban environment of Western District, we recognised that construction activities could have particularly significant and disruptive impacts on local residents. To address their concerns, we consulted with stakeholders from the start of the project, seeking constantly to strike a balance between the needs of residents and demands of our construction schedule. Our project team had to consider and resolve many questions on a daily basis, such as the following:

How will traffic diversions affect daily commuters?

Will construction works affect the structural integrity of nearby buildings?

How can we address public concerns about building safety?

Will there be excessive noise, dust or other causes of discomfort for local residents?

Conservation of Ancient Trees

When constructing the Island Line Extension to Western District, we took great care to protect trees along the alignment as much as possible. One particular challenge arose in Kennedy Town, where we encountered magnificent tree walls at Forbes Street dating back more than 120 years and containing 22 Chinese banyans and five Japanese fig trees. Four of the trees are listed by the Hong Kong Government as Old and Valuable Trees. Under our initial design for the new Kennedy Town Station, the tree wall would have been harmed by construction of one of the station's exits. We consulted with representatives of the local community and Government to consider different opinions about the best way to proceed.

Taking into consideration the outcomes of more than 100 consultation meetings, we decided to revise our plan by building

Did you know?

The Island Line Extension to Western District runs underneath a heavily built-up part of Hong Kong. Construction of the line unavoidably required resumption of over 300 portions of underground strata from owners of private buildings sitting above the railway alignment. This process was facilitated by the Government in accordance with the Railways Ordinance. The rate of stratum resumption for the Island Line Extension Project to Western District was the highest for any project in the history of the Company, and lessons from this experience are influencing the way we approach construction of other new lines.



an alternative station exit on the site of a public swimming pool, and to compensate the community by building an entirely new swimming pool at a different location at a cost of HK\$600 million. The first phase of the new swimming pool complex opened in May 2011. The second phase, which will include indoor pool facilities, is expected to be completed in late 2016.

In the process of resolving our dilemma at Forbes Street, we made another important decision - to create a Tree Protection Zone around which construction work had to follow strict guidelines. Our tunnelling methodology and excavation techniques were adapted to mitigate risk to the trees, and a drainage layer was built around the entire Kennedy Town Station perimeter to allow contaminated water to escape from the trees' roots.

As a result of these efforts, we successfully developed a strong and lasting urban conservation programme for the tree walls at Forbes Street. This experience taught us many important lessons that have now been incorporated into standard tree protection measures being implemented on all of our new projects.

Learn more...

Please [click here](#) to view an informative video about the magnificent tree walls at Forbes Street.

Promoting Art and Culture

We launched the West Island Line Community Art Programme to help bring out the unique culture of Western District in the design of three new MTR stations. For example, winning photos submitted by members of the public to a competition entitled Our Memories of Western District are on permanent display, and a permanent art installation at Kennedy Town Station was created from handprints of local residents. During the construction phase of the project, we also invited students, teachers and parents representing local schools to help decorate construction sites by participating in a hoarding design competition.

Impressions of Western District

Together with the Hong Kong Youth Arts Foundation, we organised a series of workshops under the theme Our Impressions of Western District. Led by local artists, a group of young people created art pieces portraying traditional shops and the heritage of Western District. The art pieces are on permanent display at Sai Ying Pun Station and HKU Station.

Short Films

We joined with ifva greenlab of the Hong Kong Arts Centre and three young emerging directors, Cheuk Wan-chi, Chow Kwun-wai



Learn more...

More information about [West Island Line Community Art Programme](#) is available on the dedicated project website, including images of the artistic features that make each of our Western District stations unique.

and Nick Cheuk, to produce a series of short films depicting the close connections between Western District and the people of Hong Kong.





Community Investment

We aim to leverage our resources to contribute to a better quality of life for members of our society. Two of our priorities for community investment are to support youth development and art, and we continued to implement various initiatives in collaboration with a range of organisations in 2014.

Please refer to [Community Engagement](#) for an overview of activities supported by our Projects, Property and Operations Divisions.

Youth Programmes

Young people are future leaders of the community. Investing in them today is integral to building and sustaining our communities for the long term. Our goal is to empower young people with skills, motivation, perspectives and opportunities to create a secure future for themselves and their communities. Bringing members of our staff along on the journey to turn that goal into reality is also important; in 2014, over 800 staff members participated in a series of seminars and movie screenings to learn more about the dynamism and outlook of our youngest community members.

Learn more...

More information about our [youth programmes](#) is available on our customer website.

Community Investment Programmes

Friend for Life's Journeys and Train for Life's Journeys

We aim to empower young people by providing opportunities for students from secondary schools to broaden their horizons and empower them with life skills through our Train for Life's Journeys and Friend for Life's Journeys programmes. In 2014, these programmes reached over 220 students from 63 schools in Hong Kong.



Customer Service Internships

In 2014, our Customer Service Ambassador Internship programme, now in its sixth year, offered job experience opportunities to 200 students from five tertiary institutions. The programme offers participants the opportunity to gain practical customer service knowledge and strengthen their communication and interpersonal skills.

Activities for Primary and Secondary School Students

For the fifth year running, the Student Quality Circle programme saw staff members from across the organisation sharing our Work Improvement Team concept with primary school students. We also continued our collaboration with the Young Entrepreneurs Development Council, holding six workshops, mock job interview sessions and company visits for secondary school students.

Opportunities for University Students with Disabilities

In support of the Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme championed by the Labour and Welfare Bureau, we collaborated with the Hong Kong Council of Social Service and local universities to provide summer internship opportunities for university students with disabilities or special educational needs. In recognition of our initiatives in 2013–14, the Company received the

Talent-Wise Employment Charter – Outstanding Inclusive Organisation Award in September 2014 for promoting and implementing measures for employment of persons with disabilities.

Art in MTR

Whether produced by internationally acclaimed artists or local school children, we believe that art is an integral component in the heritage, history and identities of communities. Now in its sixteenth year, the Art in MTR initiative aims to enhance passengers' life journeys - as well as their daily travelling experiences - by providing inspiration from artwork on display throughout our railway network. All year round, we continue to support aspiring local artists to showcase their talent at the arttube, our permanent mini gallery located at Central Station. At stations across our network, we hosted regular, temporary exhibitions of two- and three-dimensional artworks under the roving art programme.

Marking our 35th Anniversary, in June 2014 we showcased the evolution of MTR tickets and specially-designed tickets commemorating important occasions at an arttube exhibition, MTR Ticket Collection - 35 Years of Tickets to Ride, in Central Station. In addition to hosting live performances every Friday evening at our venue in Hong Kong Station under the living art programme, during 2014 the MTR network continued to be enriched by 53 community art galleries and 59 art in station architecture installations, including new installations in stations on the Island Line Extension to Western District.

Learn more...

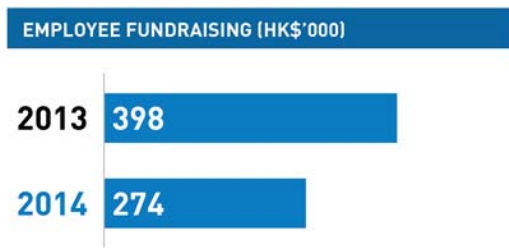
To download a copy of our short guide to Art in MTR, and to learn more about any of our Art in MTR initiatives, please refer to more information on our [customer website](#).

Did you know...

In 2012, we issued an open invitation for proposal of original artwork to decorate the network expansion projects that were under construction at that time. The winning proposal for the Island Line Extension to Western District, Blooming Bud, is now on permanent display in Kennedy Town Station and is the largest example of community artwork in the MTR network.

Fundraising and Donations

Staff members' active participation in volunteering and fundraising activities is an important part of our corporate culture. In 2014, our staff raised over HK\$274,000 for donation to various worthy causes.



MTR HONG KONG Race Walking 2014, a community health and charity event that has been held every year since 2005, was cancelled after an assessment of public activities on the street taking place in Hong Kong along the race circuit and in its vicinity. We donated HK\$10 million to the Hospital Authority Health InfoWorld from our own resources to express our appreciation to the public for their support of the event and for their support of MTR during this challenging period. Our staff donated an additional HK\$35,000 to the Hospital Authority and other participating organisations contributed HK\$950,000.

We contribute to the development of a vibrant civil society by offering non-profit organisations advertising space in stations across our network, encouraging them to raise awareness about important issues affecting society and promoting their work. In 2014, we offered space to over 49 organisations supporting causes ranging from community volunteering to elderly care services.

Big ideas for small spaces

Innovative and environmentally-friendly design solutions for small living spaces created by Hong Kong students were in the spotlight at a roving art exhibition, which was hosted in Sheung Wan and Tiu Keng Leng stations between June and September 2014. Entitled Social Innovation Inventor - Competition for Innovative Design, the exhibition featured prize-winning and shortlisted designs submitted by secondary and tertiary students for a multi-purpose bed to improve living conditions in sub-divided flats. The 13 designs on display incorporated a range of creative ideas to enhance energy saving, improve ventilation and provide smart storage options.

