



Introduction

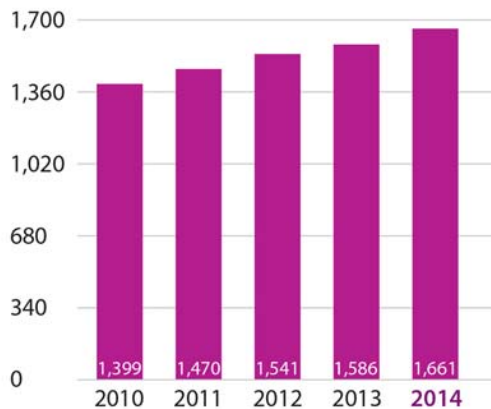
With an average of 5.46 million passengers using our network in Hong Kong each working day, we recognise that our train services have a profound impact on the daily lives of many people in our city. Bearing this responsibility in mind, members of our staff come to work committed to providing reliable and comfortable journeys for our customers; we strive to excel at what we do, all day, every day of the year.

During 2014, average weekday patronage on our rail and bus passenger services in Hong Kong increased by nearly 4 per cent. Underlying this headline figure, several long-term trends are putting increasing demands on our network as summarised in the following charts.

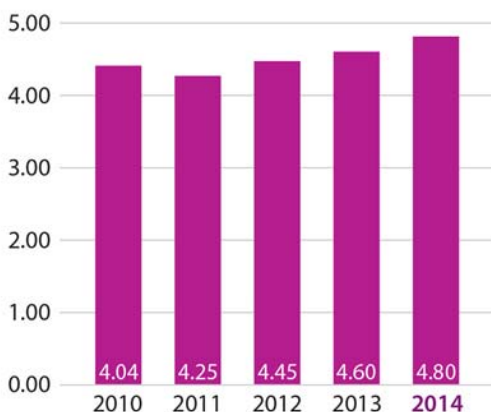
Did you know?

About 90 per cent of Hong Kong's population uses public transport every working day. With a 48.1 per cent market share for franchised public transport boardings in 2014, we play a critical role in keeping our city's residents on the move across Hong Kong.

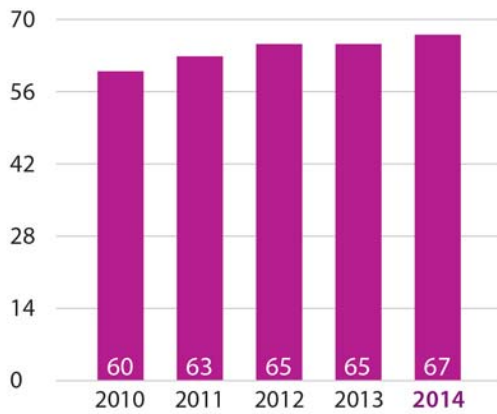
TOTAL NUMBER OF PASSENGERS - DOMESTIC AND CROSS-BOUNDARY (MILLION)



AVERAGE NUMBER OF PASSENGER - DOMESTIC AND CROSS-BOUNDARY SERVICES (WEEKDAY AVERAGE)



AVERAGE CAR OCCUPANCY - DOMESTIC AND CROSS-BOUNDARY



In this section, you can read how we are responding to challenges associated with these trends in order to sustain and improve upon train service performance. You can also read about customer services in our managed properties.

Management Approach

GUIDING STRUCTURE

Operating Agreement

The conditions of our license to operate are set out in our Operating Agreement with the Government. In our drive for excellence, we have set internal targets that meet or exceed the terms of this agreement.

Customer Service Pledge

The Customer Service Pledge is the primary document spelling out our service commitments to customers. It contains ambitious quantitative targets across 15 areas of performance, including punctuality, reliability, indoor environment, cleanliness and customer response. We update the pledge annually and publish it on our customer website.

Asset Management Framework

The Operations Division has an Asset Management Manual that sets out system requirements for asset management in alignment with best practices and uses a self-developed asset management system known as RailASSURE, providing a functional overview of equipment management, work management, maintenance planning, budgets and analysis. Our risk based asset management framework is accredited to PAS 55, the first publicly available specification for optimised management of physical assets. Following publication of a newer standard by the International Organization for Standardization in 2014, we are currently in the process of migrating to ISO 55000, Standard for Asset Management.

KEY PRINCIPLES AND PROCESSES

Investment, Investment, Investment ...

In the railway industry, it is extremely important that infrastructure is constantly maintained. Our ability to deliver the highest levels of service to our customers depends on continuous investment in more reliable, convenient and comfortable journeys. The amount of annual expenditure on maintenance and upgrading is expected to increase significantly over time as our network continues to mature.

In 2014, we spent over HK\$6 billion to maintain and upgrade our existing rail system in Hong Kong.

Accountability

Throughout the year, we publish Train Service Report Cards to keep our stakeholders up to date on our performance trends.

Learn more ...

Please download updates on our [performance against our pledge](#) or [click here](#) to access more information from our customer website.

Learn more ...

Customer satisfaction, as recorded by our regular surveys, remained high during 2014. The Service Quality Index and the Fare Index that measure the level of customer satisfaction with fares can be found in our [Annual Report](#).

Customer Service Training

To ensure that excellent service continues to be promoted as an integral part of our corporate culture, the Academy of Excellent Service (AES) was established jointly by the Operation Division and the Human Resources and Administration Division in 2012. It provides comprehensive, competency-based customer service training programmes for staff at various levels to build up their skills and capabilities for excellent service.

Rapid Response Teams

When train service disruptions occur, our Customer Service Rapid Response Unit is on the frontline to assist passengers by providing timely information about the situation and the impact on train services. They also manage boarding and alighting arrangements for free shuttle bus services to transport some affected customers to the nearest MTR station so that they can continue on their journey.

Specialised teams are mobilised behind the scenes as soon as a problem is detected. For example, the Infrastructure Maintenance Rapid Response Unit repairs railway infrastructure, the Rolling Stock Rapid Response Units rectify train faults, and the Infrastructure Engineering Control Centre uses its real-time monitoring and control system to integrate fault reporting centres that are located at depots across the railway network.

Caring Response

Since the end of 2013, volunteers from our Customer Service Support Team (CSST) have provided extra support to frontline staff during emergencies to ensure that all passengers receive caring service.

Listening and Responding

Since 2012, we have been coordinating service improvements across all areas of our business under the Listening•Responding programme. The initiatives launched under this programme have focused on providing more comfortable journeys, improving station access and facilities, and communicating service information to passengers.

Customer Service Teams

We pledge to respond to 99 per cent of written passenger enquiries within six working days. All legitimate enquiries are

Learn more ...

Our Customer Service Centres provide information and assistance to customers within stations across our network. Please [click here](#) to contact us through the various channels that are available.



Learn more ...

More information about the [Listening•Responding programme](#) can be found on our customer website.

taken very seriously by senior managers from relevant business units. Occasionally, if we are not clear on the meaning or significance of an enquiry our customer service representatives will contact the customer concerned to ensure we have fully understood the situation.

Barrier-free Access

To ensure equal access for all members of our community, including the elderly and the disabled, our standard design manual contains specifications for barrier-free access facilities that go beyond Hong Kong regulatory requirements for our stations. For example, we strive to meet the needs of Hong Kong's changing demographics by installing external lifts, wide gates, braille signs and other such facilities. We are also addressing the specific needs of people with disabilities by enhancing our communication with them.

Enhancing Mobile Communication

How can we take the "mass" out of the mass transit system? To answer this question, we have developed a range of mobile apps to provide real-time information to our customers, including train arrival information, immediate updates on service information for specific lines in the event of a long delay, and a virtual tour guide for visitors to Hong Kong.

Learn more ...

To learn more about the facilities available across our network, please refer to the [barrier-free facilities search function](#) on our customer website or to our MTR Mobile app.

Learn more ...

Please click on each of the following for more information about our apps:

- [Next Train](#)
- [MTR Mobile](#)
- [MTR Tourist](#)





Performance Scorecard

In 2014, we achieved world-class levels of performance for Hong Kong rail services despite carrying more passengers as a result of providing additional train trips and the impact of public activities on the streets of Hong Kong during the second half of the year. Even though particular lines and stations, such as the Island Line and Sheung Wan Station, experienced significant increases in patronage, we responded by providing additional services and staff and maintained overall passenger journeys on time at 99.9 per cent.

The following table summarises the key performance indicators (KPIs) that we track for train service quality on our heavy rail network.

MTR TRAIN SERVICE PERFORMANCE JANUARY – DECEMBER 2014

	2014	Compared with same period in 2013
Passenger journeys on time	99.9%	Maintained at 99.9%
Total no. of train trips operated	1,861,260 trips	Increased by 1.8%
Total no. of ≥ 8 minutes delays	190	17 more
Cumulative days without delay of ≥ 8 minutes	222 Days <small>Total No. of Days in Jan-Dec: 365 days</small>	10 Days less

During 2014, there was a slight increase in the number of service disruptions lasting more than 31 minutes. These delays, which particularly affected passengers on the East Rail Line, raised public concern about our reliability. We moved swiftly to examine the reasons for these delays and, in the spirit of continuous improvement, we are making positive changes. These improvements have been communicated to passengers through various channels.

Customer Service Benchmarking

The overall performance of any metro system is impacted by many factors. In the case of Hong Kong, the high density of population living in close proximity to our railway network helps us to operate our services in a highly efficient way. Comparing the quality of train services provided by metro systems around the world, our Hong Kong heavy rail network performs well but there is still room for improvement. According to CoMET

Benchmarking Results 2013, the most recent data available, we ranked fourth out of 12 participating metros on the KPI for passenger journeys on time.

Why Do We Participate in CoMET?

MTR Corporation participates in the Community of Metros (CoMET) programme, which collects data annually from large metro system operators around the world in order to compare performance and drive up standards across the industry. The data covers a number of important areas, including profitability, customer service and safety. The 2014 benchmarking exercise looked at data for 2013 for metro systems from 15 cities including Beijing, Berlin, Guangzhou, Hong Kong, London, Mexico City, Madrid, Moscow, New York, Paris, Santiago, Singapore, Shanghai, São Paulo and Taipei. Performance is measured across six categories, including growth and learning, customers, internal processes, safety and security, financial performance and environmental performance.

As the data covers several years, trends and best practices can be reliably tracked. This helps to identify which members of the group are improving their performance and to demonstrate the level of improvement that is achievable relative to other participants. Our participation in the programme allows us to share information about best practices, innovations and new technologies that will continue to raise the bar for best performance. Case studies help to raise awareness about management approaches and tools that are being deployed by metro operators around the world to achieve optimal performance.





Responding to Challenges

In 2014, we implemented a number of significant initiatives based on feedback from our passengers focusing on reducing congestion, upgrading facilities, and enhancing communication. Even though our Hong Kong transport operations continued to achieve world-class levels of performance overall, we are facing ongoing challenges for service delivery.

Reducing Congestion

We have taken steps to ease crowding in certain parts of our network by, for example, increasing the frequency of trains during peak periods to the capacity limit of our signalling equipment on many lines.

In 2014, we added 1,150 extra train services to our weekly heavy rail train schedule on the Tsuen Wan, Kwun Tong, Island, East Rail, West Rail, Tseung Kwan O and Tung Chung lines. We implemented longer operating hours on selected Light Rail routes to allow passengers to interchange from the last West Rail Line service of the day for onward travel to 68 Light Rail stops. We also recruited 300 additional staff to offer assistance and give directions to passengers on our platforms.

As a result of sustained efforts over several years to make our services more comfortable and convenient for passengers, since 2012 we have added more than 2,400 additional train trips to our network each week and deployed over 1,000 extra staff to control passenger flows on our platforms.

In addition to upgrading the signalling systems on six existing lines and the Airport Express to allow us to run more frequent train trips, the long-term solution to congestion involves construction of additional lines that will enhance the overall robustness of our network. Two examples are the [Shatin to Central Link](#), which is currently under construction, and the North Island Line, which has been recommended for development under the [Railway Development Strategy](#).

Learn more ...

Please click [here](#) to access information about average train frequency and service hours for all lines.



Upgrading our Assets

Here are some of the initiatives that we were working on to maintain and upgrade our assets during the year:

Light Rail

- We replaced the platform canopy at Tai Tong Road Light Rail Stop to create a more spacious environment.
- Work began in September 2014 to replace all existing Light Rail Single Journey Ticket Issuing Machines with new 2-in-1 models. When completed in 2015, add-value services will be available at all 150 platforms on all Light Rail stops.



Stations and In-station Facilities

- Our programme to replace old-style tickets with more convenient Single Journey Smart Tickets was completed in March 2014.
- We built new station entrances at Yuen Long Station, and in August 2014 we completed a connecting walkway in partnership with the developer of a neighbouring residential complex.
- Across our network, eight new external lifts were installed to provide better station access. We also replaced five hydraulic lifts to provide swifter movement within our stations.
- New public toilet facilities were completed in our stations at Mong Kok and Prince Edward.
- Construction continued on the new Crystal Cube entrance at Tsim Sha Tsui Station that is scheduled to open in the second half of 2015.



Railway Infrastructure and Trains

- A HK\$3.3 billion contract to install replacement signalling systems using advanced Communications Based Train Control (CBTC) technology was awarded to two internationally renowned railway infrastructure suppliers. Starting in 2018, the Tsuen Wan Line will be upgraded first, followed by the Island, Kwun Tong, Tseung Kwan O, Tung Chung, Disneyland Resort and Airport Express lines. The whole project is targeted for completion in 2026.
- We initiated the procurement process to replace all 78 M-type trains that are currently operating on the Kwun Tong, Tsuen Wan, Island and Tseung Kwan O lines with new 8-car trains. The new trains are due to come into service between 2019 and 2022, making journeys more comfortable for our passengers.



Enhancing Communication

MTR Mobile

During 2014, we expanded the MTR Mobile app with real-time station lift status reports, a Light Rail planner and MTR bus information to enhance awareness of our barrier-free facilities and improve our customers' journey planning experience. The app was also upgraded to incorporate accessibility design, quicker navigation and better audio information for visually impaired passengers. At the end of 2014, a total of 2.4 million users had downloaded the app.

As a result of these initiatives, we received two Gold Awards in 2014 from the Office of the Government Chief Information Officer and Equal Opportunities Commission in the Web Accessibility Recognition Scheme (Mobile Stream).



MTR Customer Website

In 2014, we also enhanced our customer website to comply with the latest standards for accessibility. According to a recent report on web accessibility of major websites in Hong Kong issued by the Hong Kong Blind Union, our site has achieved 100 per cent of requirements following the upgrade, compared with 76.9 per cent in 2012.

CSST Saves the Day

The Customer Service Support Team (CSST) was set up at the end of 2013 as part of our commitment to ensure that customers receive caring service during major railway incidents or service disruptions. The team, which is comprised of volunteers from various departments of the Company, is called out when needed to help with passenger enquiries and assist with crowd control, allowing station staff to focus on incident handling and recovery.

Most CSST volunteers have desk-based jobs with office duties, so many of them had little experience working with customers directly prior to volunteering. The skills needed to handle incidents are developed through training and briefings, as well as participation in monthly drills and familiarisation sessions. All volunteers receive appropriate recognition from the Company for their contributions in response to emergencies, including holiday-leave time in lieu, awards and appreciation certificates.

Between its establishment in October 2013 and the end of 2014, the CSST was called upon on six occasions. As a result of the volunteers' swift deployment to problem sites and their professional conduct when assisting passengers, there was a noticeable reduction in the number of customer complaints arising from service disruptions during 2014.

New Procedures for Animals on Our Tracks

On 20 August 2014, a stray dog wandered onto the tracks at Sheung Shui Station on the East Rail Line. When attempts to guide the dog away from the track were not successful, it wandered down the line toward Fanling Station where it was struck by a train. This incident gave rise to much public concern.

To prevent a recurrence of similar incidents, we appointed a task force to conduct a thorough review of how the incident was handled and to make recommendations for improvements. We have subsequently implemented a number of enhanced measures in consultation with animal welfare experts, including sealing off gaps in boundary fences, stepping up the fence maintenance regime, increasing staff training, equipping staff with the right tools to handle animals and providing clearer instructions for train drivers to slow down or stop when a dog is reported on the tracks.

According to our new procedures when a dog is spotted on our tracks, staff will seek advice and assistance from the Agriculture, Fisheries and Conservation Department and Society for the Prevention of Cruelty to Animals. Trains will resume operating at normal speed when the dog is reported to have left the track area or cannot be found following a thorough search.





Customer Services in our Managed Properties

In our managed properties, we strive to provide facilities and services that meet and exceed our customers' expectations.

MTR Malls

To provide a high quality shopping experience for our customers, MTR Malls endeavours to improve on the facilities and services offered in our portfolio of shopping centres. Apart from offering a wide array of services to enhance customers' comfort and convenience, including concierge, baby care rooms, in-mall breast-feeding facilities and barrier-free access, we continuously optimise our in-mall facilities to better cater for the needs of different types of users.

For continuous improvement and to sustain high quality customer services, we have been operating a self-initiated quality service programme called Total Service Assurance Regime across MTR Malls for over 12 years. This programme promotes good customer service practices and a consistent quality of service throughout our malls, including engaging our tenants through workshops as well as training and performance monitoring activities.

The outstanding performance of MTR Malls has been recognised in the various awards received in 2014, including Top Ten: My Favourite Shopping Mall in Hong Kong from Hong Kong Economic Times, and the Customer Caring Service Award and Luxurious Experience Shopping Centre Award in the Hong Kong Service Awards 2014 held by East West Magazine.

Premier Plus

Premier Plus, a brand under our Property Management offering, provides management services to Grade-A office buildings and residential properties, including Two ifc located in a prestigious business area and home to many international financial institutions. The management services we provide to our tenants at Two ifc are of comparable quality to a luxury hotel, including a concierge service that handles tenant enquiries and requests 24 hours a day.

Learn more ...

To learn more about [MTR Malls](#) and [Premier Plus](#) please refer to their respective websites.

Premier Plus

