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## CUSTOMERS

It is our aim to design, build and deliver services that are people-oriented, safe and meet customers' needs effectively. This means that we:

- Design and plan customer needs at the core
- Enhance service delivery, and
- Improve accessibility



5.59 million

Average weekday patronage



99.9%

Passenger journeys on time

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## INTRODUCTION

With our heavy rail network now covering all 18 districts of Hong Kong, carrying an average of approximately 5.6 million passengers 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, our staff comes to work committed to providing reliable and comfortable journeys for our customers.

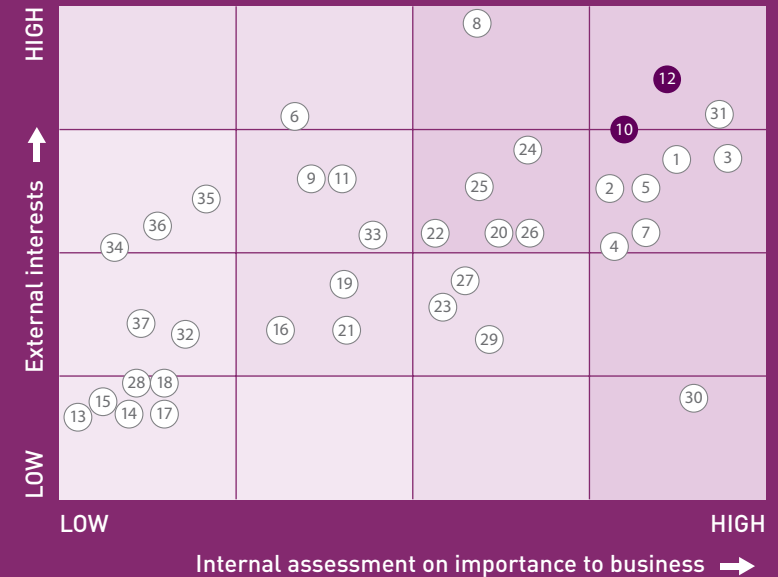
During 2016, economic slowdown has led to a reduction of patronage, in particular to our cross-boundary service in Lo Wu and Lok Ma Chau. But this has been partially offset by the opening of two new rail lines in Hong Kong. As a result, average weekday patronage on our rail and bus passenger services in Hong Kong increased by 0.6% to 5.59 million.

Underlying this headline figure, several long-term trends are putting increasing demands on our network as summarised in the following table.

	2012	2013	2014	2015	2016
<b>Total number of passengers – domestic and cross-boundary (millions)</b>	1,541	1,586	1,661	1,692	<b>1,700</b>
<b>Average number of passengers - domestic and cross-boundary services (weekday average) (millions)</b>	4.45	4.60	4.80	4.89	<b>4.92</b>
<b>Average car occupancy – domestic and cross-boundary</b>	63	65	67	65	<b>64</b>

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. We also continue to include information on customer service in our [managed properties](#) and our [station retail shops](#).

## MATERIALITY ISSUES COVERED IN THIS CHAPTER



- ⑩ Customer service, support, and complaint handling
- ⑫ Access to essential services (incl avoidance of service disruption)

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## Management Approach

### 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.

#### 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 2016. The [Service Quality Index](#) and the [Fare Index](#) that measure the level of customer satisfaction with fares can be found in our Annual Report.

## 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. The Asset Management System of the Operations Division has also been certified to ISO 55001:2014.

Our operating railway has also been certified to ISO9001:2015 and ISO14001:2015 for quality and environmental management respectively, following the latest update.

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## Key Principles and Processes

### Hardware improvement/investment

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 over time as our network continues to mature. Refer to [Upgrading our Asset](#) for more details.

### Customer experience

We have carried out service enhancement initiatives based on the public's needs. In 2015 we established the Customer Experience Development Section to improve their end-to-end journey experience. We aim to deepen our understanding of what matters most to them and to formulate plans to continue improving our service — particularly in the following areas:

### Customer service teams

We pledge to respond to 99% of written passenger enquiries within six working days. All legitimate enquiries are taken very seriously by relevant business units. Occasionally, if we are not clear on the meaning or significance of an enquiry, our customer care representatives will contact the customer concerned to ensure we have fully understood the situation.

### Customer service training

To ensure excellent service as an integral part of our corporate culture, the Academy of Excellent Service (AES) provides comprehensive, competency-based customer service training programmes for staff at various levels to build up their skills and abilities. In addition, we also conduct regular refresher operations training courses such as incident response and safety awareness.

## Enhancing mobile communication

We have developed a range of mobile apps to provide real-time information to our customers. The MTR Mobile app has been incorporated with accessibility design, quicker navigation and better audio information for visually impaired passengers. As a result of these initiatives, we received the "Most Favourite Mobile App Award", "Easiest-to-Use Mobile App Award", and two Gold Awards in 2016 from the Office of the Government Chief Information Officer and Equal Opportunities Commission in the Web Accessibility Recognition Scheme (Mobile App Stream).

### LEARN MORE...

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

- [MTR Mobile](#) – Our umbrella mobile app with Train Trip Planner, information on station facilities, barrier-free facilities and station shops, tourist information and Airport Express information, as well as access to MTR Club and Traffic News
- [Next Train](#) – Provides real time information on Airport Express, Tung Chung Line, West Rail Line and Tseung Kwan O Line train schedules
- [Intercity Through Train](#) – Provides Timetable, fare, ticketing information and latest news on intercity services between Hong Kong and cities in China
- [MTR Malls](#) – A smart shopping platform for MTR malls, featuring shop directory and latest promotions

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## Incident Response

We are prepared for service disruptions. We respond rapidly, and provide timely and accurate service information with proactive assistance to customers. At the same time, we have teams working on restoring service as soon as possible.

### Rapid response teams and caring response

When train service disruptions occur, our Customer Service Rapid Response Unit as well as station staff is on the frontline to assist passengers by providing timely information about the situation and the impact on train services. They also manage arrangements for free shuttle bus services to transport 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. Since the end of 2013, volunteers from various departments of the Company established our Customer Service Support Team (CSST). They provide extra support to frontline staff during incidents and are trained with the skills needed to handle these types of situations.

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## TRAIN SERVICE PERFORMANCE

### Performance Scorecard

Our service performance in Hong Kong in 2016 was one of our best since the rail merger in 2007 in terms of train service reliability despite being one of the most intensively used system in the world.

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

### TRAIN SERVICE PERFORMANCE (Heavy rail only)

	2015	2016
Passenger journeys on time	99.9%	<b>99.9%</b>
Revenue car-km operated	307,729,166	<b>311,103,721</b>
Total number of train trips operated	1,911,637	<b>1,918,927</b>
Total number of > 30 min delays*	7	<b>6</b>

\* excluding the delays caused by external factor

### Customer Service Benchmarking

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. Based on the [CoMET Benchmarking Results 2015](#), the most recent data available, we maintained or increased in our performance on majority of the indicators.

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## RESPONDING TO CHALLENGES

We are facing ongoing challenges for service delivery as our network continues to expand following completion of new lines, and patronage continues to increase. At the same time, some of our assets have been used for decades and requires upgrades and maintenance.

In 2016, we announced the launch of Rail Gen 2.0, a major programme to enhance travelling experience to prepare the “next generation” of railway transport in Hong Kong. Rail Gen 2.0 comprises four new rail projects, two of which have already completed; major interfacing works as well as major asset replacement, maintenance works and facilities upgrade to the existing network. Based on feedback from our passengers, we place emphasis on reducing congestion, upgrading facilities, and enhancing communication.

### Enhancing the Customer Experience

#### Customer Experience Management Model

A Customer Experience Management Model was established in 2015, with journey mapping exercises conducted and regular customer user group meetings held. This helped to develop various customer service initiatives that have been implemented. To enhance communication during incidents, clear and accurate information is now being delivered to affected customers in a timely manner. A detailed survey is carried out after each major incident to collect feedback with a view to improving services.

#### Customer Service in Stations

Our Customer Service Centres provide information and assistance to customers within stations across our network. To better serve our passengers and improve our colleagues' working environment, we have been upgrading these centres with new designs since 2010. In some stations of the newly opened South Island Line (East) where there is no customer service counter, we have installed multi-function Self-Service Points for customers to contact staff in the control room for immediate assistance.

We have deployed over 2,700 station assistants to help ease passenger flow during peak hours or at major interchange stations. Caring Points at select stations during peak hour provide support to customers who require special assistance.

### Courtesy Campaign

To make travelling on the MTR more enjoyable, we have been encouraging different courtesy behaviours in various channels regularly. In 2016 we promoted courteous behaviours such as “let passengers alight first” and “move inside the compartment”. These messages were delivered through a [music video](#) featuring the Bear Children's Choir.

## LEARN MORE...

### Registration of Oversized Musical Instruments and Sports Equipment

Balancing the needs and interests of our customers and safety and crowdedness concerns, we have launched the Registration Scheme for Carriage of Oversized Musical Instruments in 2015. In view of the Scheme's smooth operation, the Corporation expanded the Scheme from 1 August 2016 to facilitate passengers who need to carry sports equipment that exceeds normal size restrictions into the railway network. Find out more about the Scheme and register [online](#).

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## Barrier-free access and caring for customers with special needs

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 the Hong Kong regulatory requirements for our stations, and now have barrier-free access at all major stations. We strive to meet the needs of Hong Kong's changing demographics, and address the specific needs of people with disabilities, by installing external lifts, wide gates, braille signs, tactile toilet signs and guide paths and other such facilities. These provisions have been installed in all stations, including several Light Rail Customer Service Centres. Installation of tactile hazard warning tiles was also completed at Light Rail pedestrian crossings.

We have also been working with the Hong Kong Guide Dogs Association to allow potential guide dogs to be trained in the railway systems since October 2015.

Our website also complies with the latest standards for accessibility. In 2016, MTR received the Gold Award from the Office of the Government Chief Information Officer and Equal Opportunities Commission in the Web Accessibility Recognition Scheme.

### LEARN MORE...

To learn more about the facilities available across our network, please refer to our "[Caring for Customers with Special Needs Booklet](#)" or [search through the barrier-free facilities](#) on our customer website or on our MTR Mobile app.

### DID YOU KNOW?

#### Installing New Lifts

Constructing lifts in a busy urban environment is not an easy task with various challenges such as anti-flooding control measures, uncertainties over excavation during lift shaft construction and limiting the inconvenience to operations at busier stations. In particular, the installation or retrofitting of external lifts has been challenging for us in older stations where there is a need to seek regulatory approval for use of areas outside of MTR's remit.

Apart from the newly opened Kwun Tong Line extension and South Island Line (East), we have added six additional lifts in heavy rail stations in 2016. Together with wheel chair aid, stair lifts, and wide gate, now all except three of our 93 stations in the MTR heavy rail system are independently accessible by the mobility impaired. For the other three stations, station staff will provide assistance to those in need.

### DID YOU KNOW?

#### Free Accessible-Car Service for Wheelchair Users

Trial for a free accessible-car service at MTR Lam Tin Station for wheelchair-bound passengers commenced on 9 September 2016 for one year. Lam Tin Station is situated in a hilly area, and barrier-free access is only available at Entrance C downhill. Two hillside entrances along Kai Tin Road and Sin Fat Road (Entrances A and D1) are challenging to passengers in wheelchairs. With the commencement on the trial, they can contact station staff upon their arrival at the station between 7am and 11pm, and transport between Entrances A or D1 and Entrance C will be arranged. The Corporation will review the scheme upon completion of the one-year trial.



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## Upgrading our Assets

Delivering to 99.9% reliability does not happen without meticulous planning. Continuous investment and re-investments are vital to ensure that we can continue to deliver to our customers' high expectation, not only for today but also in the future. In 2016, we spent more than HK \$8 billion on maintaining, replacing and upgrading our existing network. Here are some highlights:

### RAILWAY INFRASTRUCTURE AND TRAINS



- The **HK\$3.3 billion** signalling system replacement project for 7 urban lines have kick-started. The Tsuen Wan Line will be re-signalled first, targeted to complete by the end of 2018. For the Island, Kwun Tong and Tseung Kwan O lines, site surveys began earlier in 2016.



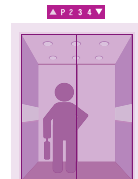
- Purchased a total of **93 8-car trains** at about HK\$6 billion to replace those on the Kwun Tong, Tsuen Wan, Island and Tseung Kwan O lines. The new trains will be delivered between 2018 and 2023.

- Modification on the East Rail line, the oldest line in the network, has commenced, including various **platform and station enhancements**.

- **The existing 28 7-car trains on the West Rail Line are being converted to 8-car trains** to enhance existing train services and serve the future East-West Corridor of the Shatin to Central Link. All the converted trains are targeted to be in service by 2018.

- **Lengthening platforms** on the Ma On Shan Line to prepare for capacity enhancement as 8-car trains replace existing 4-car trains in phases, starting from early 2017.

### STATIONS AND IN-STATION FACILITIES



- **Six more external lifts and six refurbished escalators** came into service in 2016



- We commit to installing **toilets** at all major interchanges as part of station improvement works. The latest additions was in Admiralty Station



- **Refurbishment** of the Hung Hom Station concourse was completed in February 2017.



- At Ma On Shan Line, all the extended station platforms were opened in November 2016, and more stations are now equipped with **automatic platform gates**. Existing 4-car trains on the line are being replaced by 8-car trains starting from January 2017.

- Installation of new chillers at Wan Chai Station began in November 2016 and is targeted to complete in 2017. This will be followed by the replacement of **160 chillers** in our others stations and depots between 2017 and 2023 with energy efficient models.



- Free **mobile device charging service** is available at **13 MTR stations** starting in late February 2017

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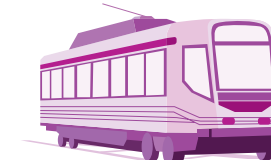
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## LIGHT RAIL AND BUS FLEET



- Replaced all existing Light Rail Single Journey Ticket Issuing Machines with new **2-in-1 models**.



- Purchased **40 Light Rail Vehicles** (LRVs) at about HK\$ 745 million, with the first batch expected to be ready for passenger service in 2019. The new LRVs include an improved LED lighting system and more passenger seats.



- Invested about \$200 million to purchase **68 new double-decker buses** to replace existing buses that are being retired in 2016 and 2017. The new buses are fitted with Euro V engines, along with other energy saving features, and have larger carrying capacity. They are expected to be in full service before the end of 2017.

## 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.

As an intermediary measure, we have gradually added 599 weekly services on the Ma On Shan, Tseung Kwan O and Island Lines as well as on some Light Rail routes since March 2015, increasing overall capacity by about 420,000 passenger journeys per week. In 2016, 140 additional weekly services were added in Island, Tsuen Wan and Kwun Tong lines, and another 148 trips has been added since February 2017. Since March 2012, more than 2,700 extra train trips have been added per week to different MTR Heavy Rail lines, and more than 650 weekly train trips added to Light Rail routes.

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.

While the upgrade of the signalling system on East Rail Line as part of the SCL project is underway, the HK\$3.3 billion signalling system replacement project for 7 urban lines kick-started on the Tsuen Wan Line in 2015. The new system will allow trains to be run more frequently, and overall passenger capacity is expected to increase by 10% when project is completed in 2026.

### LEARN MORE...

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

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## CUSTOMER SERVICES IN OUR PROPERTIES

### MTR Malls

To provide a high quality shopping experience for our customers, MTR Malls endeavours to offer a wide array of services to enhance customers' comfort and convenience. We also continuously optimise our in-mall facilities to better cater for the different needs of our shoppers. For instance, baby care rooms with breast-feeding facilities have been extended across all MTR Malls in 2015. We have also started to improve the barrier-free facilities in the MTR Malls portfolio, some of which have gone beyond current statutory requirements. ELEMENTS, Telford Plaza, Maritime Square, PopCorn, Plaza Ascot, Ocean Walk, The Lane and Luk Yeung Galleria have received the Barrier Free Accessibility (BFA) Certification by the Hong Kong Quality Assurance Agency (HKQAA) since 2015. We are planning to obtain certification for other malls in the next 2 years. In 2016, PopCorn received the "Caring of Barrier-Free Facilities" Award for its barrier-free services to the community.

We have been operating a self-initiated quality service programme called Total Service Assurance Regime across MTR Malls for over 14 years. Advocating good customer service practices and consistent service quality throughout our malls, this programme engages 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 2016, including the "Top Ten My Favourite Malls Awards" and "Best Customer Service Mall Award" from Apple Daily, "Hong Kong Service Award - Shopping Mall" from the East Week magazine as well as "Top 10 My Favourite Shopping Mall Awards 2016" from Hong Kong Economic Times.

### Premier Plus

Premier Plus, the elite brand under our Property Management portfolio, provides management services to high-end developments including residential development, The Cullinan and office building, Two ifc. Integrating the hospitality of international five-star hotels, we provide a one-stop round-the clock concierge service to our tenants. To realise the culture of MTR on seeking continuous improvement, Two ifc obtained the certificates of ISO10002:2014 Complaints Handling Management System, and ISO22301:2012 Business Continuity management System, the first in MTR managed properties.

### LEARN MORE...

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

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## CUSTOMER SERVICE IN STATION RETAIL SHOPS

At the end of 2016, there were over 1,392 MTR Shops. They consist of a wide variety of trades that cater to the daily needs of our passengers. The trades include convenience stores, food and beverages, health and beauty, fashion and accessories, and passenger services.

### Optimal Trade Mix

In order to provide maximum convenience for passengers using our network, the mix of tenants in our MTR Shops is determined with reference to the Optimal Trade Mix Model, which takes into account our commercial team's assessment of the profile of passengers utilising each station. According to the model, prospective tenants can be assigned into one of three main groups:

- Core Trade — Convenience stores, cake and bakery, banking
- Edible Trade — Takeaway food and beverage, confectionery and grocery shops
- Retail Trade — Fashion, accessories, health and beauty, passenger services, etc.

At the same time, stations in our network are classified into four groups reflecting the main purpose of customer traffic through the station:

- Domestic — Varied purposes such as transport interchange and business
- Leisure — Sightseeing and shopping
- Residential — Daily commuting from and to home
- Cross-boundary — Tourist and business travel to and from the Mainland of China

With the aid of the Optimal Trade Mix Model, our commercial team evaluates the passenger profile and geographical location of each station and introduces an appropriate mix of tenants to best suit our customers' needs.

### Support to Station Retail Tenants

We provide assistance to support new tenants in MTR Shops, including advice on shop design, guidelines on operations and management to facilitate their initial set-up at stations and a one-time free poster package within the MTR network for increased exposure to potential customers. In 2016, we launched the [NGO and Social Enterprise Support Programme](#) offering designated shop spaces along the West Rail Line to social enterprises.