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SAFETY

Safety is our first priority. We are proud to provide our customers with the safe and reliable public transportation option in every city where we operate. With decades 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.



Fatality is

0 heavy rail

1 light rail

1 bus

-11.6%

No. of reportable events involving escalators on the Hong Kong heavy rail network compared with 2015.

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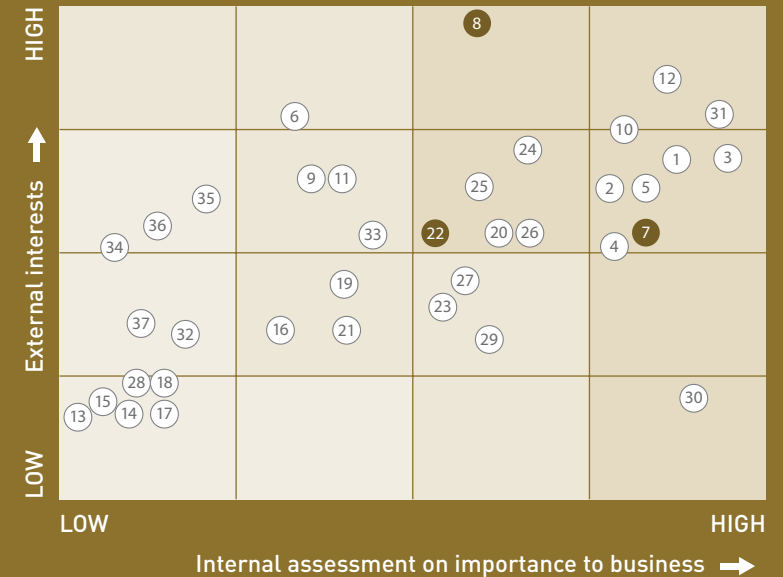
INTRODUCTION

Providing customers 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:

- Carrying more customers 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 with a growing elderly population. We must adapt to the changing needs of our customers, especially elderly customers.
- The profile of our workforce is evolving. In particular, average age of workers on construction sites is increasing. Meanwhile operations in our expanding rail network also bring challenges associated with a new workforce. We must ensure that valuable skills and competence are developed and retained within our workforce and continually transferred to new joiners.
- Contractor staff is an integral part of the MTR's workforce and safety culture. Contractor safety management is a key factor in the safety performance of the Corporation. We strive to make a step change in safety management and safety engagement for contractor staff to enhance their safety awareness, competence, and supervision.
- As we are upgrading and expanding our network to further enhance service, there has been an increase in the number and complexity of works in or near the operating railway. Additional contingency plans and enhanced risk management measures have been developed to ensure safety of the railway is maintained.

However, we are deeply saddened to report two fatalities in our transport operations, and one in our construction activities. We will continue our efforts to raise safety awareness amongst our stakeholders, and to ensure that we learn from these events to prevent a reoccurrence. We will not compromise the safety of customers, staff and contractors in any area of aspect of our business.

MATERIALITY ISSUES COVERED IN THIS CHAPTER



- ⑦ Customer education
- ⑧ Customers' health & safety
- ②② Employee and contractor health & safety

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Management Approach

GUIDING STRUCTURE

Corporate Safety Policy and Safety Governance

The Corporate Safety Policy and the Corporate Safety Governance Framework outline our approach and objectives for safety management. They ensure that safety is the responsibility of every director, manager, supervisor and all staff – it is essentially everyone's responsibility.

Corporate Strategic Safety Plan

We review and formulate our Corporate Safety Strategy every four years. After a series of Corporate-wide analyses and consultation, we have devised and published the Corporate Strategic Plan 2017-2020. While the scale of our business is continuing to increase, the Plan has been structured in a more strategic way to directly focus efforts towards the safety challenges faced by the Corporation as a whole. The Plan consists of three components, namely Safety Aspirations, Safety Goals and Strategic Focus Areas.

Safety Aspirations

- A1. To provide an environment that brings zero harm to people
- A2. To extend our safety excellence globally to uphold our reputation

Safety Goals

- G1. Zero fatalities every year
- G2. Zero major safety system incidents every year
- G3. Planned reduction in injuries year on year
- G4. To be amongst the very best in safety performance globally in all of our businesses
- G5. To be the safest mode of public transport in every place we operate

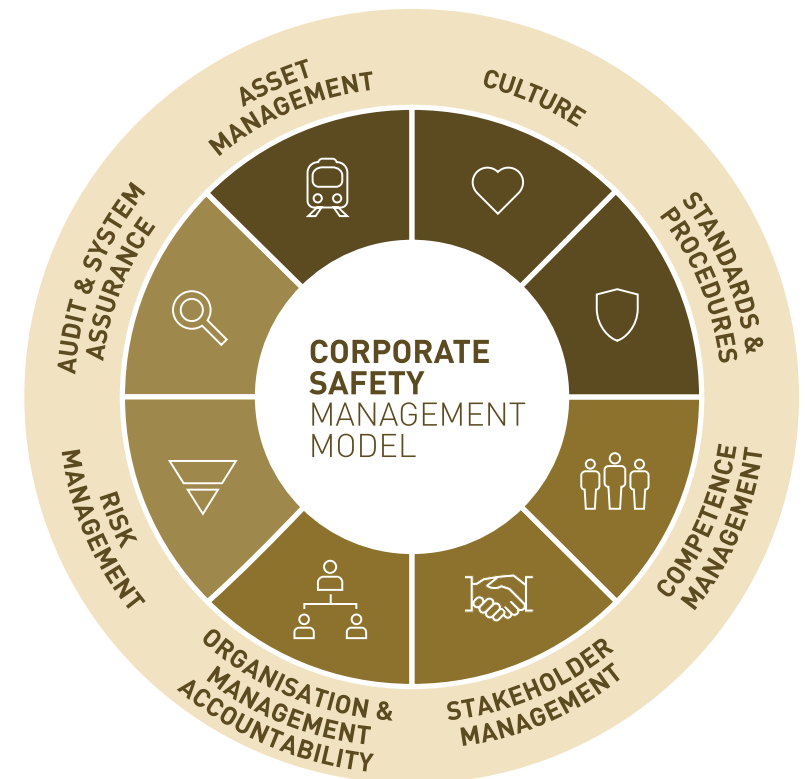
Strategic Focus Areas

- S1. Drive Safety-First culture further, both top-down and bottom-up
- S2. Enhance competence standards and human performance in safety

- S3. Bring contractors to our way of managing safety
- S4. Enhance effectiveness in safety management
- S5. Enhance safety standards and guidance for the Corporation
- S6. Drive safety risk management best practices into all parts of the business
- S7. Enhance resilience and crisis management

Corporate Safety Management Model

The Corporate Safety Management Model comprises 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.



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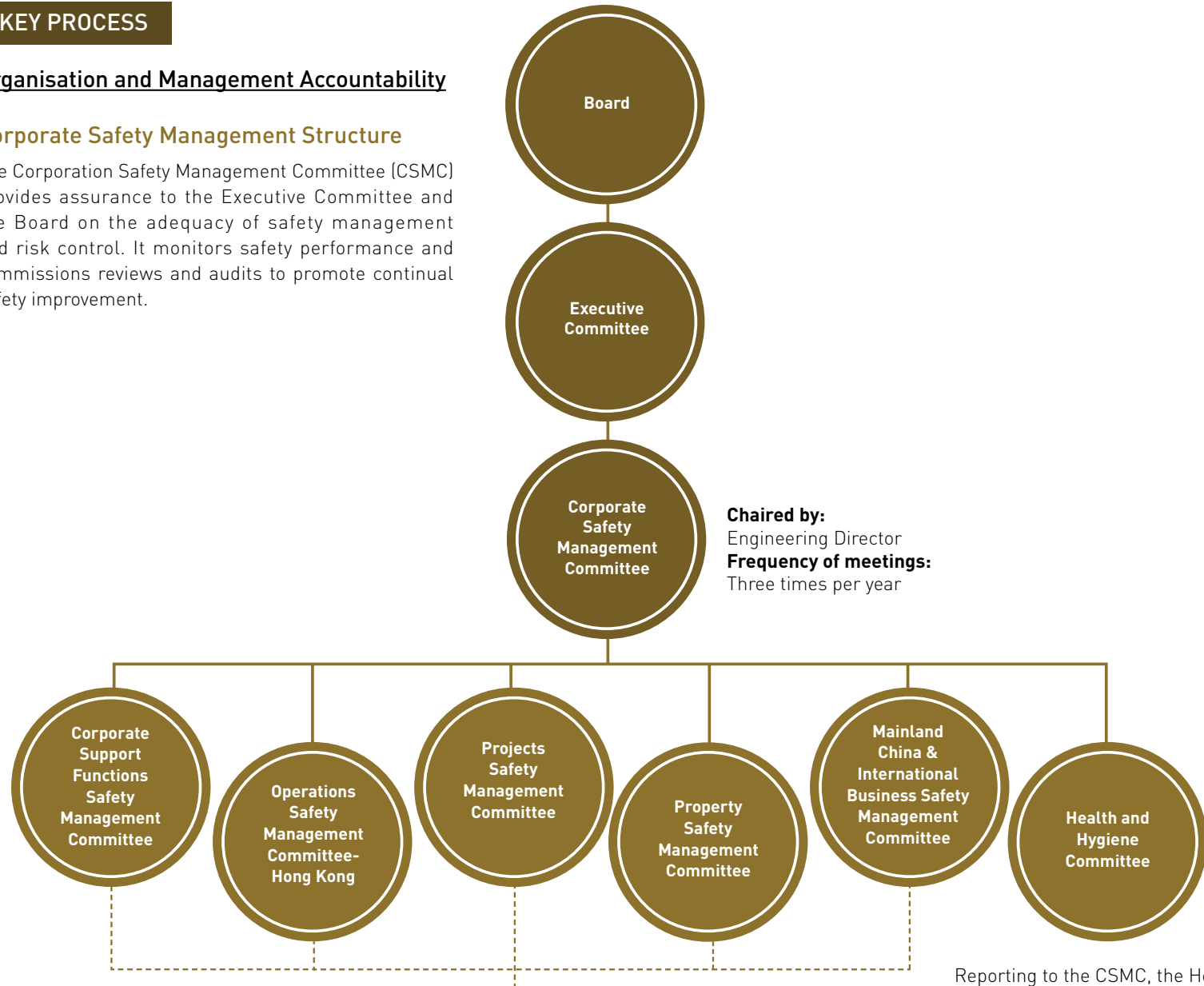
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KEY PROCESS

Organisation and Management Accountability

Corporate Safety Management Structure

The Corporation Safety Management Committee (CSMC) provides assurance to the Executive Committee and the Board on the adequacy of safety management and risk control. It monitors safety performance and commissions reviews and audits to promote continual safety improvement.



Chaired by:
Engineering Director
Frequency of meetings:
Three times per year

Supporting the CSMC are five 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.

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Culture

Safety leadership training

All of our managers are required to attend a mandatory corporate safety management training course to get familiar with the Corporate Strategic Safety Plan, understand their safety management responsibilities and develop skills for safety leadership. As at end of 2016, over 2,000 managers have completed the training.

Safety learning and sharing

As a learning organisation, we encourage information sharing and adoption of best safety practices among our own staff and among different businesses worldwide. We use a variety of channels to encourage staff to proactively report opportunities for continuous improvement, as well as to alert relevant teams on safety hazards so that they can be managed in a timely manner.

- **Facilitating reporting and monitoring** – A safety reporting scheme implemented by the Operations Division that utilises various means including a mobile app, *Anomaly • Alert • Action (AAA) iSPOTit*, to enable staff to report anomalies, hazards and near misses so that appropriate and timely actions can be taken.

The Projects Division also has a mobile app that allows frontline staff to view safety alerts, receive safety information and learn important lessons from accidents and experiences that are reported by their colleagues; another app provides senior management with accident and incident information and statistics from railway construction projects.

- **Safety Incidents sharing** – Internal and external safety incidents are regularly shared across the Corporation to learn important lessons. Railway incidents around the world are monitored continuously, and a worldwide railway incidents database has been established for building up safety knowledge for the Corporation.
- **Internal knowledge platforms** – Online portals that have dedicated safety sections; safety chats and sharing videos. "MTR Creators" is an online discussion and community of practice platform for knowledge sharing among staff, accessible via the intranet and by using a mobile app launched to staff in 2015.

- **Learning and sharing with our hubs** – To facilitate learning and sharing between MTR Hong Kong and the business units in the Mainland of China and overseas, safety topics are identified for benchmarking with the objective of sharing good practices and promoting continuous improvements in safety management and performance. A good practice database has been established for use by all businesses of the Corporation. The Safety Professionals' Community was also established to develop a communication network across the Company covering subsidiaries and associates inside and outside of Hong Kong to facilitate sharing on safety management and good practices.

External learning and benchmarking

It is important that we look beyond our own operation, to benchmark with other transport operations, and learn from other companies. This is achieved through various channels:

- **Joint Utilities Safety and Occupational Health Policy Group** – To provide enhanced consultation and liaison, as well as share good practices between the Government, Occupational Safety and Health Council (OSHC) and utility companies on safety and occupational health issues.
- **International Association of Public Transport (UITP)** – To provide a worldwide network to bring together all public transport stakeholders and all sustainable transport modes. MTR actively participates in UITP for sharing and learning with other transport operators.
- **CoMET Benchmarking** – We participate in safety performance benchmarking and information sharing with metro operators around the world through the Community of Metros.

DID YOU KNOW?

Find out how our safety performance benchmark against other metros from the [CoMET Benchmarking Result](#).

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Standards and procedures

Safety documents clearly states management's commitment to safety at work, and provides instruction for managing risk and for working safely. These documents include the Corporate Safety Policy, safety rules, procedures and work instructions. We have systems in place for safety document formulation, dissemination and regular review, with all staff having ready access to information relating to safety.

Safety targets and monitoring

We set targets for the safety of customers/public, 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, under the directive of reducing injuries year on year. Since the three modes 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. Similarly, safety targets for other business types such as construction works and property management adopt different methodologies in their target setting.

Risk management

We proactively identify and register safety hazards, as well assess and control associated risks in a structured manner to a level that is as low as reasonably practicable. As such, ownership for risks and their controls are identified, regularly reviewed and prioritised.

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.

Crisis Management Plan

To help ensure that the Company will respond to and recover from emergencies and crises in an organised and highly effective manner, including timely communication with principal stakeholders such as Government departments, we have established a mechanism since 1995 to activate the formation of the Crisis Management Team in the event of a crisis. The Crisis Management Team comprises relevant Members of the Executive Directorate and Executive Managers, and its operation is governed by a Crisis Management Plan which, among other things, sets out the duties of respective members. The Crisis Management Plan is kept in line with world-class standards and up-to-date through regular reviews. The operation of the Team is aided by an information system to keep track of the latest crisis situation, issues and strategic actions and to disseminate crisis related information. The Team conducts regular exercises to validate the crisis management organisation and arrangements and to provide practices for members. An exercise for the Crisis Management Team was conducted in August 2016 on a crisis scenario related to property development / railway operations interface. Exercises for the shadow team of the Crisis Management Team were conducted in December 2016 involving a cyber attack scenario.

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LEARN MORE...

Our "Safety First" culture was well demonstrated by our response to an arson incident that happened on one of our trains on 10 February 2017. Investigation revealed that an individual ignited flammable liquid and set fire in the compartment of a Tsuen Wan Line train traveling from Admiralty Station to Tsim Sha Tsui Station during the Friday evening peak hour. The train captain calmly brought the train to Tsim Sha Tsui Station having forewarned colleagues at the Operation Control Centre who had in turn alerted staff in the station. On arrival the train was evacuated and the injured attended to. The station was also quickly and orderly evacuated within a few minutes. Our colleagues responded robustly, professionally and speedily, working in partnership with the Police and Fire Services Department, enabling injuries and damages to be minimised.

We are deeply concerned over the incident, and have set up an Executive Review Panel to thoroughly examine the incident handling and safety procedures and to identify areas for improvement to further enhance the Corporation's response in emergency situations. The findings from the panel have been submitted to the Government in April 2017. Find out more from [here](#).

Asset management

Our capital assets are systematically managed, with continuous improvement principles, throughout the asset lifecycle, not only to achieve our corporate objectives, but also to ensure compliance with statutory obligations and adequate identification and mitigation of risks. The Asset Management System of the Operations Division has been certified to ISO 55001.

Ensuring quality of critical items

To meet our high standards of safety and service, we developed and implemented a robust assurance process to ensure that critical items conform to our specifications. Critical items are defined as items that are either associated with a high safety risk ("safety critical engineering spares") or may potentially lead to prolonged service interruption ("service critical engineering spares").

Audit and system assurance

Our structured audit programmes are in place to provide assurance that our plans in our Safety Management System are implemented and effective in meeting its intended objectives. These audits ensure that safety management processes are adequately implemented and identify opportunities for improvement. The system assurance process is applied where necessary to ensure that safety risks are and continue to be managed to as low as reasonably practicable throughout the system lifecycle with reference to the European Standard EN50126.

External safety management system review

An international review team of railway safety experts conducted the 8th External Safety Management System Review for the Operations Division in 2014. Such review, which is required under the terms of our Operating Agreement, provides additional assurance that our safety management is up to international standards. Visits to close out recommendations in 2015 and to review specific topics (e.g. safety reporting by staff) in 2016 were carried out. Conducted every three years, the next review will take place in 2017.

Safety system assurance in the new lines

For more than 20 years we have been implementing an established and robust system assurance process for the design, construction and commissioning of our lines, with reference to international standards such as EN50126. A risk based approach has been adopted and is aimed at optimising four focus areas: reliability, availability, maintainability and safety of the system.

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Competence management

We determine competence requirements systematically. A competence management model has been established. Arrangements for the selection, placement and qualification of people are in place to:

- ensure that staff has the physical and mental abilities required for their work;
- assess the competence of contractors, as part of contractor selection and as an on-going process;
- equip those working within the Company with the ability to work safely and manage risks; and
- confirm that changes to the business are planned for, over the medium to long term, to ensure the required distribution of skills and competence.

Human factors

Good safety performance is contingent upon people's 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 and performance characteristics to facilitate a safe, comfortable and effective work environment and practices. It aims to maximise staff safety and service 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 a novel and sometimes changing situation. We are adopting "fingering procedure" (also known as "pointing and calling") in many areas of our operation, as it is proven to be effective in reducing human errors. We also encourage our staff to conduct peer-to-peer observations to identify at-risk behaviours under the "No Name, No Blame and No Sneak-up" principle.

Stakeholder management

Individuals and organisations have an effect on or can be affected by our safety performance, this is why we actively engage them to:

- inform, educate and raise the understanding of safety requirements and performance;
- establish areas of cooperation and involvement by listening to understand concerns and by responding to resolve them;
- promote understanding and ownership of safety responsibilities; and
- learn and improve through sharing lessons and knowledge.

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 half-yearly safety conferences for contractors and major safety promotion activities over the year.

For more information, please refer to [Staff and Contractor Safety](#) and [Collaboration with our contractors](#).

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CUSTOMER SAFETY

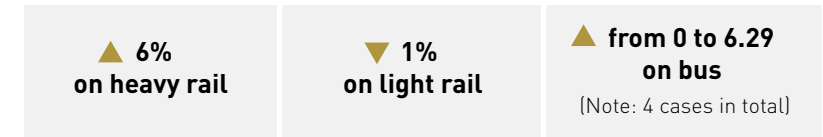
Customer Safety Performance

We are deeply saddened to report two customer/public fatalities in our transport operations:

- On 4 January at Light Rail: A man and woman on a bicycle went through the red traffic light signal, and were hit by an approaching light rail vehicle although the driver has applied emergency brake and sounded the horn. The man was certified after arriving at the hospital.
- On 12 June at Tin Shui Wai: A woman dashed out at the pedestrian crossing while the red traffic light for pedestrian was on. An approaching bus hit the woman even though the Bus Captain has applied the brake immediately. The woman was admitted to the hospital but passed away the day after.

In 2016, efforts to ensure continuous safety improvements saw a 9.1% reduction in reportable incidents on the Hong Kong heavy rail network compared with 2015. The customer injury rate (defined as "number of customer injuries requiring hospitalisation") also improved for our light rail operations. We have also seen a reduction of elderly injury rate. As the number of elderly customers continues to grow, we are organising targeted safety talks, visits and escalator safety campaigns to enhance safety awareness.

Changes in Number of Customer Injuries Requiring Hospitalisation Compared with 2015



Customer and Public Safety – Fatalities



Number of Injuries Requiring Hospitalisation (per 100 million customer journeys)

	2015	2016
Heavy Rail		
Target	9.72	9.48
Performance	7.91	8.39
Light Rail		
Target	12.67	13.66
Performance	14.76	14.55
Bus		
Target	7.48	6.88
Performance	0.00	6.29

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Escalator safety and other accidents on concourses

We are pleased with the reductions achieved in the most common types of accidents, when compared with 2015:

- reportable events involving escalators reduced by 11.6%
- door-related accidents reduced by 29%
- platform-gap related accidents reduced by 16%

We operate nearly 1,000 escalators across our railway network. To reduce safety risks to our customers as low as reasonably practicable, we set up a special task force at the end of 2012 to make our escalator operation safer. In addition to the previous years' effort in adding yellow escalator handrails and using safety reminder announcements on our escalators, for continuous improvement, escalator safety promotion booths were set up in designated stations to educate customers, especially the elderly, on the safe use of escalators. Station assistants have also been deployed at strategic locations to remind passengers to be aware of the train doors and the platform gap.

LEARN MORE...

Watch the [MTR Escalator Safety campaign video](#)

Customer Safety Initiatives

Suicide prevention

According to our internally collected statistics, there were 17 suicides and attempted suicides on our railway network during 2016. To try to reduce the number of these tragic events, we continued to collaborate with The Samaritan Befrienders to set up Emotional First Aid counters in Mong Kok East, Shatin, Tai Wai and University stations. 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. We also introduced the Suicide Prevention team for critical stations and the Suicide Prevention roving team.

Crime prevention

Thanks to the continued efforts of the Hong Kong Police and our customers to remain vigilant against crime, we have successfully maintained crime rates at low levels and MTR is recognised as one of the safest urban passenger railways in the world. We have also stepped up promotions against sexual harassment and encouraged victims and witnesses to report incidents to station staff or police. We launched our annual MTR Crime Prevention Campaign in December 2016 co-organised with the Railway District of the Hong Kong Police. The theme of this year's campaign — Stay alert, watch out! Report crime! — was featured on station posters and customer information display systems across our network.

Light Rail safety

Maintaining safety on Light Rail can be a challenge. 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 addition to the continuous effort in refreshing drivers' safety awareness and educating the local community on safety around the system by Light Rail and MTR Bus Road Safety Campaign and Light Rail Junction Safety Promotion, we also seek to address the issue through improvements to our assets. We have carried out studies in widening platforms and providing additional lighting at junctions within the MTR boundary. Furthermore, zigzag barriers are put in place to guide pedestrians to keep an eye on approaching traffic before crossing the tracks.

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Managed and Investment Properties

The Property Division places top priority on the safety of our customers, residents and the general public at our managed and investment properties. We continue to make every effort to eliminate the potential safety risks in our properties. In 2016, we engaged our food and beverage tenants to focus on prevention and preparedness to respond to incidents through various ways:

- Conducted more than 300 fire safety audits on our food and beverage tenants, and provided recommendations on fire safety enhancement. The safety check-list for assessment of fire hazards was also updated to include maintaining passage ways free of obstruction, and providing means of escape in the service areas of food and beverage shops
- Arranged a training session on fire safety
- Conducted more than 250 emergency drills in our residential estates and shopping malls

Within the Investment Property Department, we conducted the annual crisis drill, simulating a transformer failure, leading to blackouts and power suspension in our shopping mall that severely affecting the mall's operation. The drill covered crowd management and the safe evacuation of shoppers and tenants, and concluded with satisfactory results.

To continually raise safety awareness amongst our residents and tenants, we continue to regularly publish newsletters with safety related contents. These efforts have been recognised, and our shopping malls received the Safety Performance Award from the 15th Hong Kong Occupational Safety and Health Award organized by the Occupational Safety and Health Council.

Safety awareness initiatives in the community

To instil the importance of safe and courteous behaviour when travelling on the MTR in an engaging manner, the MTR x Hong Kong Repertory Theatre "Railway Safety School Tour Programme" was introduced in 2011. The performances are staged in kindergartens, primary and secondary schools, and special needs schools. Over the past five school years, the performance was seen by over 117,000 students.

We also organised a number of safety and courtesy talks in schools and with the elderly. At elderly centres we provided "elderly kits" to familiarise them with the facilities and safe usage of the MTR network. We also partnered with RTHK 5 on an elderly programme to visit the new Ho Man Tin and Whampoa stations and participated in interactive games with DJs and celebrities on railway safety and courtesy behaviour.

Safety learning made fun and easy

In 2015, together with People on Board, a social enterprise in Hong Kong, a board game was developed with the aim of helping children develop a better sense of railway safety and passenger courtesy from an early age. An updated version of the game was released during the Hong Kong Book Fair 2016 with information on the new lines and stations. Proceeds of the sales/profits of the board game went to People on Board, supporting youth development projects in Hong Kong.

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A Safe System for All

Ensuring quality of critical items

Our robust 5-stage assurance process, approved by the Board and Executive Committee, involves identifying all items to subsystem and component levels that are considered safety or service critical items by the relevant task force. Currently, there are defined service critical items for existing lines, while an identification exercise is underway for the new lines.



Safety system assurance in the new lines

The safety assurance process involves assessing operational safety impacts throughout the project lifecycle, with consistent checks at each milestone. For example, we work with different departments and contractors to interface the different safety systems and mitigate any impacts that may arise on the interfaces. We integrate, verify and validate safety requirements through both a top-down and bottom-up approach including contract requirements setting, safety integrity level assessments for safety-related and safety-critical systems and design as well as onsite verification and validation activities. We also employ independent safety assessors to check the adequacy and effectiveness of the development processes for our safety critical systems. These assessors are also involved at all stages of the projects.

Learn more about the preparation work that went into the opening of the [Kwun Tong Line Extension](#) and the [South Island Line](#) to ensure customer safety.

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STAFF AND CONTRACTOR SAFETY

Staff and Contractor Safety Performance

Fatalities on construction site

Despite our best efforts to implement safety practices across all our construction sites, and reinforcing these with our contractors and their subcontractors, we deeply regret the loss of one life in 2016 involving one of our contractors. At the Shatin to Central Link network expansion project site at Hung Hom, a worker fell from a height of approximately 4.5 metres into water at a cofferdam. An investigation panel was convened to identify the cause of the incident and made recommendations to prevent a recurrence.

Safety Performance

	2015	2016
Staff Safety – Fatalities	0	0
Contractor Safety – Fatalities	3	1

Lost time injuries for staff

Although we have seen improvements in staff lost time injuries (LTI) across our business in 2016. Projects Division has seen an increase in LTI frequency rate, to 0.25 per 100,000 man-hours. The majority of accidents were related to slips, trips or falls on same level and the injuries were minor in nature. Lesson learnt were shared with all contractors and staff. Safe Steps campaign and independent monthly inspection regime were introduced to improve housekeeping on site.

Safety Performance

	2015	2016
Corporate Support Functions	0.17	0.09
Operations Division	0.56	0.47
Projects Division	0.11	0.25
Property Division	0.14	0.09

Reportable accidents for contractors

The contractor reportable accident rate in Projects Division increased slightly to 0.49. The majority of accidents were related to slip, trip or fall on same level and manual handling. Safe Steps campaign and Hands Off campaign will feature again in our Safety Plan 2017.

In both our managed and investment properties, we observed slight improvements in the reportable accident frequency rates in 2016. Continuous effort was made to enhance staff safety awareness and manage work-related risks, including safety management training, review of method statements and risk assessments of high risk activities to seek for improved practices. In view of the planned major renovation, maintenance, addition and alteration (RMAA) projects, their risks were also adequately reviewed. A Clubhouse Safety Campaign took place to further explore the enhancement opportunities and share safety improvement practices concerning workplace safety.

In 2016, security guards accounted for more than half of our accidents, and over 60% of the accidents were related to slips, trips and falls. Hence, for 2017, we have planned a series of trainings and promotions targeted at security guards.

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

	2015	2016
Corporate Support Functions	0.15	0.22
Operations Railway	0.16	0.16
Projects Construction – Railway Extension Projects	0.48	0.49
Property Development and Investment Projects	0.06	0.03
Investment Property	0.08	0.05
Management Property	0.15	0.12

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Staff Health and Well-being

Promoting health and well-being for our staff is always our focus. Initiatives such as on-site seasonal influenza vaccination provided to staff free of charge, health and hygiene talks and campaigns during the Corporate Safety Month and throughout the year, Health Walk Day in autumn every year, ICan mental hygiene programme, etc. are on-going.

Occupational Safety and Health Awards

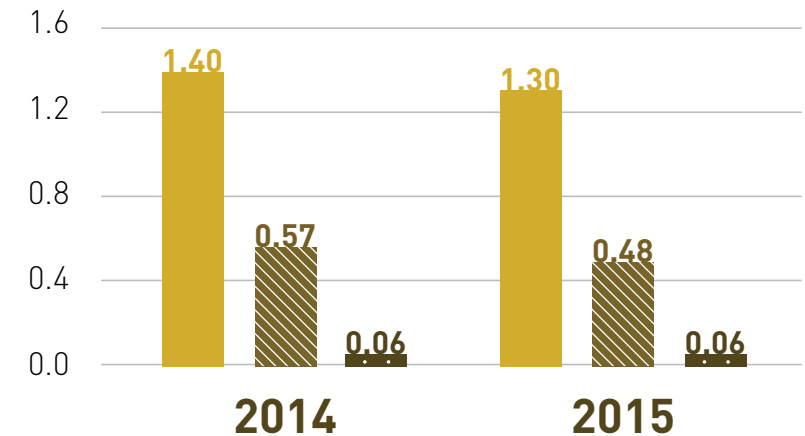
At the 15th Hong Kong Occupational Safety and Health Award by Occupational Safety and Health Council, our Sustainability Report 2015 received the Silver Award in Occupational Safety and Health (OSH) Annual Report Award and the Investment Property Department won the Safety Performance Award.

Contractor Safety in Context

Work on construction sites presents many safety challenges and hence we place special emphasis on promoting safety for workers on our network expansion, property development and investment projects. As a testament to our efforts and our various initiatives, the reportable accident frequency rate for our network expansion project sites continues to be well below the Hong Kong Construction Industry average.

Construction Industry Benchmarking for Reportable Accidents (per 100,000 man-hour)

- Hong Kong Construction Industry Average*
- Contractors – MTR Hong Kong Construction Project (Railway Extension Project)
- Contractors – MTR Hong Kong Property Development and Investment Projects



*2015 is the latest figure available.

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Contractor Safety Initiatives

We continue to implement 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.

Projects Division Contractors

To strive to improve the safety and health standards of our contractors, we organised various promotion campaigns to raise the safety and health awareness. We also engaged directly with construction workers through training, multilingual workplace campaigns, mentoring and a variety of communication initiatives.

Safety Campaigns in 2016

- Four safety campaigns were launched to support contractors; focusing on site planning, hierarchy of control, safety culture and fire prevention.
- 'Hands Off' safety innovation award scheme were launched to encourage and recognise the elimination of the risk of hand and finger injuries by engineering control.
- The previous ISRS audit system was replaced with an independent inspection and audit system which focuses on high risk activities and measures compliance of legal and contractual requirements. Each main contractor is subject to an annual safety audit and a monthly safety inspection of high risk activities.
- A 'No Regrets' campaign was launched to influence the risk attitude of construction workers. In association with Lighthouse Club, videos with first-hand accounts of the victims of workplace accident were produced and promoted.
- In collaboration with the UK Institution of Occupational Safety and Health (IOSH), a high profile "No Time To Lose" campaign was launched to raise awareness of occupational health.

Looking forward to the future

We will continue our campaigns on improving housekeeping and turning to engineering solutions to avoid manual handling because they are the major contributors to workplace accidents. We will also focus on work at height and electrical safety which is highly prevalent in our 2017 construction programme.

Safety Plan 2017

- High risk focus areas - 2017, as we progress ahead with our works, we see an increase in works at height and energisation of power supplies. These two kinds of highly dangerous work may lead to severe consequences if they are not properly managed and monitored and therefore we remain vigilant to ensure planning has identified safe systems of work that have been robustly communicated and implemented on site.
- 'Hands Off' campaign - A campaign to promote engineering control measures to prevent hand injuries and to develop a continuous culture of innovation and ensure the idea for "hands off" are utilised throughout our works.
- 'Safe Steps' campaign - A campaign to rigorously enforce site housekeeping to provide safe and proper passageways and to prevent 'slip, trip and fall on same level' which is one of the most common accidents occurred on construction site.
- "No Regrets" campaign - A campaign to continue to positively influence the risk taking propensity of our workforce.
- Fatigue Awareness campaign - The impact of fatigue and its correlation to accident rates is widely known in the transport industry, but little information is available in the construction industry. In addition to increasing the chances for a safety lapse, fatigue can also have long term health implications, the performance of a fatigued worker will be reduced, and reflexes and decision-making can be impaired. This campaign reviews the impacts of fatigue and make practical recommendations to manage the observed issues.

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Property Development contractors

With the concerted efforts of the Company and our joint venture partners, our property development projects achieved an exceptional reportable accident frequency rate of 0.03 in 2016, 50% lower than the 2015 rate.

Numerous safety initiatives were implemented for safety excellence in 2016:

- Anticipated high risk activities were reviewed monthly, and detailed method statements and risk assessments were prepared. These were communicated to frontline staff on site through safety briefings before work could commence.
- Senior management site walks continued to demonstrate a top level commitment to safety.
- Regular safety workshops conducted with MTR project managers and resident safety managers to re-enforce their safety mind-set
- Monthly scaffold inspections with Competent Person were conducted, which was beyond statutory safety requirements
- Safety campaigns were conducted regularly, and covered a range of issues including work at height, electricity hazards, hot weather, fire, and plant and equipment safety
- Safety system reviews with a focus on temporary works safety, such as design loading, erection, and checking arrangement.
- Regular audits were conducted for individual development projects to ensure the safety management system is in place
- Engaged staff through a safety slogan competition. The winning slogan is being displayed on site to nurture a safety culture.