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## STAFF

The dedication and commitment of our staff is at the heart of the Company's success. Their can-do attitude enables us to meet our customers' expectations and this contributes to a corporate culture that encourages everyone to take pride in providing caring service for our customers and the community. Guided by our Vision, Mission and Values (VMV), we strive to inspire, engage and develop our staff to achieve excellence.



37,721

Global Staff Strength  
(Full Time Employee)

7.1 days

Average Training Days  
per Employee

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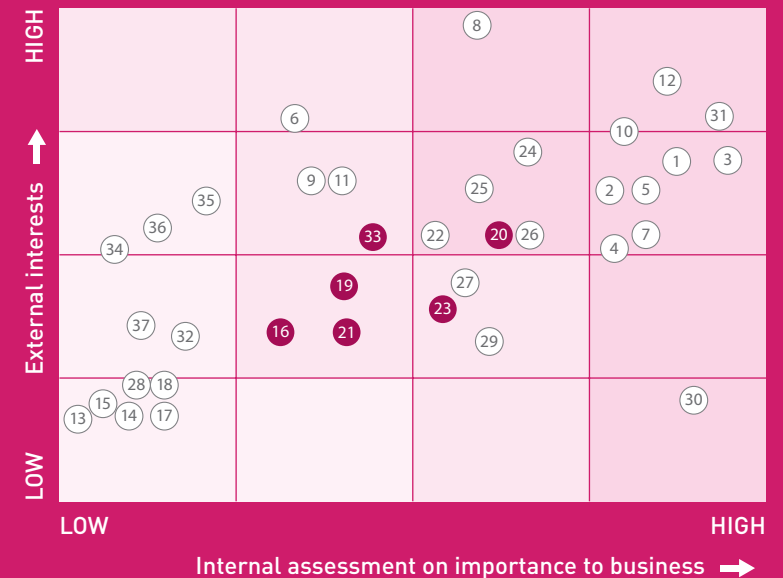
## INTRODUCTION

In recognition of MTR's dedication to human resources management, development and staff engagement, MTR was selected the employer of choice and received recognition in various surveys:

- "Best Companies to Work For in Asia 2016" by HR Asia Magazine;
- First Runner-up of the "Most Attractive Employers in Hong Kong 2016" by Randstad Group;
- The top three most attractive employers under the field of "Engineering / Natural Sciences" in Hong Kong in the 2016 Universum Employer Study;
- The second most preferred company in jobsDB's 2016 Hong Kong Top 10 Companies survey.

Although it is gratifying to receive recognition for our achievements, as our business expands within Hong Kong and across the globe, we also recognise that we are facing a number of challenges in our management of human resources (HR). These include increasing demands for manpower due to network expansion and service enhancement. As many of our first generation of staff are retiring in recent years, the associated issues of succession planning, staff movements and workforce transition are posing challenges, especially in relation to knowledge transfer. Responding to the need for nurturing future railway professionals, not only in Hong Kong but in the industry worldwide, we launched MTR Academy in November 2016, seeking to establish Hong Kong as a training and development hub of railway experts.

## MATERIALITY ISSUES COVERED IN THIS CHAPTER



- 16 Diversity and equal opportunity
- 19 Employment practices
- 20 Conditions of work & social protection
- 21 Staff consultation and engagement (incl freedom of association and collective bargaining)
- 23 Employee development & training
- 33 Employment creation and skills development

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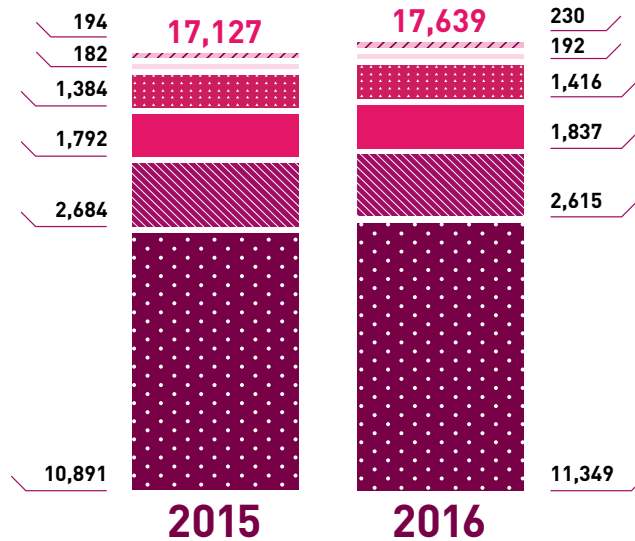
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Our People

Our businesses are commonly associated with physical assets, such as rails and tracks, stations, depots and buildings. Ultimately, however, we depend on the strength and versatility of our workforce to design, build, operate and maintain this infrastructure, bringing it to life each day.

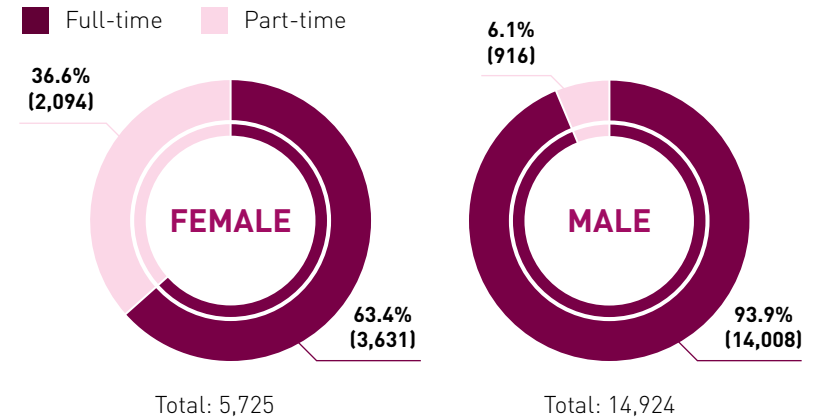
The following tables introduce the composition of our workforce in Hong Kong.

BREAKDOWN OF FULL-TIME EMPLOYEES BY EMPLOYMENT AREA IN 2016



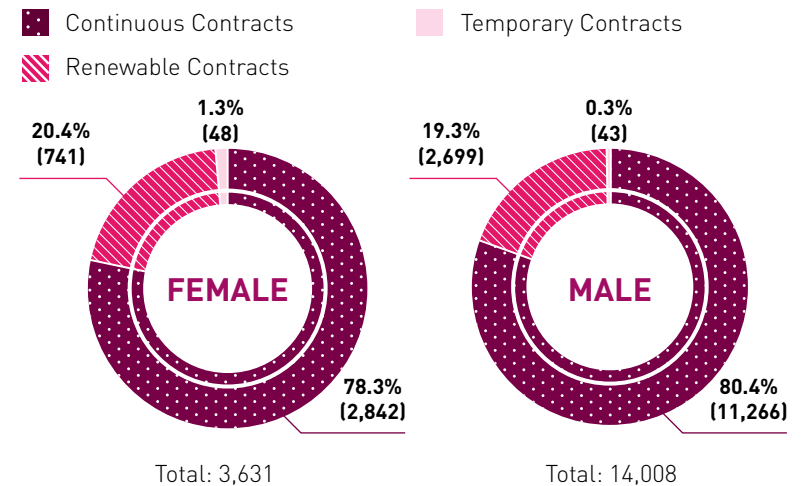
- Mainland of China and international businesses
- Station commercial businesses
- Property and other businesses
- Corporate management and support departments
- Projects
- Operations

COMPOSITION OF OUR WORKFORCE BY GENDER AND EMPLOYMENT TYPE IN HONG KONG IN 2016



Total Number of Full-time and Part-time Employees of the Company based in Hong Kong, excluding subsidiaries outside of Hong Kong: 20,649

BREAKDOWN OF FULL-TIME EMPLOYEES BY GENDER AND EMPLOYMENT CONTRACT IN 2016



Total Number of Full-time Employees of the Company based in Hong Kong, excluding subsidiaries outside of Hong Kong: 17,639

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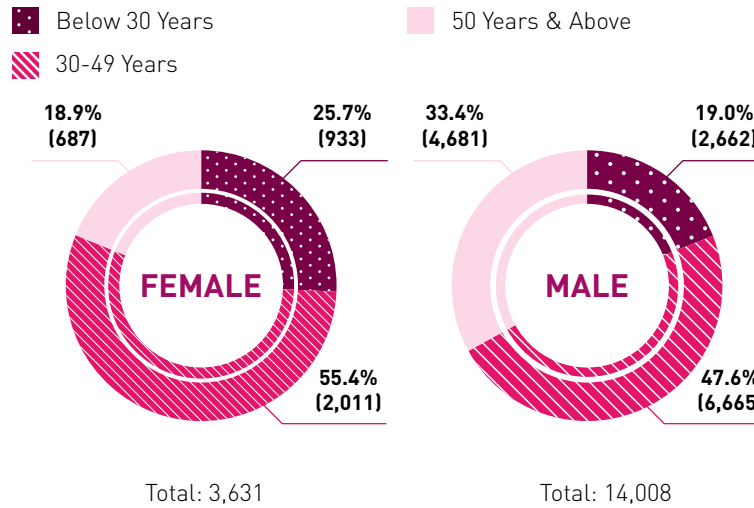
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BREAKDOWN OF FULL-TIME EMPLOYEES BY AGE AND GENDER IN 2016



In some business areas, particularly construction of new lines and properties, we rely extensively on contractors who work on our behalf but who are not directly employed by the Company. Please read more about working with contractors in [Safety](#) and [Supply Chain](#) sections.

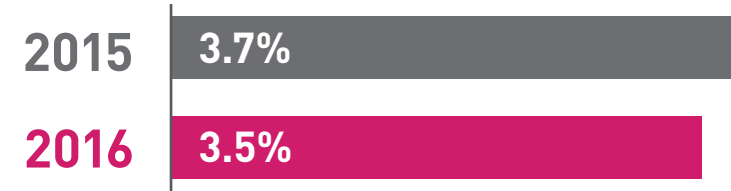
Length of Service

The ability of our organisation to attract and retain skilled, motivated and experienced people is reflected in the length of service of our employees. In 2016, the average length of service for full-time employees in Hong Kong was 12.8 years. 889 staff who have been working for 10 to 40 years with the Corporation received Long Service Awards in recognition of their long-term commitment to the Company, 3 of them have attained 40 years of service.

Rate of voluntary turnover

The rate of voluntary turnover for our staff, at 3.5% in 2016, is low when compared to other employers in Hong Kong and the railway industry worldwide.

OUR VOLUNTARY STAFF TURNOVER RATE IN HONG KONG



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## Management Approach

### GUIDING FRAMEWORK

#### Executive responsibility

Our Human Resources Director oversees all matters relating to manpower resourcing, staff relations, reward management, talent management, training, organisational development, security and office administration.

#### Code of Conduct

Together with other corporate policies and guidelines governing the behaviour of employees, the Code of Conduct ("the Code") underlies our success by reinforcing the trust placed in us by our stakeholders. It is a guide for staff at all levels to uphold our VMV, containing practical advice about responding to situations that may arise in our daily work. Please [download](#) a copy of the latest version of the Code.

#### Staff consultation

We comply with legal obligations concerning collective bargaining and union membership where applicable in all countries and regions where we operate. In Hong Kong, we engage in open and regular consultation with our staff through a well-established Staff Consultation Mechanism. As a result, we have successfully maintained stable and harmonious relations with staff.

Over 900 staff representatives have been elected by their colleagues to serve in Joint Consultative Committees (JCCs) for handling matters of concern at departmental or sectional level. The Staff Consultative Council (SCC) is the platform for consultation on corporate-wide affairs, including pay and benefits. It is chaired by the Human Resources Director and made up of 48 elected SCC Councillors and 10 representatives from senior management of different business areas. In the past 35 years since establishment of SCC in 1981, trust and support from SCC Councillors have contributed to overcoming various challenges including the Rail Merger. Regular meetings with seven staff unions also provide additional channels for communication between staff and management.

### KEY PRINCIPLES AND PROCESSES

#### Equal opportunity

We do not tolerate any form of discrimination on the grounds of gender, sexual orientation, disability, age, race, national or ethnic origin, family status or other personal characteristics that are protected by law. All employment activities and HR related matters are handled based on an objective assessment of every individual's competencies, experience, skills and qualifications.

We provide support for employment of persons with disabilities. For the third year, we collaborated with the Hong Kong Council of Social Service and local universities in 2016 to provide summer internship opportunities for 10 university students with disabilities or special educational needs.

#### DID YOU KNOW?

In 2016, we employed 300 people with disabilities, representing 1.7% of full-time employees.

#### Career development

Our training programmes are designed to meet the organisation's long-term requirements for skills and management succession. We aim to recruit the right individuals and then retain and develop them through different stages of their careers with us.

#### Work Improvement Team

In place for more than 28 years, the Work Improvement Team (WIT) is an activity designed to motivate staff members to apply their own initiative, innovative thinking, and organisation, planning, problem-solving and decision-making skills. Each team is formed voluntarily by four to ten members who perform the same or similar type of work. They meet at least once a month to develop work improvement projects and are supported by a facilitator.

The WIT concept has been adopted by subsidiaries and associates in Shenzhen, Beijing, Hangzhou, Melbourne and Stockholm. There are now nearly 350 teams established outside of Hong Kong, involving nearly 3,000 participants. In 2016, these teams submitted nearly 420 work improvement projects.

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## Global HR Strategy

We are committed to replicating our success in Hong Kong to our overseas operations. To achieve this, we encourage knowledge sharing and best practice transfer among Mainland of China and International hubs. Currently we have over 140 Hong Kong staff working in projects overseas on a full-time basis and some staff on a travelling basis. Throughout their offshore assignments and upon their return, staff members are encouraged to share their experiences and learnings. Through these means, we are able to ensure that knowledge and experience are shared mutually and adapted in a local context.

To allow for the right people, culture and working environment in our overseas operations, the HR departments also organises regular meetings with our global teams to ensure that our overall strategy and global initiatives can be reviewed and launched effectively locally.

## Tailored approaches

In the Mainland of China, we focus on recruiting local talent and developing the skill sets that we need for existing operations and future expansion. We have partnered with a number of educational institutions in different parts of Mainland of China to recruit and develop trainees.

In the more established markets of Australia and Europe, we provide support to strong, existing local teams. In these regions we look to build on our experiences in Hong Kong in strengthening operational processes and enhancing business opportunities.

## Strategic HR framework

Our global framework provides three clear objectives for our human resources strategy over the coming years, focusing on the corporate cultural development, talent management, and human capital mobility and development. Since 2013, we have started to implement structured programmes in pursuit of these objectives.

## Staff mobility

A Global Mobility Policy was also established in 2016 to facilitate global resource deployment and provide consistent relocation terms across global offices.

In line with our Corporate growth strategy with expanding business opportunities, we have established a Global Resource Pool. This pool of talent, integrating potential resources from International subsidiaries with the Mobile Resource Team from Hong Kong and Mainland of China, is previously established with the support of management and HR from Mainland of China and International hubs.



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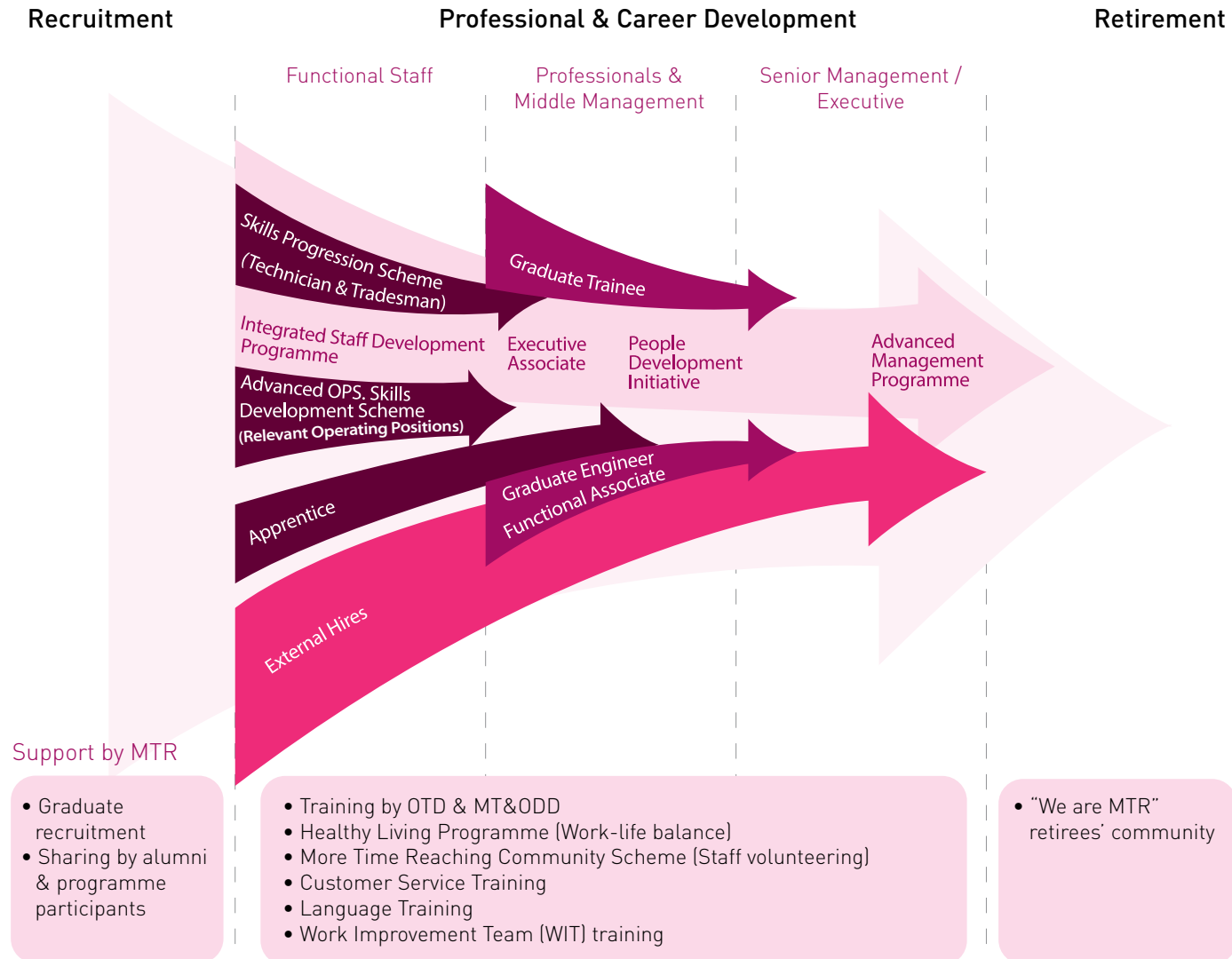
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## RECRUITMENT IN HONG KONG

In order to meet the manpower demands of our expanding businesses, we are continuously looking to recruit new people who have a can-do attitude – ready to embrace challenges and respond proactively in face

of rapid changes, demonstrate commitment to excellence, and are highly motivated to develop themselves for a rewarding career with us.



A variety of career choices across our businesses are available for the right candidates.

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## Opportunities for Graduates and Young Professionals

Many of our staff began their careers with us as part of a Graduate Development Programme. Through this leadership pipeline we identify and groom talented young people so that they are capable of assuming senior management positions. In 2016, we recruited 30 Graduates including 6 Graduate Trainees, 18 Graduate Engineers and 6 Functional Associates with prospects for succession into managerial positions in the future. We now have a total of more than 100 trainees in training.

Our accelerated graduate development programmes offer trainees the opportunity to experience up to four intensive cross-functional job rotations over a two-year period to gain in-depth knowledge and hands-on experience relevant to their chosen area of expertise. The objective is to identify and nurture talented young people who may one day become leaders of the Company. Through separate streams focusing on general management or professional expertise, opportunities are available in all areas of our businesses.

### DID YOU KNOW?

#### What kind of person works for MTR?

Our staff members tend to share some common characteristics such as a willingness to work harmoniously with others, enthusiasm for completing every task to a high standard, and a can-do spirit to proactively seek improvement and overcome challenges. Our people demonstrate a deep respect for the trust placed in us by our customers and the drive for excellence in providing caring services to them. From Hong Kong to the Mainland of China, Australia and Europe, MTR employees around the world share our commitment to our [Values](#).

## Executive Associate Programme

We also identify and select young professionals into our Executive Associate Programme, developing high potential middle managers through cross-functional or geographical job rotations, mentoring by cross-divisional senior managers and cross-border experiential group learning.

## Apprentices and Technician Associates

In 2016, we recruited a record high 184 Apprentices and Technician Associates to fulfil our operational requirements for the future. We also launched two new schemes including a one-year Junior Tradesman Associate Training Programme in collaboration with the Labour Department and a four-year Craft Apprentice Training Scheme organised by the Vocational Training Council to groom more youngsters in technical and maintenance disciplines.

### Apprentice Training Scheme

Originally established in 1978 under the Apprenticeship Ordinance, our Apprentice Training Scheme has provided training to more than 1,400 young people to date. Apprentices receive systematic on-the-job training, access to technical knowledge and guidance on career development. They may also have the opportunity to attend designated Vocational Training Council programmes to acquire recognised academic qualifications. Many graduates go on to hold senior engineering and management positions both within our own organisation and elsewhere.

In 2016, several of our recent graduates received the Outstanding Apprentice/Trainee Awards from the Vocational Training Council, the 19th consecutive year our apprentices have received the award.

### Technician Associate Scheme

We have offered a two-year training programme named the Technician Associate Scheme since 2011, which is targeted at higher diploma holders from engineering disciplines. Our Technician Associates receive a wide range of on-the-job and professional training opportunities relating to railway maintenance. In 2016, we recruited 30 associates to join this scheme.

### LEARN MORE...

For more information about recruitment opportunities in Hong Kong, please refer to [Careers at MTR](#) on our corporate website.



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## TRAINING AND DEVELOPMENT

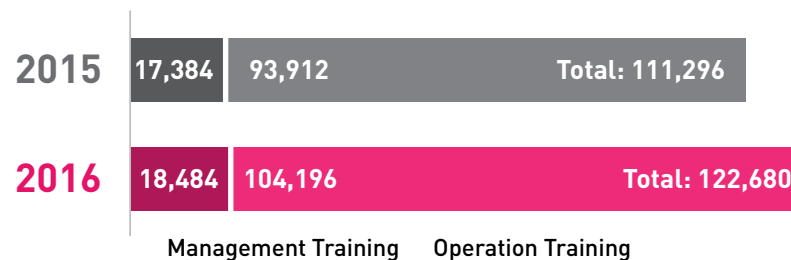
We invest in training programmes for our staff so that they can keep pace with changes in their professions, manage advances in technology and respond to constant evolution in our business environment.

With a commitment to develop our staff and strive for service excellence, we are honoured to have received recognitions from local and overseas professional associations in 2016 including an "Excellence in Practice Award" from the Association for Talent Development in the U.S. and three honours from the Hong Kong Management Association in the "Award for Excellence in Training and Development".

### AVERAGE TRAINING DAYS PER EMPLOYEE



### TOTAL STAFF TRAINING DAYS (MAN DAY)



## Staff Training and Development Programmes

We design our training and development programmes to suit our staff's different training needs at different stages of their careers, for a new joiner to a supervisor to becoming a manager. Training is also an important aspect of our management approach to safety and customer service, with all members of our staff undergoing training that is appropriate to their area of work and level of responsibility.

In addition to offering a range of management skills training courses dedicated to staff at supervisory levels or above, other management training programmes include:

- **The Integrated Staff Development Programme** – provides future leaders the opportunity to gain supervisory experience and develop a network of colleagues to support them as they progress in their careers.
- **The Executive Continuous Learning Programme** – provides managers a comprehensive and tailored training programme which promotes effective leadership by supporting them to improve professional competencies and management skills.
- **Strategic Change Leaders for Success** – develops influential change leaders to master the skills of enhancing team's agility in adapting to change and how to focus on the right priorities to realise the corporate strategy.

To help us maintain a high level of training quality, the **Operations Training Network** serves as an interactive learning and sharing platform for trainers. It is designed to connect training units from across all business units so that ideas and strategies to improve training services can be shared and members of the network can gain access to best practices and the latest training technologies.

## Self-learning resources

To further cultivate a corporate wide self-learning culture and create an interactive personalised learning environment, a wide range of mobile resources are now available as a one-stop learning platform - 'Mobile Learning Hub'. In 2016, we launched the divisional-based practical mobile learning modules including tailor-made Putonghua learning for property staff, BBC Business English Course, etc.

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## NURTURING OUR CORPORATE CULTURE

As part of our corporate culture, it is important that we align the professional conduct of our people with our VMV, creating a working environment where all members of staff are inspired, engaged and fulfilled in their roles. Other sections of this report also touch on key aspects of our corporate culture:

- Safety is our priority and will not be compromised in anything that we do
- We seek to understand and serve the needs of our Customers, both in the present and into the future.
- We seek to contribute positively to the Communities where we operate in, with sincere and meaningful engagement embedded in our approach to designing and constructing new projects.

### Engagement and Recognition

#### Staff consultation and communication

We value the views of every member of our staff. In addition to the Staff Consultation Mechanism, we reach out through a variety of other staff communication channels. An example is the Enhanced Staff Communication Programme, with 8,650 communication sessions organised in 2016, including departmental meetings, communication and sharing sessions, skipped-level informal sessions, etc. to encourage two-way communication between line management and employees to gauge staff sentiment.

The CEO Message on our intranet engages staff in Hong Kong as well as our overseas operations on corporate developments. Forums for dialogue between executives and general managers have strengthened communication and interaction, and site visits conducted by the CEO and other executives to meet and exchange ideas with staff have helped to improve understanding about our challenges.

With our continuous business expansion outside Hong Kong, the first global Staff Engagement Survey was conducted in November 2016 to solicit valuable feedback from staff in Hong Kong, the Mainland of China and international business hubs. The overall response rate was very high at over 94%. After we have consolidated and reviewed the findings, follow-up actions are being developed to respond to staff feedback.

#### Communications with our overseas operations

We introduced a multinational internal communication platform in January 2014 called MTRconnects, to engage staff members worldwide. It provides updates about the latest developments affecting our global operations, corporate news and encourages staff members to get to know each other by sharing work experiences and MTR people stories.

#### Staff Suggestion Scheme

Our staff are creative and innovative, and we thank those who participate in our Staff Suggestion Scheme to suggest new ways to make their work effective. In 2016, we received 624 suggestions, 11% of which were awarded and implemented in the workplace including ideas on resource saving initiatives, enhancing operational reliability, specially designed tools to improve work efficiency and more effective safety measures in property areas.

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## Motivation and reward

We recognise outstanding performance of staff members. In addition to annual performance reviewed and performance-associated salary review and bonuses, we have a number of motivational schemes in place such as the Living the MTR Values Award Scheme, through which managers and supervisors show appreciation for staff members who exemplify our core values through their work. We continued to produce a series of short motivational videos titled MTR People Making a Difference, featuring stories about the work of our staff.

In support of staff with children, we also provide a number of scholarships to eligible children of staff studying in local schools and educational institutions. The "Caring for Community" Awards is also established to recognise students who show care to our communities by actively participating in volunteering activities. Each year around 80 students benefit from this programme.

### DID YOU KNOW?

#### MTR Grand Awards for Outstanding Contribution

The MTR Grand Award for Outstanding Contribution is the highest form of recognition for members of our staff. Nominations are open to all individuals and teams across our businesses in Hong Kong, subsidiaries and associates outside of Hong Kong. They are submitted through department heads or local management, and the winners are selected in a stringent selection process by a cross-divisional vetting committee.

In 2016, we received a record 104 nominations across the Company. The winners were acknowledged at a yearly presentation ceremony held in October. This year's top award went to the Island Line Underpinning Team. A 59m wide, 20m wide underpinning work is required in the Admiralty station, which will become a first four-line mega interchange station after the Shatin-to-Central Link completes. The Team has delivered the complex underpinning while ensuring there was no disruption to the Island Line which is operating as usual. The project has also received external recognitions, including the Specialist Tunnelling Project of the Year Award 2015 at the NCE International Tunnelling Awards in London.

## Work-life Balance

We offer a wide range of programmes to ensure our employees lead balanced and healthy lifestyles.

### Family-friendly Employment Practices

Family-friendly employment practices offer further support to our staff and their families. Marriage leave, maternity leave, paternity leave, compassionate leave and study leave with full pay, as well as the recently-launched lactation rooms and related support, are provided to staff in Hong Kong to create an inclusive environment for them.

### Metro Recreation Club

Annual events and social activities, such as singing contest and Christmas Children's Day, are organised for staff and their families and friends to enjoy the time together. For a nominal fee, employees and retirees can join our Metro Recreation Club (MRC) to enjoy a range of recreational and sports facilities and activities together with their families and friends.

### Healthy Living Programme

We offer a range of programmes to ensure our employees lead balanced and healthy lifestyles as part of the "Healthy Living Programme" (HLP). This initiative emphasises a holistic approach to wellbeing that includes physical, mental, intellectual and social wellness.

We reach out to our staff by organising seminars and activities on popular topics such as tips for restful sleep, workplace hygiene and minimising stress levels. Additionally, a dedicated 24-hour counselling service hotline manned by professional counsellors is available to all MTR employees and their eligible dependants. Stress relief provisions such as recreational games are also provided at workplaces for some frontline staff.

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## "We are MTR" Retirement Community

Over the course of their working lives, many of our staff members develop strong ties with their colleagues so we understand that retirement can mark a big and sometimes difficult transition. Leading up to retirement, staff members receive helpful information and newsletters to prepare them for this next step. Following retirement, the "We are MTR" programme has been launched in 2013. We strive to maintain our people's sense of pride in MTR, keep them abreast of the Corporation's latest development and enable them to build a close network with other retirees and former colleagues. The programme is now connecting with over 1,200 retirees.

## Staff Volunteering

Staff members from all parts of our organisation are encouraged to reach out to the community by volunteering their time and skills. Under our *More Time Reaching Community Scheme*, staff members and retirees can initiate, organise and participate in volunteering activities.

In 2016, a total of 263 volunteering projects were organised, involving over 6,200 participating headcounts. A total of 60 awards were presented to staff and retiree volunteers in recognition of their outstanding contributions to the community.

### LEARN MORE...

Read more about the [More Time Reaching Community Scheme](#) in our customer website

### STAFF VOLUNTEERING

- Number of Participating Headcounts
- Number of Volunteering Projects

