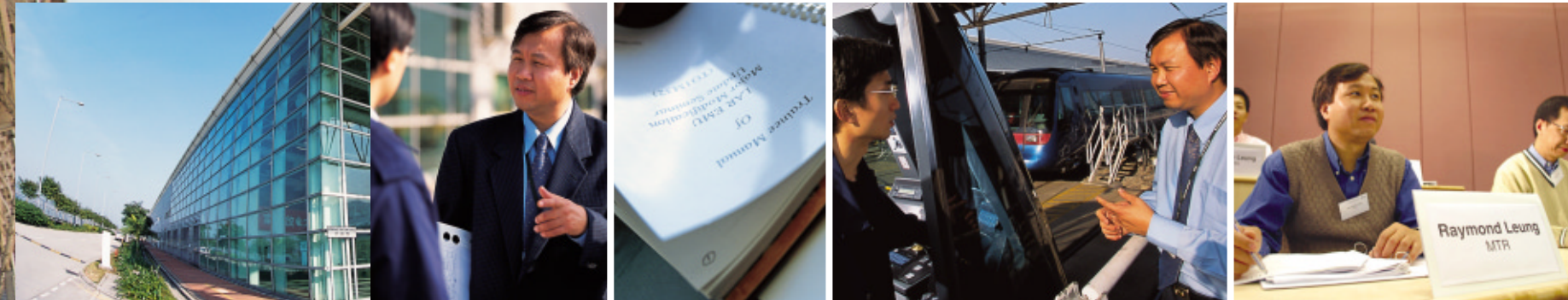


MTR recognises the vital role played by its employees in contributing to its continuous success in operations and new business development. Amid the current period of change and economic uncertainty, continuous efforts have been made to capitalise on our human assets and foster commitment at all levels. This has resulted in initiatives that contributed to higher productivity, enhanced performance orientation as well as leadership and staff development.



From his work to attending MTR's Leadership Development Programme, our Depot Manager, Raymond Leung, sharpens his skills for the future.

# human resources

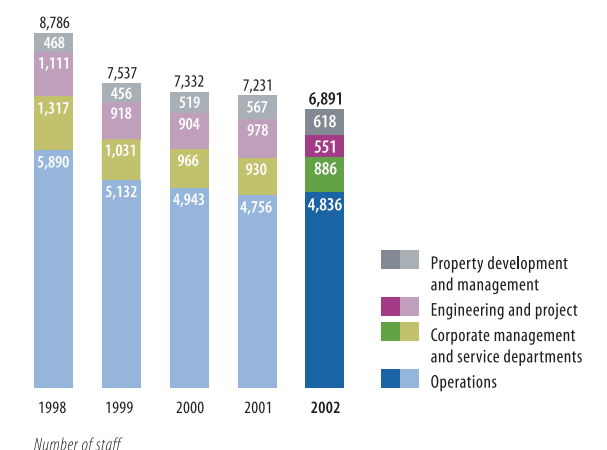
## Higher productivity

Enhancing the value of our human assets without increasing the number of staff has been at the core of MTR's productivity gains in recent years. This was exemplified in the opening of the new Tseung Kwan O Line during the year. We launched a Corporate Staff Redeployment Programme that enabled a substantial number of staff at different levels voluntarily to be redeployed across disciplines and departments, improving productivity and promoting a multi-skilled workforce. As a result, the staffing requirement of the new Tseung Kwan O Line was met entirely via redeployment, despite the short time frame involved. A total of 45,000 trainee days were recorded for the year in support of operational strategies and the new line opening.

Productivity was further enhanced by implementation of phase two of our comprehensive Human Resource Management System, one of the most sophisticated systems in Hong Kong. The system covers all employees and contains interactive features that increase usage and acceptance. In providing timely employee information to managers and staff, it has improved overall efficiency and led to benefits in every aspect of human resource management and development. During the year, the performance-oriented culture at MTR was further enhanced by the introduction of a more rigorous performance-based pay review mechanism for general staff.

## Leadership development

To foster leadership development, a Manager Accelerated Development Programme was launched to groom a pool of top-notch talent for future leadership needs. The programme broadens the experience of managers by exposing them to areas beyond their normal working



## Total staff strength

Capitalising on our human assets, we have expanded our operations and new business initiatives without increasing staffing level.

dimensions through a series of specially designed training modules and action learning projects. In addition to ensuring succession for senior management positions, it acts as a powerful performance driver at the managerial level.

## Leveraging human resources expertise

Over the two decades of its operations, MTR has built a broad base of expertise in railway related training. In addition to continuing to provide this high quality service in-house, the human resource and training departments actively support the Company's external consulting role through provision of professional railway operations training packages and strategic human resource management services, as part of an overall consultancy project.