

# growinghealthier

MTR Corporation's growth continues to be supported by a motivated workforce that is given ample opportunity for personal and professional development

## Human resources

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During 2005, MTR Corporation continued our initiatives to raise operational efficiency whilst maintaining harmonious staff relations, and to invest in human resources to support business growth.

### Supporting growth

With overseas business developing rapidly, substantial effort has been put into ensuring that this growth is well supported from a human resources perspective. During the year, the Company has completed a comprehensive study on future manpower requirements at the middle to senior management level for our businesses in the Mainland of China, the UK and Europe over the coming five years.

The results of the study led to a number of initiatives launched by the Company, ranging from career posting, flexible deployment of staff, engaging external resources and accelerating the pace of local talent development to support the Company's growth business. Of particular importance has been the development of a Resource Pool, which can be drawn upon to meet specific needs of the overseas business. A new Manpower Resource System was also developed to help senior management source appropriate people for particular projects.

As part of managing the growth in geographical scope of the Company's workforce, MTR Corporation has also reviewed our employment terms and other support to facilitate staff undertaking overseas assignments. In overseas offices, the Company has endeavoured to tailor human resources policies to the local environment while preserving the essence of our corporate culture.

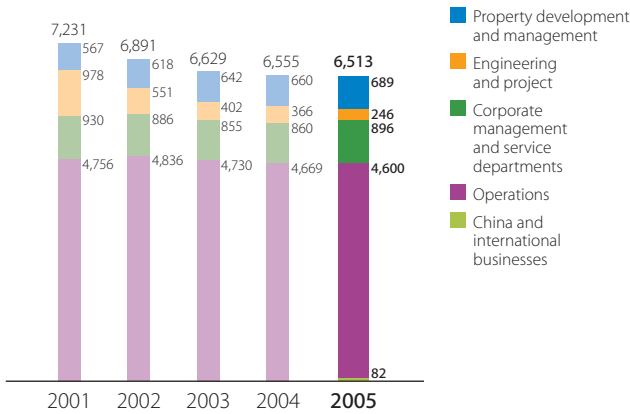
### People development

Developing employees to enable them to grow personally and professionally has always been an ongoing priority at MTR Corporation. In 2005, an individualised and focused approach to leadership development was introduced to enhance the effectiveness of our managers. The first group of senior and executive managers were assessed and appropriate development methods initiated, which included job posting, deputising, executive education and one-on-one coaching. This programme will continue in 2006, covering other key managers.

### Total staff strength

Our motivated and committed workforce, despite with fewer numbers over the years, continues to support the growth in our business.

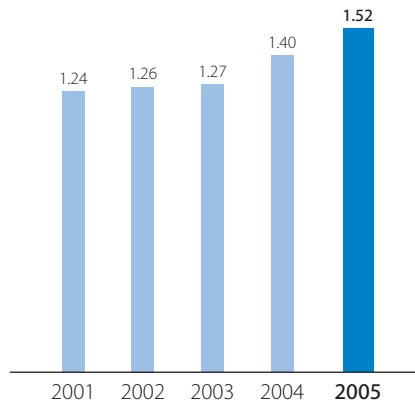
Numbers of staff



### Staff productivity – turnover per operating railway employee

Ongoing initiatives helped support productivity gains during the year.

HK\$ million



### Training

As in previous years, Company employees were given ample training opportunities to enhance their skills and job satisfaction. In total, 36,689 man-days of training were conducted in 2005, involving 6,513 employees and covering a wide range of topics. These included customer service courses organised prior to the opening of DRL and a new Putonghua learning system, "GoChinese", to improve staff proficiency in Putonghua. The Operations Training Department was successfully re-accredited ISO9001, ISO14001 and OHSAS 18001 for its Integrated Management System.

The Company's commitment to providing continuous training and development to staff was recognised with "Platinum ACCA Approved Employer" accreditation from Association of Chartered Certified Accountants (ACCA) under its Global Employer Accreditation Scheme.

### Innovative scheme

In line with the core values to foster a culture of "Enterprising Spirit", the Company launched an innovative scheme, the "Enterprising Pod", to invite all staff to generate and submit original ideas that can be commercialised, to create more revenue/profit for the Company.

To ensure the ideas are duly nurtured, a senior manager will volunteer as an "Idea Guardian Angel" to liaise on trial and testing and to ascertain the feasibility for commercialisation. A dedicated website was also introduced to enhance staff participation and communication. The scheme has received numerous submissions from staff at different levels.

### Employee volunteering scheme

As an integral part of the Hong Kong community and a responsible corporate citizen, the Company has always strived to contribute to the local communities in which it operates in line with our Vision and Mission. To strengthen our involvement in community care, a new employee volunteering scheme, "More Time Reaching Community", was introduced, providing support in areas such as funding, logistics support, training and information and recognition to staff who wish to organise and participate in volunteer activities. The scheme enjoys strong support from management including the Chief Executive Officer and Executive Directorate members, who are acting respectively as Patron and Honorary Advisers. Response from our caring staff and their family members is encouraging.

During the year, the Company's Community Involvement Team, a voluntary team formed by staff with Company sponsorship, remained active in providing voluntary services to the needy and less fortunate in our community.

### Work / life balance initiatives

The need for a proper balance between work and life is well recognised by the Company as an important contributor to the well being of employees and their work efficiency. During 2005, MTR Corporation carried out a Work / Life Balance Study and the results have indicated a high level of satisfaction and commitment to the Company with no evidence of any negative impact of work stress on job performance or safety. To enhance staff awareness in the concept of "healthy mind, healthy body" and in support of CSR & Sustainability, a series of seminars related to mental and physical health, relationships and work was launched in November and will continue throughout 2006.