



RECRUITMENT & RETENTION



MOTIVATION & ENGAGEMENT



LEARNING & DEVELOPMENT



WORK IMPROVEMENT

# Human Resources



## 2016 港鐵傑出貢獻嘉獎暨長期服務獎頒獎典禮 MTR Grand Awards for Outstanding Contribution & Long Service Awards Presentation Ceremony



People are our most valuable asset and we are committed to inspiring, engaging and developing our employees.

In recognition of our commitment to people, MTR was named among the “Best Companies to Work for in Asia 2016” by HR Asia Magazine, one of the leading publications for human resources professionals. We were also honoured as the first runner-up of the “Most Attractive Employers in Hong Kong”

organised by the Randstad Group, an international Human Resources consultant firm.

The Company together with its subsidiaries, employed 17,639 people in Hong Kong and 9,866 people outside of Hong Kong as at 31 December 2016. Our associates employed an additional 10,216 people in Hong Kong and worldwide.

### Recruitment and Retention

Active manpower resourcing activities including Recruitment Days and Community Recruitment were carried out during 2016 in support of our current needs and future business growth. A total of 1,793 people were hired during the year and staff turnover remained low, at 3.5% in Hong Kong.

To meet our long-term succession and manpower needs, 30 high calibre graduates were recruited into the Company’s various graduate development programmes in 2016. To groom more youngsters to fill our technical and maintenance positions in future, a record 184 apprentices and technician associates were recruited. In addition, we launched two new schemes namely a one-year Junior Tradesman Associate

Training Programme in collaboration with the Youth Employment and Training Programme under the Labour Department and a four-year Craft Apprentice Training Scheme organised by the Vocational Training Council.

We continue to support Hong Kong’s Talent-wise Employment Charter by offering summer internships to local university students with disabilities or special education needs. We also offered 170 summer intern placements to students in Degree, Associate Degree or Higher Diploma courses during 2016 in support of the Company’s initiatives on youth development and engagement.

## Human Resources

In the Mainland of China, the rapid expansion of the metro industry has led to keen competition for people with railway expertise. In response to this challenge, we collaborated closely with local universities and vocational schools on resourcing and put in place a robust staff retention strategy.

To attract, retain and motivate employees, we offer competitive pay and benefits including short and long-term incentive schemes, as well as broad career development

opportunities. Through a robust performance management system, a performance based pay review mechanism and various motivational schemes, we reward and recognise employees for their performance and contributions.

We continue to identify and develop talents at different levels through our Corporate Leadership Pipeline. Cross-division and cross-boundary job rotations are offered to help talents broaden their horizons and enrich their experience.

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### Staff Motivation and Engagement

We carried out various initiatives and programmes during the year to motivate and engage employees. The first global Staff Engagement Survey was launched in November 2016, covering employees in Hong Kong, the Mainland of China and our international business hubs. The overall response rate was very high at over 94%. Based on employees' feedback in the survey, follow up actions will be initiated for continuous improvement.

Our well-established Staff Consultation Mechanism provides an effective communication channel between management and staff. It comprises a Staff Consultative Council and over 40 Joint Consultative Committees with a total of over 900

elected staff representatives. In addition, more than 8,600 two-way communication sessions under the "Enhanced Staff Communication Programme" were conducted in 2016. Forums, management communication sessions and luncheons with the executives were also organised to strengthen the communication across the organisation.

To share corporate updates and stories among employees worldwide, we have enhanced our communication platform - MTRconnects. The view rate reached over 898,000 by 31 December 2016, with more than 18,700 unique visitors, which shows the tremendous increases of 59% and 40% respectively over the previous year.

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### A Culture of Continuous Learning and Development

We offer comprehensive training and development programmes covering customer services, operational and managerial skills, as well as personal improvement, to our staff to unleash their full potential. During 2016, we ran 7,059 training courses, providing an average of 7.1 training days for each employee in Hong Kong. To further promote our self-learning culture, a one-stop platform "Mobile Learning Hub" was provided to facilitate staff learning anytime, anywhere.

Our efforts in training and development were recognised in several local and international awards in 2016. We partnered with Sports Federation & Olympic Committee of Hong Kong, China to conduct the Life Skills Training Programme for Retired Athletes, which won three honours in the "Award for Excellence in Training and Development" organised by the Hong Kong Management Association. We also received an "Excellence in Practice Award" from the Association for Talent Development in the US.

## Driving Work Improvement

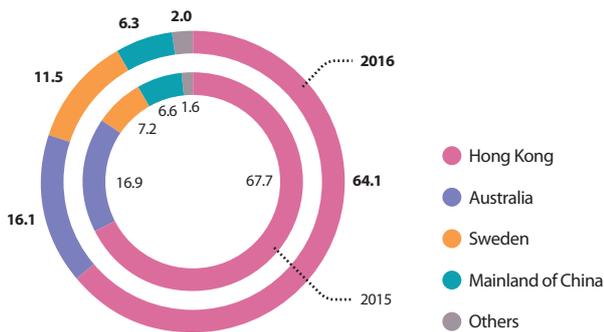
The Work Improvement Team (“WIT”) programme continues to encourage collective innovation, process improvement and staff engagement. Training classes were provided to team members covering the use of problem solving and innovation tools, while cross-border experience sharing sessions were conducted during the year. The Corporate WIT Annual Presentation Ceremony was held in June 2016, with an attendance of around 700 people, including delegates from our business hubs in Shenzhen, Beijing, Hangzhou, Stockholm and Melbourne.

The Staff Suggestion Scheme is another effective channel to encourage continuous improvement in the workplace. New awards were introduced to motivate staff to submit innovative ideas.

We are always on the look-out for new ideas and in November 2016 we sponsored “HackTrain HK”. This was the first railway hackathon event in Asia, and 40 individuals participated in teams, brainstorming innovative ideas to improve our services. By supporting these events we can extend MTR’s culture of continuous improvement.

## Staff Distribution by Geographical Location

(Percentage)



## Staff Productivity – Earnings Per Employee\*

\*Hong Kong businesses excluding property development

(HK\$ million)

