

# 2021 港鐵傑出貢獻嘉獎 - 最高榮譽大獎

## MTR Grand Awards for Outstanding Contribution Top Award



## HUMAN RESOURCES

**5.6%**

Voluntary Staff  
Turnover Rate in Hong Kong

Our people are the engines that power the Company. We continue to invest in engaging and developing our staff, building a progressive workplace and providing equal employment opportunities. These efforts and commitments were recognised in several HR awards received during the year.

**5.2**

Average Training Days  
per Employee in Hong Kong

As at 31 December 2021, the Company together with its subsidiaries employed 16,863 people in Hong Kong and 15,105 people outside Hong Kong. Our associates and joint venture employed an additional 19,887 people in Hong Kong and worldwide.

**50,000+**

Staff Worldwide

## RECRUITMENT, TALENT MANAGEMENT AND RETENTION

We place great emphasis on employee engagement, motivation, as well as talent acquisition and development to attract and retain our staff. In 2021, the voluntary staff turnover rate in Hong Kong was 5.6%.

To fulfil our purpose to Keep Cities Moving, it is more important than ever for the Company, as a responsible employer, to set top priority in protecting jobs of our staff and ensuring business sustainability in the midst of

the COVID-19 crisis. We continued to adopt a prudent resourcing approach to meet our operational needs while achieving cost effectiveness. We provide competitive pay and benefits, short and long-term incentive schemes, and a broad range of career development opportunities under our total reward framework. We conduct regular reviews to maintain market competitiveness of our pay and benefits for staff. We also have a robust performance management system in place to recognise and reward

our staff through a performance-based pay review mechanism as well as various staff motivational schemes and awards.

We strive to achieve long-term business growth and sustainable development by identifying and nurturing talents at different levels. The MTR Leadership Competency Framework was revamped and enhanced according to the guidelines set out in our new Corporate Strategy to strengthen our human capital and build a leadership foundation for the future. This year, we also introduced a new Management Potential Development Programme that includes a robust talent assessment process along with personalised development plans

involving training, mentoring and cross-unit job rotation to groom high potential supervisors.

To offer rewarding career opportunities for the youth and build a long-term talent pipeline, we continued our graduate recruitment during the pandemic through a variety of virtual means to organise recruitment talks, group discussions and interviews. This year, we welcomed 55 high-calibre graduates joining the Company's various graduate development programmes. 69 apprentices and technician associates and 35 graduate engineers were also recruited to join the Apprenticeship Scheme and the Graduate Engineer Scheme for developing young talents in the railway industry.

## STAFF MOTIVATION AND ENGAGEMENT

To foster a family-friendly and progressive work environment, we piloted a work-from-home arrangement for our office staff to complement the staggered working hours policy introduced in 2020, and adopted a flexible dress code for non-uniformed staff. We remain committed to safeguarding the health, safety and emotional wellness of our staff. To support our staff in building resilience to overcome the pandemic, we launched an emotional wellness portal to provide instant access to a range of resources including an emotional self-assessment questionnaire, wellness videos, e-books, and counselling service information.

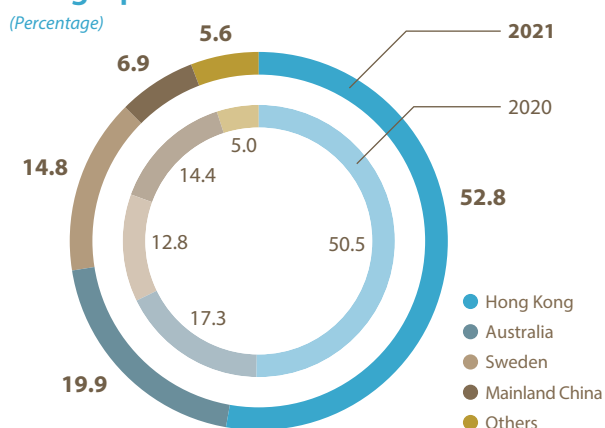
To fight the pandemic together with the community, the Company was the first public transport operator to participate in the Government's outreach COVID-19 vaccination services and arranged on-site vaccination at Kowloon Bay Depot for our staff and their dependants. To encourage more staff to be vaccinated and ensure health protection, one additional day of paid Well-being Leave

was provided to our staff who had completed 2 doses of COVID-19 vaccine in 2021 and a series of virtual health talks were also organised to provide our staff with medical information. With various encouragement measures, over 90% of the specified groups of staff with interactions with external parties got vaccinated by end of 2021.

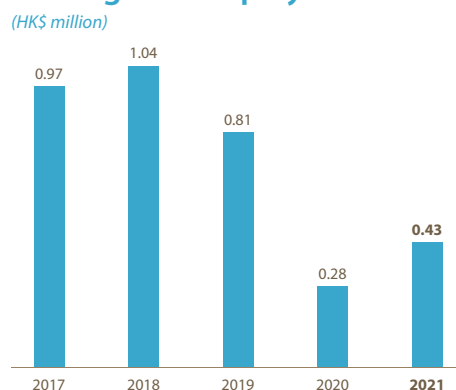
The 2021 MTR Grand Awards for Outstanding Contribution and Long Service Awards Presentation Ceremony was organised in November to recognise our staff with exemplary performance and loyal contributions to the Company. 44 awardees received the 40 Years' Service Award which was record high.

In early December, we launched the 2021 Employee Engagement Survey to solicit feedback from staff in Hong Kong and managers of our wholly owned subsidiaries with the overall survey response rate of nearly 80%. Action plan will be formulated and executed in 2022 to address the needs identified from the survey results to enhance the level of employee engagement.

### Staff Distribution by Geographical Location



### Staff Productivity – Earnings Per Employee\*



\* Hong Kong businesses excluding property development

## LISTENING AND RESPONDING TO STAFF

Our dedicated efforts to connect and respond to our staff resulted in an engaged workforce. To assess staff's awareness and understanding of our new Corporate Strategy, we conducted quarterly "Transforming the Future" pulse surveys which reflected positive experience and feedback on the transformation. We also launched dedicated communication initiatives including "Transformation Champions" and "Conversations with Directors" to help further enhance our staff's understanding of our Corporate Strategy.

We enhanced our internal communication platform "MTRconnects" by introducing new digital features to connect our staff around the world with corporate updates and stories. Various communications channels are also in place, such as CEO Messages & Blog posts, videos, communication meetings and forums, focus groups and site visits to foster participative

communication. To maintain timely business communications during the pandemic, we organised nine virtual forums and meetings for executive managers and managers around the world in 2021.

Our Staff Consultation Mechanism continues to enable Management to keep close connection with over 1,000 staff representatives directly elected by staff, and to discuss matters of common concerns. The Company held quarterly meetings for the Staff Consultative Council and 45 Joint Consultative Committees, and the discussion achievements are published for regular update to our staff. 12 communication sessions with staff representatives and unions were organised during the year to update our staff on the latest developments of our business, particularly railway operations and anti-pandemic measures to address their concerns.

## A CULTURE OF CONTINUOUS LEARNING

Quality learning and development is one of the most important ways we can help our staff reach their potential and ensure the long-term success of the Company. In 2021, we offered 7,360 training classes in Hong Kong averaging 5.2 training days per staff. In addition, presenting our staff an alternative way of learning, a total of 10,922 staff participated in 273 different E-learning courses during the period resulting in 48,280 hours of learning experience.

We continued to deliver our learning and training initiatives through adopting different modes and utilising technology in response to the pandemic to uphold the quality of training, including virtual workshops, webinars, computer-based training and virtual reality training in addition to face-

to-face setting. To nurture a continuous learning culture in the Company, our Learning Management System provides a one-stop portal for our staff to access valuable technical and management self-learning resources anywhere and anytime. Simulators and VR facilities were installed in workplaces to facilitate flexible on-the-job skill practices.

Our Corporate Development Ladder Programme provides our newly promoted and newly joined managers and supervisors with a structured programme to develop leadership and management skills. In 2021, we launched a six-month "Operations Transformation Leadership Development Programme" for more than 150 high-potential leaders to enhance their leadership capabilities, strengthen their business acumens and nurture innovative mind-sets.

## DRIVING WORK IMPROVEMENT AND DIGITAL WORKPLACE

The Company's Work Improvement Team ("WIT") programme plays a prominent role in driving innovation and creating a spirit of betterment. During the year, we held more than 75 WIT classes and organised 598 projects.

We launched a new self-service portal, "MyHR" online platform in June 2021 to enable our staff to conveniently search for HR and Administration services and relevant information, submit e-forms or enquiries and track case status anytime and anywhere.