

Human Resources



Our people are our most valuable asset. In a challenging labour market, we strive to provide employees with workplace and job satisfaction and support them in achieving rewarding careers at MTR while ensuring business continuity and fulfilling our pledge to Keep Cities Moving. These efforts were recognised with numerous awards during the year. As at 31 December 2025, MTR and its subsidiaries employed 18,890 staff in Hong Kong and 10,976 staff outside of Hong Kong. The Company's associates and joint ventures employed an additional 16,438 staff in Hong Kong and around the world.

RECRUITMENT, TALENT MANAGEMENT AND RETENTION

In 2025, MTR's voluntary staff turnover rate in Hong Kong dropped to 3.9%. We attract and retain staff by promoting our award-winning employer brand and offering competitive pay and benefits, which are complemented by short- and long-term incentive schemes under our total reward framework. Pay and benefits are regularly reviewed to maintain market competitiveness. Staff are also recognised and rewarded through a performance-based pay review mechanism as well as various motivational and awards schemes.

We value employee engagement, offering outreach support to colleagues through numerous channels. Staff have the opportunity to participate in a comprehensive suite of learning and development programmes designed to ensure the mutual long-term success of the Company and its employees. We are also committed to fostering a caring, progressive, family-friendly workplace that promotes employee well-being.

At a time of intensive railway development in Hong Kong, one of the Company's biggest priorities is identifying

and nurturing next-generation leadership. Our pipeline programmes for corporate talent, designed for participants ranging from recent graduates to executive managers, help us develop high-potential individuals through structured assessment and development. These include a newly launched Leadership Development Initiative as well as the Job Shadowing Programme and Externship Programme with different organisations.

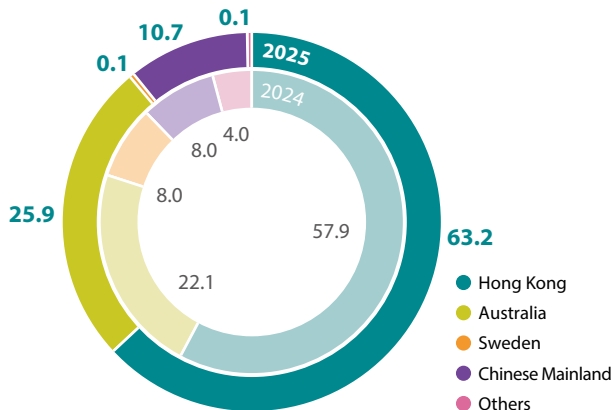
To attract the new generation workforce, we revamped the Summer Internship Programme and adopted fresh recruitment strategies and visuals while continuing to organise regular Recruitment Days in diversified locations to boost community outreach and promote the MTR employer brand. We participated in numerous job fairs and expos, including those hosted by social service organisations such as the Equal Opportunities Commission, Care in Education and Recruitment ("CareER") and the e-Connect Employment Network, demonstrating our commitment to recruiting talent from diverse backgrounds, including those from ethnic minority groups and people with disabilities. We also supported Government's international talent development strategy by participating in several local and overseas recruitment events and the HYAB (Home and Youth Affairs Bureau of Government) Scheme on Corporate Summer Internship on the Mainland and Overseas.

EMPLOYEE MOTIVATION AND ENGAGEMENT

In November 2025, we conducted a full Employee Engagement Survey with a high response rate of 87% to listen to employees' feedback and evaluate their engagement levels. The engagement score has improved

Staff Distribution by Geographical Location

(Percentage)



significantly compared with the level recorded in the last survey in 2023. Results will be communicated across the Corporation, and action planning taskforces will be established to implement follow-up actions during 2026 and 2027 to address employees' needs and enhance their working experience at MTR.

Launched in May 2025, the Wellness Connect platform advanced our enterprise approach to employee well-being, recording over 26,000 participations. To further strengthen mental health support for staff, a new professional service provider for the Employee Assistance Programme was appointed in December 2025.

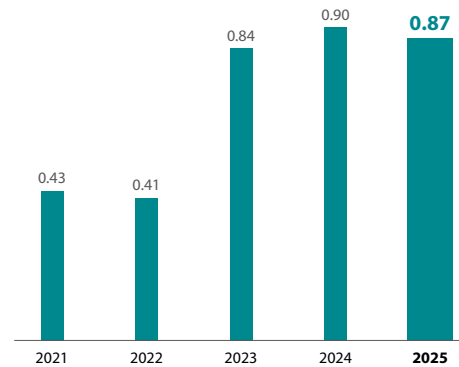
Recognition and togetherness remained central to our culture. The Appreciation Month in September engaged more than 2,000 employees and generated over 100 peer-recognition stories on the "We Praise We Support" platform. The Metro Recreation Club ("MRC") Sports Day in April drew over 1,300 colleagues and families, while the MRC Singing Contest in September attracted more than 400 attendees. In July, we gathered over 200 retiring colleagues at the "We are MTR" Retirees Celebration Lunch.

LISTENING AND RESPONDING TO EMPLOYEES

Connecting with staff is vital to achieving a vibrant and engaged workforce. Our Staff Consultation Mechanism helps management keep in close connection with more than 1,000 employee-elected staff representatives. We have quarterly meetings for the Staff Consultative Council ("SCC") and 50 Joint Consultative Committees to discuss matters of common concern. Apart from these meetings, we organised seven communication sessions with staff representatives and unions in 2025 to provide updates on the latest business developments and address staff

Staff Productivity – Earnings Per Employee*

(HK\$ million)



* Hong Kong businesses excluding property development

concerns. During the year, two SCC Annual Seminars were held to strengthen communication and collaboration among 54 new and existing SCC Councillors together with Management Representatives.

We continued to provide regular corporate updates to employees in Hong Kong and around the world via CEO Messages and CEO Blog posts, videos, focus groups, site visits and council meetings. We also held 14 management forums and meetings, including an Executive Managers Forum, Management Communication Meeting and CEO Focus Groups, to connect with managers from Hong Kong, Chinese Mainland and overseas hubs.

A CULTURE OF CONTINUOUS LEARNING

Training, development and career advancement are critical to the long-term success of MTR and its staff. In 2025, we provided over 1,300 training courses and an average of 7.7 training days per employee in Hong Kong.

In 2025, we bolstered our smart railway maintenance strategy by introducing specialised training programmes in cutting-edge areas such as robotics and data analytics. To further the Company's application of new technologies and support the new generation workforce, more than 500 Railway Technical Trainees participated in newly developed training courses covering advanced topics such as robotic arm operations and 3D model scanning, and approximately 1,500 employees participated in numerous AI webinars and workshops. We also continued to expand our Corporate Development Ladder programme, which enhances the skills and readiness of newly promoted or joined middle managers by strengthening leadership capabilities, boosting self-awareness, reinforcing MTR's corporate culture and DNA, and fostering collaboration.