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STAFF



25,284
Global staff strength



3.7%
Voluntary turnover rate



6.6 days
Average training days per employee



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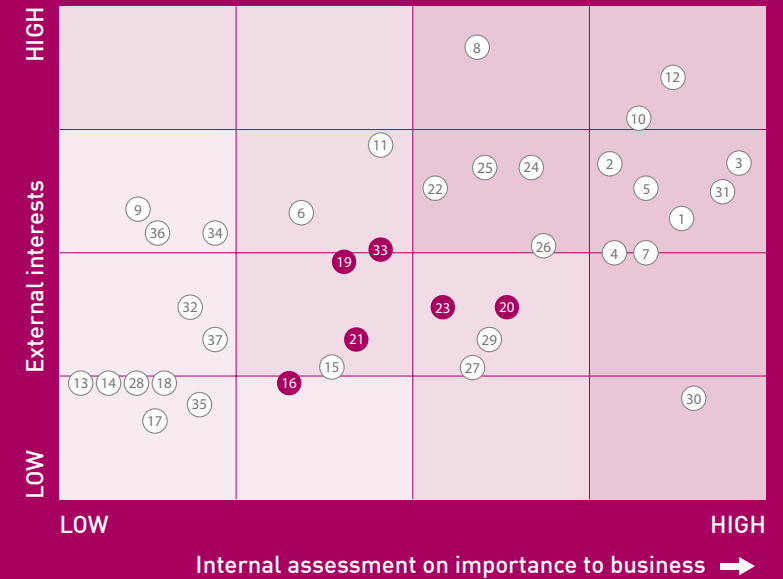
INTRODUCTION

The dedication and commitment of our staff is at the heart of MTR's success. Their can-do attitude enables us to meet our customers' expectations and this contributes to a corporate culture that encourages everyone to take pride in providing caring service for our customers and the community. Guided by our Vision, Mission and Values (VMV), we strive to inspire, engage and develop our staff to achieve excellence.

In 2015, we were identified as one of Hong Kong's most attractive employers in a survey conducted by the Randstad Group, one of the world's most established providers of human resource services. This is the third year in a row that we have been included in the top five.

Although it is gratifying to receive recognition for our achievements, as our business expands within Hong Kong and across the globe, we also recognise that we are facing a number of challenges for our management of human resources (HR). These include increasing manpower demand due to network expansion, service enhancement, and staff movements, workforce transition, succession planning and knowledge transfer. Responding to the need for nurturing future railway professionals, our Chairman, Professor Ma announced our plans to set-up the MTR Academy in January 2016.

Materiality issues covered in this chapter



- ①⑥ Diversity and equal opportunity
- ①⑨ Employment practices
- ②⑩ Conditions of work & social protection
- ②① Staff consultation and engagement (incl freedom of association and collective bargaining)
- ②③ Employee development & training
- ③③ Employment creation and skills development

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Our People

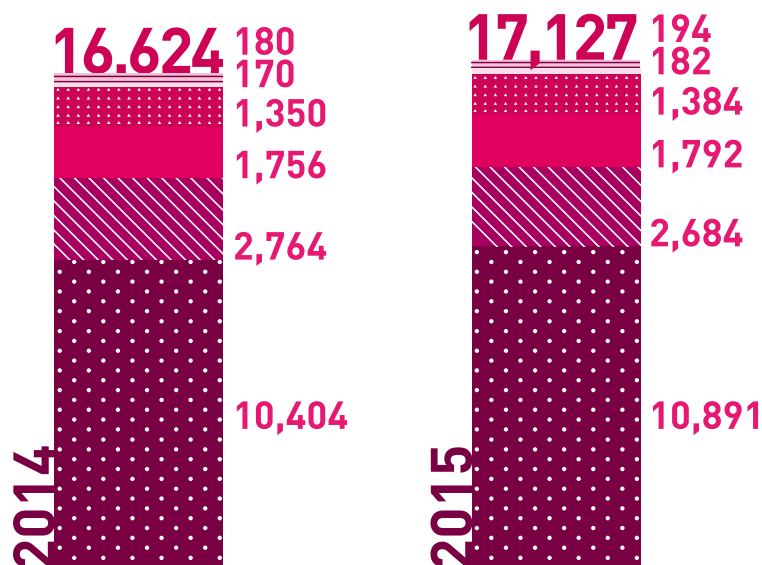
Our businesses are commonly associated with physical assets, such as rails and tracks, stations, depots and buildings. Ultimately, however, we depend on the strength and versatility of our workforce to design, build, operate and maintain this infrastructure, bringing it to life each day.

The following tables introduce the composition of our workforce in Hong Kong.

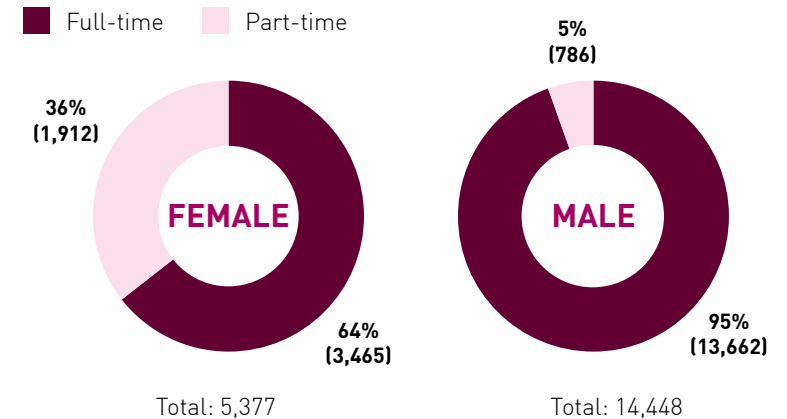
Please refer to Performance Metrics for relevant key performance indicators (KPIs).

BREAKDOWN OF FULL-TIME EMPLOYEES BY EMPLOYMENT AREA IN 2015

- Mainland of China and international businesses
- Corporate management and support developments
- Station commercial businesses
- Projects
- Property and other businesses
- Operations

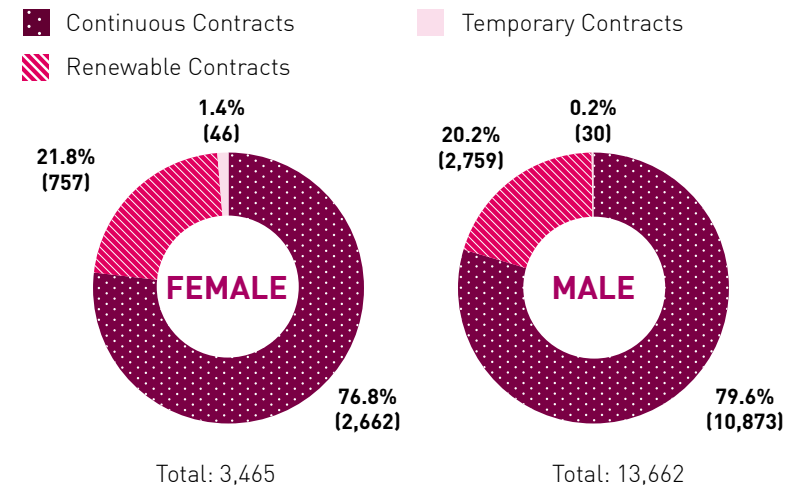


COMPOSITION OF OUR WORKFORCE BY GENDER AND EMPLOYMENT TYPE IN HONG KONG IN 2015



19,825 : Total Number of Full-time and Part-time Employees of the Company based in Hong Kong, excluding subsidiaries

BREAKDOWN OF FULL-TIME EMPLOYEES BY GENDER AND EMPLOYMENT CONTRACT IN 2015



17,127 : Total Number of Full-time Employees of the Company based in Hong Kong, excluding subsidiaries

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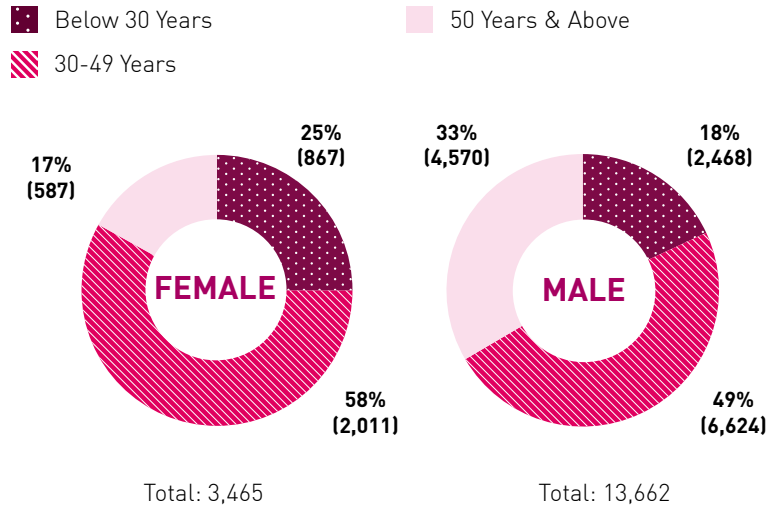
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BREAKDOWN OF FULL-TIME EMPLOYEES BY AGE AND GENDER IN 2015



Did you know?

We employ 271 people with disabilities, representing 1.6% of full-time employees.

In some business areas, particularly construction of new lines and properties, we rely extensively on contractors who work on our behalf but who are not directly employed by the Company. Please read more about working with contractors in [Safety](#) and [Supply Chain](#) sections.

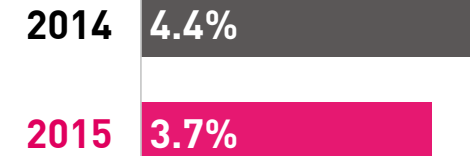
Length of Service

The ability of our organisation to attract and retain skilled and motivated people is reflected in the length of service of our employees. In 2015, the average length of service for full-time employees in Hong Kong was 12.8 years.

Rate of voluntary turnover

The rate of voluntary turnover for our staff, at 3.7% in 2015, is low when compared to other employers in Hong Kong and the railway industry worldwide.

VOLUNTARY STAFF TURNOVER RATE IN HONG KONG



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Management Approach

GUIDING FRAMEWORK

Executive responsibility

Our Human Resources Director oversees all matters relating to manpower resourcing, staff relations, compensation and benefits, training, organisational development, security and office administration.

Code of Conduct

Together with other corporate policies and guidelines governing the behaviour of employees, the Code of Conduct ("the Code") underlies our success by reinforcing the trust placed in us by our stakeholders. It is a guide for staff at all levels to uphold our VMV, containing practical advice about responding to situations that may arise in our daily work. Please download a copy of the latest version of the [Code](#).

Staff consultation

We comply with legal obligations concerning collective bargaining and union membership where applicable in all countries and regions where we operate. In Hong Kong, we engage in open and regular consultation with our staff through a well-established Staff Consultation Mechanism. As a result, we have successfully maintained harmonious relations with staff.

More than 800 staff members have been elected by their colleagues to serve in Joint Consultative Committees (JCCs) for handling matters of staff concern at the level of individual departments or employee groups. The Staff Consultative Council (SCC), made up of 48 elected SCC Councillors and representatives from senior management, is the platform for consultation on corporate-wide affairs, including terms and conditions of employment. It is chaired by the Human Resources Director. Eight staff unions also provide additional channels to enhance communication between staff and management.

Global HR Strategy

As we grow beyond Hong Kong, we must find ways to replicate the success we have enjoyed in our home market in new and different contexts. We developed our global HR strategy and we provide comprehensive HR services to support the business development and growth of our operations in the Mainland of China and internationally.

KEY PRINCIPLES AND PROCESSES

Equal opportunity

We do not tolerate any form of discrimination on the grounds of gender, sexual orientation, disability, age, race, national or ethnic origin, family status or other personal characteristics that are protected by law. All employment activities and HR related matters are handled based on an objective assessment of every individual's competencies, experience, skills and qualifications.

We provide support for employment of persons with disabilities. In 2015, we collaborated with the Hong Kong Council of Social Service and local universities to provide summer internship opportunities for eight university students with disabilities or special educational needs. To facilitate line supervisors to understand students' needs, a training workshop was organised to share practical experience in interacting with persons with disabilities and special educational needs.

Career development

Our training programmes are designed to meet the organisation's long-term requirements for skills and management succession. We aim to recruit the right individuals and then retain and develop them through different stages of their careers with us.

Work Improvement Team

In place for more than 27 years, the Work Improvement Team (WIT) is an activity designed to motivate staff members to apply their own initiative, innovative thinking, and organisation, planning, problem-solving and decision-making skills. Each team is formed voluntarily by four to ten members who perform the same or similar type of work. They meet at least once a month to develop work improvement projects and are supported by a facilitator.

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First Global WIT Conference

For the first time, in 2015, we organised the Global WIT Conference with a theme of “To Widen, To Inspire and To Thrive” that gathered colleagues from different hubs who have been actively involved in the implementation and development of WIT in their daily work. Several external guest speakers were invited to share their knowledge and experience on innovation and quality excellence with the conference participants.

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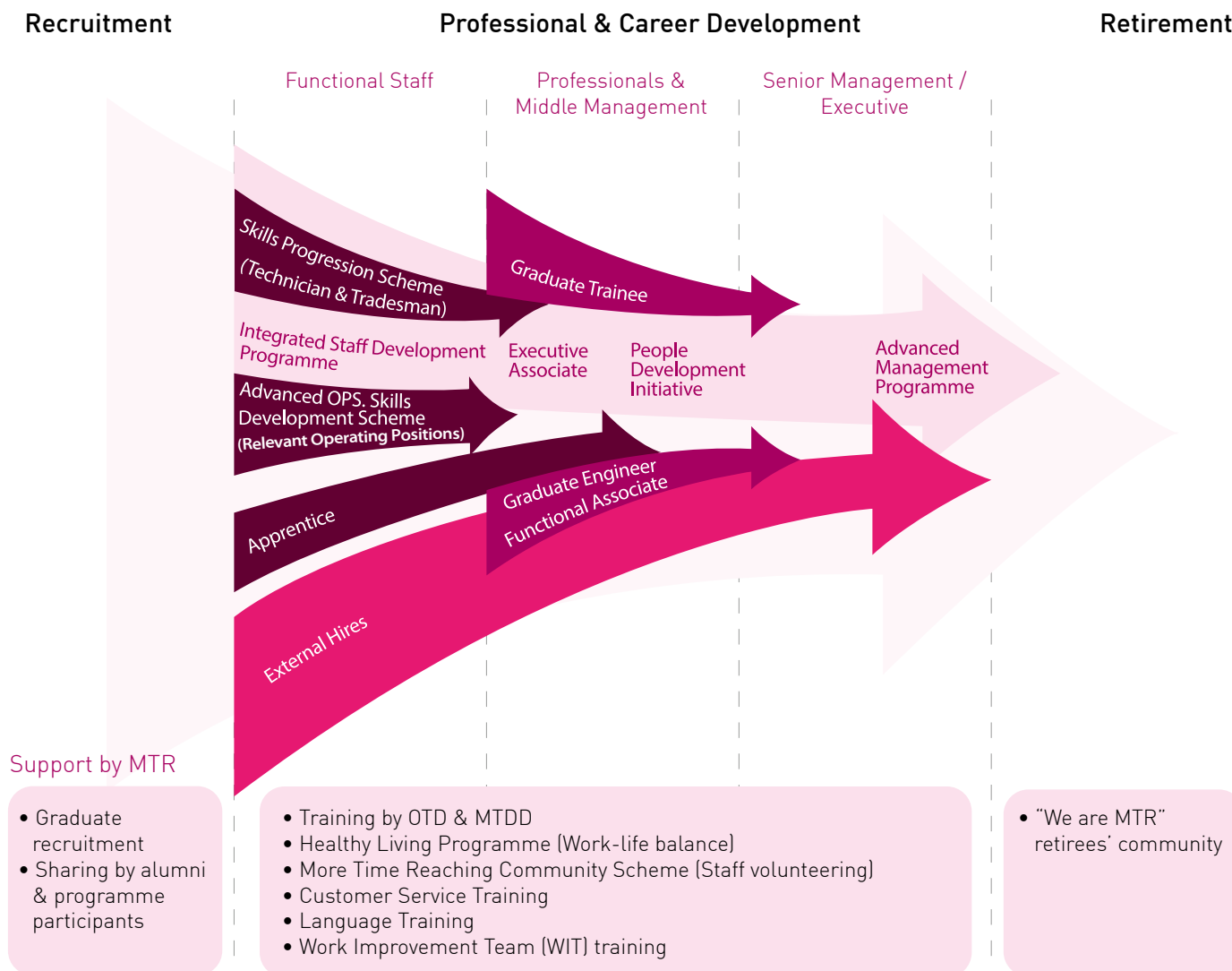
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RECRUITMENT IN HONG KONG

In order to meet the manpower demands of our expanding businesses, we are continuously looking to recruit new people who have a can-do attitude - ready to embrace challenges, demonstrate commitment to excellence, and

are highly motivated to develop themselves for a rewarding career with us. We select people with good communication skills, who work well in teams, and who respond proactively in face of rapid changes.



A variety of career choices across our businesses are available for the right candidates.

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Learn more...

For more information about recruitment opportunities in Hong Kong, please refer to our [careers page](#).

Did you know?

What kind of person works for MTR?

Although there is no “typical” MTR employee, our staff members tend to share some common characteristics, such as respect for the trust placed in us by our customers, willingness to work harmoniously with others, enthusiasm for completing every task to a high standard, and drive to find solutions in face of challenges. From Hong Kong to the Mainland of China, Australia and Europe, MTR people around the world have our [Values](#) in common.

Opportunities for Graduates and Young Professionals

Many of our staff began their careers with us as part of a Graduate Development Programme. Through this leadership pipeline we identify and groom talented young people so that they are capable of assuming senior management positions. In 2015, we recruited 40 Graduates including seven Graduate Trainees, 19 Graduate Engineers and 14 Functional Associates with prospects for succession into managerial positions in the future. We now have a total of more than 130 trainees under training.

Our accelerated graduate development programmes offers trainees the opportunity to experience up to four intensive cross-functional job rotations over a two-year period to gain in-depth knowledge and hands-on experience relevant to their chosen area of expertise. The objective is to identify and nurture talented young people who may one day become leaders of the Company. Through separate streams focusing on general management or professional expertise, opportunities are available in all areas of our businesses.

Now in its second year, our Tradesman Associate Programme recruited 27 people in 2015 to participate in structured on-the-job training for maintenance work.

Learn more...

Please refer to the careers section of our corporate website to learn more about [Graduate Careers](#).

Executive Associate Programme

We also identify and select young professionals into our Executive Associate Programme, developing high potential middle managers through cross-functional or geographical job rotations, mentoring by cross-divisional senior managers and cross-border experiential group learning.

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Apprentices and Technician Associates

In 2015, we recruited a record high 153 Apprentices and Technician Associates to fulfil our operational requirements for the future.

Apprentice Training Scheme

Originally established in 1978 under the Apprenticeship Ordinance, our Apprentice Training Scheme has provided training to more than 1,400 young people. Apprentices receive systematic on-the-job training, access to technical knowledge and guidance on career development. They may also have the opportunity to attend designated Vocational Training Council programmes to acquire recognised academic qualifications.

In 2015, we received an Excellence in Practice Award under the Integrated Talent Management category from the Association for Talent Development in the USA, with several of our recent graduates receiving Outstanding Apprentice/Trainee Awards from the Vocational Training Council. Many graduates go on to hold senior engineering and management positions both within our own organisation and elsewhere.

Learn more...

Please refer to the careers section of our corporate website to learn more about the [Apprentice Training Scheme](#).

Technician Associate Scheme

We have offered a two-year training programme named the Technician Associate Scheme since 2011, which is targeted at higher diploma holders from engineering disciplines. Our Technician Associates receive a wide range of on-the-job and professional training opportunities relating to railway maintenance. In 2015, we hired 25 associates to join this scheme.

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NURTURING OUR CORPORATE CULTURE

Corporate Culture

Our corporate culture is important for aligning the behaviour of our people with our VMV and for creating a working environment where all members of staff are inspired, engaged and fulfilled in their roles. Although the concept of a corporate culture is difficult to define or measure, our people know what it is and often describe how powerfully it shapes their personal experience of working with us. Other sections of this report also touch on important aspects of our corporate culture:

- Safety — Our uncompromising approach to safety has become deeply ingrained in our corporate DNA.
- Customers — Staff volunteers of the Customer Service Support Team demonstrate how deeply committed we are to understanding and serving the needs of our customers.
- Community — Sincere and meaningful engagement with members of the community is embedded in our approach to designing and constructing new projects.

Did you know?

Strengthening our Corporate Culture

Our corporate culture is characterised by a relentless focus on performance excellence and dedication to providing caring service, and reflects the hard work of the people who have shaped the Company into the organisation it is today. However, we also recognise that the culture of our organisation must constantly evolve to meet the changing demands of our business and stakeholders.

Following the announcement of a delay to our Express Rail Link project and subsequent investigation by an Independent Board Committee (IBC) in the first half of 2014, we initiated a comprehensive review of our corporate culture.

The review identified some areas of strength on which to build and other areas requiring improvement. In 2015, we strengthened our culture frameworks, and organised workshops and seminars with the participation of our managers, led by senior management, with the aim of rolling this out more broadly to all staff in the Company. Moving forward, we aspire to foster more healthy debate and constructive discussion, openness to new ideas, agility to change and ownership of decision-making by team members at all levels of management.

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Training Programmes

We invest in training programmes for our staff so that they can keep pace with changes in their professions, manage advances in technology and respond to constant evolution in our business environment.

In 2015 MTR was one of five companies that were awarded by the Hong Kong Management Association (HKMA) with its “25th Anniversary – Most Dedicated Organization to People Development Award” recognising the Corporation’s outstanding achievements in staff development over the past 25 years.

MTR Academy

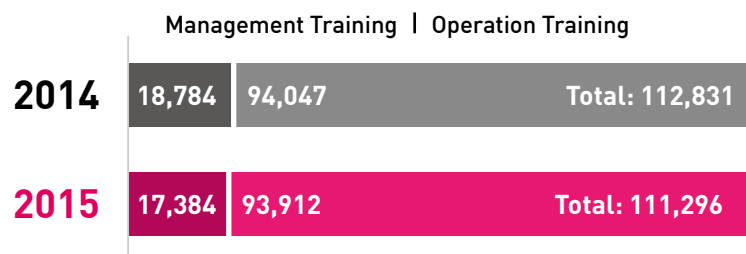
At the beginning of 2016, we announced our plans to establish “MTR Academy” which will enable Hong Kong to be a training base for developing highly-competent railway professionals that will operate and maintain safe, reliable and efficient railway systems in and outside of Hong Kong.

With the planning of MTR Academy in its early stages, it is envisaged that it will offer signature programmes in engineering technology, operations, management and customer service. The MTR Academy will also look to partner with local and overseas institutions to offer joint programmes in the above disciplines. In due course, it will also offer rail-related programmes to participants from outside of Hong Kong.

AVERAGE TRAINING DAYS PER EMPLOYEE



TOTAL STAFF TRAINING DAYS (MAN DAY)



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Staff Training and Development Programmes

This table outlines the main types of training and development opportunities that are available for various categories of staff.

Programmes	Staff Category	New Joiner	General Staff	Newly Promoted Senior Supervisor	Supervisor	Newly Promoted Manager	Manager
Corporate Induction		✓					
Managerial Curriculum							✓
Supervisory and Professional Curriculum					✓		
Non-Supervisory Curriculum			✓				
Customer Service		✓	✓		✓		✓
Language			✓		✓		✓
Executive Continuous Learning Programme (ECLP)*							✓
Graduate Development Programme* [Graduate Trainee (GT) / Functional Trainee (FT)]					✓		
Integrated Staff Development Programme (ISDP)*			✓		✓		
Supervisor Associates (SA) Programme*					✓		
*Reaching New Horizons' Leadership Transformation Programme (RHLT)				✓		✓	

* by invitation / nomination

Please refer to [Recruitment in Hong Kong](#) to learn about training opportunities for Graduates, Apprentices and Technician Associates.

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Management training

The Executive Continuous Learning Programme promotes effective leadership by supporting our managers to improve professional competencies and management skills. The Integrated Staff Development Programme helps to develop future leaders by providing general staff and supervisors with the opportunity to gain supervisory experience and develop a network of colleagues to support them as they progress in their careers.

Operations Training Network

The Operations Training Network is an interactive learning and sharing platform for trainers to maintain a high level of training quality. It is designed to connect training units from across all business units so that ideas and strategies to improve training services can be shared and members of the network can gain access to best practices and the latest training technologies.

Safety and customer service training

Training is an important aspect of our management approach to safety and customer service, with all members of our staff undergoing training that is appropriate to their area of work and level of responsibility.

Masters Study

We partner with a number of universities in Hong Kong and abroad to support the further masters studies of our colleagues. One example is the Master of Engineering Asset Management programme co-organised with the University of Wollongong.

Self-learning resources

Our Learning Resource Centre provides resources for staff members to enhance their knowledge and skills using a variety of self-training and development materials. It fosters a continuous learning culture, sending out monthly learning highlights and recommendations. In 2015 we enhanced our mobile learning platform to provide on-the-go learning on smartphone devices.

Engagement and Recognition

Consultation and communication

We value the opinion of every member of our staff. In addition to the Staff Consultation Mechanism, we reach out through a variety of other staff communication channels. An example is the Enhanced Staff Communication Programme, with 8,700 communication sessions organised in 2015, involving over 110,000 participants to encourage two-way communication between line management and staff and to gauge staff sentiments. Periodic Staff Attitude Surveys are also conducted.

Since 2014 we have included a CEO Message and MTR In Focus sections to engage staff on corporate developments including news about progress on our railway extension projects. Forums for dialogue between executives and general managers have strengthened communication and interaction, and site visits conducted by the CEO and other executives to meet and exchange ideas with staff have helped to improve understanding about our challenges.

Motivation and reward

We continued to produce a series of short motivational videos called MTR People Making a Difference, featuring stories about the work of our staff. This initiative has received a very positive response. We also incentivise members of staff who participate in our Staff Suggestion Scheme. In 2015, we received a record high of 735 suggestions, nine of which were awarded the "Great Ideas Award" including resource saving initiatives, improving or installing drainage systems, more effective safety procedures and streamlining inspection processes. Eight of these have now been implemented.

We take great care to acknowledge outstanding performance by members of our staff. We have a number of award schemes in place, such as the Living the Values Award Scheme, through which managers and supervisors show appreciation for staff members who exemplify our core values through their work.

In support of staff with children, we also provide a number of scholarships to eligible children of staff at the secondary and tertiary school levels. These scholarships are given to secondary students who have demonstrated active participation in community volunteering and for those in the tertiary level ranging from book allowance, a portion of their tuition fee or a pre-determined lump sum. Each year around 75 students benefit from this programme.

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Did you know?

MTR Grand Awards for Outstanding Contribution

Winning a Grand Award for Outstanding Contribution is the highest form of recognition for members of our staff. Nominations are open for all individuals and teams across our businesses in Hong Kong and subsidiaries and associates outside of Hong Kong. They are submitted through department heads or local management, and the winners are selected in a stringent selection process by a cross-divisional vetting committee.

In 2015, we received 74 nominations across the Company for the Grand Awards. The winners were acknowledged at a yearly presentation ceremony in October.

Did you know?

Keeping Hong Kong moving wins Top Award

For 2015, the Top Award was given to the “Public Order Event Response Team” in recognition of the concerted efforts of a huge number of staff, departments and divisions in the Company responding to the large scale road closures and protests from late 2014 through to early 2015. Thanks to the Team’s professionalism, teamwork, performance and customer-centric approach, MTR maintained a safe and reliable train service for the people of Hong Kong in spite of public activities and road closures in several areas. In some affected areas, MTR was the only transport option that remained in operation, meaning our city and community were able to continue leading their daily lives.

Work-life Balance

We offer a range of programmes to ensure our employees lead balanced and healthy lifestyles.

Family-friendly Employment Practices

Family-friendly employment practices offer further support to our staff and their families. Marriage leave, maternity leave, paternity leave, compassionate leave and study leave with full pay are provided for all eligible staff in Hong Kong.

Metro Recreation Club

Annual events and social activities are organised for staff and their families to get together on a casual basis. For a nominal fee, employees can join our Metro Recreation Club (MRC) together with their families, and enjoy a range of recreational facilities. MRC members can also participate in various sub-clubs, interest classes, social and recreational activities such as outings and barbecues. A Corporate Sports Day and a Christmas Children’s Day were organised in 2015 to engage our staff and share the joy of the events with their families. Currently, 77% of our employees are MRC members.

Healthy Living Programme

We offer a range of programmes to ensure our employees lead balanced and healthy lifestyles. We integrate these activities as the “Healthy Living Programme” (HLP), which emphasises a holistic approach to wellness including physical, mental, intellectual and social wellness.

We reach out to our staff by organising seminars and activities on popular topics like sleeping well, promoting workplace hygiene and minimising stress levels. To further support our employees’ learning, we invite guest speakers to present to our staff and lead interactive group sessions. We also provide staff with resource materials, books, posters and health tips. Additionally, a dedicated counselling service hotline manned by professional counsellors is available to all MTR employees and their eligible dependents.

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Retirement Community

We are MTR

Over the course of their working lives, many of our staff members develop strong ties with their colleagues so we understand that retirement can mark a big and sometimes difficult transition. Leading up to retirement, staff members receive helpful information and newsletters. Following retirement, the We are MTR programme encourages former employees to continue to feel part of our extended family by assisting them to stay in touch with other retirees and former colleagues. Since its launch in 2013, this programme has provided support to over 1000 retirees.

Reminiscing over lunch

Now on its third year, in July 2015, a special We are MTR lunch brought together more than 150 colleagues who were retiring during the year. The event, held under the theme of Happy and Healthy Retirement Life, was an opportunity to recognise the many valuable contributions made by the retirees during their service with us.

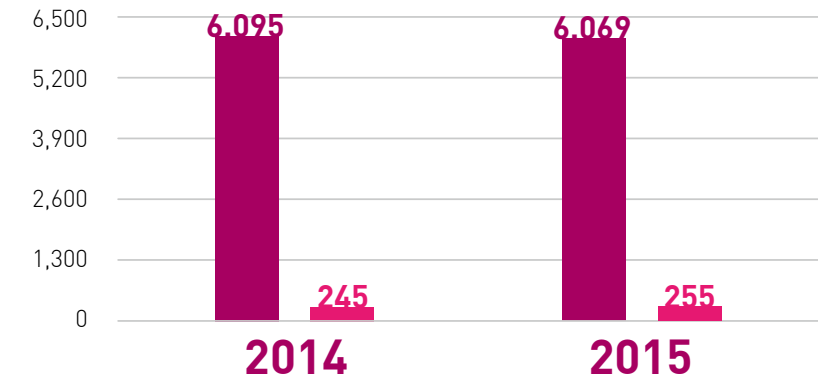
Staff Volunteering

Staff members from all parts of our organisation are supported and encouraged to reach out to the community by volunteering their time and skills. Under our More Time Reaching Community Scheme, staff members can initiate, organise and participate in volunteer activities.

2015 marks the 10th anniversary of this Scheme. In March, an anniversary celebration and award presentation ceremony was held with the presence of MTR Board Members, CEO, senior management, representatives from the Hong Kong Council of Social Service and NGOs, as well as staff and retiree volunteers. In 2015, a total of 255 volunteering projects were organised involving over 6,000 volunteers. A total of 53 awards were presented to staff and retiree volunteers in recognition of their outstanding contributions to the community.

STAFF VOLUNTEERING

- Number of Volunteers
- Number of Volunteering Projects



Learn more...

[More Time Reaching Community](#) is also featured in our customer website.

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GLOBAL STRATEGY

We are committed to replicating our success in Hong Kong to our overseas operations by ensuring that we have the right people, culture and working environment. Part of our global strategy includes expanding our China and International Business Resource Pool to include international resources that can be accessed by our overseas operations.

We organise regular global meetings with our HR colleagues to ensure that our overall strategy can be reviewed and implemented effectively. In June 2015, the second Global HR Meeting was held with the participation of Human Resources teams from Hong Kong and China & International Business hubs – with discussions on implementation plans for various global initiatives.

Tailored approaches

In the Mainland of China, we are focusing on recruiting local talents and developing the skill sets that we need for existing operations and future expansion. We have partnered with a number of educational institutions in different parts of China to recruit and develop trainees.

In the more established markets of Australia and Europe, we are providing support to strong local teams that are already in place. In these regions, we are looking at ways to build on our experiences in Hong Kong to strengthen operational processes and enhance business opportunities.

Strategic HR framework

Our global framework provides three clear objectives for our human resources strategy over the coming years, focusing on the culture development, talent management and human capital mobility and development. Since 2013, we have started to implement structured programmes in pursuit of these objectives.

Staff mobility

With our growing portfolio of operations outside of Hong Kong, in 2015 we established a Global Mobility Policy to facilitate global resource deployment and provide consistent relocation terms across global offices.

Work Improvement Team

The Work Improvement Team (WIT) concept has been adopted by subsidiaries and associates in Shenzhen, Beijing, Hangzhou, Melbourne and Stockholm. There are now 250 teams established outside of Hong Kong, involving more than 2,000 participants. In 2015, these teams submitted over 300 work improvement projects.

Platform for communication

We introduced a multinational internal communication platform in January 2014 called MTRconnects to bring together staff members from our worldwide network. It provides updates about the latest developments affecting our global operations and encourages staff members to get to know each other by sharing work experiences and MTR people stories.