![MTR logo]

Sustainability Report
**2019**

# CONTENTS

# CHAIRMAN'S MESSAGE

MTR grew up together with many people of my generation. It is a household name that we, Hong Kong people, take pride in. Not only do we serve the community with dedication, passion and professionalism in transportation, our unique rail-plus-property model has also built diverse communities in which many Hong Kong people take as homes and reside comfortably. In the past decade, our remarkable achievements and prestigious projects worldwide have earned much recognition which made MTR a renowned multinational railway operator.

I took up the chairmanship of the Corporation with much excitement in 2019. From an outsider to part of the MTR family, I am amazed by the extensive and complex processes in running a railway network. Over the past 40 years, MTR has been tirelessly pursuing operational excellence and exceptional travel experience in a customer-focused manner. It is this spirit that drives MTR to consistently meet, or even exceed, the ever-increasing volume of commuters as well as their ever-rising expectations on our service. While maintaining high service quality, MTR has put in place different measures to strike a fine balance between safeguarding long-term financial sustainability of our service and contributing responsibly to the communities that we serve. I am proud of my 50,000 dedicated colleagues worldwide, who are devoted to delivering high-quality and efficient service to our customers in Hong Kong and other hubs and creating values to the communities.

While we seek to demonstrate excellence and efficiency (aka Hong Kong's "can-do" spirit), I firmly believe that MTR can only thrive and grow by giving back to our society. As a leading public transport service provider in Hong Kong, we recognise our unique position in our customers' daily lives and endeavor to take our responsibilities professionally. Sustainability is at the heart of our services. As a corporate citizen, we have developed a Climate Change Strategy to elucidate our commitments and approach to address the prominent climate risks, and support transforming Hong Kong to a low-carbon city. We will also continue to contribute to the communities through our well-established community programmes such as STEM Challenge and 'Train' for Life's Journeys.

I am pleased to present this Sustainability Report 2019 to you, which outlines our long-standing commitment to delivering the best caring and reliable service with due regard to the environment and society, and potential sustainability risks arising from the ever-changing business environment. This report also demonstrates our actions taken to manage and mitigate these risks to ensure that we operate safely and responsibly.

Year 2019 was a challenging year for the Corporation with, in particular, events challenging our safety record. MTR takes these unfortunate events very seriously and spare no efforts in making improvement with a view to avoiding re-occurrence of similar events. Safety is the top priority of MTR that we will never compromise. As we entered 2020, the COVID-19 epidemic has posed another challenge to Hong Kong and MTR. In addition to keeping Hong Kong moving, we arranged special reliefs for tenants at MTR stations and malls and donated surgical masks to those in need. I would like to take this opportunity to thank my colleagues who have been unfazed by the challenge and discharged their duties faithfully. Together with everyone in Hong Kong, we shall tide over every challenge.

Despite the challenges ahead, our colleagues will uphold the MTR spirit to better serve our customers, deliver safe and reliable services as always. Looking forward, we will continue to strengthen our connections with the community, remain resilient to the changing environment, and reinforce MTR's reputation as a safe, reliable and efficient mass transit railway company.

**Rex Auyeung Pak-kuen**
*Chairman*
Hong Kong

# CEO's MESSAGE

The first year of my tenure as MTR CEO had been arduous! The Corporation weathered some unprecedented challenges on several fronts, including the prolonged public order events which affected also our community and stakeholders. As we marched into 2020, Hong Kong and the world faced yet another test posed by the COVID-19 epidemic. Being an important part of Hong Kong's fabric, MTR is committed to tackling this challenge together with the city we call home. We have launched special relief measures for tenants at MTR stations and malls and donated surgical masks to those in need. We shall continue to walk with our city in this difficult journey with dedication and resilience.

The year of 2019 also commemorated 40 years of MTR services in Hong Kong. Over the past four decades, MTR grew from a humble railway operator of Kwun Tong Line with nine stations, to a network of 96 stations serving over 5.6 million passenger trips on a daily basis. Based on a model of railway network plus property and commercial developments, we have built various dynamic and vibrant communities with seamless connection between commuting and home. We have also grown from a local company to a multinational brand with presence in the Mainland of China, Australia, Sweden and the United Kingdom. In every community that we serve, we take active measures to upkeep our commitment to operating responsibly and creating shared value along the process. I am pleased to report such achievements in this Sustainability Report.

"Keep Hong Kong moving" is a mission we take to our heart. In 2019, we continued to upgrade our assets to ensure we maintain the best service levels for our customers. We are also making changes to continuously improve our management process to ensure we keep on providing the high level of service expected by our customers.

We also proactively leveraged our time, resources, expertise and efforts, contributing positively to the development of communities. Our "Community Connect" platform nurtures development of various social segments with the goal of meeting the evolving needs of children, the youth and the elderly. We also support our staff and our community of MTR retirees to organise and participate in volunteering activities through the More Time Reaching Community Scheme.

Looking beyond Hong Kong, 2019 also witnessed some expansions of the MTR brand in other places. We extended the coverage of High Speed Rail services to 14 new destinations directly, enabling passengers to reach over 50 destinations without the need for interchange. We also started passenger services of the Sydney Metro Northwest, the Macao Light Rapid Transit Taipa Line and the first section of Hangzhou Metro Line 5. We are passionate about the opportunities presented by our railway projects in linking up the local communities.

In the years to come, we will continue to capitalise on innovation and technology to drive an enhanced mass transit system to serve the community in a sustainable way. All these would not be possible without the staunch effort of my fellow colleagues. My sincere gratitude and appreciation to them for their hard work, unfailing efforts and perseverance to keep our rail and property services going during this tough and turbulent time. Their professionalism and dedication truly reflect MTR's Vision, Mission and Values.

I am confident the Corporation will emerge as a stronger team, working together to enhance our reputation as a safe, reliable and efficient railway operator. We stay committed to creating value with the communities we serve.

**Dr Jacob Kam Chai-pui**
*Chief Executive Officer*
Hong Kong

# ABOUT THIS REPORT

The sustainability-related strategy, initiatives and performance of MTR Corporation Limited (the "Corporation") are disclosed through a dedicated **sustainability website** (the "Website") and a sustainability report (the "Report"), which collectively depict how relevant and material sustainability issues are managed and integrated into our business strategies.

The Website serves as a central repository of all sustainability information of the Corporation, housing our sustainability approach, sustainability frameworks and on-going sustainability efforts. The Report presents an annual update on our sustainability initiatives, performance and challenges faced during the reporting year. The Website and the Report together complement information available from other publicly accessible sources such as our **Annual Report**. For a complete list of disclosures, please refer to the **content index**.

In this report, we have provided information on the Shatin to Central Link (SCL) construction issues in the **Corporate Governance section** and public order events (POE) in the **Safety First** and **Environmental Protection** sections. Special feature articles on **SCL** and **POE** can also be found on our sustainability website to provide detailed account on these incidents. We have also covered the East Rail Line derailment incident in the **Safety First** section and provided our responses and preventive measures against COVID-19 in the **Safety First** and **Community Investment** sections in this report.

We value your feedback on our sustainability performance and disclosures. Please **contact us** with your views.

## REPORTING FRAMEWORKS

As a publicly listed corporation, we strictly adhere to the listing rules of Hong Kong Exchanges and Clearing Limited ("HKEx") including the requirements of Appendix 27 Environmental, Social and Governance Reporting Guide ("ESG Guide"). Our sustainability disclosure references internationally recognised reporting guidelines. This Report was prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core option and has made reference to the International Association of Public Transport ("UITP") Sustainability Charter Reporting Guide 1.0, ISO 26000 Guidance on Social Responsibility and the United Nations Sustainable Development Goals ("SDGs"). In view of our contribution to the development of sustainable urban infrastructure in our operating locations, we have identified three primary goals (8, 9 and 11) where MTR can play a significant part as a global citizen in furthering the SDGs and have notified the SDG Secretariat of our overall support for these goals. We also support a number of other SDGs through our diverse operations.
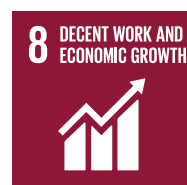


This Report also presents our efforts, plans and progress in response to three megatrends that will bring along both opportunities and challenges to our operations, namely system resilience for climate change, ageing population and digital transformation. Details on our initiatives addressing the three megatrends are provided in the following sections of this Sustainability Report:

| Megatrends | Report Sections |
|---|---|
| System Resilience for Climate Change | Environmental Protection – Climate Change |
| Ageing Population | Customer Experience – Customer Service in Rail Operations |
| Digital Transformation | Customer Experience – Customer Service in Rail Operations – Asset and System Upgrades, Smart Mobility |

Please refer to our **sustainability website** for details on our disclosure approach, reporting frameworks, SDGs commitments and the three megatrends.
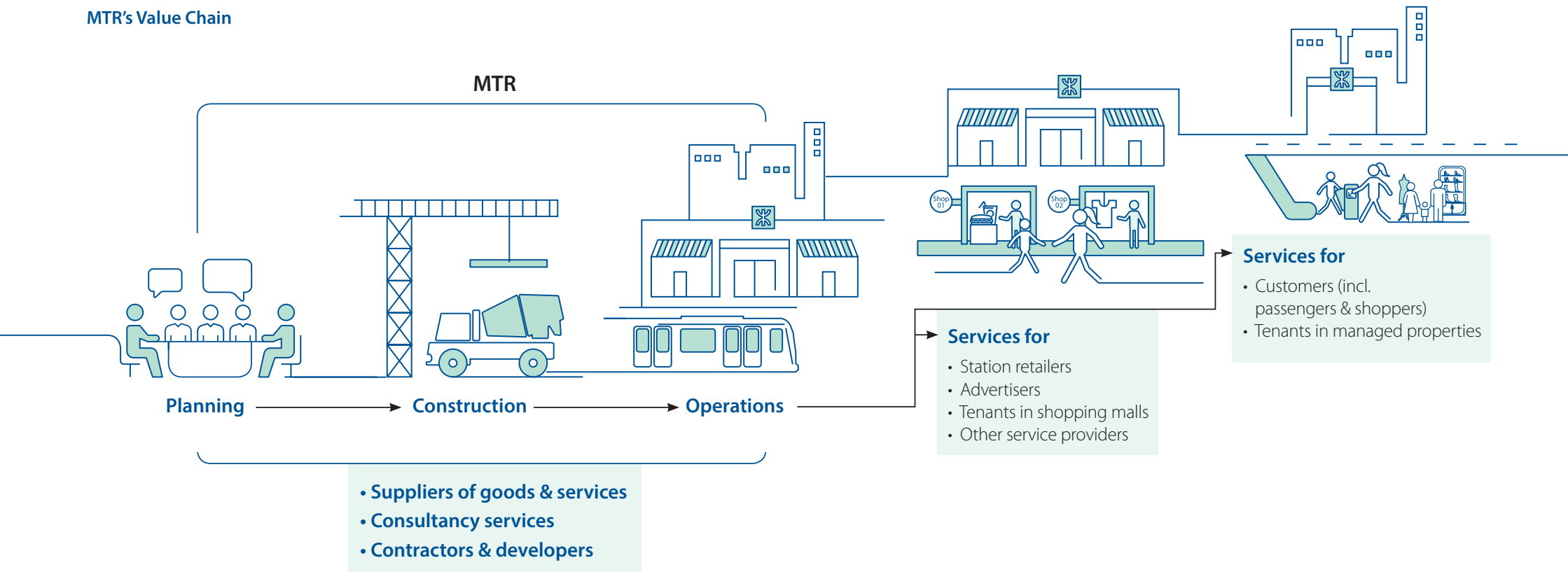
## REPORT SCOPE

The Report discloses details on issues material to the Corporation covering the period from 1 January to 31 December 2019. Headquartered in Hong Kong, the Corporation has expanded railway-related projects and operations internationally with a presence in the United Kingdom, Australia, Sweden and the Mainland of China. MTR's property development and management services are based in Hong Kong and the Mainland of China. The Report incorporates data from all operations, where applicable, including wholly or majority-owned subsidiaries where the Corporation exercises management control. Please refer to our **sustainability website** for details on our performance data. Key quantitative data disclosed in this Report has been independently assured by Ernst & Young Advisory Services Limited. Please refer to the **independent assurance report** for details.

Our **Annual Report** provides further details on our operations in Hong Kong and worldwide. Please also refer to the sustainability reports of our overseas subsidiaries, **MTR Nordic** and **Metro Trains Melbourne**, for more details on their performance and latest initiatives.

## STAKEHOLDER ENGAGEMENT

Our dynamic and ongoing stakeholder engagement process welcomes and gathers diverse views, opinions and expectations from a wide range of stakeholders along our value chain. Grouped into ten main categories, stakeholders are engaged through different channels to help us identify possible emerging risks and opportunities to our business operations. We also make use of such platforms to proactively communicate with our stakeholders and gain valuable feedback on our initiatives. For details on our stakeholder list, engagement approach and engagement channels, please refer to our **sustainability website**.

**MTR's Value Chain**

**MTR**

Planning → Construction → Operations

**Services for**
- Station retailers
- Advertisers
- Tenants in shopping malls
- Other service providers

**Services for**
- Customers (incl. passengers & shoppers)
- Tenants in managed properties

- **Suppliers of goods & services**
- **Consultancy services**
- **Contractors & developers**

## EXTERNAL REVIEW PANEL

We continue to invite professionals in relevant sustainability fields to provide advice on our reporting strategy and approach, and to review a mature draft of the Website and the Report. Their valuable feedback helps us enhance the relevance and quality of the disclosures. Members of this year's External Review Panel include:

**Shirlee Algire**
Executive Manager,
Sustainability,
Hong Kong Jockey Club

**Mike Kilburn**
Acting General Manager,
Sustainability,
Hong Kong Airport
Authority

**Robert Gibson**
Fellow, Civic Exchange and
Adjunct Professor,
Hong Kong University of
Science and Technology

**Calvin Lee Kwan**
General Manager,
Corporate Development
and Strategy,
Link REIT

**Agnes Tai**
Director,
Great Glory Investment
Corporation

**SK Wu**
Risk Manager,
Alliance Construction
Materials Limited

## MATERIALITY

To ensure that our sustainability related disclosures reflect MTR's significant economic, environmental and social impacts, or substantively influence the assessments and decisions of our stakeholders, we conduct an annual materiality assessment to identify material issues which indicate the shared concerns of the Corporation and our stakeholder groups.

For a detailed explanation of our materiality assessment methodology, please refer to our **sustainability website**.

**Our materiality assessment process**

**01** Identification of Sustainability Reporting Issues

**02** Importance to the Corporation Based on the Enterprise Risk Management System

**03** Importance to Stakeholders Based on Stakeholder Engagement

**04** Endorsement by the Corporate Responsibility Steering Committee

## MATERIALITY MATRIX

Our materiality assessment results are depicted in the following matrix.



**I. GOVERNANCE**

1. Organisational governance structure and process
2. Fair operating practices (ethical dealings with other organisations)
3. Anti-corruption
4. Responsible political involvement
5. Fair competition

**II. CUSTOMERS**

6. Fair marketing (factual and unbiased information and fair contractual practices)
7. Customer education
8. Customers' health and safety
9. Sustainable products and services
10. Customer service, support, and complaint handling
11. Customer data protection and privacy
12. Access to essential services (incl avoidance of service disruption)

**III. EMPLOYEES**

13. Human rights risks assessment
14. Human rights risk issues
15. Human rights grievances mechanism
16. Diversity and equal opportunity
17. Fundamental principles and rights at work (based on ILO)
18. Protection of civil and political rights of staff

19. Employment practices
20. Conditions of work and social protection
21. Staff consultation and engagement (incl freedom of association and collective bargaining)
22. Employee and contractor health and safety
23. Employee development and training

**IV. ENVIRONMENT**

24. Prevention of pollution (air, water and waste)
25. Sustainable resource use (resource efficiency and water use)
26. Climate change
27. Biodiversity

**V. SUPPLY CHAIN**

28. Supply chain human rights risk
29. Promoting social responsibility in the value chain

**VI. COMMUNITY**

30. Payment from government / tax payment
31. Community involvement and development (engagement)
32. Education and culture
33. Employment creation and skills development
34. Technology development and access
35. Wealth and income creation
36. Community health
37. Community investment (incl staff volunteering)

Highly material issues are found in the top right quadrant, while the least material issues are shown at the bottom left. The result has been reviewed and validated by the Corporate Responsibility Steering Committee and reviewed by the External Review Panel as part of our materiality assessment process.

During the review process, item 8 "customers' health and safety" and item 22 "employee and contractor health and safety" have both been moved horizontally to the "high" materiality region to reflect the Corporation's priority in putting safety first in our considerations. We have also moved item 13 "human rights risk assessment" to a higher materiality level to address policy instrument such as the Modern Slavery Act which has been put in place in locations where we have operations. In view of increasing public interests in our operation, we consider factual and unbiased information disclosure would become more important to our business, hence, item 6 has been moved horizontally to the "high" materiality region during internal assessment.

The SDGs were considered during our materiality assessment process to align our business strategies and disclosures with global sustainability priorities. The linkages between our committed SDGs, our highly material issues and associated response are illustrated below.

## SDGs, Highly Material Issues and Our Responses

| SDGs | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES |
|---|---|---|---|
| **Highly Material Issues** | • Conditions of work and social protection<br>• Employee and contractor health and safety<br>• Sustainable resource use<br>• Community involvement and development | • Sustainable products and services<br>• Access to essential services<br>• Sustainable resource use | • Customer health and safety<br>• Sustainable products and services<br>• Customer service, support and complaint handling<br>• Access to essential services<br>• Prevention of pollution<br>• Sustainable resource use<br>• Climate change |
| **Our Responses** | • Safety First<br>• Environmental Protection<br>• Human Capital<br>• Community Investment | • Financial Sustainability<br>• Environmental Protection<br>• Community Investment | • Financial Sustainability<br>• Safety First<br>• Customer Experience<br>• Environmental Protection<br>• Community Investment |

# ABOUT MTR

## BUSINESS AT A GLANCE

Established in 1975, MTR Corporation Limited ("MTR") is a publicly-listed corporation headquartered in the Hong Kong Special Administrative Region. With the construction and operation of mass transit passenger railways in Hong Kong and internationally in the Mainland of China, Australia, Sweden and the United Kingdom as the primary focus, MTR's business portfolio also covers station commercial businesses, the development and sale of residential and commercial properties in partnership with property developers and the operation of property management services in Hong Kong and the Mainland of China.

Building on the concerted efforts of our dedicated and professional team, MTR is recognised as a world-class operator of sustainable rail transport services carrying 12.8 million passenger journeys worldwide every weekday.

For more information on our businesses, rail networks and future extensions, please refer to our **Annual Report**.

## FINANCIAL SUSTAINABILITY

### Economic Value Generated and Distributed

We must be financially sustainable in the long term in order to support the delivery of quality services and provision of necessary maintenance and upgrades to our transport system. While supplemented by economic value generated through property and other services, fare revenue is a substantial portion of MTR's income. To ensure service affordability for all passengers, our fares are governed by a Fare Adjustment Mechanism which is designed to enable fair, objective and transparent fare adjustments over time and is subject to regular review.

Our long-standing "Rail plus Property" ("R+P") model enables us to capture additional economic opportunities and to optimise the synergy between our property developments and rail networks. The capital that our property developments bring in can support rail operations and help fill funding gaps when building new rail lines. Please refer to our **sustainability website** for details on our financial sustainability including the Fare Adjustment Mechanism and the R+P model.

As the Value Added and Distribution Statement illustrates, the economic value we create extends to a wider set of stakeholders – suppliers, employees, lenders, shareholders, Government and the community at large. For details on our 2019 financial performance, please refer to our **Annual Report**.

### Green Finance

As at the end of 2019, MTR's green finance portfolio consisted of nine green bonds in three different currencies and two green loans. To learn more about our Green Bond Framework, Green Finance Framework and read the associated reports, please refer to our **sustainability website**.

### Awards and External Charters and Memberships

We have received a number of accolades to recognise our various environmental, social, and governance related initiatives and performance. Leveraging our connections with professional groups and industry associations, we support and facilitate externally developed charters, principles and initiatives, and participate in various associations and advocacy organisations. Please click **here** for a detailed list.

## Value Added and Distribution Statement in 2019 (HK$ Million)

### Economic Value Generated

| | |
|---|---|
| Revenue from Hong Kong Transport Operations | **19,938** |
| Revenue from Hong Kong Station Commercial Businesses | **6,799** |
| Revenue from Hong Kong Property Rental and Management Businesses | **5,137** |
| Revenue from Mainland of China and International Subsidiaries | **21,085** |
| Revenue from Other Businesses[1] | **1,833** |
| Profit from Hong Kong Property Development[2] | **5,731** |

### Total: 60,523

### Economic Value Distributed

| | | |
|---|---|---|
| Staff Costs[3] | Employees | **15,418** |
| Maintenance, Renewal and Upgrade Expenditure on Existing Hong Kong Railway System | Existing Hong Kong Railway System | **9,845** |
| Other Operating Costs[4] | Suppliers & Business Partners | **18,549** |
| Fixed and Variable Annual Payments | KCRC | **3,333** |
| Interest & Finance Costs[5] | Lenders | **720** |
| Taxes[6] | Governments | **1,384** |
| Ordinary Dividends | HKSAR Government | **5,561** |
| | Other Shareholders | **1,813** |
| Community Investment (excludes fare concessions and in-kind donations)[7] | Community | **21** |

**56,644**

| | |
|---|---|
| Economic Value Retained for Reinvestment[8] | **3,879** |

### Total: 60,523

### Performance in Sustainability Indices

Our sustainability performance has been gauged by a number of renowned independent investor ratings. These include:

- Dow Jones Sustainability Indices (DJSI) – we have been a constituent of the DJSI Asia Pacific since 2013 and were included in The Sustainability Yearbook 2020, which includes top 15% of companies in the concerned industries that achieved a score within 30% of their industry's top performing company.

- MSCI ESG Leaders Indexes – we received a rating of AAA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment in 2019. We have received AAA rating in the assessment since 2015.

- FTSE4Good Index Series – we have been included in the index series since 2002.

- CDP – we received a score B in the 2019 climate change assessment, where the Asia regional average is a score C.

- ISS ESG Corporate Rating – we have been granted a "Prime Status" indicating our ESG performance fulfills ISS' demanding ESG requirements in our sector.

MEMBER OF
**Dow Jones Sustainability Indices**
In Collaboration with RobecoSAM

FTSE4Good

MSCI
2019 Constituent MSCI ESG Leaders Indexes

MSCI ESG RATINGS AAA
CCC B BB BBB A AA AAA

Disclaimer

CDP
DISCLOSURE INSIGHT ACTION

Corporate ESG Performance
RATED BY ISS ESG  Prime

*Notes:*

1. *Includes share of profit or loss of associates and joint venture.*
2. *Before taking into account staff costs of HK$24 million.*
3. *Excludes staff costs related to Hong Kong railway system maintenance of HK$2,443 million, capitalised for asset creation of HK$1,286 million and recoverable of HK$602 million.*
4. *For simplicity reason, operating costs include interest income, netted with profit attributable to non-controlling interests. Excludes operating costs related to Hong Kong railway system maintenance of HK$2,320 million.*
5. *Excludes interest expenses capitalised for asset creation of HK$449 million.*
6. *Represents current income tax and excludes deferred tax for the year.*
7. *Includes donations, sponsorships and other community engagement contributions, and excludes ongoing fare concessions and promotions of HK$2,675 million and in-kind donations of HK$18 million.*
8. *Economic value retained for reinvestment to generate future economic values. This represents underlying business profit attributable to shareholders of the Company (before depreciation, amortisation and deferred tax) for the year retained, after the amounts distributed to our stakeholders and invested in asset maintenance, renewal and upgrade of our Hong Kong railway system.*

# CORPORATE GOVERNANCE

**20**
Board of Directors

**8**
Corporate Responsibility
Committee Members

**11**
Executive Committee
Members

## GOVERNANCE STRUCTURE AND APPROACH

The Corporation has a robust governance structure to achieve our business objectives. The Board, working together with the Executive Committee, formulates MTR's corporate strategies to ensure the interests of all our stakeholders are managed in a prudent and responsible manner. Our board-level Corporate Responsibility Committee, led by the Chairman of the Board, provides strategic guidance and reviews our corporate responsibility practices and performance. On management level, the Corporate Responsibility Steering Committee (CoRSC), chaired by the Corporate Affairs Director, focuses on driving and reviewing the implementation of sustainability initiatives across all MTR divisions.  Members of the CoRSC include a few other members of the Executive Directorate and colleagues representing MTR's major business units.

Please refer to the dedicated **sustainability website** for more details on our corporate governance approach, structure, roles and responsibilities.

We have maintained various corporate policies and guidelines under our corporate governance framework, which lay down a solid foundation for our overall corporate responsibility and sustainability strategies as well as how we conduct business in a compliant manner and build up our culture of accountability. These sustainability-related guiding documents include, for example, the Corporate Responsibility Policy, the Code of Conduct, the Whistle-blowing Policy, the Corporate Safety Policy, the Green Procurement Policy, the Climate Change Strategy, the Corporate Biodiversity Policy, the MTR Modern Slavery and Human Trafficking Statement and the Board Diversity Policy. Details and links to these policies and guidelines can be found on our **sustainability website**.

MTR maintains high ethical standards and integrity by setting and communicating the standards expected by the Corporation, training and enforcement. Our Whistle-blowing Policy enables all internal and external parties to raise their concerns regarding improper behaviours through confidential channels. During 2019, our Whistleblowing Panel evaluated 177 cases and concluded 122 of those cases did not meet the definition of "whistle-blowing". Of the 55 whistle-blowing cases, follow-up investigations were completed resulting in 8 substantiated, 3 partially substantiated, and 29 unsubstantiated cases. The remaining 15 cases were under investigation as of 31 December 2019. Appropriate follow-up actions, including disciplinary actions, were taken by management in response to the substantiated and partially substantiated cases.

## Risk Management

Our Enterprise Risk Management ("ERM") Framework provides a clear view of the significant risks we may face. The holistic approach to risk management identifies and evaluates enterprise risks (including sustainability risks). The sustainability risks identified through our framework are mapped against relevant ESG issues under ISO 26000 and are subsequently assessed to determine the level of materiality. Details of our risk management framework, approach and focus can be found in our **sustainability website**.

## Issues Surrounding the Shatin to Central Link Construction

In mid-2018, there were allegations concerning workmanship and timely reporting of certain construction matters relating to three stations of the Shatin to Central Link (SCL), in particular regarding the construction of the Hung Hom Station Extension works. The Corporation has taken the matter seriously and immediate steps to investigate the issues, report our findings to Government and reserve the Corporation's position against relevant contractors.

The Corporation has given its full cooperation to the Commission of Inquiry into the Construction Works at and near the Hung Hom Extension under the SCL Project. The Commission has made a clear determination in its interim report made public by Government on 26 March 2019 that the platform slabs and diaphragm walls are safe and finds that no rebuilding or strengthening works to be necessary. The Commission is also satisfied that there was no extensive or systematic cutting of the threaded ends of rebars and has also made valuable recommendations on how the Corporation can improve our project management which are very much in line with the findings of the review conducted by the Capital Works Committee of the MTR Board aided by an external consultant.

We have started to implement the recommendations made by the Commission and the Board's Capital Works Committee. Besides strengthening our project management, the Corporation has made further efforts through enhanced senior leader involvement, checks and balances, supervision, audit and improved collaboration and communication to ensure that our staff, as well as contractors, comply with the project management system. We have provided additional training for all relevant personnel on our project management processes and procedures, and used technology to assist our staff and contractors' staff in keeping proper records and tracking non-conformances at construction sites.

The Corporation notes that the Commission plans to submit its final report by March 2020 and will continue to work with the Commission. We will also continue to use our best endeavours to take the SCL project forward in a safe manner.

We have prepared a special feature article on our sustainability website to provide more details on the SCL construction issues and our actions taken. Please refer to the **SCL project website** and the **sustainability website** for details and updates of the SCL incident.

# SAFETY FIRST

**0**

Customer fatalities in 2019
in Hong Kong

**0**

Staff and contractor
fatalities in 2019
in Hong Kong

**-20%**

Injuries requiring hospitalisation
per 100 million passenger journeys
on our heavy rail network in 2019
in Hong Kong compared to 2018

## MANAGING SAFETY

Pledging to provide a safe, effective and caring service, we instil a culture which prioritises safety as the prime responsibility of all employees in MTR. We have developed and recently enhanced our **Corporate Safety Policy** and along with the Corporate Safety Governance Framework outline our safety management approach and objectives. Supported by the Corporate Safety Management Model, which lays down appropriate safety management processes across eight core elements, we implement an effective and robust system bespoke to our operations to tackle all safety challenges. We also prepare a Corporate Strategic Safety Plan every four years listing out our aspirations, goals and focus areas to guide safety practices and drive safety improvements across all our business areas in Hong Kong, Mainland China and abroad.

Please refer to our **sustainability website** for details on the Safety-First culture and safety management practices in MTR.

## CUSTOMER SAFETY

### Customer Safety

As one of the major public transport operators in Hong Kong, MTR places great importance on the safety and health of passengers. In response to the coronavirus disease-2019 (COVID-19) outbreak, we have enhanced infection preventive measures, including increasing ventilation and stepping up cleaning and disinfection in railway stations and train compartments as well as MTR malls to safeguard customers' health. In particular, we have increased the frequency of cleaning and replacing filters of air-conditioners in all stations of the MTR network. We have also disseminated advisory messages on prevention of COVID-19 infection and maintaining good personal hygiene to customers through the Passenger Information Display system at MTR stations, and reminded passengers to seek medical advice as soon as possible if needed. Following the Government's measures to contain COVID-19 outbreak, we have suspended services of the High Speed Rail (Hong Kong Section) and Intercity Through Train since 30 January 2020 and closed Lo Wu and Lok Ma Chau stations on the East Rail Line since 4 February 2020.
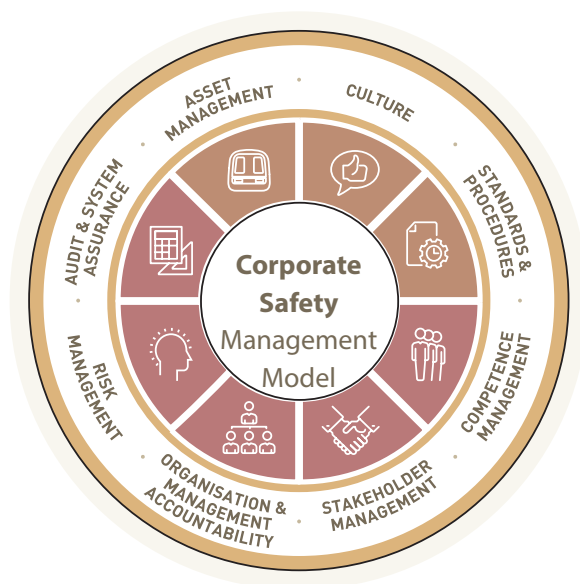


### Road and Track Safety

In order to deliver safe and reliable services to our customers, we continuously identify safety hazards and systematically mitigate associated risks. Despite our best efforts and practices to keep our customers safe, we experienced some unforeseen challenges this year.

The East Rail Line derailment incident near Hung Hom Station occurred on 17 September 2019, three rail cars shifted off the track while two cars separated resulting in some passenger injuries

We express our deepest apologies to affected passengers and commend our staff for quickly enacting our procedures to reduce the impact on our customers. About 500 passengers were evacuated from the train and led back to the Hung Hom Station platform by our staff and officials from the Fire Services Department. Once passengers were safely evacuated, we immediately gathered evidence on site and began emergency recovery works, inspections and safety checks to restore service as quickly as possible. The East Rail Line (EAL) service between Hung Hom and Mong Kok East stations was suspended on that day for site investigation and re-railing of the affected cars, and service resumed the following morning.

An Investigation Panel comprised external experts and senior representatives from the Operations Division and Engineering Division was established to identify the root causes and recommend safety improvements. MTR also cooperated with the Government's independent investigation into the incident. The investigation was completed, and the Panel findings were submitted to the Government on 14 February 2020 and made public on 3 March 2020 after the findings were reviewed by the Government. The Panel assessed the adequacy of the design, manufacture and maintenance of relevant equipment and concluded that the derailment was caused by dynamic track gauge widening at a turnout near Hung Hom Station. The Panel also concluded that the rolling stock and signalling system worked normally and did not contribute to the derailment.

The management of railway assets and track maintenance in MTR are in line with international standards. However, the Panel concluded that the EAL Track Maintenance Team had a knowledge gap of the effect of the special combination of circumstances at that turnout for making an informed decision on the scope, timeliness and effectiveness of the remedial measures required to correct the dynamic track gauge. The Panel considered the team should have relied more heavily on measurement data, rather than their experience, to observe the trend of track gauge widening.

The Corporation has implemented improvement measures recommended by the Panel, including:

- Developed measures to address changes in track stiffness after sleeper replacement;
- Replaced 2,627 East Rail Line timber sleepers to give extra track reliability;
- Adopted a "step" approach for track maintenance works to enhance monitoring of track gauge and timely escalation;

| Incident Description | Our Responses |
|---|---|
| The East Rail Line derailment incident near Hung Hom Station occurred on 17 September 2019, three rail cars shifted off the track while two cars separated resulting in some passenger injuries (cont'd) | • Enhanced change management and staff competence for relevant maintenance works when track technology new to MTR is introduced; and<br><br>• Explored and implemented new technology and data analytics to monitor track gauge and track integrity in traffic hours, its trend analysis for maintenance and criteria to trigger necessary escalation to senior management for attention. Installation of the new equipment commenced in February 2020.<br><br>Safety is of the utmost importance to MTR operations and we take the incident very seriously. Similar problems with the use of synthetic sleepers had not been encountered in the ten years since their introduction in MTR. MTR will spare no effort in putting in place the improvement measures recommended by the Panel to enhance our track maintenance and will continue to review and strengthen our internal monitoring procedures and knowledge enhancement on track maintenance to ensure passenger safety. |
| Prolonged public order events have, at times, resulted in acts of vandalism and violence which affects overall passenger and staff safety | The safety of our staff and passengers is always our top priority. Acts of vandalism and violence put our staff under extremely difficult circumstances as they make every effort to ensure the safety of our passengers and maintain a reliable railway service. Following a detailed risk assessment and our safety-first commitment, we have adopted prudent actions such as closing stations and adjusting rail services to protect our customers away from any violence. Passengers and the general public are informed of any changes in services via the MTR website, MTR Mobile app, station and in-train announcements.<br><br>Even though our business were adversely affected by the public order events, MTR persevered during this period and provided passenger services whenever possible. We have also begun works to repair damaged station facilities. The University Station on the East Rail Line was seriously damaged by repeated acts of malicious vandalism and arson. After extensive repair works by the maintenance team over five weeks, and following risk assessment and safety assurance in consultation with relevant government departments, the station was reopened to provide basic services for the public on 21 December 2019. Together with our dedicated and professional staff, the Corporation will continue to closely monitor and assess the situation and act quickly to safeguard the personal safety of passengers and our staff.<br><br>In response to public concerns on the use of tear gas in/near our stations, we have provided more information on how we ensure indoor air quality in the affected stations in the **Environmental Protection section**. We have prepared a special feature article on the **sustainability website** to provide more details of our responses on the public order events. |

Our transport operations in Hong Kong continued to maintain world-leading safety performance in 2019, with 25% and 17% fewer customer and public injuries on the heavy rail and light rail networks compared to 2018 respectively.

## Number of Customer and Public Injuries Requiring Hospitalisation in Hong Kong

|  | Heavy Rail | Light Rail | Bus |
|---|---|---|---|
| 2017 | 129 | 17 | 6 |
| 2018 | 83 | 12 | 1 |
| **2019** | **62** | **10** | **6** |

## Customer and Public Safety – Fatalities in Hong Kong

|  | Heavy Rail | Light Rail | Bus |
|---|---|---|---|
| 2017 | 0 | 0 | 0 |
| 2018 | 0 | 0 | 0 |
| **2019** | **0** | **0** | **0** |

## Number of Injuries Requiring Hospitalisation per 100 Million Passenger Journeys in Hong Kong

|  | 2017 | 2018 | **2019** |
|---|---|---|---|
| **Heavy Rail** |  |  |  |
| Target | 9.29 | 9.26 | **8.56** |
| Performance | 7.30 | 4.60 | **3.67** |
| **Light Rail** |  |  |  |
| Target | 13.66 | 13.66 | **13.08** |
| Performance | 9.52 | 6.69 | **6.41** |
| **Bus** |  |  |  |
| Target | 6.88 | 6.88 | **6.88** |
| Performance | 9.44 | 1.57 | **9.52** |

## Customer and Public Safety – Fatalities for Operating Locations Other Than Hong Kong

|  | Shenzhen Metro Line 4 | Melbourne Metropolitan Rail Services | Stockholm Metro | MTR Express | Stockholm Pendeltåg | TfL Rail/Elizabeth line |
|---|---|---|---|---|---|---|
| Target | 0 | 0 | 0 | 0 | 0 | 0 |
| Performance | 0 | 2 | 1 | 0 | 0 | 0 |

## Number of Injuries per Million Passenger Journeys for Operating Locations Other Than Hong Kong

|  | Shenzhen Metro Line 4 | Melbourne Metropolitan Rail Services | Stockholm Metro | MTR Express | Stockholm Pendeltåg | TfL Rail/Elizabeth line |
|---|---|---|---|---|---|---|
| Target | 1.42 | 2 | 1.15 | 19 | 1.35 | 2.08 |
| Performance | 0.85 | 1.03 | 0.87 | 25.72 | 0.76 | 4.34 |

## Building Safety Awareness in the Community

Escalator Safety Ambassadors are deployed at designated MTR stations to remind passengers of the associated safe practices and present special souvenirs to passengers who demonstrate correct and safe behaviour on escalators. In 2019, our new ambassador, "T Chai", debuted the annual Escalator Safety Campaign with a set of **social media stickers**, posters and a **video**, which contain safety tips on escalators for passengers. In the video, "T Chai" turns into a detective to investigate different escalator accidents and remind passengers to pay attention to and follow escalator safety rules.



We worked with the social enterprise People On Board again this year to convey our railway safety message to the community through booths at the Hong Kong Book Fair where we delivered themed activities including a drama show and interactive fun games. Comprising a life-like MTR station model as well as "rolling stock", the pop-up store of the "MTR Safety Experience Zone" at the Hong Kong Book Fair 2019 won a world-renowned award, the Rose Gold winner (interior design) at the Muse Design Awards 2019 in the United States. We also continued to stage the special performance "MTR x Hong Kong Repertory (HKRep): Master of

Railway Safety – The Devil Returns" at Children's Paradise at the Hong Kong Book Fair 2019 opening day. This series of roving dramas is part of the MTR x HKRep Drama Education Programme 2019-2020 which has reached out to kindergartens, primary schools as well as special schools.



*Pop-up store of the "MTR Safety Experience Zone" at the Hong Kong Book Fair 2019*

## Safety Initiatives at Our Subsidiaries

MTR (Shenzhen) organised various educational campaigns to promote safety awareness of staff, contractors and the public. Safety reminders have been provided for passengers through posters, videos, voice announcements and other promotional materials in train stations. Escalator Safety Ambassadors have been deployed at designated MTR (Shenzhen) stations to enhance passengers' awareness of the safe use of escalators. To strengthen staff's safety awareness, activities such as safety risk identification workshops, safety knowledge competitions and safety forums were arranged. Contractors were also invited to participate in safety workshops, safety roadshows and safety awards to strengthen their awareness of the latest safety requirements and industry best practices.

Metro Trains Sydney incorporated the pioneering fully automated train operation in the newly opened Sydney Metro Northwest line. To ensure optimal safety, platform screen doors (PSD) and in-train passenger emergency alarms are installed. This is the first PSD introduced in an Australian railway system, an effective safety measure designed to open in unison with the trains. An Operations Control Centre is also in place for responding to emergencies. These safety measures ensure customers can board the trains easily and experience a safe journey.



Metro Trains Melbourne developed an industry-leading new app 'Work On Track' to ensure safety while the crews work on maintenance and renewals for the 998 kilometres of track on our network. At each track worksite, a Track Force Protection Coordinator (TFPC) needs to complete an assessment of the area, which were largely paper-based in the past. By offering a digital solution, the 'Work on Track' app will now provide the tools for more than 1,000 TFPCs to simply plan work on track, and identify hazards, constraints and additional risks which need to be considered when planning worksite protection, including within areas where minimum sighting distance cannot be achieved.
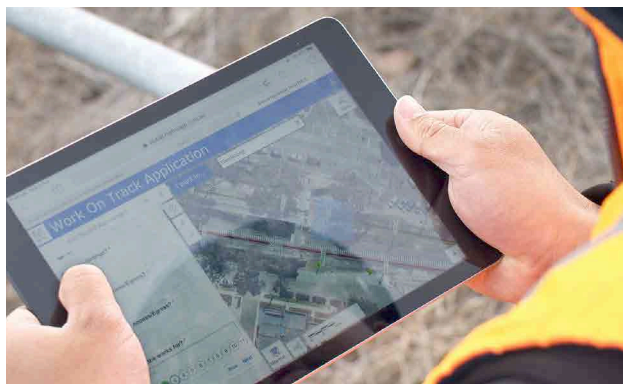
*"Work on Track" app*

Each year in October, MTR Nordic holds a Safety Month to enhance awareness of preventive safety measures. In 2019 there were over 200 participants. A range of activities were organised during the Safety Month, including Safety Walks, conversation with passengers, etc. Around 10 Safety Walks were conducted in conjunction with municipalities, local police and housing companies to identify places in and around the stations in need of improvement to ensure passengers are safe and secure. Areas were improved through better lighting or trees pruning. Internally, MTR Nordic has revised and updated its Safety Policy and established a new internal safety organisation to further promote importance on safety.

MTR Elizabeth line hosted several Joint Safety Awareness Sessions. Working alongside MTR Elizabeth line's Safeguarding Manager, a team of ambassadors attended and supported the Joint Safety Awareness Sessions together with the British Transport Police (BTP). During each session, the ambassador team and BTP provided customers with basic safety tips when travelling on public transport and the most up-to-date information regarding station upgrade works and the opening of the Elizabeth line.

## STAFF AND CONTRACTOR SAFETY

The Corporation joined the global Vision Zero Campaign organised by the International Social Security Association to provide a safe work environment for both MTR and contractor staff. The campaign advocates building a strong prevention culture integrating safety, health, and well-being at all levels of work to prevent work-related accidents, harm and occupational diseases.

To safeguard our staff against the COVID-19 outbreak, we have provided protective gear for staff and checked their body temperature before starting work every day. In particular, we have requested all frontline staff on duty, including stations and property management, to wear surgical masks. In addition, we have reminded staff members to maintain good personal hygiene, and to report to their supervisors and consult doctor if they feel unwell.



### Staff Safety Initiatives

Our annual signature event "Corporate Safety Month" was held in May and June 2019 with the theme "Health and Safety, in Heart and Mind" which highlights the interrelation between physical and mental health and safety at work. A new programme "Safety Hero Award Scheme" was launched to recognise frontline staff and contractor members who work diligently to uphold our safety-first culture. Furthermore, the top three safety films from a micro film contest for the "From Health in you to Safety at Work" theme were broadcast for voting. Safety forums, health talks, a colouring contest for staff's children and an online safety quiz were organised by various divisions during the Corporate Safety Month.

Our Infrastructure Maintenance Department launched a large-scale safety promotion campaign "5 Lifesaving Creeds" which highlights and displays five vital safety areas at the workplace to enhance staff safety awareness. Each Lifesaving Creed icon contains a slogan of four Chinese characters with simple and direct safety messages namely "Authorisation before Track Access", "Drive with Caution", "Safe Working with Engineering Trains", "Safe Work at Height" and "Live Line Testing before Earthing Rod Erection". The "5 Lifesaving Creeds" campaign helps reinforce the safety culture amongst our colleagues.

## Lost Time Injuries for Staff

An unfavourable trend of staff injuries was observed in 2019. We have investigated every injury and put in place remedial and preventive measures as far as reasonably practicable. At corporate level, we have continued to organise programmes to enhance safety awareness and uphold our safety culture in all operations. Extra efforts have also been made to improve safety performance.

In our Corporate Support Functions, the major accident types occurred were slips, trips and falls and assault in 2019. Actions have been taken immediately to address root causes of these accidents. In Projects Division, most injuries were related to site conditions or activities. We have reinforced our site inspections with contractors to improve the general housekeeping and conditions of the sites. To further prevent accidents and minimise injuries, we organised divisional safety sharing sessions where lessons learnt from accidents and inspections were shared among our staff. Monthly site-based safety sharing sessions were also arranged for staff to share both safety observations and accidents.

| Lost Time Injuries per 100,000 man-hours in Hong Kong | 2017 | 2018 | 2019 |
|---|---|---|---|
| Corporate Support Functions | 0.06 | 0.16 | 0.20 |
| Operations Division | 0.42 | 0.38 | 0.65 |
| Projects Division | 0.20 | 0.00 | 0.16 |
| Property Division | 0.09 | 0.00 | 0.04 |

Note: Lost time injury means a worked-related injury results in the incapacity for 1 day or more.

## Contractor Safety Initiatives

We implemented various safety initiatives in Hong Kong to protect the safety and health of our contractors. We engaged directly with construction workers through training, workplace campaigns, mentoring and a variety of communication initiatives to help us uphold the highest safety levels and ensure that contractors are aligned with our own safety policy. In April 2019, our Corporate Safety Management Committee ("CSMC") conducted a safety visit to the new Diamond Hill extended station area. The CSMC members inspected the site conditions and appreciated the safety efforts made by staff and contractors in tackling safety challenges associated with the station expansion project, including managing the existing operating railway during the construction phase and accommodating the high interchange passenger flow during the operations phase.

In January and September 2019, the Corporation and its consultants, partners and contractors made joint commitments at the Safety Charter Signing Ceremonies for the LOHAS Park property development project. We pledged to create a zero-accident work environment, continuously improve safety standards, provide good welfare facilities, prevent site accidents, care for workers and comply with legal requirements. This Safety Charter emphasises the importance of construction site safety and close collaboration between all stakeholders including the Government, developers, contractors and frontline workers who play important roles in promoting construction site safety.


*Safety Charter Ceremony of LOHAS Park Package 10*

## Safety Performance on Construction Site

| Hong Kong project construction fatalities | 2017 | 2018 | 2019 |
|---|---|---|---|
| Staff Fatalities | 1 | 0 | 0 |
| Contractor Fatalities | 2 | 0 | 0 |

## Reportable Accidents for Contractors

The reportable accident frequency rates in 2019 improved slightly in some of our divisions.

| Reportable accidents per 100,000 man-hours for contactors in Hong Kong | 2017 | 2018 | 2019 |
|---|---|---|---|
| Corporate Support Functions | 0.21 | 0.74 | 0.62 |
| Operations Railway | 0.18 | 0.26 | 0.25 |
| Projects Construction – Railway Extension Projects | 0.35 | 0.23 | 0.26 |
| Projects Construction – Network Improvement Projects | 0.22 | 0.06 | 0.00 |
| Property Development and Investment Projects | 0.03 | 0.02 | 0.05 |
| Investment Property | 0.26 | 0.03 | 0.18 |
| Management Property | 0.18 | 0.11 | 0.18 |

Note: For Projects Division, Reportable Accident means an industrial accident results in the incapacity, for a period exceeding 3 days immediately following the accident.

We will continue to regularly review work-related risks and address and eliminate high risk areas to safeguard our contractors. For instance, in Corporate Support Functions, safety initiatives relating to the identification of location specific hazards for contractor of advertisement posting at railway trackside and the review of slip resistance of footwear for contractor of staff canteen have been taken to prevent recurrence of injuries. In Projects Division, we have a number of ongoing safety initiatives that encourage continuous efforts to raise safety awareness of our contractors. "WE Safe 安全拍住上" campaign promotes the awareness among workers that safety is the responsibility of all members who play different roles in different positions. We also launched the "Don't Walk By" programme to encourage workers to speak up on safety issues.

To further enhance safety knowledge, we organised the Millionaire Safety Quiz Competition and activities to assemble and engage MTR staff, contractors and workers respectively via safety quizzes.





## Occupational Safety and Health Awards

Our Property Division's "No Safest, Only Safer" principle for a strong safety culture earned a total of 20 external safety awards this year.

### 11th Hong Kong Outstanding OSH Employee Award Scheme of 2019

Occupational Safety & Health Council, Labour Department, Legislative Council members (Functional Constituency-Labour) and employee representatives of Labour Advisory Board

**Silver**
Supervisor –
Corporation and Organization Category

### 18th Hong Kong Occupational Safety & Health Award

Occupational Safety & Health Council

**Gold**
Work Safe Behaviour Award

### 6th Best Property Safety Management Award

Occupational Safety & Health Council

**Silver**
Best Property Management
Award in OSH
*Maritime Square*

**Bronze**
Best Safety Enhancement
Programme Award
*The Harbourside*

**Bronze**
Best Property Management
Award: Resident's RMAA Works
Safety Enhancement Award
*The Palazzo*

**Merit**
Best Property
Management Award:
Resident's RMAA Works Safety
Enhancement Award
*Popcorn*

# CUSTOMER EXPERIENCE

**99.9%**

Passenger journeys
on-time in Hong Kong

**1.4 million+**

Monthly active users of
MTR Mobile

**23**

Interchange stations with
breastfeeding facilities and
babycare rooms in Hong Kong

## ENHANCING CUSTOMER EXPERIENCE

In Hong Kong, our Operating Agreement with the Government sets the conditions of our license to operate including customer service. Our internal targets and requirements exceed the terms of this agreement to ensure we deliver the best customer experience. We define and transparently announce our **Customer Service Pledge** targets across 15 service areas on an annual basis. Our Customer Experience Management Model ensures the delivery of quality, safe and reliable mass transit services. Customers are encouraged to make enquiries and share their feedback using a variety of communication channels such as a designated hotline and our website. We supplement our station staff with support teams to ensure we can promptly assist customers affected by disruptions to regular train services. Restoring normal service operations quickly and safely is our top priority as specialised teams are mobilised to rectify any faults. Complimentary shuttle bus services to the nearest MTR station may be arranged where appropriate.

For more details on our approach to enhancing customer experience, please refer to our **sustainability website**.

In June 2019, we signed a Memorandum of Understanding with CRRC Qingdao Sifang Co Ltd (CRRC Sifang), a world-leading rolling stock vehicle and system manufacturer, for the collaboration on realising smart maintenance on MTR's new urban line trains. Through the collaboration, we hope to develop cutting edge technology in train maintenance through realising smart maintenance of new urban line trains, along with our experience in operation and maintenance, so as to enhance the safety and service quality of our railways.

Affirming and recognising the Corporation's years of contribution towards the prosperity of Hong Kong through our railway and quality services, MTR received the Q-Mark Elite Brand Award under the Travel, Leisure and Transportation category from the Hong Kong Q-Mark Council for the 6th consecutive year. Moreover, the Corporation has been recognised by the Hong Kong Q-Mark Service Scheme for 13 consecutive years, which is a major achievement of our dedicated efforts to deliver excellent service to our customers.

## TRAIN SERVICE PERFORMANCE

We have once again delivered a first-rate train service performance beyond our Operating Agreement requirements and internal targets to attain a passenger journeys on time rate of 99.9%. While we work to avoid and prevent incidents, we experienced 10 service disruptions caused by factors within our control in 2019 which lasted more than 31 minutes. We investigate all incidents and implement the necessary measures to prevent recurrence and improve our recovery response.

We prioritise and measure customer satisfaction and report the findings in the Service Quality Index and the Fare Index. Please refer to the **Annual Report** for details. As of April 2019, an extra 86 train trips per week have been added to the Tsuen Wan Line, Kwun Tong Line, and Island Line, particularly on Fridays, weekends and public holidays to meet passenger demand. We also introduced 15 additional trains on the East Rail Line during the morning peak periods on weekdays from July 2019.

We also benchmark performance of our heavy rail network in Hong Kong with overseas counterparts through the CoMET Benchmarking platform against appropriately 30 top-level indicators in the following distinct areas: Growth, Learning & Innovation, Financial, Customer, Internal Processes, Safety & Security and Environment. Please refer to our **Performance Benchmarking** on our sustainability website for further information.

## CUSTOMER SERVICE IN RAIL OPERATIONS

On 1 January 2019, we launched the Customer Services and Revenue Protection Unit (CSRPU) under the Operating Department. The team is responsible for revenue protection (ticket inspection), by-law enforcement, customer services during major events with station teams, and providing emergency shuttle bus services during train service interruptions.

April 2019 was the Customer Service Month during which we reinforced the Corporation's commitment to a customer-centric service mindset. Colleagues attended seminars during which well-known leaders in customer experience shared their approach to service in their respective industries. We also organised five focus group discussions with more than 40 participants from frontline positions to collect their opinions on opportunities to further enhance our services and provide even better experience for our customers and passengers.

We celebrated 10 years of MTR Society Link this year with a gathering on 15 June 2019 where we shared updates on customer



*MTR Society Link gathering and 10th anniversary celebration*

experience and service improvements to around 60 participants from 15 non-governmental organisations (NGOs). Participants toured a new workshop at Siu Ho Wan Depot and learned about how we prepare ourselves for the future through investments in asset renewal and big data technologies. We also discussed the expected changes to the customer experience as a result of smart mobility under the Rail Gen 2.0 project.

To encourage feedback from our customers, we introduced an opinion zone at the Hong Kong West Kowloon Station in June 2019, a few months after the opening of High Speed Rail, inviting passenger views on our services and station facilities. More than 60 staff members joined different sessions at the opinion zone to collect passenger comments and listen to their suggestions. Customers are generally satisfied with different service aspects especially on Passenger Information, where compliments were received on the revamped signage for boarding gates. We welcomed thoughts from more than 300 passengers which will be carefully considered for future service enhancement.



*Opinion zone at the Hong Kong West Kowloon Station*

Our people-oriented services are well recongised by different organisations:

### Top Service Awards 2019
Next Magazine

Best Long Service Award
Category Award
for Public Transportation

### Hong Kong Service Awards 2019
East Week magazine

Public Transportation Award
Corporate Responsibility Award

### HKIM Market Leadership Award 2018/2019
Hong Kong Institute of
Marketing (HKIM)

Hong Kong
Power Brand Award

### 2019 Customer Services Excellence Programme
Airport Authority
Hong Kong

Corporate Excellence Award
*Airport Express*

## Asset and System Upgrades

The train fleet upgrade project is currently underway. We have received seven new 8-car trains which are undergoing extensive testing before commissioning. We have also ordered 40 new light rail vehicles to replace and expand our fleet to 150 vehicles by 2023. The first two light rail vehicles delivered to Hong Kong in December 2018 have completed the commissioning processes in 2019. The remaining vehicles will be delivered in batches between 2020 and 2023.

In view of the expected increase in patronage, we initiated an extensive signalling system replacement project for seven urban lines to be completed in 2026, aiming to increase overall passenger capacity by providing more frequent train services for our customers. Please refer to the **Annual Report** for further information.

To prepare for the migration to the new signalling system, testing has been commenced in Tsuen Wan Line during non-traffic hours. The investigation of the train collision incident near Central Station during non-traffic hours testing on 18 March 2019 found that software implementation errors occurred. The conclusions prompted MTR to strengthen its monitoring of the relevant contractor and ensure the implementation of improvement measures. Train tests for the new signalling system during non-traffic hours resumed in May 2019 after a thorough safety review.

## Smart Mobility

We leverage digital technology with a focus on strengthening information provision to enhance travel experience. In June 2019, new features were introduced to the MTR Mobile app which has over 1.4 million monthly active users. The "Alighting Reminder" function prompts passengers to get off the train at interchange stations or final destinations. The "Trip Planner" function was improved to provide a complete recommended MTR or Light Rail end-to-end journey by connecting to public transport information such as minibus, bus and ferry services. The "Real-Time Schedule" feature under Bus Info function provides real-time information on MTR bus arrivals, passengers may use the location services on their mobile phones to locate the closest MTR bus stop within 500-metres. Please visit our **MTR Mobile app** for more details.
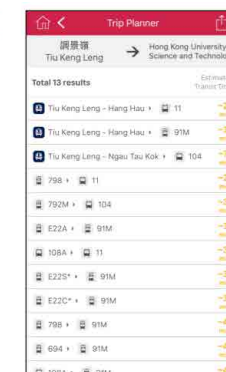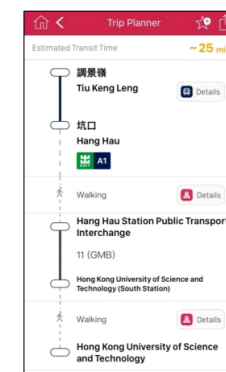
We continue to upgrade Ticket Issuing Machines to support mobile payments through Alipay and WeChat Pay to provide a variety of payment options for our customers. With the introduction of four such machines at Sheung Shui Station in April 2019, the total number of Ticket Issuing Machines which accept mobile payments in our stations is 24. We are now working at full speed to make QR code payment services at the MTR entry/exit gates available by mid-2020, offering passengers more convenient journeys with diversified and flexible payment options. We have also introduced the "Scan to Go" initiative at Mong Kok Station in August 2019 providing QR codes on street maps and exit directory codes to provide passenger with instant directions to their destinations. Over 600 scans were recorded within the first week after launching the initiative.



MTR has been recognised for its efforts to enhance and personalise customer experience through digital technologies.

## Web Accessibility Recognition Scheme 18/19

Hong Kong Internet Registration Corporation Limited and Office of the Government Chief Information Officer

**Triple Gold**
Mobile Stream MTR Mobile

**Triple Gold**
Website Stream MTR Website

## Enhancing Station Facilities

To make passenger journeys as comfortable and pleasant as possible, we have adopted a number of enhancements to our station facilities over the past few years. To facilitate wheelchair passengers to board and alight from light rail vehicles, a Board Easy Mat was installed for trial at Goodview Garden Stop. In addition to introducing new toilets in the station concourses, we are also installing babycare rooms at seven interchange stations: Tiu Keng Leng, Yau Ma Tei, Tsim Sha Tsui, Lai King, Central, North Point and Yau Tong. The first babycare room equipped with a nappy changing station, a sink and an independent breastfeeding area was opened in the paid area at Tiu Keng Leng Station in February 2019. The new babycare rooms will supplement the breastfeeding areas already in use in 20 interchange stations across our network. To let passengers know more about these enhanced facilities, a cheerful **video** has been produced to introduce the "supporting roles" in MTR stations.



*Board Easy Mat installed for trial at Goodview Garden Stop*
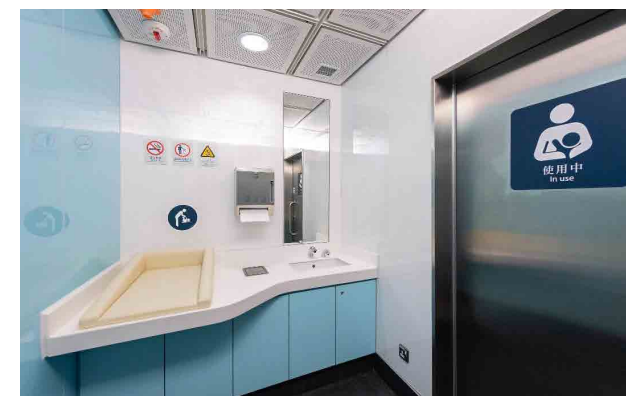




*Well-equipped babycare room in the paid area at Tiu Keng Leng Station*

## Customer Awareness and Education

Customer education campaigns are our major approach to ensure high quality customer experience. We continue to foster a more pleasant and comfortable journey with MTR through promotional materials to encourage courteous passenger behaviours. We have also launched cheerful videos to explain our efforts to augment our caring services through the enhanced stations facilities and featured our new mascot, '**T Chai**' to remind passengers to pay attention and follow escalator safety rules.



## CUSTOMER SERVICE IN OUR STATIONS

MTR always strives to enhance customers' journey experience by providing convenient and comfortable station environment and facilities. To provide customers with greater convenience and encourage the use of reusable water bottles, we installed water dispensers at Tung Chung Station in 2018 as a trial. Based on the trial result and feedback from our customers and thorough consideration of factors such as passenger safety, hygiene and passenger flow, we introduced drinking water dispensers at Tsuen Wan and Prince Edward stations in 2019. We are planning to install water dispensers at seven stations in 2020.

We celebrate festive seasons with our customers every year. We rang in the Year of the Pig with the God of Wealth presenting red packets to wish happiness and prosperity to customers on the second day of the Chinese New Year. During Easter, we hosted themed activities ranging from magic classes to handicraft workshops and invited passengers to pose for photographs with large 3-D stickers at Tiu Keng Leng, Tsuen Wan, Kowloon Tong, Sai Wan Ho, Tuen Mun and Tai Wai stations showing them boarding the "MTR Easter Express".



*Drinking water dispenser at Prince Edward Station*



*3-D stickers installed for pictures in six selected stations*

## CUSTOMER SERVICE IN OUR PROPERTIES

MTR Malls entertained customers and supported local innovation through partnership with an award-winning homegrown eSports startup to launch the "Summer eSport Games" – the largest educational eSports event in Hong Kong. The event kicked off at Maritime Square and included the participation of Telford Plaza and PopCorn. Shoppers could register to try the professional grade racing simulators and different eSport games during the 2-month programme.



MTR Malls also supported local artists with an installation featuring the local illustration HAPPIPLAYGROUND characters at Maritime Square, Luk Yeung Galleria, Ocean Walk, Sun Tuen Mun Shopping Centre and Hanford Plaza in summer. An interactive Photo Zone, an obstacle challenge and a puzzle zone offered fun challenges for the whole family.

To better serve our customers, MTR Malls joined hands with tenants to provide high-quality shopping and dining experience for customers. Mystery shopping visits to tenants of MTR Malls continued this year for continuous improvement in service quality. To recognise the excellent performance achieved by tenants in MTR Malls, a 2018 MTR Malls Total Service Assurance Regime Prize Presentation Ceremony was held in March 2019.

### Hong Kong Service Awards 2019

East Week magazine

**Excellent Service Award**

ELEMENTS

**Shopping Mall Award for Warm Service**

Telford Plaza

### Sing Tao Parents' Choice – Brand Awards 2019

**Best Shopping Mall Experience (Cartoon Characters Category)**

Maritime Square

### Best Mall Awards 2018

Apple Daily Digital

**Top Ten My Favourite Malls Awards**

Telford Plaza
PopCorn

**Best 360 Shopping Experience Mall Award**

Telford Plaza

**Most Trendy and Energetic Mall Award**

PopCorn

**Best Outlet Experience Mall Award**

Paradise Mall

## CUSTOMER SERVICE AT OUR SUBSIDIARIES

To support the increasing trend of digital transformation, MTR (Shenzhen) has upgraded its entry/exit machines to accept QR code payment such as WeChat Pay and UnionPay QuickPass at all eight metro lines. Such new provisions offer diversified and flexible payment options to meet different passengers' needs.

In line with the customer-centric approach to quality service in our operations, Metro Trains Melbourne has adopted a passenger-focused service model, realigning from "moving trains" to "moving people". At the heart of this project, Metro Trains Melbourne has identified safety, consistency and timeliness as key objectives. A variety of initiatives were implemented to increase efficiency and enhance safety of our services.

| 2019 and 2020 Targets | 2019 Results |
| --- | --- |
| 98.5% reliability | 98.4% reliability |
| 92% punctuality | 91.1% punctuality |
| Passenger Satisfaction score 75.4 points | Passenger Satisfaction score 74.4 points |

Metro Trains Melbourne supports MTR's commitment to the provision of barrier-free facilities and the delivery of a seamless transportation network, taking care the needs of the elderly and the disabled. Metro Trains Melbourne has established an Accessibility Reference Group which includes community representatives to directly gather public opinion. Most recently, the Accessibility Reference Group provided Metro Trains Melbourne with critical input on the 2019-2021 Accessibility Plan.

| 2019 Targets | 2019 Results |
| --- | --- |
| Install seven motorised wheelchair movers to stations with steep gradients | Achieved |
| Construct Assistance Animal Relief Areas at five stations | Achieved |
| Achieve communications access accreditation | Achieved |

MTR Elizabeth line installed new plant pots in most stations to uplift the station ambience and also provide customers with pleasant smells as they walk through the station building. Customers were appreciative on the improved station environment.

# ENVIRONMENTAL PROTECTION

**-12%**

Hong Kong heavy rail electricity consumption per passenger-km compared to 2008

**-12%**

Electricity consumption in our Hong Kong investment properties compared to 2013

**270+**

Bird species spotted at the Lok Ma Chau wetland

## MANAGING OUR ENVIRONMENTAL FOOTPRINT

Our **Corporate Responsibility ("CoR") Policy** outlines our principles and approach to managing environmental impacts, conserving resources and addressing climate risks. It applies to all divisions of the Corporation and is supplemented by policies and statements covering specific sustainability aspects. In 2019, we introduced a **Climate Change Strategy** which consolidates all our responses to address climate change. To systematically manage the environmental impacts arising from the construction and operation phases of our projects, our Environmental Management Systems are designed and certified to the ISO 14001:2015 standard. During new rail construction, we conduct public consultations and implement mitigation measures to minimise associated environmental impacts. Going beyond regulatory compliance, we engage our neighbours through Community Liaison Groups and host forums and site visits to better inform stakeholders of our environmental efforts and project updates.

Please refer to our **sustainability website** for details on our policies and overall approach to managing our environmental footprint.

# CLIMATE CHANGE

MTR recognises climate change as highly material with the potential to affect our operations and services. Our foresight study identified system resilience for climate change as one of the key strategic trends which poses risks and provides opportunities for us in the short, medium and long term.

## Climate-related Financial Disclosures

We structured our climate-related financial disclosures in four core areas: governance, strategy, risk management, and metrics and targets.

## Governance

Our board-level Corporate Responsibility Committee, led by the Chairman of the Corporation, meets twice a year to provide strategic guidance and review our corporate responsibility practices and performance, including matters related to climate change. The CoR Committee reports to the Board of Directors on these issues. The responsibilities of the CoR Committee and details on the work performed during the year can be found in the **Corporate Governance Report** of the Annual Report.

The Executive Committee, led by the Chief Executive Officer, is tasked with the day-to-day management of the Corporation. The Corporate Responsibility Steering Committee (CoRSC), chaired by the Corporate Affairs Director, meets three times a year with a focus on driving and reviewing the implementation of sustainability initiatives across all MTR divisions. Members of the CoRSC include a few other members of the Executive Directorate and colleagues representing MTR's major business units.

## Strategy

To strategically consolidate our responses to climate change, we have developed a **Climate Change Strategy** outlining our 3-pronged approach.

As a recognised world-class operator of sustainable railway services, MTR has concentrated its efforts to improve energy efficiency of its mass transit system and continue to expand its network to provide low-carbon transport services across Hong Kong.



**Low- carbon Transport Network**

**3-PRONGED CLIMATE STRATEGY**

**Carbon Reduction**

**Climate Adaptation and Resilience**
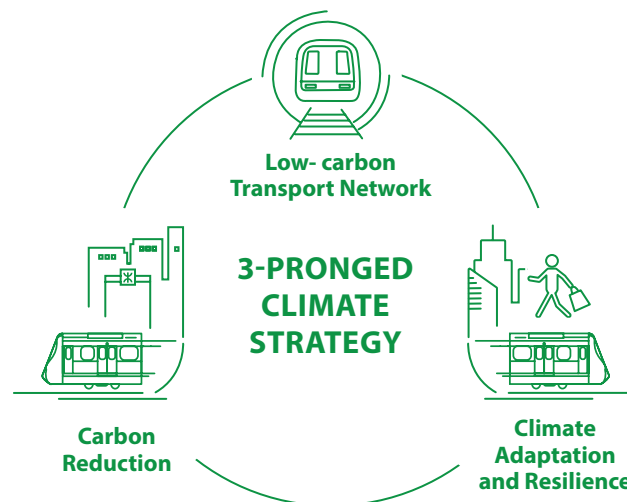
Our carbon reduction measures focus on reducing energy consumption and improving energy efficiency in our rail and property operations. Considering the enduring nature of our assets, we apply a life cycle approach to identify potential opportunities to adopt energy efficient and climate resilient elements at all project stages.

Since we rely heavily on energy suppliers for our energy needs, MTR engages in communications with energy suppliers and the HKSAR Government to drive the long-term decarbonisation of the energy supply. In the meantime, we continue to explore suitable and practical opportunities to incorporate renewable energy and other approaches to offset our carbon emissions.

We enhance our resilience to climate change by consistently reviewing and updating our design manuals. We also implement suitable adaptation measures such as protective installations and improved precautionary and emergency preparedness measures to minimise the impacts of extreme weather events on our assets.

## Risk Management

Climate change risks are monitored, reviewed and updated annually through our ERM Framework. We identify and review risks to our business units regularly and prioritise resources to mitigate and manage any emergent and significant risks. Divisional representatives report climate risks to the Enterprise Risk Committee (ERC) which is responsible for reviewing the Corporation's top risks and key emerging risks (including climate risks) annually. The Chairman of the ERC will report the top risks to the Executive Committee and the board-level Risk Committee on a quarterly basis and to the Board on a six-monthly basis. Climate change risks map at corporate level is reported to the ERC and the Executive Committee annually by the Head of Sustainability and the Chairman of the ERC respectively.

Throughout the operation of our railway facilities and property management, we manage environmental risks, including climate risks, by following the ISO 14001:2015 Environmental Management Systems Standard.

The Corporation has already identified several climate-related risks and opportunities that have the potential to impact our business. Among the risks are the increased likelihood of extreme weather events, changes in rainfall patterns and higher ambient temperature in Hong Kong. The impacts of these risks may severely damage our assets, increase maintenance and operating costs, delay construction activities, and negatively affect passenger and staff safety leading to service disruptions. We have allocated budget for maintenance and facility upgrade to ensure service delivery. On the other hand, we have also seen opportunities to improve resource efficiency. Some of our climate-related risks and opportunities are listed below. Please refer to our **CDP response** for more details.

For further details on our governance structure and process regarding risk management, please refer to the **Corporate Governance** section of our sustainability website and our **Annual Report**.

**Metrics and Targets**
We are committed to continuously improving our environmental performance and have already established energy reduction targets to help cut down GHG emissions. Details on our initiatives and performance are covered in the latter part of this section.

| Risks & Opportunities | Timeframe | Impact |
|---|---|---|
| **Risks** | | |
| Extreme weather events | Long-term | Increased occurrence of extreme weather events may affect rail operations and infrastructure by damaging power lines, obstructing rail tracks, damaging assets, and accelerating outdoor infrastructure deterioration. |
| Changes in rainfall patterns | Long-term | Excessive or heavy rain may expose our stations and facilities to flooding risk, which is especially significant for our underground stations, resulting in a potential disruption of service. |
| Rising ambient temperatures | Medium-term | Higher temperatures and/or heatwaves may increase the strain on our cooling systems and induce track deformation and defects leading to service disruption. |
| **Opportunities** | | |
| Supporting low-carbon transport | Long-term | Rail network has been commended as the backbone of Hong Kong's low-carbon public transport network and will be encouraged to grow continuously. |
| Resource efficiency | Medium-term | Increasing market trends for energy efficient products (e.g. LED lighting), renewable energy and advancement of their development would lead to cheaper prices for better products, resulting in a wider adoption across our portfolios. |

Notes:
Medium-term: 6-10 years
Long-term: > 10 years

**-21%**
**Rail operation:**
reduce 21% of electricity consumed per passenger-kilometre by 2020 in our heavy rail network compared with 2008 level

**-12%**
**Investment properties portfolio:**
reduce 12% of energy use by 2023 using 2013 as the base year

## Our Greenhouse Gas Performance

### Total GHG Emissions In Hong Kong In Tonnes $CO_2e$



2017
- 48,924
- 1,257,663
- 27,806

2018
- 44,102
- 1,262,450
- 15,617

2019
- 46,134
- 1,332,512
- 10,165

Legend: Scope 1 | Scope 2 | Scope 3
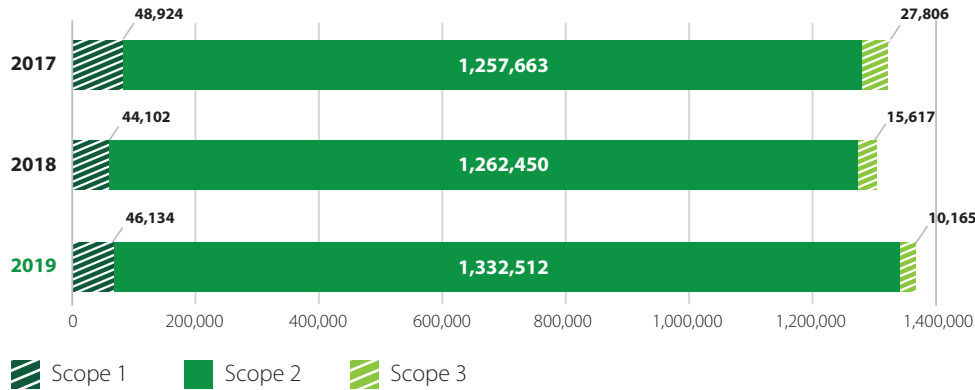
Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Corporation, such as emissions from fossil fuels burned on site.

Scope 2 emissions are indirect GHG emissions resulting from the generation of electricity, heating and cooling, or steam generated off site but purchased by the Corporation.

Scope 3 emissions include indirect GHG emissions from sources not owned or directly controlled by the Corporation but related to our activities.

### Breakdown of Scope 1 Emissions in Hong Kong ($tCO_2e$)



**2018**
- 16% (7,052)
- 7% (3,122)
- 77% (33,775)
- 0% (153)

Total: 44,102

**2019**
- 11.5% (5,290)
- 8.3% (3,844)
- 79.9% (36,876)
- 0.3% (123)

Total: 46,134

Legend: Corporate Support Functions and Main Office Buildings | Network Expansion | Transport Operations | Properties and Other Business
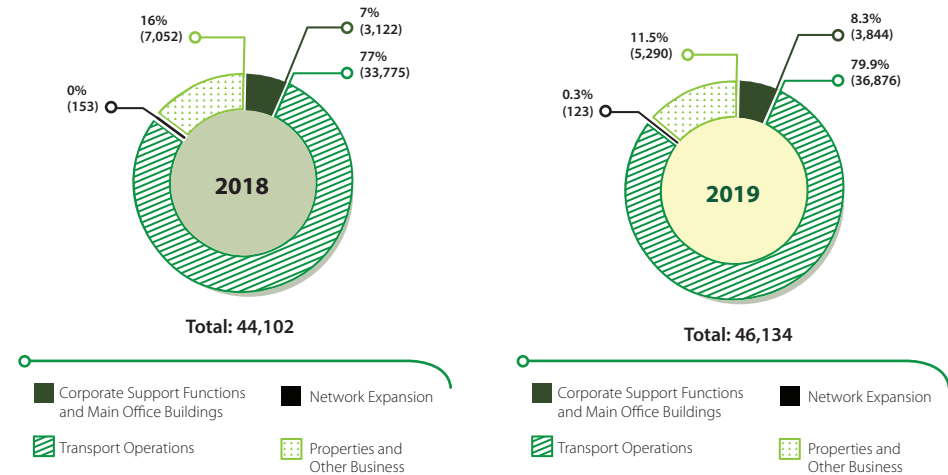
### Breakdown of Scope 2 Emissions in Hong Kong ($tCO_2e$)



**2018**
- 18% (221,622)
- 0% (2,033)
- 81% (1,025,186)
- 1% (13,609)

Total: 1,262,450

**2019**
- 17% (226,390)
- 0.1% (1,070)
- 81.9% (1,091,724)
- 1.0% (13,328)

Total: 1,332,512

Legend: Corporate Support Functions and Main Office Buildings | Network Expansion | Transport Operations | Properties and Other Business
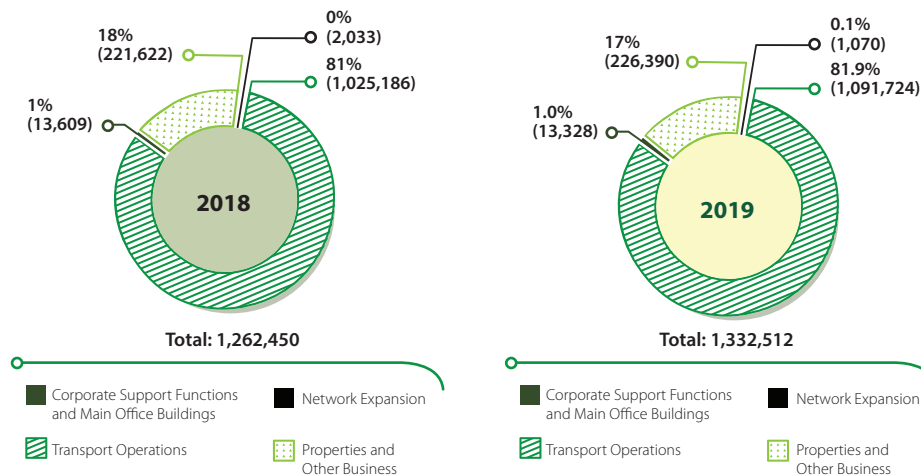
### Breakdown of Scope 3 Emissions in Hong Kong ($tCO_2e$)



**2018**
- 5% (808)
- 17% (2,620)
- 3% (542)
- 75% (11,647)

Total: 15,617

**2019**
- 8.6% (869)
- 21,9% (2,228)
- 6.1% (623)
- 63.4% (6,444)

Total: 10,165

Legend: Corporate Support Functions and Main Office Buildings | Network Expansion | Transport Operations | Properties and Other Business
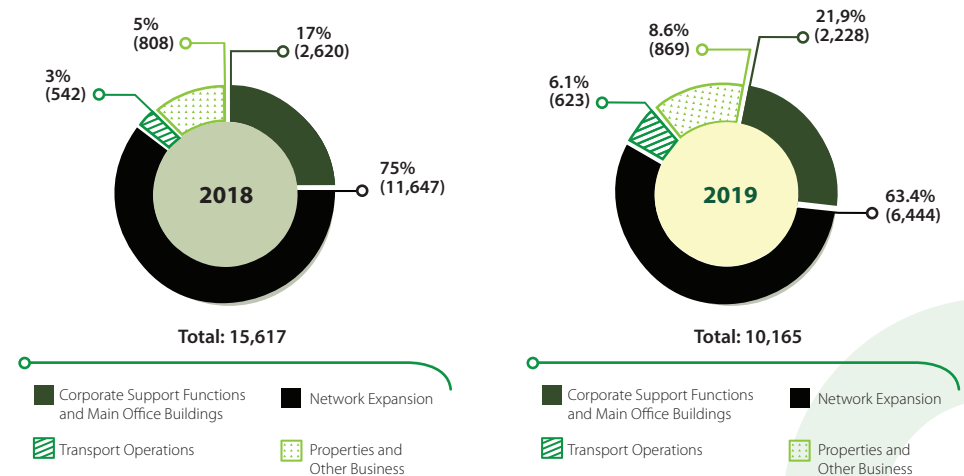
## Energy Reduction and Efficiency

Our rail network requires a significant amount of electricity generated from both non-renewable and renewable fuel sources. As purchased electricity represents our largest carbon footprint as well as non-staff operating cost, we have concentrated our efforts on reducing energy consumption and improving energy efficiency in our rail and property operations.

In 2019, we consumed 3,000 GWh of electricity worldwide, of which about two thirds were consumed by Hong Kong operations. In Hong Kong, our rail operations and property division accounted for 80% and 20% of our consumption, respectively.

**Electricity Consumption in Hong Kong (MWh)**

| | | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| **Total** | | 2,023,667 | 2,023,451 | **2,013,899** |
| **Railway Operations** | Total | 1,628,344 | 1,635,542 | **1,613,075** |
| | Heavy Rail | 1,573,174 | 1,580,443 | **1,559,734** |
| | Light Rail and Bus | 55,170 | 55,099 | **53,341** |
| **Properties** | | 395,323 | 387,909 | **400,824** |

**Note:** This takes account of energy use that we control in owned and managed properties (i.e. it does not reflect energy consumed by our tenants).

**Electricity Consumption of Heavy Rail Operations by Location (GWh)**

| Locations / Lines | 2018 | 2019 |
|---|---|---|
| Hong Kong | **1580.44** | **1, 559.73** |
| Shenzhen Metro Line 4 | **93.77** | **98.29** |
| Melbourne's Metropolitan Rail Services | **462.59** | **468.78** |
| Stockholm Metro | **168.48** | **165.77** |
| Stockholms Pendeltåg | **215.19** | **194.94** |
| Stockholm's MTR Express | **18.73** | **19.24** |
| TfL Rail/Elizabeth line | **60.36** | **74.14** |
| **Total** | **2,599.56** | **2,580.89** |

## Rail Operations

To achieve our 2020 target to reduce electricity consumed per passenger-kilometre by 21% in our heavy rail network compared to 2008, we have adopted initiatives in our rail operations to optimise our energy performance over time. As of 2019, electricity consumption per passenger-kilometre was reduced by around 12% compared to the base year. The percent reduction was lower compared to the previous year. This is mainly due to lower than expected patronage during 2019 owing to the public order events.

This year, we continue to undertake asset replacements and hardware upgrades to further enhance the energy efficiency of existing infrastructure. For instance, a large-scale chiller replacement project has been implemented to replace a total of 160 chillers at 38 MTR stations and four railway depots in phases by 2022. Upon completion of the project, electricity consumption



*Feeder bus fleet upgraded to the new EURO V emission standard*

is expected to be reduced by up to 30% compared to 2017. In 2019, 32 chillers were replaced as scheduled resulting in savings of 7.2 GWh. For new stations, we adopt an energy efficient water-cooled air-conditioning system to further augment our energy performance. In addition to introducing LED lighting at our stations, advertising panels, trains and tunnels, we have progressively upgraded 130 of our feeder bus fleet to the new EURO V emission standard for better fuel efficiency and reduction in roadside emissions. To ensure we operate in the most energy efficient manner, we turn off standby escalators during non-peak hours and review our electrical and mechanical systems, in particular the heating, ventilation and air conditioning ("HVAC") system, at stations on a regular and on-demand basis.

## Property Operations

To achieve our 2023 target to reduce energy use by 12% for our investment properties portfolio compared to 2013, we are committed to adopting green building standards and integrating sustainability considerations regarding the use of materials, energy consumption, water quality and air quality into building construction and operation. For new residential property developments, we aim to achieve a minimum of BEAM Plus Gold accreditation. As of 2019, our Hong Kong investment properties portfolio has achieved a reduction of 12% electricity consumption with 2013 as baseline, meeting the 2023 target.

To fulfil our environmental commitment and support government advocacy, we have implemented a wide range of environmentally friendly measures and installed energy saving devices in buildings or areas under our control. At our Headquarters Building, capacitor banks and active harmonic filters were introduced to improve power quality and hence overall energy efficiency. We also installed motion sensor dimmable LED tubes in the rear staircases to reduce unnecessary lighting. An energy audit was also undertaken for our Headquarters Building to monitor and assess the effectiveness of our energy saving measures. To widen the adoption of energy efficient lighting, we have launched a progressive plan to replace approximately 10,000 fluorescent light tubes with LED at our Headquarters, which can save more than 50% in energy consumption by lights. As at the end of 2019, around 13% of fluorescent light tubes at our Headquarters and 400 traditional downlights in the canteen of Kowloon Bay Depot were replaced by LED lamps.

In our managed properties, we upgraded our assets to energy efficient ones upon replacement:

- Replacement of traditional lights with LED lights in managed properties;

- Replacement with high energy efficient air conditioning systems for plant rooms, common areas and main lobbies of managed properties; and

- Replacement of high energy efficient chillers and lift modernisation in managed office buildings.

We also continue to monitor and adjust temperature set point in main lobbies and club houses of our managed properties.

| Year | Property | BEAM Plus Standard Awarded |
|------|----------|----------------------------|
| 2019 | Tsuen Wan West Station (Cityside Residential) (Parc City) | BEAM Plus Gold (Final Assessment) |
| | Tsuen Wan West Station (Tsuen Wan 6 Residential) (Pavillia Bay) | BEAM Plus Gold (Final Assessment) |
| | Tsuen Wan West Station (Bayside Residential) (Ocean Pride) | BEAM Plus Gold (Final Assessment) |
| | Maritime Square Extension Retail | BEAM Plus Silver (Final Assessment) |
| 2018 | Nam Cheong Station (Residential) (Cullinan West) | BEAM Plus Gold (Final Assessment) |
| | Long Ping Station North (Residential) the Spectra | BEAM Plus Gold (Final Assessment) |
| 2017 | Austin Station (Site D Residential) (Grand Austin) | BEAM Plus Gold (Final Assessment) |
| 2016 | Austin Station (Site C Residential) (The Austin) | BEAM Plus Gold (Final Assessment) |

| Awarding Organisations | Name of Awards | Properties |
|---|---|---|
| Environment Bureau and Electrical and Mechanical Services Department | Energy Saving Charter 2019 – Loyalty | MTR Corporation Limited - Managed and Investment Properties |
| | Energy Saving Championship Scheme 2018 – Certification of Participation | |
| | Energy Saving Championship Scheme 2018 – Hanson I&T Merit Award | |
| | The "4T Charter" – Appreciation Certificate | |

## Supporting Renewable Energy in Hong Kong

Following the successful installation of the solar photovoltaic system comprising 189 solar panels at our Hung Hom office building, we plan to install another solar system with the capacity of 40 kW at MTR Headquarters Building. The installation works are targeted to be completed by the end of 2020.

To support the local renewable energy generation in which the electricity is produced by local renewable energy sources including solar power, wind power and landfill gas projects, generated or purchased (such as through Feed-in Tariff Scheme) by CLP Power, Renewable Energy Certificate was bought to take part in local renewable energy development.



*Solar panels at our Hung Hom office building*



## Initiatives at Our Subsidiaries

Shenzhen Metro Line 4 was awarded the 2018-2019 National Excellent Enterprise with Foreign Investment - Security and Environment Promotion by the Shenzhen Association of Enterprises with Foreign Investment. MTR (Shenzhen) has adopted a multi-pronged approach to enhance fleet energy efficiency and manage electricity consumption at stations. Aside from retrofitting LED lighting at station platforms and concourses, MTR (Shenzhen) has controlled air-conditioning system on trains and monitored the energy use patterns of contractors during construction works. We also support energy reduction programmes such as WWF's Earth Hour where we switched off all non-essential lighting at our office building and stations.

At Metro Trains Melbourne, large-scale upgrades of the Comeng fleet were completed with the replacement of the saloon lighting with LED on 136 train units in October 2019. The initiative is expected to result in a reduction of 3,570 MWh in energy consumption. The initiative in the Comeng train fleet also improved light levels, having a positive impact on passenger experience, operations and the environment. Limited trials of LED lighting are now being conducted on the Siemens Nexas and X'Trapolis train fleets. To further augment our energy performance, we retrofitted LED lighting at all five Rolling Stock Maintenance Depots, which enables more than 50% in energy savings.

MTR Nordic has set comprehensive energy and carbon reduction targets including:

- 15% reduction in total energy by 2025 (baseline 2018)
- 100% renewable fuels in own cars and replacement traffic by 2025
- 100% renewable electricity by 2019
- 50% reduction in $CO_2$ by 2025 (baseline 2018)

To reach the energy reduction target, detailed energy audits were conducted to identify energy use patterns at the MTR Tunnelbanan and MTR Pendeltågen depots and some stations. As a result, energy consumption in depots and stations was reduced with around 10% in district heating and 4.5% in electricity consumption in 2019. In addition, MTR Nordic has switched to 100% renewable electricity in its operations as it has access to low carbon energy with the support of positive policies and participation from local energy suppliers. The use of renewable fuels in replacement traffic and its own cars has been increased to 61%. To further reduce its impact on climate change, MTR Nordic compensated 100% of Scope 1 emissions and Scope 3 emissions from business travels in 2018 through a Gold Standard Clean Development Mechanism project, which amounted to 367 tonnes of $CO_2$e. MTR Nordic also joined the Fossil Free Sweden initiative to support the Swedish Government to reduce GHG emissions, making Sweden one of the first fossil free welfare countries in the world.

To reduce energy consumption and improve energy efficiency, MTR Elizabeth line installed LED lighting at select station platforms, footbridges and under canopies. These were coupled with sensors to automatically reduce light levels at applicable times.

*Manor Park – Platform LED lights*

## WASTE

We serve millions of passengers and customers through our extensive transport networks and integrated properties, generating different types of waste on a daily basis. To minimise the amount of landfilled waste, we encourage waste reduction and foster a recycling culture. Recycling bins with clear signage are placed at our shopping malls and managed properties. In parallel with our recycling efforts, we strive to drive internal behavioural changes and ensure proper waste handling in our rail operations and properties.

### Rail Operations

We continue to support plastic waste reduction and discourage the consumption of single-use items. This year, we continue to follow our "Drink Without Waste" commitment to install drinking water dispensers at Tung Chung, Tsuen Wan and Prince Edward stations and water vending machines at Kwun Tong, Causeway Bay and Shau Kei Wan stations, providing a sustainable alternative to single-use beverages containers. Based on the feedback from our customers and after thorough consideration of factors such as passenger safety, hygiene and passenger flow, we are planning to install more water dispensers at seven stations in 2020.

*1. Drinking water dispenser at Tsuen Wan Station*
*2. Water vending machines at Causeway Bay Station*

### Property Operations

At our managed properties, we work closely with the Owners' Committees and Incorporated Owners to promote waste separation programmes to residents. Through our "Green Train Initiatives" and the provision of designated recycling bins in the common areas of our managed properties, we continue to collect used clothes, ink cartridges and CD discs in good condition for recycling or charitable donation. Waste glass bottles are also collected, treated and turned into reusable materials under our "Glass to Brick" programme.

We continue to engage food and beverage tenants through our "MTR Malls Food Waste Reduction Pledge" with an aim to minimise waste generation at source. Additionally, residents of our managed properties are encouraged to join our "Central Food Waste Recycling for Improving Estate Environment" initiative to reduce their food waste through different promotional programmes such as festive food donations and seminars. At some of our managed properties, we also convert food waste into compost through composting machines.

Internally, we strengthen our efforts to push forward waste reduction initiatives at our office buildings. To reduce unnecessary paper use, we have been installing an E-Notice Board with integrated functions such as providing corporate updates and notices as well as a floor directory and way-finder at our Headquarters Building and four other MTR Buildings. The installation works are targeted to be completed in 2020. We also introduced umbrella dryers at our office buildings to reduce use of plastic umbrella bags on rainy days. In staff canteens, we have gradually replaced paper menus with E-menu boards which can save approximately 5,000 pieces of A4 paper every year. In addition, we promoted a straw-on-request campaign at our staff canteens to encourage staff to reduce usage of plastic straw. This initiative can greatly reduce straw consumption by around 6,000 on a monthly basis.

### Initiatives at Our Subsidiaries

Aiming to limit the annual consumption of printer paper to 4,500 packs, MTR (Shenzhen) has continued to assign paper quotas to divisions and encourage reuse of paper. With the concerted efforts of our staff, we managed to achieve our paper consumption limit this year. To properly manage hazardous waste associated with our operations, maintenance departments are required to strictly comply with our Waste Management Procedures and follow the principles of "reuse and reduce". Together with monthly data analysis and regular monitoring, MTR (Shenzhen) successfully reduced the amount of hazardous waste generated by 31% as compared to 2018 level.

During the year, Metro Trains Melbourne implemented a number of initiatives to minimise the amount of landfilled waste. For instance, we conducted a trial campaign to separate and recycle coffee cups at Flinders Street Station accounting for 40% of passenger waste. Results indicated that for this approach to be effective, more work will need to be done to influence passenger behaviour. We are working with contractors and industry partners to divert waste from landfill that is generated from track renewal works. Spoil from track renewals is taken to a recycled facility where 90% to 95% of it is processed and made available for repurchase. Timber sleepers are mulched and processed at the same facility.

Furthermore, we are exploring ways to apply recycled materials in our network. At Richmond Station, we installed 198 composite sleepers made locally from recycled plastic. For every kilometre of track, 64 tonnes of plastic waste could be diverted from landfill for every kilometre of track. Moving forward, Metro Trains Melbourne is investigating other opportunities to use recycled materials in our network, including recycled ballast in track renewals and tyre waste in asphalt for car parks, pathways and platforms.
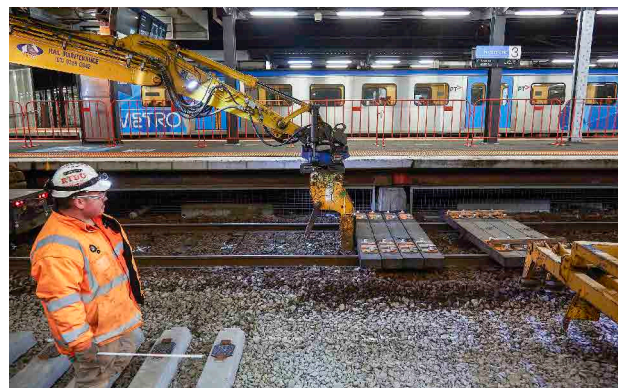


*Duratrack sleepers, courtesy Sustainability Victoria*

MTR Nordic has within its metro depots set targets to increase waste sorting with less than 15% ending up as combustible or unsorted waste. New initiatives have been implemented at depots to improve waste sorting and handling processes. To minimise usage of hazardous chemicals, MTR Nordic continued to phase out chemicals on the "phase-out" list. In 2019, the number of chemicals on the list was reduced from 57 to 39 and within cleaning and graffiti removal only one chemical was left to be phased out by 2020.

MTR Elizabeth line continued an ongoing campaign to increase recycle rate of the waste generated from its operations. In 2019, MTR Elizabeth line achieved an average recycling rate of 13% and reached the "0% to Landfill" target by sending the remaining waste to an Energy from Waste facility. In addition, MTR Elizabeth line continued to work closely with its facilities management contractor and waste supplier on several initiatives to identify the best waste management approach. In June 2019, a new waste segregation trial was introduced by installing general waste and dry mixed recyclable bins at all TfL Rail western stations. In addition, MTR Elizabeth line launched a set of internal awareness



*Eco-dispenser at Brentwood Station*



*Reusable bottles and lunch bags*

activities aiming to promote a more sustainable lifestyle and raise awareness of waste minimisation. These included a waste awareness roadshow, a sustainability week and re-launch of the Environmental Champion programme. During the Sustainability Week, MTR Elizabeth line delivered more than 1,200 reusable aluminium bottles and lunch bags to staff to encouraging them to bring their own food and beverages containers to reduce waste generation. MTR Elizabeth line also supported TfL to install water eco-dispenser in some stations. After thorough consideration, an eco-dispenser was installed at Brentwood Station in August 2019. MTR Elizabeth line Customer Experience team ran a customer engagement event at the station, reinforcing the "zero single use plastic" message and distributing reusable aluminium water bottles to the customers.

## WATER CONSERVATION

To efficiently manage our water use, we have introduced water recycling systems and water saving devices in our rail and property operations. For instance, sensor water taps and flow restrictors were installed at our office premises to further enhance water efficiency.

**Water Consumption by Operation (Hong Kong)**

57%
(1,438,363)

11%
(278,767)

32%
(818,331)

**Total: 2,535,461 m³**

- Managed and investment properties
- Rail operation – municipal water
- Rail operation – water from station cooling tower
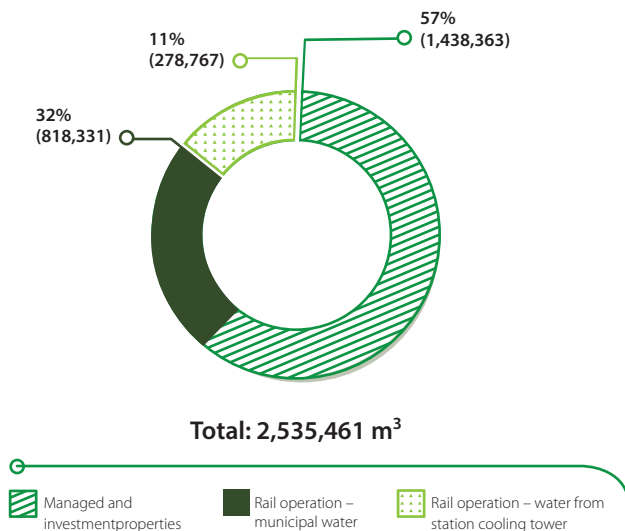
### Initiatives at Our Subsidiaries

Metro Trains Melbourne conducted a water audit for 70 top water-using sites and opportunities to improve water efficiency were identified at 45 of these sites. Timer taps, dual flush toilets and vandal-proof taps were installed and are expected to reduce water use by approximately 10 million litres per year. In addition, Metro Trains Melbourne continues to monitor sites with ageing infrastructure to better address water leaks. With our continuous efforts, Metro Trains Melbourne reduced water consumption by 35% across the network compared to the previous year; a saving of 129 million litres of water per year.
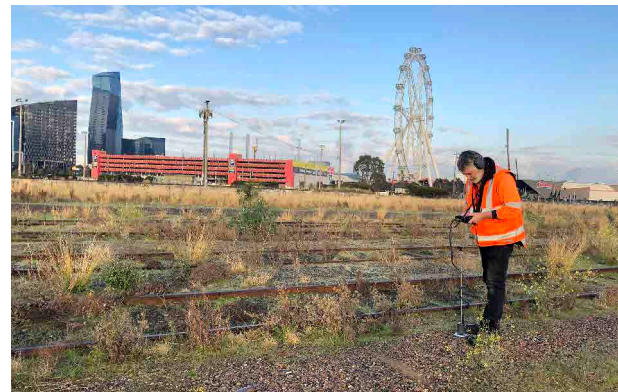

*Leak detection*

## NOISE

We aim to minimise as much as practicable noise nuisance generated by our operating trains and maintenance activities of railway networks to our surrounding communities. We strictly follow the statutory requirements and monitor noise levels regularly with appropriate mitigation measures implemented where necessary. In 2019, the Operations Division filed a total of 150 noise-related complaints, accounting for 95% of all environment-related complaints received throughout the year. We had reviewed all complaints received and taken necessary actions to mitigate and minimise noise nuisance as far as practicable.

An effective way to minimise noise nuisance during railway operation is to incorporate noise mitigation measures such as noise barriers in new railway lines during the design stage. As such, prior to the development of all new railway lines, we will appoint an independent consultant to conduct environmental impact assessment (EIA) studies to assess the possible environmental impact, including noise nuisance, due to the construction and operation of the new lines, and to recommend mitigation measures under the Environmental Impact Assessment Ordinance. During the construction phase, we keep monitoring the impact of the new lines on the environment according to the Environmental Permit (EP). Regular monitoring data and monthly reports will be submitted to the Environmental Protection Department (EPD) and made available for public viewing.

Over the past few years, we have delivered the West Island Line (WIL), the South Island Line (East) (SIL(E)), the Kwun Tong Line Extension (KTE), High Speed Rail (HSR) and Tuen Ma Line (TML) Phase 1 projects. In accordance with the EP granted by the EPD after the approval of the EIA report for each of the railway projects, submissions to demonstrate environmental compliance before commissioning of the projects were required. These submissions included train and fixed plant noise performance reports, information on the implementation of mitigation measures, and records of the consultations with local communities and government departments on various environmental issues, etc. MTR has implemented the required mitigation measures to minimise environmental impacts and achieved full compliance with the EPs to allow smooth transition to the operation of the railway lines.

During the construction of the Shatin to Central Link (SCL), we have carefully assessed the potential environmental impacts and adopted proper noise mitigation measures, including the use of low-noise machines, the erection of noise barriers or covers, and the use of noise insulating fabric to cover machinery. In 2019, we completed more than 6,000 noise, dust and water quality monitorings for the projects site of the SCL to oversee the associated environmental impacts on the environment and surrounding neighbourhoods. For details on the EIA reports and the monitoring data and reports for SCL, please refer to the **project website**.

## INDOOR AIR QUALITY

Taking passenger health and comfort into account, we diligently monitor indoor air quality along our rail networks in accordance with the **Practice Note for Managing Air Quality in Air-conditioned Public Transport Facilities: Railways** published by the EPD to ensure adequate ventilation. In 2019, the carbon dioxide levels at our stations and in our trains were within 2,500 ppm (hourly average) during peak traffic hours, which have fulfilled the Level One Criteria as defined in EPD's Practice Note. As of 2019, we received a total of 44 Indoor Air Quality Certificates for our investment properties, managed properties and office buildings, out of which 20 certificates are of Excellent class.

### Stepping Up Cleaning of Kwai Fong and Tai Koo Stations

We understand the public's concerns on the use of tear gas in Kwai Fong Station and near an exit of Tai Koo Station by the police on 11 August 2019. To ensure the provision of safe and healthy station environments, we sought advice from different professionals and various government departments and made reference to the practices of overseas peers to take multiple follow-up actions immediately after the incidents. At Kwai Fong Station, we arranged additional manpower to facilitate the

cleaning works of different station facilities, including escalators, lifts, gates and ticket issuing machines. We also conducted a week-long intensive cleaning of fans and ventilation facilities after service hours. Similar measures were adopted at Tai Koo Station, which were complemented by the replacement of all the air-conditioning system's filters.

For more information on our response to public order events, please refer to the **Safety First** section in this Report and a special feature article on our **sustainability website**.
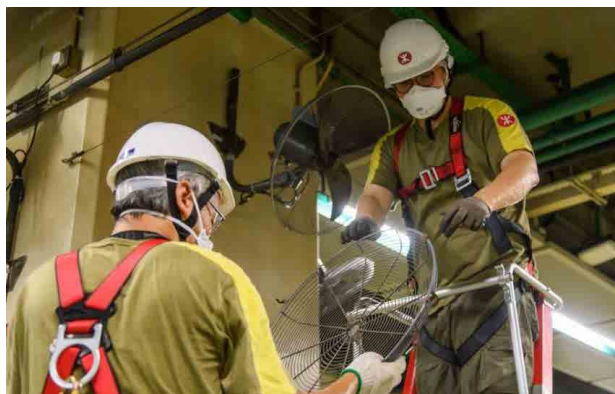




## BIODIVERSITY

Our **Corporate Biodiversity Policy** guides our conservation of natural heritage and biodiversity. While building new rail lines, we strictly comply with all legal requirements and regulations related to biodiversity and take particular care of sections that may impact natural habitats and areas with high ecological sensitivity. Our work at the Lok Ma Chau wetland is one of the best demonstrations of successful biodiversity management alongside rail development. Over 270 bird species have been observed, including the endangered Black-faced Spoonbill. During the 2019 breeding season, more than 150 pairs of birds representing 6 different species were spotted. The wetland also hosts dragonflies, reptiles, mammals and amphibians including those classified as endangered, vulnerable and near-threatened. For details of our work at the Lok Ma Chau wetland, please refer to the **Lok Ma Chau Wetland Website**.
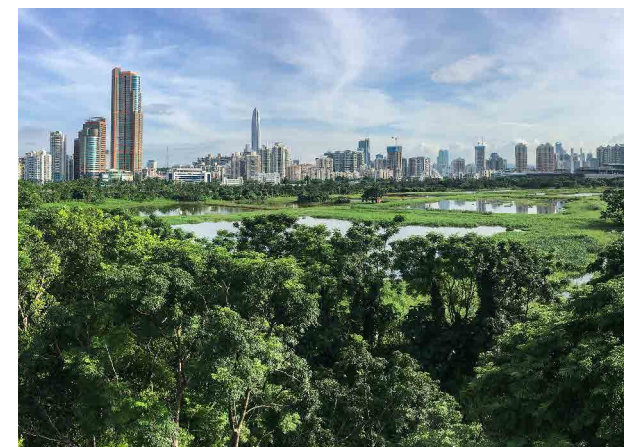
### Initiatives at Our Subsidiaries

A Biodiversity Management Plan has been in place at Metro Trains Melbourne to protect ecological value at more than 30 sites across the network. This year, Metro Trains Melbourne conducted the first ecological burns at two biosites near Diggers Rest Station with an aim to promote the regeneration of indigenous flora and reduce the threat of weeds.



*Milkmaid at biosite near Diggers Rest Station*

## GREENING

We support the preservation of trees and incorporate green features during the design, planning and construction of new lines and buildings. Following our tree management strategy, we have conducted large-scale tree surveys once every two years as well as developed a stringent tree coding system and smart tags for trees along the rail network.

As the effects of extreme weather events become more acute, we have strengthened our efforts to enhance our tree management strategy. Having experienced several strong typhoons in the past few years, we are enhancing our preparedness and recovery measures in relation to fallen trees along the open sections of various rail lines. While the MTR Corporation's Tree Management Team has already monitored and maintained around 30,000 trees along the rail lines, we have adopted Near-field Communication ("NFC") technology where each tree will be assigned an "electronic ID card" containing information such as height, health condition and distance from the rail line during the year. This enables our maintenance staff to effectively retrieve and update information during their regular checks through a mobile phone or tablet equipped with NFC function and supports further analysis. We are also working with meteorologists of City University of Hong Kong to develop a Tree Risk Map which would co-relate typhoon paths and wind direction allowing advance preventive steps and more effective recovery actions.

The Next Generation Green Roof System (NGGRS) has been implemented in the new railway projects including SCL. In comparison with the traditional green roof design, NGGRS is a roof greening system which recycles, conserves and supplies water to effectively sustain vegetation growth in the long run with minimum irrigation. In addition, NGGRS requires shallow planting soil depth thereby reducing system weight and long-term maintenance cost. One of the characteristic and largest NGGRS in SCL could be found on top of the Hin Keng Station (HIK) and associated structures with an approximate area of 5,000 metre square. Extensive green roof system is extended from the HIK's rooftop and then along over the Southern Ventilation Plant Rooms and onto the Hin Keng Viaduct until the end of the at-grade box tunnel. Ophiopogon plant species is chosen as the primary roof greening plant material. Several ophiopogon varieties are selected for texture and colour to satisfy the planting design patterns.
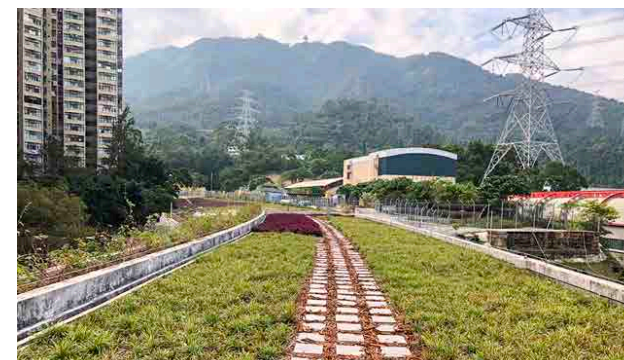




*Green roof on top of Hin Keng Station*

# HUMAN CAPITAL

**50,000+**
Dedicated staff globally
(including subsidiaries and
affiliates)

**4.4%**
Voluntary staff turnover
in Hong Kong

**7.1**
Average training days
per employee in Hong Kong

## MANAGEMENT APPROACH

Our approach to building an inclusive and supportive workplace mirrors the key areas of our corporate culture. Our employment policies and practices contribute towards organisational excellence and growth by driving Participative Communication and Collaboration. We strive to work together with our employees to create a safe, trusting, and cooperative work environment. All employees are encouraged to raise any issues, concerns or grievances without fear of reprisal through designated communication channels. We uphold the principles of fairness and equal opportunities and abide by relevant legislative requirements to ensure our workplace is free from discrimination based on gender, sexual orientation, disability, age, race, skin colour, national or ethnic origin, family status, or any other personal characteristics protected by law. To align our international subsidiaries and operations with our culture and values, a global HR strategy was developed comprising three key pillars: Human Capital Mobility and Development, Talent Management, and Corporate Culture Development.

Please refer to our **sustainability website** for details on our overall approach to managing human capital and our global HR strategy.

The guidelines specified in the **Code of Conduct** clearly sets out the Corporation's expectations of appropriate and ethical requirements for all staff. All employees are required to complete mandatory computer-based training (CBT) programmes to ensure thorough understanding of the Code of Conduct and relevant legislations. New recruits must complete the same mandatory CBT programmes within three months of joining the Corporation and they are briefed on the Code of Conduct as part of the staff induction programme. In addition to the mandatory CBT programmes, we organise regular seminars throughout the year conducted by speakers from the Hong Kong Independent Commission Against Corruption ("ICAC") to clarify key sections of the Prevention of Bribery Ordinance and explain the most current anti-corruption measures.

The Corporation does not tolerate any form of workplace harassment, including sexual harassment and other unwelcome behaviour. All employees are expected to adhere to the stipulations set out in the "Sexual Harassment Policy and Handling Procedures", and have the obligation to prevent harassment within the workplace. To enhance staff knowledge of the relevant ordinances and to provide a practical understanding of a harassment-free workplace, the Learning and Development Department organised two seminars in June 2019 where a training officer from the Equal Opportunities Commission's Corporate Communications and Training Unit explained what "Sexual Harassment" and "Unwelcome Behaviour" meant with examples of actions deemed inappropriate under our policies and procedures.

**Breakdown of Full-time Employees by Location in 2019**

Total: 30,199
- 59% (17,742)
- 4% (1,132)
- 14% (4,222)
- 18% (5,478)
- 5% (1,625)

Legend:
- Hong Kong
- Stockholm
- Shenzhen
- London
- Melbourne
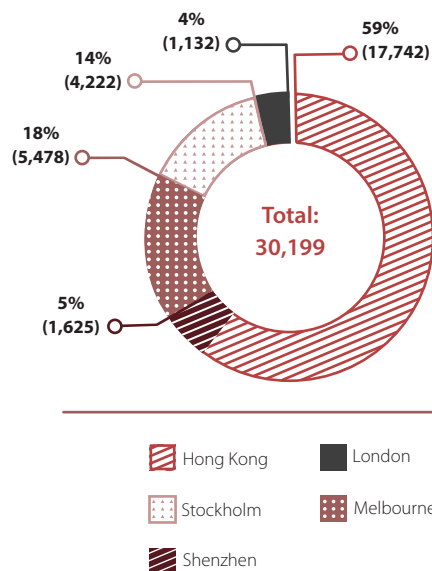
**Gender Distribution of Workforce by Location (Full-time Employees) in 2019**

| Location | Female | Male |
|---|---|---|
| Hong Kong | 21% | 79% |
| Shenzhen | 24% | 76% |
| Melbourne | 24% | 76% |
| Stockholm | 27% | 73% |
| London | 22% | 78% |

Legend: Female, Male
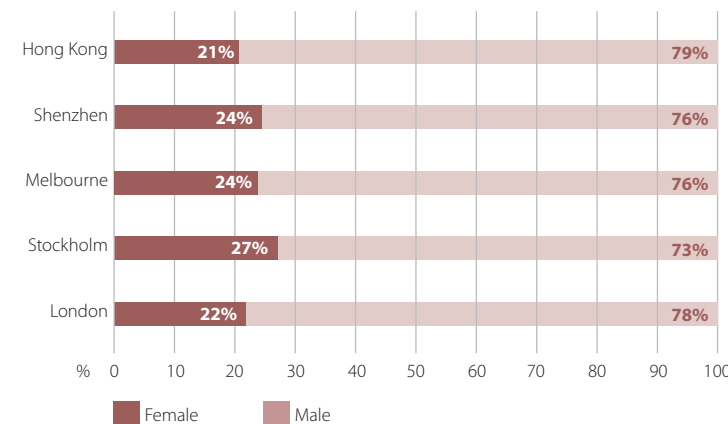
**Breakdown of Full-time Employees by Employment Contract by Gender in Hong Kong in 2019**

Female:
- 15.3% (580)
- 0.6% (22)
- 84.1% (3,188)

Male:
- 13.9% (1,949)
- 0.3% (38)
- 85.8% (11,965)

Legend: Continuous contracts, Renewable contracts, Temporary contracts
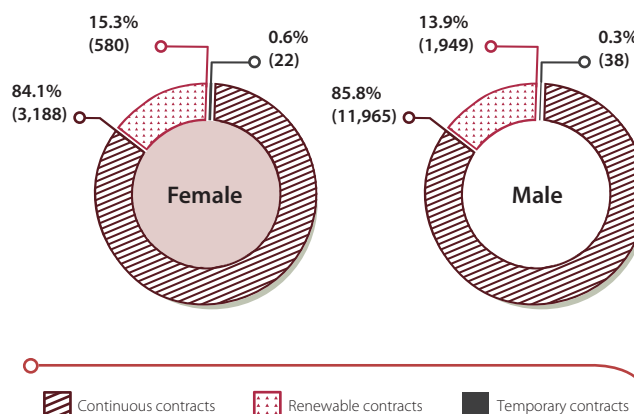
**Total Workforce by Employment Type by Gender in Hong Kong in 2019**

Female:
- 31.3% (1,723)
- 68.7% (3,790)

Male:
- 5.7% (845)
- 94.3% (13,952)

Legend: Full-time, Part-time
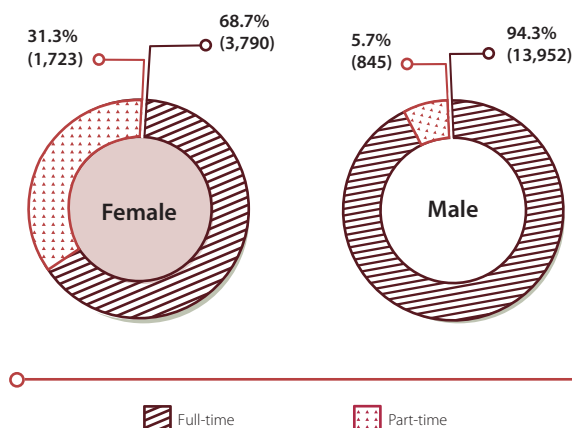
## NURTURING CORPORATE CULTURE

We continue to foster our internal culture of excellence and growth by organising and implementing initiatives which adhere to our four key cultural focuses. In addition to topical seminars and knowledge building workshops, we give our staff plenty of opportunities to practice our cultural focus areas in more practical and engaging environments.

In line with two key aspirations of our corporate culture, Agility to Change and Effectiveness & Innovation, the Corporation held a two-day corporate-level crowdsourcing event "ID Pitch" to gather ideas and initiatives for the improvement of our environmental performance. All employees were invited to submit their ideas on energy efficiency and waste reduction to one of four discussion forums, namely Offices & Canteens, Malls & Managed Estates, Stations & Trains, and Depots, Logistics Centres & Project Sites. Each discussion forum was presided by a subject expert with knowledge relevant to the respective forum. The experts helped guide the participants to inspire their innovative ideas through discussion and instant feedback.

By the end of the event, over 2,100 participants submitted over 1,200 ideas and more than 3,500 discussion posts. A total of 134 outstanding ideas across all four discussion forums were awarded a "Spot Award", of which 16 of the best ideas were selected for further evaluation by a panel of judges. After careful deliberation, two of the most outstanding ideas were selected for the "Best Idea Award" and advanced for feasibility evaluation for future implementation.

We are consistently inspired by our colleagues' ability to demonstrate their strong spirit of innovation and creative problem-solving at our annual MTR Work Improvement Team ("WIT") Presentation Ceremony. Seven WIT teams from Hong Kong, Beijing, Hangzhou, and Shenzhen presented their improvement projects to their colleagues in attendance, including representatives from our international hubs in London, Stockholm, and Melbourne. This year, the "Best Project of the Year Award (HK)" went to a group of dedicated engineers who set new maintenance standards which help to avoid parts disposal significantly.

During the year, to advocate the importance of participative communications and team collaboration across divisions, numerous strategic planning workshops and collaboration events were arranged for our colleagues. Members of High Speed Railway and Intercity Operation teams partner up to participate in a strategic workshop which aimed at strengthening internal communication and cultivating a practical understanding and applications of a customer centric service strategy. Similarly, a one-day team collaboration workshop was also organised for MTR (Macau) to encourage effective communication and foster a diverse and inclusive culture through personality assessment and analysis.





**STRENGTHEN OUR CULTURE**
FOR EXCELLENCE AND GROWTH

多向溝通
Participative Communication

高效創新
Effectiveness & Innovation

靈活變通
Agility to Change

共同協作
Collaboration

Corporate culture was further nurtured in overseas hubs. A 3-day familiarisation programme for 20 colleagues from our subsidiaries was organised in the summer of 2019 to introduce MTR's business and culture. The programme provided participants with an opportunity to gain an in-depth understanding of the MTR DNA, our business opportunities and challenges, and share best practice with colleagues from different hubs and the Headquarters.



*Best Project of the Year Award (HK)*

The Corporation highly appreciates staff members who have shown commitment, outstanding performance, and demonstrated MTR values in their daily operations. We continue to recognise the achievements of our colleagues with different awards. For example, we recognise dedicated and loyal colleagues with the MTR Grand Awards for Outstanding Contribution and the Long Service Awards. This year, 11 teams were presented with the Grand Awards for their remarkable contribution and more than 510 colleagues were recognised for their long service of 20, 30 and 40 years. To express our gratitude for colleagues' demonstration of corporate culture, four Cultural Focus Awards were granted to acknowledge those who have exhibited the key aspirations of our corporate culture: Participative Communication, Effectiveness and Innovation, Collaboration, and Agility to Change.

## STAFF CONSULTATION AND COMMUNICATION

We acknowledge the importance of a robust employee feedback collection and review process, and encourage staff to candidly share their views. We advocate for an open two-way communication to enhance mutual understanding and to help us make prudent business decisions. We maintain open channels for employees in Hong Kong to have constructive dialogue with management through our two-tier Staff Consultation Mechanism comprising a Staff Consultative Council and 45 Joint Consultative Committees. This mechanism helps foster discussions between 1,000 elected staff representatives and management on issues of common concerns, in particular during the public events period in the second half of 2019. To further engage employees and monitor staff sentiments, we also hold regular meetings and communication sessions with eight staff unions to ensure correct understanding of controversial issues and maintain trust with the Corporation. The Corporation continues to implement proactive measures to cultivate an amiable, positive, and open-minded working environment to facilitate participative communication and discussion.

At Ngong Ping 360 we launched a new two-way communication platform, Co-working[2], in which staff members get a first-time look at some of the Corporation's future engagement plans and have the opportunity to discuss and provide instant input in collaboration with their colleagues. During a session in April 2019, dozens of staff from the Ngong Ping 360 Corporate Communications and Services Operations teams discussed plans to make the Ngong Ping Village a more attractive location for photos and social media posts for upcoming seasonal events, including the We Bare Bears campaign during Christmas and New Year, which featured eye-catching We Bare Bears installations, backdrops, balloon artists, and larger-than-life models of the three bears for selfies.

## RECRUITMENT

Reflecting our commitment to equal employment opportunities and an inclusive workplace, we assess all potential candidates solely based on their experience, skills, qualifications, competence and performance. We also employed 468 individuals with disabilities, representing 2.7% of our full-time employees.

**Persons with Disabilities Employed in Hong Kong**



| 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------|------|------|------|------|------|
| 1.6% | 1.6% | 1.7% | 2.0% | 2.4% | 2.7% |
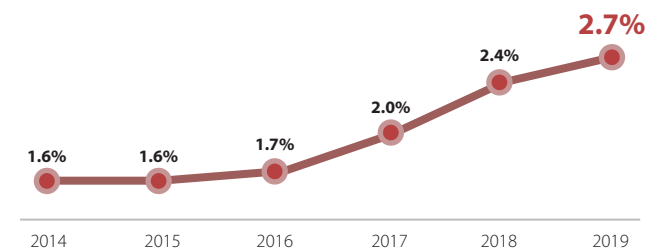
The Corporation works to maintain a young and capable talent pipeline of skilled professionals to ensure a sustainable workforce regardless of shifting demographic trends. To attract new generations of young skilled talents, we provide ample opportunities for our graduate engineers, apprentices, and technician associates to gain practical hands-on experience under the supervision of knowledgeable mentors through our **apprentice training schemes**. This year a total of 139 graduates, including 12 Graduate Engineers, 102 Apprentices and 25 Technician Associates, successfully completed their training schemes and became railway engineering and maintenance professionals. In addition, 31 graduates joined our **graduate development programmes** in 2019 in pursuit of a career along a path of general management or profession expertise. Moreover, we are proud to continue our partnership with Hong Kong Community College ("HKCC"), an affiliate of The Hong Kong Polytechnic University, to offer summer internship opportunities to students in Hong Kong. Since 2007, the Corporation has recruited more than 670 students from HKCC to serve at more than 50 stations in a variety of roles.

This year, the Operations Training Department nominated two technician apprentices to participate in an international exposure programme organised by the Vocational Training Council for a two-week visit to the United Kingdom. The programme aimed to enrich the apprentices' knowledge on advanced technology applications such as for railways, AI & smart cities in the UK.

## STAFF TRAINING AND DEVELOPMENT

In line with our aspiration to strengthen our agility to change, we have taken a forward looking and innovative approach to training and staff development and have created a new mixed-reality training facility, the "VR CAVE". This fully immersive virtual reality training platform was developed as a collaborative project between the Operations Training Department, the Information Technology Services Department, and the University of Hong Kong. Trainees stepping inside the VR CAVE can complete nine training modules covering select topics within the Possession Working and Station Operations training programme. The flexible and interactive nature of the VR CAVE provides our development staff with more tools to better educate our up-and-coming trainees in a safe and engaging manner.

In conjunction with the utilisation of emerging technologies, we also recognise the importance of outside voices and perspectives. We regularly lean upon the expertise of specialists outside of the Corporation to share knowledge with our colleagues. In February 2019, we invited a Senior Consultant from the Occupational Safety
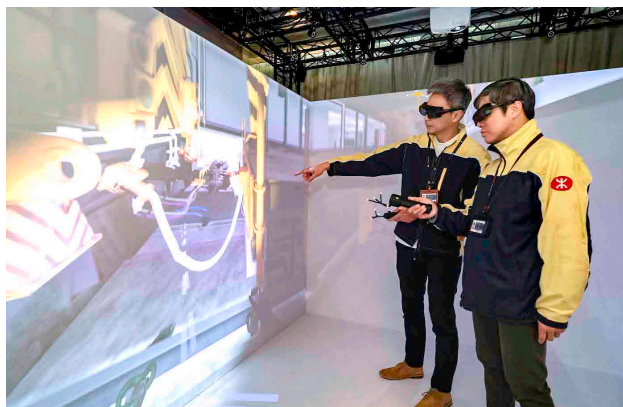


and Health Council to share the Japanese 5S safety principles with over 400 of our apprentices and technician associates over a series of seminars.
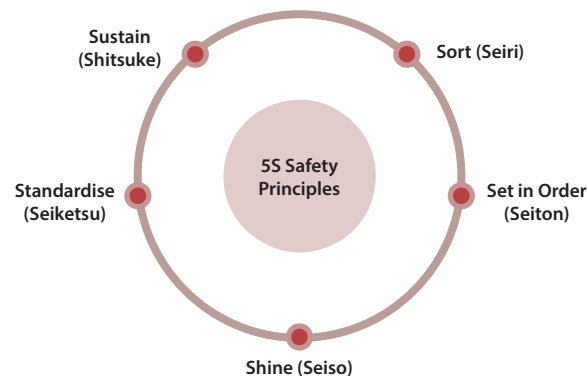


Further to the professional skills and knowledge required to fulfil one's duties, MTR also encourages employees at all levels to learn soft skills to become more well-rounded. In collaboration with INSEAD, the Corporation launched a new Global Leadership Development Programme in October 2019 to enhance leadership capabilities of 25 senior leaders from Hong Kong and overseas hubs. It is a modular programme comprising business school modules, management sharing, psychometric assessment and coaching session. Participants also took part in a team-based Action Learning Project (ALP) to apply their learnings to real business challenges. During the ALP presentation session, CEO and project sponsors shared their views and feedback with the project teams.

Throughout the year the Corporation organised a variety of workshops to promote collaboration skills and to provide opportunities to actively practice different approaches to communication. For instance, in October 2019 our Customer Experience Development Department and Learning & Development Department co-organised the "High Speed Rail Go Pro Campaign" to enhance our service teams' communication and customer service skills. Through a combination of classroom training and interactive activities our service staff were able to enhance their customer-centric service mindset and empathetic communication.

To help guide our new trainees at the beginning of their career journey with us, we conduct a two-week Corporate Familiarisation Programme for new joining personnel across our different streams including Graduate Trainees, Graduate Engineers, Human Resources Associates, Property Associates, and Railway Officer Trainees. This year, the programme began in Sai Kung with a two-day orientation camp where our trainees took part in team building activities and completed a variety of team-oriented challenges. Our trainees also familiarised themselves with the Corporation's business portfolio and daily operating procedures through management sharing sessions and visits to the Kowloon Bay Depot, Hong Kong West Kowloon Station and overnight tunnel maintenance work sites.

We also continue to identify training and development opportunities for existing staff at different stages of their career journey. We offer a wide range of programmes tailored to their different needs such as "Executive Continuous Learning Programme", "Integrated Staff Development Programme" and "Skills Progression Scheme".

As part of our overseas hubs, MTR Nordic arranges Security Education for operating staff every year to teach them how to handle aggressive and threatening situations. It also helped them understand the theories of crime prevention and security.

Once again, the Corporation's efforts to train and support internal career development has been recognised by the Employees Retraining Board ("ERB") through their Manpower Developer – Grand Prize Award. This year, our Customer Service training programme, "Driving Service Excellence" Programme for Customer Service Ambassadors, also won the "Excellence in Practice Award 2019" organised by Association for Talent Development (ATD), one of the most recognised international training and development professional organisations. This award programme recognises exemplary practices in workplace learning and talent development with demonstrated need, appropriate design values and measurable results for the Corporation. The continued acknowledgement of MTR's encouragement and support for our employees' professional development reinforces our commitment to provide staff with opportunities for success and self-improvement.

**Average Training Days Per Employee**

| Locations / Lines | Days |
|---|---|
| Hong Kong | 7.1 |
| Shenzhen Metro Line 4 | 12.7 |
| Melbourne's Metropolitan Rail Services | 8.3 |
| Stockholm Metro | 3.3 |
| Stockholms Pendeltåg | 3.0 |
| Stockholm's  MTR Express | 2.5 |
| TfL Rail/Elizabeth linea | 10.8 |

**Total Staff Training In Hong Kong (Man Day)**

2017  18,474    103,268
2018  15,264    127,587
2019  14,671    109,156

0  20,000  40,000  60,000  80,000  100,000  120,000  140,000

■ Management training    ■ Operation Training
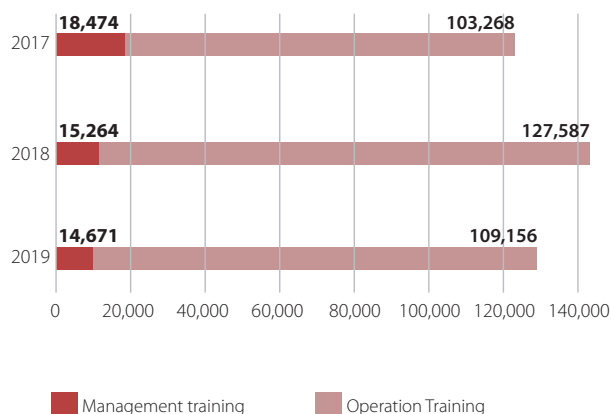
## WORK-LIFE BALANCE

MTR has worked diligently to implement measures to maintain the health and well-being of our workforce. In January 2019, we launched our new corporate wellness programme "VitaMe" to raise awareness on health-related issues and to support our staff to lead healthier lifestyles. To commemorate the launch of VitaMe, more than 500 colleagues joined our pop-up yoga event in conference rooms and office lift lobbies across our major office buildings. In May 2019, we organised our first MTR Wellness Day under VitaMe. Over 1,000 colleagues across the Corporation took part in various wellness activities including an indoor dragon boat challenge, on-site massages, instant health-checks, and three comprehensive health seminars covering


*Pop-up yoga event*


*On-site massages*

physical, emotional, as well as financial well-being. Aside from Wellness Days and other health education events, VitaMe also offers free membership to the AIA Vitality programme until 30 June 2020 to all colleagues under corporate medical schemes to further promote healthy lifestyle choices.

We strive to cultivate a strong communal environment and healthy work-life balance within the Corporation by coordinating recreation and sports activities outside of working environment. Our MTR Dragon Boat Team held a Dragon Boat Fun Day at Tseung Kwan O Waterpark for colleagues of all experience levels. Around 20 colleagues from across departments were led by team captains on a two-hour route, providing ample physical activity and great opportunities for socialisation outside of work.

In line with the Corporation's focus on wellness, Ngong Ping 360 held a Wellness Week in January 2019 to support the mental and physical health of our colleagues. Throughout the Wellness Week, staff could arrange an appointment for a 10-minute shoulder and neck massage as well as a specialist spinal examination during office hours. All staff members were also given two complimentary vouchers for healthy soups to keep warm over the winter. Later in the year, Ngong Ping 360's Human Resources & Corporate Services Department organised a large-scale Board Games x Poker Team Challenge in which participants competed in teams of four for a grand prize. The team-based format of the event greatly encouraged participants to socialise with team members and work together to put team results over personal achievements.

In a show of camaraderie and teamwork, 15 colleagues from the Operations Division formed a team to compete in a 7-a-side football tournament hosted by the HKU Engineering Alumni Association. Facing eight participating teams consisting of representatives from other companies, our MTR team avenged last year's narrow defeat, improving upon their result as 1st runner up and left the tournament crowned as champions.

To further promote the importance of mental health and help colleagues manage stress and emotions in challenging times, a learning series named "Boost Up Your Positive Energy" was launched in July 2019. It includes seminars conducted by medical doctor, registered psychologist and counsellor, self-learning videos and a 24-hour counselling hotline. More than 700 colleagues attended the seminars, with over 500 colleagues completed the relevant bite-sized modules. The hit rate of the self-learning videos has reached 13,400.

## SENSE OF MTR COMMUNITY

Every year, we celebrate the contributions and accomplishments of our retirees through the We are MTR programme's annual celebration lunch. This year, the lunch celebration included a live yoga demonstration to some 160 retiring colleagues in attendance a variety of low impact stretches to maintain their health and mobility as they transition into their golden years. The programme will continue to reach out to our retired colleagues through regular email communications to keep a close network and to stay abreast of MTR's latest developments.



We are proud of being one of the most popular employers in Hong Kong, recognising our ability to appeal to and retain talented and skilled individuals. The Corporation was ranked among the top 6 "Hong Kong's Most Attractive Employer" by Randstad Group for 7 consecutive years. The Award measures the overall brand awareness and attractiveness of Hong Kong's 75 largest employers based on an independent online survey capturing the opinions of over 3,700 local respondents. Over the past year, our voluntary staff turnover rate remained low at 4.4% in Hong Kong; while our average length of service of our employees was 13.1 years, which reflects our ability to attract and retain skilled and experienced people.

To further cultivate a strong sense of fellowship within the Corporation, the Learning & Development Department coordinated more than 40 colleagues, including trainees and apprentices, to participate in the annual Happy@Work event organised by the Employers Federation of Hong Kong. This year, over 10 corporations from across industries such as retail, public utilities, property development, and transportation sent a total of approximately 400 team members to take part in this event.

Our MTR team encountered fierce competition in four challenge events – the Ultimate Team Challenge, Best Team Spirit, Best Photo, and Best Game Master. Amid the tough opposition our team showed an unwavering sense of togetherness, creativity, and determination. At the end of the event, MTR team claimed three awards, including the Best Photo Award, Best Game Master Award, and 2nd runner up award for Best Team Spirit.

Throughout the year of 2019, the Corporation ran a number of corporate responsibility initiatives, among which is the "Student Quality Circle" Programme. It aims to introduce the Corporation's Work Improvement Team (WIT) concept to local students. In 2019, classes were conducted for students from Yan Chai Hospital Law Chan Chor Si Primary School, Yan Chai Hospital Chiu Tsang Hok Wan Primary School and Tseung Kwan O Methodist Primary School with learning foci on problem identification, information gathering and analysis, and solution generation skills. Students concluded their learning by presenting their projects in the last workshop. For details of other corporate responsibility initiatives, please visit the **Community Investment** section.

**Voluntary Turnover Rate By Location**

| Locations / Lines | % |
| --- | --- |
| Hong Kong | 4.4 |
| Shenzhen Metro Line 4 | 8.5 |
| Melbourne's Metropolitan Rail Services | 3.6 |
| Stockholm Metro | 4.2 |
| Stockholms Pendeltåg | 4.4 |
| Stockholm's  MTR Express | 9.6 |
| TfL Rail/Elizabeth line | 4.9 |

# RESPONSIBLE PROCUREMENT

**100%**
Suppliers required to
comply with our
Supplier Code of Practice*

**764**
Trainees under the
Shatin to Central Link Contractors
Cooperative Training Scheme
since 2012*

**94%**
Suppliers fall in the lowest
risk categories in the supplier
segmentation analysis*

## MANAGING OUR SUPPLY CHAIN

We have taken a holistic approach to identify and evaluate our supply chain-related risks through our Enterprise Risk Management framework. As part of this approach, the Corporation continues to monitor the implementation of environmental protection initiatives across our entire supply chain. Internally, we have several procurement-related policies and guidelines, including our **Green Procurement Policy**, which provides our employees engaged in procurement activities with guiding principles when making sustainable procurement decisions and further promotes green initiatives in the supply chain. Furthermore, in addition to looking inward at our own internal procedures, the Corporation also applies stringent requirements in our supply chain through our **Supplier Code of Practice** to ensure high standards for human and labour rights, supply chain management, and ethical business practices are met.

Please refer to our **sustainability website** for more details on our overall approach to managing our supply chain.

*Note: performance data covers our Hong Kong operations only

## SUPPLY CHAIN ASSESSMENT

The Corporation diligently tracks relevant spending data as part of our procurement analytics within our comprehensive supply chain assessment procedures. We assess our suppliers in three separate groups based on the operation they service, namely transport operations, property management, and railway extension projects. The following charts represent our spending on products and services as a percentage of total spending by business operation category.

### Percentage Of Spending By Major Categories In 2019

**Transport Operations**

28%  56%  16%

- Works & Maintenance Services
- General Goods & Services
- Goods, Services & Spares

**Property Management**

13%  35%  52%

- Works & Maintenance Services
- Cleaning, Security & Clubhouse Services
- Other Goods & Services

**Railway Extension Projects**

Proportional spend data is not shown due to the cyclical nature of spending.

- Civil Works
- Consultancies & Others
- Engineering & Mechanical Works

## SUPPLIER ENGAGEMENT

We actively engage our supply chain partners and support them to adopt and implement best sustainable practices beyond compliance to cultivate a sustainable value chain.

### Collaboration

MTR remains steadfast in our dedication to greater collaboration with our supply chain partners to drive a collective improvement in our sustainable practices. We make reference to the ISO 20400:2017 Sustainable Procurement Guidelines and are one of the founding members of the Sustainable Procurement Charter launched by the Green Council.

### Enhancement Initiatives

The Corporation has been formulating a sustainable procurement programme to demonstrate MTR's commitment to mitigating underlying risks in our supply chain. Under the programme, MTR has completed a review of our present approach and policies to sustainable procurement and a supplier segmentation analysis to gauge our supply chain risks and our capacity to influence behaviour and drive change.

A data-driven approach was adopted for our supplier segmentation analysis to evaluate supply chain partners based on factors of inherent risk and company specific leverage. The findings of the analysis helped categorise more than 2,600 suppliers across over 100 product categories into four groups. The top two highest risk categories comprise approximately 6% of suppliers, whilst the rest of our suppliers fall into the lower two risk levels. Moving forward, the Corporation will continue to progress along our sustainable procurement programme to refine our strategies to better assess, manage and support our supply chain partners in improving their sustainability performance.

### Graduate Trainee Programmes for Our New Lines

Following the commencement of works on our railway extension projects, the Corporation experienced a substantial increase in the demand for skilled trade workers. To fill this skill shortage, we established the Shatin to Central Link Contractors Cooperative

Training Scheme ("SCL CCTS") in 2012. The SCL CCTS increased the overall training capacity of our contractors by requiring all civil works contractors for the SCL to employ a specified number of suitable trainees and provide them with on-site professional training. At the end of the training, those who successfully pass relevant trade tests are offered a 12-month employment contract. As at the end of 2019, 764 trainees have received the training, with 520 of them completed the programme and resumed their careers in various trades including tunnel workers, carpenters and steel fixers.

## INITIATIVES AT OUR SUBSIDIARIES

Metro Trains Melbourne became the first Australian organisation, the eighth organisation globally, to achieve the Chartered Institute of Purchasing & Supply (CIPS) Procurement Excellence Advanced Gold Award. This award recognises Metro Trains Melbourne's hard work and commitment to effective and ethical supply chain management. To take out this award, Metro Trains Melbourne achieved 99 global procurement standards across leadership, strategy, people, processes and procedures, and performance management. The procurement processes have led to improved performance from, amongst others, rolling stock overhaul suppliers, bus replacement suppliers and infrastructure maintenance suppliers.

# COMMUNITY INVESTMENT

**HK$21 million**

Invested into
the community

**259**

Employee volunteering
projects in Hong Kong

**about 22 million**

Passenger trips on the
High Speed Rail since commencement
of service
in September 2018

## CONNECTING COMMUNITIES

At MTR, we strive to contribute to the positive development of the communities we serve. We leverage our resources and expertise to enhance community connection and build thriving inclusive communities which accommodate the needs of diverse social segments. Apart from the provision of financial and in-kind contributions to charitable organisations and persons in need, we encourage staff volunteering and initiate extensive community projects.

For details on our approach to community investment, please refer to our **sustainability website**.

### Shatin to Central Link, Hong Kong

This year, our SCL project continues to make steady progress. As at the end of 2019, substantial progress has been made in the construction works for all stations in the Tai Wai to Hung Hom section. As part of the Shatin to Central Link ("SCL") project, the Tuen Ma Line ("TML") will open in phases with the first phase covering Hin Keng, Diamond Hill and Kai Tak stations. Following the successful trial operations, TML Phase 1 commenced passenger service on 14 February 2020. Upon service commencement, the journey time for passengers commuting between Tai Wai and Diamond Hill stations will be significantly reduced. The expanded Diamond Hill Station will become a new interchange between the TML and the Kwun Tong Line, which helps alleviate congestion pressures on the existing East Rail Line between Tai Wai and Kowloon Tong stations, especially during the morning peak hours. Please refer to the **TML project website** for details.



For the Hung Hom to Admiralty section, all 11 pre-cast units of the immersed tube tunnel were installed and connected to the land tunnel which was followed by the completion of the civil and track laying works. Excavation works at Exhibition Centre Station were also completed with structural works in progress. For more information on our project details and progress updates, please refer to our **SCL project website** for more information.
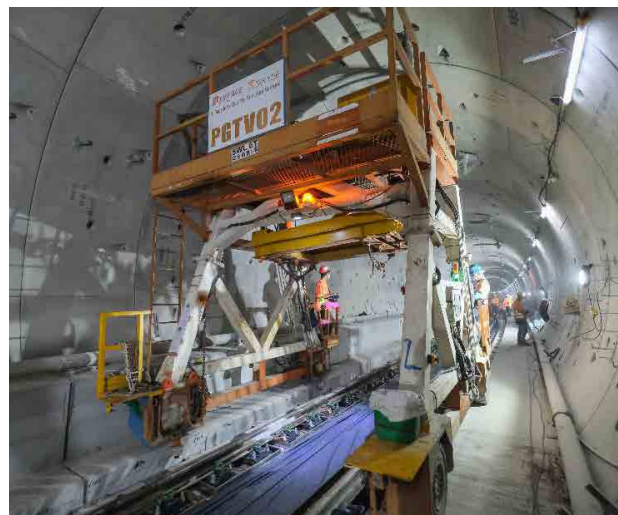


### High Speed Rail, Hong Kong

Celebrating the first anniversary of service, the **High Speed Rail (Hong Kong Section) ("HSR")** has extended its coverage to a total of 58 Mainland stations with 14 new destinations without the need for interchange. The number of long-haul trains per day has also been increased from 13 to 17 reaching four additional cities, namely Chongqing, Nanning, Tianjin and Zhaoqing. Connecting Hong Kong with the 29,000 km high speed rail network in the Mainland of China, HSR has carried about 22 million passenger trips up to end of 2019 since the commencement of service.



### Taipa Line, Macau

Opened on 10 December 2019, the Macao Light Rapid Transit (Macao LRT) Taipa Line is the first rapid transit system in Macao providing residents and visitors with convenient, reliable, environmentally friendly and comfortable public transportation services. The 9.3 km Taipa Line serves 11 stations and is fully automated using rubber tyre vehicles. The LRT System has been in revenue service from 1 February 2020. In order to facilitate residents and tourists purchasing tickets to experience the LRT service, in addition to MOP cash, the e-payment methods "BoC Pay" and "Macau Pass" are also accepted at Customer Service Centres. Please refer to **MTR (Macau)'s website** for details.



### Hangzhou Metro Line 5, China

In June 2017, a joint venture between the Corporation and Hangzhou Metro Group was awarded the operating concession of Hangzhou MTR Line 5 for a period of 25 years after commencement of full line operations. On 24 June 2019, the first section of **Hangzhou Metro Line 5** commenced revenue service. The initial phase of operation includes 12 stations along a 17.76-kilometre route from Liangmu Road station to Shanxian station in the north-western part of Hangzhou. When the remaining section is completed, Hangzhou Line 5 will have a total of 38 stations stretching 51.5km from Guniangqiao Station in Xiaoshan District to Lvting Road Station in Yuhang District.

**Sydney Metro Northwest, Sydney**

Opened on 26 May 2019, the 36-km Sydney Metro Northwest ("SMNW") is Australia's first fully-automated rail network which connects 13 stations from Tallawong to Chatswood. To provide passengers with a safe and enjoyable travelling experience, we have introduced several unique train facilities, including the use of platform screen doors and the provision of way-finding aids and security cameras. During the initial period of operations, we served more than 11 million passengers with an overall 95% satisfaction rate. In the second phase of the Sydney Metro Project, the SMNW will be extended by 30 km and connected to the Sydney Metro City & Southwest ("SMCSW") section to form a 66 km metro line crossing 31 stations between Tallawong and Bankstown.

## INVESTING IN COMMUNITIES

Alongside our continuous efforts to build infrastructure to enhance community connectivity, we leverage our resources, assets and expertise to make positive social impacts. In 2019, our Hong Kong employees contributed a total of 21,517 volunteer hours for 259 projects to serve our communities, while the Corporation offered in-kind donations valued at HK$18 million and invested HK$21 million into various community activities benefiting diverse social segments.

We continue to offer free advertising space to over 50 NGOs to promote their sustainability programmes and initiatives. The NGO & Social Enterprise Support Programme is launched to empower NGOs or social enterprises to provide caring services for the community and create job opportunities for the socially disadvantaged. Under the programme, social enterprises can apply to run their business in selected MTR shops along the West Rail Line. Qualified applicants whose projects have obtained funding from either one of the two social enterprise funding schemes, namely, the "Enhancing Self-Reliance Through District Partnership Programme" of the Home Affairs Department (HAD) or the "Enhancing Employment of People with Disabilities Through Enterprise Project" of the Social Welfare Department (SWD), can enjoy a concessionary monthly licence fee of just HK$1,500. To better serve the community and provide support for the social enterprises, any designated NGO shops which have no tenancy for over three months will be opened for application by other social enterprises which are not under the above funding schemes from HAD and SWD but have obtained tax-exempted status under Section 88 of the Inland Revenue Ordinance (Cap. 112) at the same leasing terms of this Programme. Currently, 12 retail shops along the West Rail Line have been made available with ten of these shops already up and running.

As a Hong Kong citizen, MTR has made every effort to support the community in the fight against the COVID-19 outbreak. We understand the supply of surgical masks has been tight amid the epidemic and some people in need face difficulty in purchasing them. After having ensured the supply of protective gear for frontline staff, we donated 100,000 surgical masks to the elderly and other people in need through the Hong Kong Council of Social Service (HKCSS). Apart from providing surgical masks for frontline staff on duty, we have also distributed a Care Pack with 15 surgical masks, a soup coupon and a bottle of hand sanitizer to each of our staff to share with their families. Our staff have also donated over 1,000 surgical masks and sanitising items to those in needs through HKCSS.

The Corporation's revenue from various train services, station commercial business and MTR Malls have been severely affected by the outbreak of COVID-19. However, we also see tremendous pressure on different sectors of the society and some of the small to medium tenants are having difficulties to stay afloat. As such, we have introduced special relief measures to ride out the tough times together with the community. These measures include no effective adjustment of MTR fares throughout 2020 and half of the rent for February and March 2020 waived for small to medium tenants at all MTR stations and 13 shopping malls.

**Community Investment Programmes**

**Children**
- Budding Station Master Programme
- MTR Safety Experience Zone
- MTR x Hong Kong Repertory Theatre Drama Education Programme

**Youth**
- STEM Challenge
- 'Train' for Life's Journeys
- Youth Forum
- Uth Live Saturdays
- Hong Kong Athletes Career and Education Programme - Life Skills Programme

**Elderly**
- Elderly Talks
- Elderly Ambassadors
- 18 Districts x MTR Ngong Ping 360 Elderly Programme

**Leveraging Our Skills and Assets**
- Art in MTR
  - Station artworks
  - Space for art exhibitions
  - Art events in MTR Malls
  - Community Art Galleries
  - Living Art Stage
- More Time Reaching Community Scheme
- Advertising Space for NGOs
- MTR Shops NGO and Social Enterprise Support Programme
- High Speed Rail Community Programme

## Community Connect

"Community Connect" serves as our corporate platform for a variety of initiatives supporting everyone from the young to the elderly while enhancing the liveability and vibrancy of our city. Please refer to our **sustainability website** for more information.

## Community Investment Programmes

### Children

**Budding Station Master Programme**

To educate children about the daily operations of our stations and to promote safety and courteous behaviours on MTR, we re-launched our Budding Station Master Programme for primary school students in 2018. Students were invited to visit our stations and role-play the daily duties of station staff. Positive feedback was received from schools, participants and parents and compliment letters were received in credit to the dedication and professionalism of our staff members.





**MTR x Hong Kong Repertory Theatre Drama Education Programme**

Since 2011, we have partnered with the Hong Kong Repertory Theatre to organise educational programmes focusing on railway safety reaching more than 180,000 students from kindergartens, primary and special schools. We also arranged a special performance of "MTR x Hong Kong Repertory: Master of Railway Safety – The Devil Returns" on the opening day of the annual Hong Kong Book Fair. The audience learned about the importance of safe and courteous behaviours while riding on the MTR. This series of roving dramas has reached out to kindergartens, primary schools as well as special schools.





### Youth

**'Train' for Life's Journeys**

This year, our signature summer programme – 'Train' for Life's Journeys attracted a record number of 260 participants from Secondary Three to Five students. This annual programme aims to support students in their career and life planning as well as whole-person development. Through the provision of MTR job-tasting, interactive workshops and an overnight camp, students strengthen their interpersonal communication and leadership skills, identify career preferences and build up self-confidence.



**Youth Forum**

The Youth Forum comprises a diverse group of working youth and students aged between 18 and 30 to exchange views with our management and bring in new ideas from a youth perspective. Attended by 34 participants, the Youth Forum was launched in a new format in April 2019. Participants were divided into four groups to explore ideas on the themes of "green living" and "customer connectivity". They also had an opportunity to meet with external advisors and relevant MTR colleagues to gain practical business insights. Forum members showed great interest and enthusiasm while working on their proposals, which also provided a good learning experience for themselves.

## Youth

### STEM Challenge

The STEM Challenge kicked off in September 2018, aiming to encourage secondary school students' interest in STEM (Science, Technology, Engineering, and Mathematics) subjects and foster their curiosity in exploring new knowledge. This year, MTR colleagues delivered talks to more than 13,000 local secondary school students by using examples that students could see or experience during their train journeys to illustrate how STEM knowledge is applied to real life. About 700 students formed 132 teams to develop their vision for "Innovation for Sustainable Infrastructure" with 14 shortlisted teams invited to present their ideas at the Pitch Day on 4 May 2019. The three best performing teams joined a study tour to London in late June 2019 to visit MTR's railway operations and learn more about local technological and sustainable development.





## Elderly

### Ngong Ping 360 New Year Poon Choi Feast

Rooted in Lantau for more than ten years, Ngong Ping 360 seizes opportunities to give back to its neighbours in Tung Chung. During the year, our 360 Sharing Ambassador held a New Year Poon Choi Feast in Lai Shuk Ying Memorial Plaza, Yat Tung Estate to share festive joy with more than 140 elderly people. In addition to the delicious poon choi, our volunteers teamed up with other guests to deliver lucky bags and carnations to the elders and play group games together.

One of the seniors thanked Ngong Ping 360 for its hospitality, saying that

> "
> *We really appreciated the efforts of the kind and funny volunteers who led the games very well. The feast was also delicious!*
> "



### Board Game Day for the Elderly

In collaboration with the Neighbourhood Advice-Action Council ("NAAC") of Tung Chung, the 360 Sharing Ambassador organised a board game day for more than 20 seniors from the Tung Chung community. Through selecting fun-filled games suitable for the elderly such as Stick Stack and Pass the Bomb, this initiative aims to promote physical and mental well-being as well as strengthen cognitive abilities in a joyous manner.
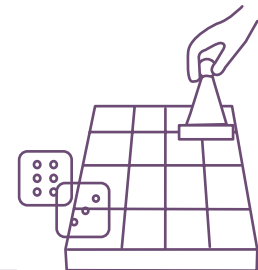
**Leveraging Our Skills and Assets**

**More Time Reaching Community Scheme**

At MTR, we are proud of the dedication and philanthropy of our staff members. To consolidate our efforts to better serve the community, we launched the "More Time Reaching Community" Scheme in 2005, which provides funding and support for our staff volunteers to organise community programmes. This year, an e-Volunteering Platform – "Social Career" has been rolled out to allow colleagues to browse, initiate and enrol for volunteering activities anytime and anywhere through this new mobile app.

In 2019, a total of 259 community projects were organised by our staff and retiree volunteers, covering a wide range of areas such as community empowerment, environmental protection, and children and youth development. Around 4,400 participating volunteers were involved, including retirees and family members and friends of our colleagues. The projects mainly benefited the elderly, underprivileged families and children, and individuals with mental and physical challenges. For the fifth consecutive year, MTR was awarded the "10 Years Plus Caring Company Logo" for our commitment to caring for the community, our employees and the environment.

Some of our highlighted volunteering projects in 2019 include:

**A Special Visit to Mai Po**

MTR volunteers arranged for members with intellectual disabilities from St. James' Settlement to visit Mai Po. The participants were first guided to a three-level bird house where they used telescopes for bird watching. The tour guide also explained the unique characteristics and behaviours of different bird species spotted in Mai Po. The fun-filled day ended by enjoying a barbeque lunch in the Greens Farm.



**Happy Reading Programme**

To share the enjoyment of reading with disabled persons, MTR volunteers organised two book reading sessions for students with mental challenges from Hong Chi Pinehill School. Held at Tai Po Public Library in the evening of 11 and 17 June 2019, volunteers read colourful books to the students to stimulate their senses while some of them listened to music with headphones. This was a brand-new experience for both the volunteers and the students and everyone was fully engaged and enjoyed the activities.



**Art in MTR**

The **"Art in MTR" initiative** aims to enrich the cultural life of citizens and enhance the passenger travelling experience along our extensive network. Over the years, we have introduced a wide spectrum of art pieces in station concourses and platforms. In 2019, 82 artworks by established local and international talents from Australia, the Mainland of China, Japan, Malaysia, New Zealand, South Korea, Taiwan, the UK, the USA, Morocco and France have been showcased at 48 stations around Hong Kong.

We continue to leverage the open space at Central, Sheung Wan and Sai Wan Ho stations to display outstanding artworks of amateur artists, schools and non-profit-making organisations. This initiative helps build appreciation for local artistic talents



*"Lucid Dream II Series" artworks at Central Station*

**Art in MTR** ○━━━━━━━━━━━━━━━━━━━━━

and encourages public enjoyment of art. During the year, a total of six exhibitions were featured, presenting diverse artworks ranging from paintings, installation art and sculptures to hand-crafted artworks. At present, there are a total of 64 Community Art Galleries throughout the rail network, which enable people from all walks of life and all parts of the community to display their artworks and talents to the community at large.



*Bead crafts at Sheung Wan and Sai Wan Ho stations*



*Watercolour paintings at Central Station*

## INITIATIVES AT OUR SUBSIDIARIES

To promote green travel, MTR (Shenzhen) partnered with the Transport Commission of Shenzhen Municipality to organise an outreach activity for the public in September 2019. Participants were invited to cycle from Longsheng Station to MTR Shenzhen Headquarters, followed by a bus journey and a 2 km scenic walk to a lake lookout, finally arriving at Mount Yangtai Forest Park. Through this activity, we aim to promote the convenience of public transportation in reaching different parts of the city while enabling a fun-filled and healthy day for the public.

At Metro Trains Melbourne, a community investment framework - Metro Cares guides community efforts on social issues impacting the safety and reliability of the network, including community safety, social inclusion and mental wellbeing. To arouse public attention to youth homelessness, 20 employees together with the CEO of Metro Trains Melbourne took part in "Sleep at the 'G'" in May 2019, an annual sleepover event organised by Melbourne City Mission for fundraising. With their concerted efforts, Metro Trains Melbourne raised more than AU$33,000 to support youth homelessness. Additionally, Metro Trains Melbourne delivered more than 600 Rail Safety Education & Awareness sessions to schools and community groups across greater metropolitan Melbourne over the past year.



*Sleep at the 'G'*

Since 2015, MTR Nordic has partnered with My Dream Now to work against youth unemployment and social segregation. During the year, a total of 30 staff members acted as "class coaches" in schools in social-economically weak areas, mentoring high school students, organising field trips and visiting school classes, meeting with approximately 300 school children. There was very positive feedback from both schools and students. Over 60% of participating students said they felt stronger motivation after participating in the programme. To further promote social inclusion, MTR Nordic actively supported the Järvaweek which was a recruitment event at one of the most segregated areas in Stockholm. Through the event, 24 new staff members have so far been recruited and the recruitment process for more candidates is still ongoing. MTR Nordic also partnered with Stockholms Stadsmission to raise HK$149,283 for homeless people through selling lost-and-found items that were not collected from stations and donations from staff members.



*Rail Safety Education & Awareness session*

MTR Elizabeth line engaged with its local communities in various programmes and activities. One of the regular programmes is supporting the Ilford Hospital Chapel during its open days, in which the Chapel was open to members of the public and a number of items were put on sale with an aim to raise money to repair the Chapel, the oldest building of Ilford. These open days also provided the ambassadors with opportunity to speak to the public about station works and the Elizabeth line. MTR Elizabeth line also conducted the Samaritans Charity Bike Ride, an annual event held inside the subway of Romford station to raise funds for people in need. Staff member and volunteers cycled 365 km using stationary exercise bikes and collected donations from the public.



*Samaritans Charity Bike Ride*

## FUNDRAISING AND DONATIONS

We contribute to the thriving community by actively participating in volunteering activities and providing support for charitable events. In 2019, our staff members raised over HK$520,000 for donations to charitable organisations, including The Community Chest and Hong Kong Cancer Fund.

Ngong Ping 360 organised the Blindfold Cable Car Challenge 2019 which raised about HK$430,000 for the "Fostering Child and Adolescent Mental Health" project initiated by The Boys' and Girls' Clubs Association of Hong Kong.

## MTR ACADEMY

MTR pays attention to the growing demand for highly capable railway-related professionals both within and outside of Hong Kong. Established in 2016, the **MTR Academy** ("The Academy") serves as a global training hub for railway management and operation. In 2019, the Academy has introduced a range of accredited programmes at various levels and organised short courses and school programmes reaching more than 1,100 students who were interested in the railway industry.

In May 2019, the Academy co-founded the Corporate Tech Academy Network with five other academics from different public and private organisations to consolidate industry strengths and efforts to nurture the next generation of railway talents. Following its launch, a "Road to a Bright Professional Future" exhibition-cum-information seminar was held to provide participants with programme information and career advice. This year, the MTR Academy nurtured over 110 graduates from its accredited programmes, including the Advanced Diploma in Railway Engineering, the Advanced Diploma in Transport Operations & Management and the Diploma in Transport Studies.

**MTR Corporation Limited**

MTR Headquarters Building,
Telford Plaza, Kowloon Bay,
Hong Kong.

Tel: (852) 2993 2111
Fax: (852) 2798 8822
www.mtr.com.hk
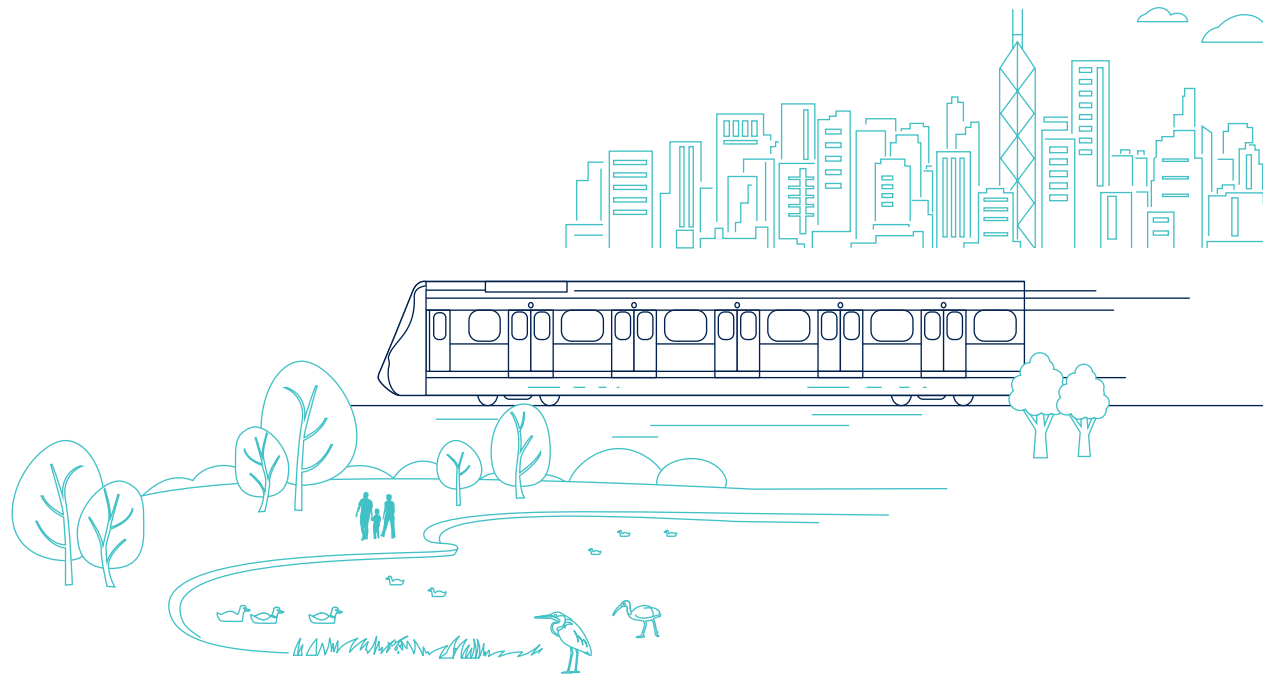
# PERFORMANCE METRICS

This section provides consolidated information about our sustainability performance and data management, including definitions for key terms and the basis of calculation for Key Performance Indicators (KPIs). Please refer to **CoMET Benchmarking Results 2018** to learn how our operations compare with other metros globally.

This section is also available in Traditional Chinese; however for any differences in definition in the translation, the English version will prevail.

## DATA MANAGEMENT

The following components of our robust data management system ensure the integrity of data disclosed in this sustainability report:

- The Audit Committee of the Board of Directors monitors the integrity of all financial information, and the Company has engaged KPMG as its External Auditor.
- Our Human Resources Management system contains all data relating to our staff.
- Our centralised sustainability data collection system provides an audit trail and helps to identify errors or data gaps for other quantitative data.
- Regular assessments and internal monitoring programmes ensure compliance in accordance with our Corporate Guideline and Instruction (CGI) on Compliance with Statutes and Regulations.
- Ernst & Young (EY) provides independent limited assurance for other selected quantitative data (see page 2). The assured data have been marked with "#" in Performance Data Tables.

# INDEPENDENT LIMITED ASSURANCE REPORT IN RELATION TO MTR CORPORATION LIMITED'S SUSTAINABILITY REPORT 2019

**EY安永**

## To the Board of Directors of MTR Corporation Limited

## Scope

We have been engaged by the management of MTR Corporation Limited (the "Company") to perform a limited assurance engagement over the selected sustainability performance data (the "Subject Matter") for the year ended 31 December 2019 contained in the Company's Sustainability Report 2019 (the "Report").

## Subject Matter

The Subject Matter for our limited assurance engagement is as follow:

The Subject Matter presented as follows applies to heavy rail, light rail, feeder bus services, property development, rental and management, and commercial businesses in Hong Kong, operated by MTR Corporation Limited.

## Environmental performance

- GHG emissions inventory (tonnes $CO_2$e)
  - Total
  - Scope 1
  - Scope 2
  - Scope 3
- GHG emissions – Corporate support functions and main office buildings (tonnes $CO_2$e)
  - Total

- GHG emissions – Transport operations (tonnes $CO_2$e)
  - Total
  - Scope 1
  - Scope 2
  - Scope 3
- GHG emissions – Network expansion (tonnes $CO_2$e)
  - Total
- GHG emissions – Properties and other businesses (tonnes $CO_2$e)
  - Total
  - Scope 1
  - Scope 2
  - Scope 3
- Metals recycled from railway operations (tonnes)
- Total hazardous waste (tonnes)
- Total hazardous waste in liquid (litres)

## Social performance

- Total employees in Hong Kong (Full time) (number)
- Total voluntary staff turnover rate (%)
- Vacant posts filled internally either by promotion or transfer (%)
- Percentage of employees trained by management (%)
- Training days per employee (days)
- Training days per employee by gender (days)
- Training days per employee by management (days)
- Total staff training days (man-day)

## Supply chain management

- Number of suppliers by geographical region (number)

## Safety performance

- Passenger and public safety - Fatality performance (number)
  - Heavy rail
  - Light rail
  - Bus

- Passenger and public safety - Number of injuries requiring hospitalisation per 100 million passenger journeys performance (number)
  - Heavy rail
  - Light rail
  - Bus

- Staff safety – Fatality performance (number)
  - Corporate support functions
  - Operations division
  - Projects division
  - Property division
- Staff safety - Lost time injuries per 100,000 man-hour performance (number)
  - Corporate support functions
  - Operations division
  - Projects division
  - Property division
- Contractor safety - Fatality performance (number)
  - Corporate support functions
  - Operating railway
  - Hong Kong property development and investment projects
  - Hong Kong investment property
  - Hong Kong management property
  - Hong Kong project construction - railway extension projects
  - Hong Kong project construction - network improvement projects
- Contractor safety - Reportable accidents per 100,000 man-hour performance (number)
  - Corporate support functions
  - Operating railway
  - Hong Kong property development and investment projects
  - Hong Kong investment property
  - Hong Kong management property
  - Hong Kong project construction - railway extension projects
  - Hong Kong project construction - network improvement projects

**The Subject Matter presented as follows applies to Mainland of China and International Business unless otherwise stated. Mainland of China and International Business is defined as:**

- Shenzhen Metro Line 4 (Longhua Line), managed by MTR Corporation (Shenzhen) Limited ("MTR(SZ)");
- Melbourne's Metropolitan rail service, operated by Metro Trains Melbourne Pty. Limited ("MTM");
- TfL Rail / Elizabeth Line, operated by MTR Corporation (Crossrail) Limited ("MTR Elizabeth line");
- Corporate support functions and main office building of MTR Nordic ("MTR Nordic");
- Stockholm Metro, operated by MTR Tunnelbanan AB ("MTR Tunnelbanan") and maintained by MTR Tech AB ("MTR Tech");
- Stockholm Pendeltåg, operated by MTR Pendeltågen AB ("MTR Pendeltågen"); and
- MTR Express intercity train service, operated by MTR Express (Sweden) AB ("MTR Express").

## Environmental performance

- GHG emissions inventory (tonnes $CO_2e$)
  - Total
  - Scope 1 (not applicable to MTR Elizabeth line)
  - Scope 2
- Total electricity consumption – heavy rail (MWh) (not applicable to MTR Nordic)
- Total water consumption from railway operation ($m^3$) (not applicable to MTR Nordic, MTR Tunnelbanan, MTR Tech, MTR Pendeltagen, MTR Express and MTR Elizabeth line)

## Waste management

- Metals recycled from railway operation (tonnes) (not applicable to MTR Elizabeth line)
- Total hazardous waste (tonnes) (not applicable to MTM)
- Total hazardous waste in liquid (litres) (not applicable to MTM)

## Social performance

- Total employees (number)
- Total workforce by gender (number)
- Total workforce by age (number)
- Total workforce by employment type (number)
- Voluntary staff turnover rate (%)
- Voluntary staff turnover rate by age (%)
- Voluntary staff turnover rate by gender (%)
- Percentage of employees trained by gender (%)
- Percentage of employees trained by employment (%)
- Training days per employee (days)
- Training days per employee by gender (days)
- Training days per employee by employment (days)

## Supply chain management

- Number of suppliers by geographical region (number)

## Safety performance

- Passenger and public safety - Fatality performance (number) (not applicable to MTR Nordic and MTR Tech)
- Passenger and public safety - Number of injuries per million passenger journeys performance (number) (not applicable to MTR Nordic and MTR Tech)
- Staff safety - Fatality performance (not applicable to MTR Nordic)
- Staff safety - Lost time injuries per 100,000 man-hour performance (not applicable to MTR Nordic)
- Contractor safety - Fatality performance (not applicable to MTR Nordic)
- Contractor safety - Lost time injuries per 100,000 man-hour performance (not applicable to MTR Nordic, MTR Tunnelbanan, MTR Tech, MTR Pendeltagen and MTR Express)

**Train service performance**
- Train punctuality (%) (not applicable to MTR Nordic and MTR Tech)
- Train reliability (revenue car-km/incident) (not applicable to MTR Nordic, MTR Tech and MTR Elizabeth line)
- Train service delivery (%) (not applicable to MTR Nordic and MTR Tech)

## Reporting Criteria

As a basis for the assurance engagement, we have applied the Company's own publicly disclosed criteria as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" of the Report.

## Management's Responsibility

The Report has been prepared by management of the Company (the "Management"), who are responsible for the collection and presentation of the information within the Report in accordance with the reporting criteria, namely the Company's own publicly disclosed criteria as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" of the Report. Management was responsible for selecting the criteria.

Further, the Management is responsible for establishing and maintaining internal controls relevant to the preparation and presentation of the information contained within the Report that is free from material misstatement, whether due to fraud or error, selecting and applying appropriate criteria, maintaining adequate records and making estimates that are reasonable in the circumstances.

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

## Assurance Practitioner's Responsibility

Our responsibility, in accordance with the Management's instructions, is to carry out a limited assurance engagement in respect of the Subject Matter contained within the Report, and to express a limited assurance conclusion based on our engagement.

Our assurance engagement has been planned and performed in accordance with International Standard on Assurance Engagements ("ISAE") 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ISAE 3410 Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board. The reporting criteria as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" of the Report have been used as criteria against which to evaluate the Subject Matter.

## Work Performed

The limited assurance procedures performed included, but were not limited to:

- Conducting interviews with selected management and personnel involved in the provision of information relating to the Subject Matter;
- Performing analytical tests and detailed testing for the Subject Matter on a sample basis;
- Checking the arithmetical accuracy of the calculations performed;
- Checking if data had been correctly transcribed from corporate systems and/or supporting evidence into the Report; and
- Sample testing of the Subject Matter against the relevant reporting criteria as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" of the Report.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

## Inherent Limitations

There are inherent limitations in performing assurance. Assurance engagements are based on selective testing of the information being examined, and it is possible that fraud, error, or non-compliance may occur and not be detected.

Our assurance was limited to the Subject Matter set out within the Report for the year ended 31 December 2019. We have only sought evidence to support key information and data contained in the Report and our responsibility does not include:

- Any work in respect of sustainability information published elsewhere in the Company's annual report, website and other publications;
- Sustainability information prior to 1 January 2019 and subsequent to 31 December 2019; and
- Forward-looking statements made by the Management.

## Level of Assurance

Our evidence gathering procedures have been designed to obtain a limited level of assurance (as set out in ISAE 3000 and ISAE 3410) to draw our conclusion. The procedures conducted do not provide all the evidence that would be required in a reasonable assurance engagement and, accordingly, we do not express a reasonable assurance conclusion or an audit opinion, as the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would be obtained had a reasonable assurance engagement been performed. While we considered the effectiveness of the Management's internal controls when determining the nature and extent of our procedures, our review was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking the aggregation or the calculation of data within IT systems.

## Limited Assurance Conclusion

Based on the limited assurance procedures specified above, nothing has come to our attention that causes us to believe that the Subject Matter has not been reported fairly, in all material respects, in accordance with the applicable criteria.

## Use of Report
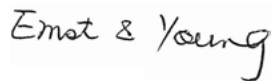
Our responsibility in performing our assurance activities is to the directors of the Company only and in accordance with the terms of reference for this engagement as agreed with them. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on this report is entirely at its own risk.

The applicable criteria are designed solely for the purpose of the preparation of the Subject Matter included in the Report and, as a result, the subject matter information may not be suitable for another purpose.

## Independence and Quality Control

We have complied with the independence and ethical requirements of the Code of Ethics for Professional Accountants issued by the Hong Kong Institute of Certified Public Accountants and the Code of Ethics issued by the International Ethics Standards Board for Accountants which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies Hong Kong Standard on Quality Control (HKSQC) 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements" which conforms with International Standard on Quality Control (ISQC) 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and other Assurance and Related Services Engagements".

*Ernst & Young*

**Ernst & Young**
Hong Kong
7 April 2020

# PERFORMANCE DATA

## Hong Kong Environmental Performance

| KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|
| **Energy Use for Railway Operations** | | | | | | |
| Total electricity purchased | MWh | 1,541,108 | 1,542,581 | 1,628,344 | 1,635,542 | **1,613,075** |
|   Heavy rail | MWh | 1,486,014 | 1,487,354 | 1,573,174 | 1,580,443 | **1,559,734** |
|   Light rail and bus | MWh | 55,094 | 55,227 | 55,170 | 55,099 | **53,341** |
| Electricity consumption per revenue car-km | kWh per revenue car-km | 4.84 | 4.79 | 4.85 | 4.77 | **4.81** |
|   Heavy rail | kWh per revenue car-km | 4.83 | 4.78 | 4.84 | 4.76 | **4.81** |
|   Light rail and bus | kWh per revenue car-km | 4.99 | 4.95 | 4.95 | 4.95 | **5.04** |
| Total electricity purchased for managed and investment properties | MWh | 413,785 | 405,840 | 395,323 | 386,703 | **400,824** |
| **Water Consumption** | | | | | | |
| Water consumption from railway operations | m³ | 870,630 | 754,541 | 768,302 | 702,190 | **818,331** |
| Total water consumption from station cooling towers (2016 onward) | m³ | n/a | 187,952 | 223,237 | 218,729 | **278,767** |
| Water consumption from managed and investment properties | m³ | 1,152,486 | 1,124,603 | 1,147,940 | 1,367,332 | **1,438,363** |
| **Waste Management** | | | | | | |
| # Metals recycled from railway operations | tonnes | 3,724 | 3,247 | 3,598 | 3,569 | **3,955** |
| # Total hazardous wastes | tonnes | 223 | 186 | 238 | 189 | **272** |
| # Total hazardous wastes in liquid | litres | 98,104 | 96,599 | 75,609 | 102,201 | **94,822** |
| General wastes from railway extension projects | tonnes | 83,091 | 89,022 | 53,608 | 26,203 | **14,504** |
| Total construction wastes recycled | tonnes | 5,656,010 | 14,030,460 | 1,040,668 | 585,350 | **179,566** |
| **Climate Change Management** | | | | | | |
| Annual review of climate change - risks assessment and continuous risk management action | Text | Completed | Completed | Completed | Completed | **Completed** |

## Hong Kong Environmental Performance

| KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|
| **GHG Emission Inventory** | | | | | | |
| # Total GHG emissions | tonnes $CO_2e$ | 1,343,723 | 1,355,381 | 1,334,394 | 1,322,169 | **1,388,810** |
| # Scope 1 | tonnes $CO_2e$ | 51,752 | 48,141 | 48,924 | 44,102 | **46,134** |
| # Scope 2 | tonnes $CO_2e$ | 1,258,826 | 1,263,952 | 1,257,664 | 1,262,450 | **1,332,512** |
| # Scope 3 | tonnes $CO_2e$ | 33,145 | 43,288 | 27,806 | 15,617 | **10,165** |
| **Corporate Functions and Main Office Buildings** | | | | | | |
| # Total | tonnes $CO_2e$ | 18,900 | 20,243 | 20,212 | 19,351 | **19,400** |
| Scope 1 | tonnes $CO_2e$ | 2,943 | 3,145 | 3,799 | 3,122 | **3,844** |
| Scope 2 | tonnes $CO_2e$ | 14,029 | 14,585 | 13,679 | 13,609 | **13,328** |
| Scope 3 | tonnes $CO_2e$ | 1,928 | 2,513 | 2,734 | 2,620 | **2,228** |
| **Transport Operations** | | | | | | |
| # Total | tonnes $CO_2e$ | 1,034,102 | 1,043,268 | 1,055,126 | 1,059,503 | **1,129,223** |
| # Scope 1 | tonnes $CO_2e$ | 39,311 | 38,082 | 38,495 | 33,775 | **36,876** |
| # Scope 2 | tonnes $CO_2e$ | 994,316 | 1,004,663 | 1,016,074 | 1,025,186 | **1,091,724** |
| # Scope 3 | tonnes $CO_2e$ | 475 | 523 | 556 | 542 | **623** |
| **Network Expansion** | | | | | | |
| # Total | tonnes $CO_2e$ | 35,043 | 42,789 | 25,871 | 13,833 | **7,637** |
| Scope 1 | tonnes $CO_2e$ | 274 | 244 | 206 | 153 | **123** |
| Scope 2 | tonnes $CO_2e$ | 4,705 | 2,959 | 1,842 | 2,033 | **1,070** |
| Scope 3 | tonnes $CO_2e$ | 30,064 | 39,586 | 23,823 | 11,647 | **6,444** |
| **Properties and other Businesses** | | | | | | |
| # Total | tonnes $CO_2e$ | 255,678 | 249,081 | 233,185 | 229,482 | **232,549** |
| # Scope 1 | tonnes $CO_2e$ | 9,224 | 6,670 | 6,424 | 7,052 | **5,290** |
| # Scope 2 | tonnes $CO_2e$ | 245,776 | 241,745 | 226,068 | 221,622 | **226,390** |
| # Scope 3 | tonnes $CO_2e$ | 678 | 666 | 693 | 808 | **869** |

**Notes**

# The KPIs for 2019 have been assured by EY.

'n/a' represent it is not applicable under the KPI in this context.

## Hong Kong Social Performance

| KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|
| Total number of passenger trips | Weekday average in million | 5.56 | 5.59 | 5.76 | 5.88 | **5.61** |
| Total number of passenger trips - Hong Kong passenger services | million | 1,934 | 1,949 | 2,000 | 2,044.5 | **1,914.3** |
| Share of franchised public transport in Hong Kong | % | 48.5 | 48.4 | 49.1 | 49.3 | **47.3** |
| **Total Workforce** | | | | | | |
| Total workforce by age | | | | | | |
| Aged below 30 | number | 3,335 | 3,595 | 3,593 | 3,650 | **3,592** |
| Aged 30-below 50 | number | 8,635 | 8,676 | 8,531 | 8,568 | **8,765** |
| Aged 50 & above | number | 5,157 | 5,368 | 5,400 | 5,408 | **5,385** |
| Total workforce by gender | | | | | | |
| Female | number | 3,465 | 3,631 | 3,606 | 3,701 | **3,790** |
| Male | number | 13,662 | 14,008 | 13,918 | 13,925 | **13,952** |
| Total workforce by employment type | | | | | | |
| # Full time | number | 17,127 | 17,639 | 17,524 | 17,626 | **17,742** |
| Part time | number | 2,698 | 3,010 | 1,960 | 2,682 | **2,568** |
| Persons with disabilities employed | number | 271 | 300 | 346 | 415 | **468** |
| Persons with disabilities employed (%) | % | 1.6 | 1.7 | 2.0 | 2.4 | **2.7** |
| Women employees | % | 20.2 | 20.6 | 20.6 | 21.0 | **21.4** |
| Women on the Board | % | 21 | 21 | 20 | 24 | **25** |

## Hong Kong Social Performance

| KPI | | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| **Voluntary Staff Turnover** | | | | | | | |
| # | Total voluntary staff turnover rate | % | 3.7 | 3.5 | 4.5 | 4.7 | **4.4** |
| | **Voluntary staff turnover rate by age (2015 onward)** | | | | | | |
| | Aged below 30 | % | 8.2 | 7.6 | 9.7 | 9.6 | **8.8** |
| | Aged 30-below 50 | % | 3.3 | 3.5 | 4.3 | 4.2 | **4.1** |
| | Aged 50 & above | % | 1.6 | 0.9 | 1.2 | 2.3 | **2.0** |
| | **Voluntary staff turnover rate by gender (2015 onward)** | | | | | | |
| | Female | % | 5.6 | 4.5 | 6.2 | 6.6 | **6.3** |
| | Male | % | 3.2 | 3.2 | 4.0 | 4.3 | **3.9** |
| # | Vacant posts filled internally either by promotion or transfer | % | 59 | 67 | 57 | 53 | **50** |
| **New Employee Hires** | | | | | | | |
| | **New employee hires rate by age** | | | | | | |
| | Aged below 30 | % | n/a | 35.4 | 30.5 | 66.3 | **64.2** |
| | Aged 30-below 50 | % | n/a | 5.2 | 4.6 | 25.5 | **28.1** |
| | Aged 50 & above | % | n/a | 1.3 | 1.3 | 8.2 | **7.7** |
| | **New employee hires rate by gender** | | | | | | |
| | Female | % | n/a | 14.3 | 10.7 | 28.8 | **30.8** |
| | Male | % | n/a | 9.1 | 8.4 | 71.2 | **69.2** |
| **Employee Training** | | | | | | | |
| | **Percentage of employees trained** | | | | | | |
| | Percentage of employees trained by gender | | | | | | |
| | Female | % | 80.3 | 82.6 | 88.7 | 91.9 | **91.2** |
| | Male | % | 90.6 | 88.1 | 91.7 | 95.5 | **92.7** |
| | Percentage of employees trained by employment | | | | | | |
| # | Managers | % | 92.9 | 76.8 | 75.1 | 80.8 | **70.3** |
| # | Non-managers | % | 88.0 | 88.3 | 93 | 96.3 | **94.7** |

## Hong Kong Social Performance

| | KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| | **Employee Training days** | | | | | | |
| # | Total staff training days | man day | 111,296 | 122,680 | 121,742 | 142,748 | **123,827** |
| | Management training | man day | 17,384 | 18,484 | 18,474 | 15,264 | **14,671** |
| | Operations training | man day | 93,912 | 104,196 | 103,268 | 127,587 | **109,156** |
| # | Training days per employee (overall) | days | 6.6 | 7.1 | 7.1 | 8.2 | **7.1** |
| | Training days per employee by gender | | | | | | |
| # | Female | days | 4.8 | 5.2 | 5.0 | 5.8 | **5.2** |
| # | Male | days | 7.1 | 7.5 | 7.6 | 8.9 | **7.6** |
| | Training days per employee by employment | | | | | | |
| # | Managers | days | 2.4 | 2.3 | 1.9 | 2.3 | **1.7** |
| # | Non-managers | days | 7.2 | 7.7 | 7.7 | 8.9 | **7.7** |
| | **Charitable Contributions** | | | | | | |
| | Cash donations | HK$ '000 | 8,200 | 13,500 | 21,800 | 26,000 | **12,700** |
| | Gifts in kind | HK$ '000 | 19,100 | 22,000 | 24,000 | 25,600 | **18,000** |
| | Employee fundraising | HK$ '000 | 515 | 362 | 368 | 264 | **521** |
| | Employee volunteering (number of projects) | number | 255 | 263 | 295 | 292 | **259** |
| | Employee volunteering (number of volunteers) | number | 6,069 | 6,292 | 3,954 | 3,091 | **2139** |
| | **Legal Compliance (Number of Convicted Cases)** | | | | | | |
| | Cases of corruption | number | 0 | 0 | 0 | 1 | **0** |
| | Cases involving health and safety | number | 0 | 2 | 0 | 2 | **1** [1] |
| | Cases involving labor standards | number | 0 | 0 | 1 | 0 | **0** |
| | Cases involving product responsibility (including customer privacy) | number | 0 | 0 | 0 | 0 | **0** |
| | Cases involving working conditions | number | 0 | 0 | 0 | 0 | **0** |
| | **Cases involving environmental regulations** | | | | | | |
| | MTR Corporation | number | 0 | 0 | 0 | 0 | **0** |
| | Main contractors | number | 2 | 2 | 3 | 0 | **2** [2] |

## Hong Kong Social Performance

| | KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| | **Supply Chain** | | | | | | |
| | **By continent** | | | | | | |
| # | Number of suppliers in Africa | number | 0 | 0 | 0 | 0 | **0** |
| # | Number of suppliers in Asia | number | 1,865 | 1,792 | 1,667 | 1,750 | **1,767** |
| # | Number of suppliers in Europe | number | 154 | 143 | 145 | 139 | **159** |
| # | Number of suppliers in North America | number | 29 | 29 | 21 | 23 | **22** |
| # | Number of suppliers in Oceania | number | 26 | 24 | 26 | 20 | **21** |
| # | Number of suppliers in South America | number | 0 | 0 | 0 | 0 | **0** |

**Notes**

[1]   One case related to Electricity Ordinance, Cap. 406

[2]   One case related to Air Pollution Control Ordinance, Cap. 311. The other case related to Noise Control Ordinances, Cap 400.

# The KPIs for 2019 have been assured by EY.

'n/a' represent it is not applicable under the KPI in this context.

## Hong Kong Safety Targets and Performance

| KPI | | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| **Passenger and public safety** | | | | | | | |
| **Fatality** | | | | | | | |
| Heavy rail | | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 1 | 0 | 0 | 0 | **0** |
| Light rail | | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 1 | 1 | 0 | 0 | **0** |
| Bus | | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 1 | 0 | 0 | **0** |
| **No. of injuries requiring hospitalisationi per 100 million passenger journeys** | | | | | | | |
| Heavy rail | | | | | | | |
| | Target | number | 9.72 | 9.48 | 9.29 | 9.26 | **8.56** |
| # | Performance | number | 7.91 | 8.39 | 7.30 | 4.60 | **3.67** |
| Light rail | | | | | | | |
| | Target | number | 12.67 | 13.66 | 13.66 | 13.66 | **13.08** |
| # | Performance | number | 14.76 | 14.55 | 9.52 | 6.69 | **6.41** |
| Bus | | | | | | | |
| | Target | number | 7.48 | 6.88 | 6.88 | 6.88 | **6.88** |
| # | Performance | number | 0.00 | 6.29 | 9.44 | 1.57 | **9.52** |

## Hong Kong Safety Targets and Performance

| | KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| | **Staff safety** | | | | | | |
| | **Fatality** | | | | | | |
| | Corporate support functions | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 0 | 0 | **0** |
| | Operations Division | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 1 | 0 | **0** |
| | Projects Division | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 0 | 0 | **0** |
| | Property Division | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 0 | 0 | **0** |
| | **Lost time injuries per 100,000 man hours** | | | | | | |
| | Corporate support functions | | | | | | |
| | Target | number | 0.13 | 0.15 | 0.15 | 0.13 | **0.20** |
| # | Performance | number | 0.17 | 0.09 | 0.06 | 0.16 | **0.20** |
| | Operations Division | | | | | | |
| | Target | number | 0.45 | 0.44 | 0.44 | 0.42 | **0.42** |
| # | Performance | number | 0.56 | 0.47 | 0.42 | 0.38 | **0.65** |
| | Projects Division | | | | | | |
| | Target | number | 0.10 | 0.10 | 0.10 | 0.10 | **0.10** |
| # | Performance | number | 0.11 | 0.25 | 0.20 | 0.00 | **0.16** |
| | Property Division | | | | | | |
| | Target | number | 0.30 | 0.30 | 0.30 | 0.30 | **0.30** |
| # | Performance | number | 0.14 | 0.09 | 0.09 | 0.00 | **0.04** |

## Hong Kong Safety Targets and Performance

| | KPI | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| | **Contractor Safety** | | | | | | |
| | **Fatality** | | | | | | |
| | Corporate Support Functions | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 0 | 0 | **0** |
| | Operating railway | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 0 | 0 | **0** |
| | Hong Kong property development and investment projects | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 1 | 0 | **0** |
| | Hong Kong investment property | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 0 | 0 | 0 | 0 | **0** |
| | Hong Kong management property | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 1 | 0 | 0 | 0 | **0** |
| | Hong Kong project construction - railway extension projects | | | | | | |
| | Target | number | 0 | 0 | 0 | 0 | **0** |
| # | Performance | number | 2 | 1 | 0 | 0 | **0** |
| | Hong Kong project construction - network improvement projects | | | | | | |
| | Target | number | n/a | n/a | 0 | 0 | **0** |
| # | Performance | number | n/a | n/a | 1 | 0 | **0** |

## Hong Kong Safety Targets and Performance

| KPI | | Unit | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|
| **Reportable accidents per 100,000 man-hour** | | | | | | | |
| Corporate support functions | | | | | | | |
| | Target | number | 0.23 | 0.15 | 0.15 | 0.3 | **0.53** |
| # | Performance | number | 0.15 | 0.22 | 0.21 | 0.74 | **0.62** |
| Operating railway | | | | | | | |
| | Target | number | 0.21 | 0.21 | 0.21 | 0.2 | **0.20** |
| # | Performance | number | 0.16 | 0.16 | 0.18 | 0.26 | **0.25** |
| Hong Kong project construction - railway extension projects | | | | | | | |
| | Target | number | 0.3 | 0.3 | 0.3 | 0.3 | **0.30** |
| # | Performance | number | 0.48 | 0.49 | 0.32 | 0.23 | **0.25** |
| Hong Kong project construction - network improvement projects | | | | | | | |
| | Target | number | n/a | n/a | 0.3 | 0.3 | **0.3** |
| # | Performance | number | n/a | n/a | 0.22 | 0.06 | **0.00** |
| Hong Kong property development and investment projects | | | | | | | |
| | Target | number | 0.3 | 0.3 | 0.3 | 0.3 | **0.3** |
| # | Performance | number | 0.06 | 0.03 | 0.03 | 0.02 | **0.05** |
| Hong Kong investment property | | | | | | | |
| | Target | number | 0.22 | 0.22 | 0.22 | 0.22 | **0.22** |
| # | Performance | number | 0.08 | 0.05 | 0.26 | 0.03 | **0.18** |
| Hong Kong management property | | | | | | | |
| | Target | number | 0.22 | 0.22 | 0.22 | 0.22 | **0.22** |
| # | Performance | number | 0.15 | 0.12 | 0.18 | 0.11 | **0.18** |

**Notes**

# The KPIs for 2019 have been assured by EY.

'n/a' represent it is not applicable under the KPI in this context.

## Mainland of China and International Business

| KPI | Unit | Shenzhen Metro Line 4 | | | Melbourne's Metropolitan Rail Services | | | TfL Rail/Elizabeth line | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | MTR(SZ) | | | MTM | | | MTR Elizabeth line | | |
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Environmental Performance** | | | | | | | | | | |
| # Total electricity consumption - Heavy rail | MWh | 91,427 | 93,767 | **98,293** | 460,203 | 462,594 | **468,782** | 43,205 | 60,356 [3] | **74,136** [3] |
| # Total water consumption from railway operation | m³ | 202,514 | 262,025 | **230,321** | 235,918 | 305,485 [4] | **278,665** [4] | n/a | n/a | **n/a** |
| # Metals recycled | tonnes | 18.0 | 38.9 | **272.1** | 2,075.8 | 4,732.6 | **3,070.2** | n/a | n/a | **n/a** |
| # Total hazardous wastes (2014 onward) | tonnes | 51.2 | 35.2 | **41.7** | n/a | n/a | **n/a** | n/a | 0.0 | **0.0** |
| # Total hazardous wastes in liquid (2014 onward) | litres | 11.6 [5] | 6.2 [5] | **5.4** [5] | n/a | n/a | **n/a** | 0.0 | 0.0 | **0.0** |
| # Total GHG emissions | tonnes CO₂e | 87,118 | 89,333 | **93,656** | 504,996 | 503,071 | **495,565** | 15,189 | 17,085 | **18,949** |
| # Scope 1 emissions | tonnes CO₂e | 362 | 357 | **385** | 5,690 | 5,832 | **5,975** | n/a | n/a | **n/a** |
| # Scope 2 emissions | tonnes CO₂e | 86,755 | 88,976 | **93,271** | 499,306 | 497,239 | **489,590** | 15,189 | 17,085 [3] | **18,949** [3] |
| **Social Performance** | | | | | | | | | | |
| **Total Workforce** | | | | | | | | | | |
| # Total employees | number | 1,415 | 1,474 | **1,625** | 5,466 | 5,000 [6] | **6,086** | 725 | 1,060 | **1,154** |
| Total workforce by gender | | | | | | | | | | |
| # Female | number | 381 | 381 | **389** | 1,234 | 1,035 [6] | **1,288** [6] | 145 | 247 | **266** |
| # Male | number | 1,034 | 1,093 | **1,236** | 4,232 | 3,965 [6] | **4,190** [6] | 580 | 813 | **888** |
| Total workforce by age | | | | | | | | | | |
| # Aged below 30 | number | 749 | 728 | **800** | 553 | 539 [6] | **623** [6] | 119 | 206 | **200** |
| # Aged 30 - below 50 | number | 660 | 738 | **813** | 2,522 | 2,631 [6] | **2,891** [6] | 449 | 676 | **743** |
| # Aged 50 & above | number | 6 | 8 | **12** | 1,818 | 1,830 [6] | **1,964** [6] | 157 | 178 | **211** |
| Total workforce by employment type | | | | | | | | | | |
| # Full time staff | number | 1,415 | 1,474 | **1,625** | 4,894 | 5,000 | **5,478** | 705 | 1,039 | **1,132** |
| # Part time staff | number | 0 | 0 | **0** | 572 | 648 | **608** | 20 | 21 | **22** |

## Mainland of China and International Business

| KPI | Unit | Shenzhen Metro Line 4 | | | Melbourne's Metropolitan Rail Services | | | TfL Rail/Elizabeth line | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | MTR(SZ) | | | MTM | | | MTR Elizabeth line | | |
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Voluntary Staff Turnover** | | | | | | | | | | |
| # Total voluntary staff turnover rate | % | 12.0 | 7.7 | **8.5** | 5.6 | 7.4 | **3.6** | 3.7 | 4.5 | **5.0** |
| Voluntary staff turnover rate by age | | | | | | | | | | |
| # Aged below 30 | % | 15.2 | 11.0 | **12.0** | 0.4 | 6.9 | **3.5** | 8.3 | 5.3 | **11.2** |
| # Aged 30 - below 50 | % | 7.7 | 4.0 | **5.0** | 2.6 | 7.6 | **3.7** | 2.9 | 3.7 | **4.6** |
| # Aged 50 & above | % | 0.0 | 17.0 | **0.0** | 2.5 | 7.3 | **1.2** | 3.3 | 6.7 | **1.9** |
| Voluntary staff turnover rate by gender | | | | | | | | | | |
| # Female | % | 6.8 | 6.8 | **6.9** | 1.4 | 8.8 | **4.5** | 5.2 | 4.9 | **7.6** |
| # Male | % | 13.4 | 7.7 | **8.4** | 4.0 | 7.0 | **2.3** | 3.7 | 4.4 | **4.2** |
| Vacant posts filled internally either by promotion or transfer | % | 25.0 | 22.8 | **20.4** | n/a | 35.0 | **31.0** | 23.3 | 20.8 | **31.3** |
| **Employee Training** | | | | | | | | | | |
| Percentage of employees trained by gender | | | | | | | | | | |
| # Female | % | 88.7 | 87.0 | **90.0** | n/a | n/a | **85.5** | 82.1 | 92.7 | **99.6** |
| # Male | % | 95.4 | 95.0 | **96.1** | n/a | n/a | **85.6** | 79.7 | 91.1 | **99.6** |
| Percentage of employee trained by employment | | | | | | | | | | |
| # Managers | % | 96.6 | 100.0 | **98.2** | n/a | n/a | **85.9** | 91.9 | 97.0 | **100** |
| # Non-managers | % | 93.4 | 93.0 | **94.5** | n/a | n/a | **85.6** | 78.0 | 90.2 | **99.5** |
| # Training days per employee | days | 8.1 | 8.7 | **12.7** | 8.9 | 7.1 | **8.3** | 24.0 | 19.7 | **10.8** |
| Training days per employee by gender | | | | | | | | | | |
| # Female | days | 5.1 | 6.0 | **7.2** | 8.9 | 7.2 | **14.7** | 15.0 | 20.0 | **8.4** |
| # Male | days | 9.2 | 9.6 | **14.4** | 8.9 | 7.1 | **6.0** | 26.8 | 19.7 | **11.6** |
| Training days per employee by employment | | | | | | | | | | |
| # Managers | days | 6.2 | 2.2 | **6.3** | 4.0 | 2.5 | **1.1** | 2.1 | 2.7 | **4.6** |
| # Non-managers | days | 8.1 | 8.9 | **12.9** | 9.4 | 7.9 | **9.2** | 28.5 | 23.7 | **11.5** |

## Mainland of China and International Business

| KPI | Unit | Shenzhen Metro Line 4 MTR(SZ) | | | Melbourne's Metropolitan Rail Services MTM | | | TfL Rail/Elizabeth line MTR Elizabeth line | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Operations Performance** | | | | | | | | | | |
| Total number of passenger trips | million | 210 | 232 | **239** | 241 | 243 | **244** | 43 | 49 | **55** |
| Passenger journeys on time | % | 99.99 | 99.99 | **99.99** | n/a | n/a | **n/a** | n/a | n/a | **n/a** |
| # Train punctuality | % | 99.95 | 99.96 | **99.97** | 91.82 | 91.95 | **90.36** | 94.23 | 93.40 | **95.50** |
| # Train reliability | revenue car - km/incident | 10,149,775 | 21,512,643 | **22,303,663** | 33,001 | 33,414 | **26,736** | n/a | n/a | **n/a** |
| # Train service delivery | % | 99.97 | 99.96 | **99.97** | 98.89 | 98.68 | **98.28** | 97.36 | 97.31 | **98.20** |
| **Charitable Contributions** | | | | | | | | | | |
| Cash donations | HK$ '000 | 0 | 0 | **0** | 119,816 | 803,025 | **1,836,730** | 18,465 | 38,506 | **0** |
| **Legal Compliance (Number of Convicted Cases)** | | | | | | | | | | |
| Cases of corruption | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Cases involving health and safety | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Cases involving labor standards | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Cases involving product responsibility (including customer privacy) | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Cases involving working conditions | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Cases involving environmental regulations | | | | | | | | | | |
| MTR subsidiary | number | 0 | 0 | **0** | 0 | n/a | **0** | 0 | 0 | **0** |
| Main contractors | number | 0 | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |

## Mainland of China and International Business

| KPI | Unit | Shenzhen Metro Line 4 | | | Melbourne's Metropolitan Rail Services | | | TfL Rail/Elizabeth line | | |
| | | MTR(SZ) | | | MTM | | | MTR Elizabeth line | | |
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Supply Chain** | | | | | | | | | | |
| By continent | | | | | | | | | | |
| # Number of suppliers in Africa | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| # Number of suppliers in Asia | number | 337 | 340 | **356** | 5 | 3 | **2** | 0 | 2 | **2** |
| # Number of suppliers in Europe | number | 0 | 0 | **0** | 19 | 18 | **24** | 257 | 287 | **354** |
| # Number of suppliers in North America | number | 0 | 0 | **0** | 2 | 3 | **6** | 0 | 1 | **1** |
| # Number of suppliers in Oceania | number | 0 | 0 | **0** | 1,164 | 1,166 | **1,130** | 0 | 0 | **0** |
| # Number of suppliers in South America | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| **Safety Targets and Performance** | | | | | | | | | | |
| **Passenger and Public Safety** | | | | | | | | | | |
| Fatality | | | | | | | | | | |
| Target | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| # Performance | number | 0 | 0 | **0** | 0 | 0 | **2** [7] | 0 | 0 | **0** |
| No. of injuries per million passenger journeys | | | | | | | | | | |
| Target | number | 1.47 | 1.45 | **1.42** | 2.00 | 2.00 | **2.00** | 2.80 | 3.21 | **2.08** |
| # Performance | number | 1.12 | 0.96 | **0.85** | 0.76 | 0.87 | **1.03** | 3.03 | 2.34 | **4.34** |
| **Staff Safety** | | | | | | | | | | |
| Fatality | | | | | | | | | | |
| Target | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| # Performance | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Lost time injuries per 100,000 man hours | | | | | | | | | | |
| Target | number | 0.25 | 0.24 | **0.24** | 0.50 | 0.50 | **0.50** | 0.70 | 0.37 | **0.10** |
| # Performance | number | 0.17 | 0.07 | **0.04** | 0.49 | 0.37 | **0.19** | 0.37 | 0.25 | **0.20** |

## Mainland of China and International Business

| KPI | Unit | Shenzhen Metro Line 4 MTR(SZ) | | | Melbourne's Metropolitan Rail Services MTM | | | TfL Rail/Elizabeth line MTR Elizabeth line | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Contractor Safety** | | | | | | | | | | |
| Fatality | | | | | | | | | | |
| Target | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| # Performance | number | 0 | 0 | **0** | 0 | 0 | **0** | 0 | 0 | **0** |
| Lost time injuries per 100,000 man-hour | | | | | | | | | | |
| Target | number | 0.42 | 0.40 | **0.40** | 0.40 | 0.40 | **0.40** | n/a | 0.36 | **0.10** |
| # Performance | number | 0.12 | 0.10 | **0.00** | 0.03 | 0.00 | **0.00** | 0.31 | 0.13 | **0.11** |

**Notes**

[3]   This KPI excludes consumption from stations and depots (current data only includes traction and auxiliary power).

[4]   Water leaks, recycled water and rainwater are included starting in 2018, but were excluded in 2017.

[5]   This KPI is presented in tonnes.

[6]   This KPI excludes part-time employees.

[7]   On 31 March 2019, at Metro Trains Melbourne (MTM), an elderly male, who was wearing camouflage and carrying a GPS device, was fatally struck by a train whilst trespassing onto the tracks. On 15 April 2019, at MTM, a hearing impaired elderly female was fatally struck by a train at a pedestrian crossing.

# The KPIs for 2019 have been assured by EY.

'n/a' represent it is not applicable under the KPI in this context.

## Mainland of China and International Business – MTR Nordic

| KPI | Unit | MTR Nordic — MTR Nordic | | | Stockholm Metro[8] — MTR Tunnelbanan | | | Stockholm Metro[8] — MTR Tech | | | Stockholms Pendeltåg — MTR Pendeltågen | | | MTR Express — MTR Express | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Environmental Performance** | | | | | | | | | | | | | | | | |
| # Total electricity consumption - Heavy rail | MWh | n/a | n/a | **n/a** | n/a | 168,476 | **165,768** | n/a | 11,874 | **11,232** | 183322 | 215,195 | **211,894** | n/a | 18,729 | **19,585** |
| # Total water consumption from railway operation | m³ | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** |
| # Metals recycled | tonnes | n/a | 0.1 | **0.0** | n/a | 0.0 | **0.0** | n/a | 266.5 | **242.0** | 114.5 | 81.4[9] | **66.0[9]** | n/a | 0.0 | **1.0[12]** |
| # Total hazardous wastes (2014 onward) | tonnes | n/a | 0.1 | **0.1** | n/a | 0.2 | **16.7** | n/a | 119.7 | **113.1** | 48 | 218.0[9] | **142.2[9]** | n/a | 0.0 | **0.3[12]** |
| # Total hazardous wastes in liquid (2014 onward) | litres | n/a | 0.0 | **0.0** | n/a | 0.0 | **0.0** | n/a | 67,364[10] | **107,179[10]** | 353.7 | 424.3[11] | **276.2[11]** | n/a | 0.0 | **155[12]** |
| # Total GHG emissions | tonnes CO₂e | n/a | 0 | **0** | n/a | 123 | **107** | n/a | 525 | **469** | 11962 | 437 | **198** | n/a | 6 | **5** |
| # Scope 1 emissions | tonnes CO₂e | n/a | 0 | **0** | n/a | 114 | **99** | n/a | 29 | **26** | 9 | 26 | **53** | n/a | 0 | **0** |
| # Scope 2 emissions | tonnes CO₂e | n/a | 0 | **0** | n/a | 8 | **8** | n/a | 497 | **442** | 11953 | 411 | **145** | n/a | 6 | **5** |
| **Social Performance** | | | | | | | | | | | | | | | | |
| **Total Workforce** | | | | | | | | | | | | | | | | |
| # Total employees | number | n/a | 99 | **98** | n/a | 2,810 | **2,872** | n/a | 413 | **437** | 1323 | 1,678 | **1,737** | n/a | 120 | **135** |
| **Total workforce by gender** | | | | | | | | | | | | | | | | |
| # Female | number | n/a | 34 | **34** | n/a | 917 | **901** | n/a | 28 | **36** | 417 | 498 | **515** | n/a | 63 | **74** |
| # Male | number | n/a | 65 | **64** | n/a | 1,893 | **1,971** | n/a | 385 | **401** | 906 | 1,180 | **1,222** | n/a | 57 | **61** |
| **Total workforce by age** | | | | | | | | | | | | | | | | |
| # Aged below 30 | number | n/a | 6 | **9** | n/a | 594 | **569** | n/a | 52 | **47** | 210 | 321 | **329** | n/a | 39 | **46** |
| # Aged 30 - below 50 | number | n/a | 67 | **65** | n/a | 1,164 | **1,237** | n/a | 162 | **185** | 639 | 826 | **847** | n/a | 65 | **71** |
| # Aged 50 & above | number | n/a | 26 | **24** | n/a | 1,052 | **1,066** | n/a | 199 | **205** | 474 | 531 | **561** | n/a | 16 | **18** |
| **Total workforce by employment type** | | | | | | | | | | | | | | | | |
| # Full time staff | number | n/a | 98 | **94** | n/a | 1,919 | **2,053** | n/a | 412 | **434** | 1200 | 1,497 | **1,538** | n/a | 88 | **103** |
| # Part time staff | number | n/a | 1 | **4** | n/a | 891 | **819** | n/a | 1 | **3** | 123 | 181 | **199** | n/a | 32 | **32** |

## Mainland of China and International Business – MTR Nordic

| KPI | Unit | MTR Nordic<br>MTR Nordic<br>2017 | 2018 | 2019 | Stockholm Metro[8]<br>MTR Tunnelbanan<br>2017 | 2018 | 2019 | MTR Tech<br>2017 | 2018 | 2019 | Stockholms Pendeltåg<br>MTR Pendeltågen<br>2017 | 2018 | 2019 | MTR Express<br>MTR Express<br>2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Voluntary Staff Turnover** | | | | | | | | | | | | | | | | |
| # Total voluntary staff turnover rate | % | n/a | 18.4 | **21.3** | n/a | 4.9 | **4.2** | n/a | 8.7 | **6.8** | 5.8 | 6.1 | **4.4** | n/a | 15.5 | **9.6** |
| Voluntary staff turnover rate by age | | | | | | | | | | | | | | | | |
| # Aged below 30 | % | n/a | 37.5 | **34.8** | n/a | 12.5 | **9.0** | n/a | 24.9 | **18.5** | 12.2 | 5.6 | **6.3** | n/a | 18 | **7.0** |
| # Aged 30 - below 50 | % | n/a | 17.0 | **19.0** | n/a | 6.0 | **5.7** | n/a | 5.6 | **6.9** | 5.3 | 6.0 | **5.3** | n/a | 6.1 | **11.7** |
| # Aged 50 & above | % | n/a | 15.8 | **24.8** | n/a | 1.8 | **1.3** | n/a | 6.4 | **3.2** | 4.3 | 5.1 | **2.0** | n/a | 45.6 | **7.6** |
| Voluntary staff turnover rate by gender | | | | | | | | | | | | | | | | |
| # Female | % | n/a | 19.3 | **18.2** | n/a | 6.6 | **4.4** | n/a | 11 | **9.6** | 6.1 | 6.7 | **6.7** | n/a | 11.9 | **11.2** |
| # Male | % | n/a | 17.9 | **23.1** | n/a | 4.2 | **4.2** | n/a | 8.5 | **6.6** | 5.7 | 5.8 | **3.5** | n/a | 18.8 | **8.2** |
| Vacant posts filled internally either by promotion or transfer | % | n/a | n/a | **n/a** | n/a | n/a | **17.0** | n/a | n/a | **n/a** | 5.8 | n/a | **n/a** | n/a | n/a | **n/a** |
| **Employee Training** | | | | | | | | | | | | | | | | |
| Percentage of employees trained by gender | | | | | | | | | | | | | | | | |
| # Female | % | n/a | 79.4 | **67.6** | n/a | 84.5 | **76.5** | n/a | 92.9 | **80.6** | 87.8 | 90.8 | **92.2** | n/a | 71.4 | **87.8** |
| # Male | % | n/a | 72.3 | **75.0** | n/a | 80.7 | **69.5** | n/a | 94.5 | **78.8** | 91.7 | 88.4 | **94.6** | n/a | 98.2 | **90.2** |
| Percentage of employee trained by employment | | | | | | | | | | | | | | | | |
| # Managers | % | n/a | 76.5 | **94.1** | n/a | 100.0 | **94.8** | n/a | 91.2 | **86.8** | 97.9 | 92.9 | **94.8** | n/a | 90.0 | **90.9** |
| # Non-managers | % | n/a | 74.4 | **69.6** | n/a | 81.1 | **70.8** | n/a | 94.7 | **78.2** | 90.0 | 89.0 | **93.9** | n/a | 83.6 | **88.7** |
| # Training days per employee | days | n/a | 0.8 | **0.4** | n/a | 2.0 | **3.3** | n/a | 2.5 | **2.5** | 2.8 | 2.2 | **3.0** | n/a | 1.5 | **2.5** |
| Training days per employee by gender | | | | | | | | | | | | | | | | |
| # Female | days | n/a | 0.9 | **0.5** | n/a | 2.4 | **2.9** | n/a | 1.5 | **1.7** | 2.6 | 2.5 | **3.3** | n/a | 0.9 | **2.5** |
| # Male | days | n/a | 0.8 | **0.3** | n/a | 1.8 | **3.5** | n/a | 2.6 | **2.5** | 2.8 | 2.1 | **2.8** | n/a | 2.2 | **2.4** |
| Training days per employee by employment | | | | | | | | | | | | | | | | |
| # Managers | days | n/a | 1.0 | **0.5** | n/a | 2.8 | **3.3** | n/a | 1.7 | **1.6** | 2.7 | 3.4 | **2.5** | n/a | 1.3 | **0.4** |
| # Non-managers | days | n/a | 0.8 | **0.4** | n/a | 2.0 | **3.3** | n/a | 2.6 | **2.6** | 2.8 | 2.2 | **3.0** | n/a | 1.5 | **2.7** |

## Mainland of China and International Business – MTR Nordic

| KPI | Unit | MTR Nordic | | | Stockholm Metro[8] | | | | | | Stockholms Pendeltåg | | | MTR Express | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | MTR Nordic | | | MTR Tunnelbanan | | | MTR Tech | | | MTR Pendeltågen | | | MTR Express | | |
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Operations Performance** | | | | | | | | | | | | | | | | |
| Total number of passenger trips | million | n/a | n/a | **n/a** | n/a | 355 | **347** | n/a | n/a | **n/a** | 95 | 107 | **120** | n/a | n/a | **n/a** |
| Passenger journeys on time | % | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** |
| # Train punctuality | % | n/a | n/a | **n/a** | n/a | 97.60 | **97.80** | n/a | n/a | **n/a** | 89.50 | 89.70 | **93.60** | n/a | 67.10 | **79.00** |
| # Train reliability | revenue car - km/incident | n/a | n/a | **n/a** | n/a | 48,904 | **60,111** | n/a | n/a | **n/a** | 45386 | 48,807 | **60,259** | n/a | 93,000 | **75,000** |
| # Train service delivery | % | n/a | n/a | **n/a** | n/a | 99.34 | **99.47** | n/a | n/a | **n/a** | 96.90 | 95.80 | **97.90** | n/a | 99.40 | **99.60** |
| **Charitable Contributions** | | | | | | | | | | | | | | | | |
| Cash donations | HK$ '000 | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** |
| **Legal Compliance (Number of Convicted Cases)** | | | | | | | | | | | | | | | | |
| Cases of corruption | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Cases involving health and safety | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Cases involving labor standards | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Cases involving product responsibility (including customer privacy) | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Cases involving working conditions | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Cases involving environmental regulations | | | | | | | | | | | | | | | | |
| MTR subsidiary | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Main contractors | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | 0 | 0 | **0** | n/a | 0 | **0** |

## Mainland of China and International Business – MTR Nordic

| | | MTR Nordic | | | Stockholm Metro[8] | | | | | | Stockholms Pendeltåg | | | MTR Express | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | MTR Nordic | | | MTR Tunnelbanan | | | MTR Tech | | | MTR Pendeltågen | | | MTR Express | | |
| KPI | Unit | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Supply Chain[13]** | | | | | | | | | | | | | | | | |
| **By continent** | | | | | | | | | | | | | | | | |
| # Number of suppliers in Africa | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** |
| # Number of suppliers in Asia | number | n/a | 0 | **1** | n/a | 0 | **0** | n/a | 0 | **1** | n/a | 0 | **0** | n/a | 0 | **0** |
| # Number of suppliers in Europe | number | n/a | 213 | **418** | n/a | 189 | **572** | n/a | 59 | **668** | n/a | 117 | **448** | n/a | 97 | **293** |
| # Number of suppliers in North America | number | n/a | 1 | **2** | n/a | 1 | **1** | n/a | 0 | **3** | n/a | 0 | **0** | n/a | 0 | **2** |
| # Number of suppliers in Oceania | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** |
| # Number of suppliers in South America | number | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** | n/a | 0 | **0** |
| **Safety Targets and Performance** | | | | | | | | | | | | | | | | |
| **Passenger and Public Safety** | | | | | | | | | | | | | | | | |
| **Fatality** | | | | | | | | | | | | | | | | |
| Target | number | n/a | n/a | **n/a** | n/a | 0 | **0** | n/a | n/a | **n/a** | 0 | 0 | **0** | n/a | 0 | **0** |
| # Performance | number | n/a | n/a | **n/a** | n/a | 0 | **1**[14] | n/a | n/a | **n/a** | 0 | 0 | **0** | n/a | 0 | **0** |
| **No. of injuries per million passenger journeys** | | | | | | | | | | | | | | | | |
| Target | number | n/a | n/a | **n/a** | n/a | 1.20 | **1.15** | n/a | n/a | **n/a** | 1.35 | 1.35 | **1.35** | n/a | 6.00 | **19.00** |
| # Performance | number | n/a | n/a | **n/a** | n/a | 0.97 | **0.87** | n/a | n/a | **n/a** | 0.74 | 1.04 | **0.76** | n/a | 25.12 | **25.72** |
| **Staff Safety** | | | | | | | | | | | | | | | | |
| **Fatality** | | | | | | | | | | | | | | | | |
| Target | number | n/a | n/a | **n/a** | n/a | 0 | **0** | n/a | n/a | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| # Performance | number | n/a | n/a | **n/a** | n/a | 0[15] | **0** | n/a | n/a | **0** | 0 | 0[16] | **0** | n/a | 0 | **0** |
| **Lost time injuries per 100,000 man hours** | | | | | | | | | | | | | | | | |
| Target | number | n/a | n/a | **n/a** | n/a | 0.30 | **0.30** | n/a | n/a | **0.30** | 0.60 | 0.55 | **0.55** | n/a | 1.50 | **1.50** |
| # Performance | number | n/a | n/a | **n/a** | n/a | 0.40[15] | **0.41** | n/a | n/a | **1.07** | 0.21 | 0.30[16] | **0.04** | n/a | 1.70 | **0.56** |

## Mainland of China and International Business – MTR Nordic

| KPI | Unit | MTR Nordic | | | Stockholm Metro[8] | | | | | | Stockholms Pendeltåg | | | MTR Express | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | MTR Nordic | | | MTR Tunnelbanan | | | MTR Tech | | | MTR Pendeltågen | | | MTR Express | | |
| | | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| **Contractor Safety** | | | | | | | | | | | | | | | | |
| Fatality | | | | | | | | | | | | | | | | |
| Target | number | n/a | n/a | **n/a** | n/a | 0 | **0** | n/a | n/a | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| # Performance | number | n/a | n/a | **n/a** | n/a | 0 | **0** | n/a | n/a | **0** | 0 | 0 | **0** | n/a | 0 | **0** |
| Lost time injuries per 100,000 man-hour[17] | | | | | | | | | | | | | | | | |
| Target | number | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** |
| # Performance | number | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** | n/a | n/a | **n/a** |

**Notes**

[8]  Environmental KPIs in 2017 for Stockholm Metro included the activities from MTR Tunnelbanan AB and MTR Tech AB of the reporting year; KPIs relating to Human resources were the aggregated staff number from MTR Tunnelbanan AB, MTR Tech and MTR Nordic AB; figures from 2018 onward are stated separately to be consistent with the reporting from MTR Nordic.

[9]  This KPI includes waste from Emtrain.

[10] This KPI is presented in kg.

[11] This KPI includes waste from Emtrain and is presented in tonnes.

[12] This KPI includes waste generated by suppliers at depots.

[13] In 2019, the scope of the reported figures are expanded to include all active suppliers.

[14] On 9 February 2019, at MTR Tunnelbanan (MTRS), a man appeared to be intoxicated or ill, fell from a station platform onto the tracks at 05:43 hours and hit by a train.

[15] This KPI is the aggregated performance of MTR Tunnelbannan AB and MTR Tech.

[16] This KPI is the aggregated performance of MTR Pendeltågen and Emtrain.

[17] MTR Nordic does not monitor contractor injuries because this KPI is not relevant to its business nature needs.

# The KPIs for 2019 have been assured by EY.

'n/a' represent it is not applicable under the KPI in this context.

## NP360 ESG Performance

| KPI | Unit | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| **Staff Strength and Diversity** | | | | |
| Total employees | number | 285 | 395 | 355 [18] |
| **Total workforce (full-time) by age** | | | | |
| Aged below 30 | number | 94 | 83 | 84 |
| Aged 30-below 50 | number | 459 | 163 | 172 |
| Aged 50 & above | number | 32 | 34 | 27 |
| **Total workforce (full-time) by gender** | | | | |
| Female | number | 123 | 125 | 123 |
| Male | number | 162 | 155 | 160 |
| **Total workforce by employment type** | | | | |
| Full-time | number | 285 | 280 | 283 |
| Part-time | number | 74 | 115 | 72 |
| **NP360 Operation Performance** | | | | |
| Cable car system reliability | % | 99.91 | 99.93 | 99.93 |

| KPI | Unit | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| **Safety Targets and Performance** | | | | |
| **Customer Safety** | | | | |
| Fatality | | | | |
| Target | number | 0 | 0 | 0 |
| Performance | number | 0 | 0 | 0 |
| Number of injuries per 100,000 visits | | | | |
| Target | number | 0.31 | 0.31 | 0.23 |
| Performance | number | 0 | 0 | 0 |
| **Staff Safety** | | | | |
| Fatality | | | | |
| Target | number | 0 | 0 | 0 |
| Performance | number | 0 | 0 | 0 |
| Number of injuries per 100,000 manhours | | | | |
| Target | number | 0.99 | 0.99 | 0.99 |
| Performance | number | 1.52 | 0.52 | 0.63 |
| **Contractor Safety** | | | | |
| Fatality | | | | |
| Target | number | 0 | 0 | 0 |
| Performance | number | 0 | 0 | 0 |
| Number of injuries per 100,000 manhours | | | | |
| Target | number | 1.64 | 1.64 | 1.64 |
| Performance | number | 0.79 | 1.89 | 1.32 |

**Notes**

[18] The KPI includes both full-time and part-time employees.

# COMET BENCHMARKING RESULTS 2018

The Community of Metros (CoMET) programme collects data from large metro system operators around the world in order to compare performance and improve standards across the industry. The 2019 benchmarking exercise assessed data for 2018 for 19 metro systems from 18 cities including Beijing, Berlin, Delhi, Guangzhou, Hong Kong, London, Mexico City, Madrid, Moscow, New York, Paris, Santiago, Seoul, Singapore, Shanghai, São Paolo, Shenzhen and Taipei. Performance is measured across six categories, including growth and learning, customers, internal processes, safety and security, financial performance and environmental performance.

We have participated in the CoMET programme for years to benchmark our railway performance and seek further improvement.

## Learn more…

CoMET and Nova are metro benchmarking groups currently comprising 38 large and medium-sized metro systems from 36 cities. The groups are jointly owned and steered by their members and are facilitated by the Railway and Transport Strategy Centre (RTSC) at Imperial College London.

## Safety

### DEATHS FROM ACCIDENTS PER BILLION PASSENGER JOURNEYS* — a measure of passenger safety
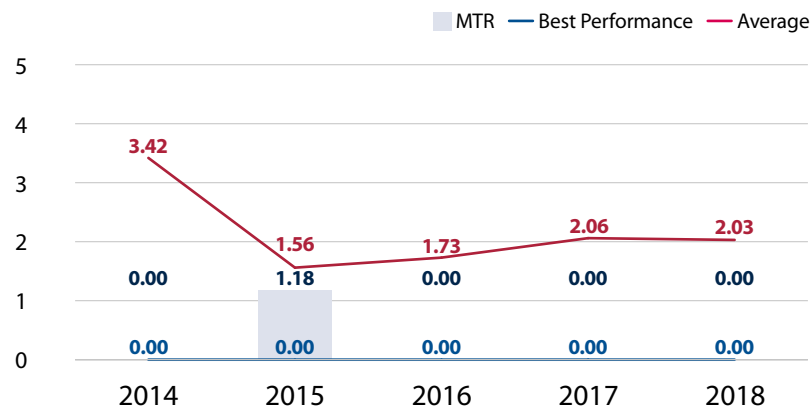


* Please note that this KPI is slightly different from Fatalities per billion passenger journeys, which is the KPI that we reported in previous years.

## Staff

### CAR KM PER STAFF AND CONTRACTOR HOURS
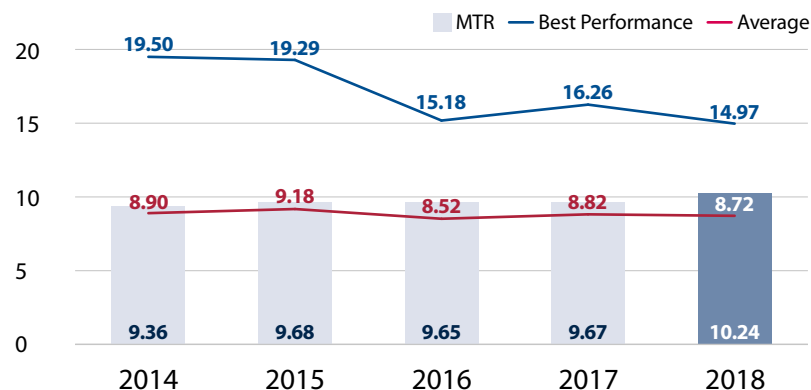
## Financial performance

### TOTAL COMMERCIAL REVENUE PER OPERATING COST

MTR — Best Performance — Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Best Performance | 2.30 | 2.28 | 2.31 | 2.27 | 2.34 |
| Average | 1.09 | 1.08 | 1.06 | 1.04 | 1.04 |
| MTR | 2.30 | 2.28 | 2.31 | 2.27 | 2.34 |
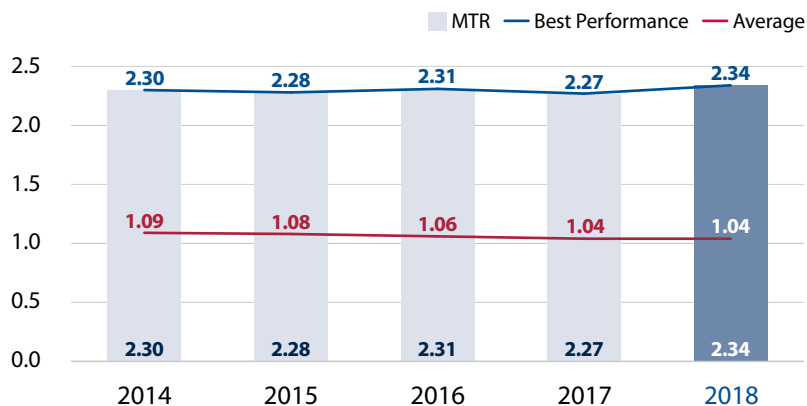
### OPERATING COSTS PER CAR KM (US$PPP)

MTR — Best Performance — Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Average | 5.60 | 5.60 | 5.60 | 5.90 | 6.00 |
| Best Performance | 3.61 | 3.58 | 3.50 | 3.68 | 3.51 |
| MTR | 5.18 | 5.18 | 5.27 | 5.30 | 5.21 |
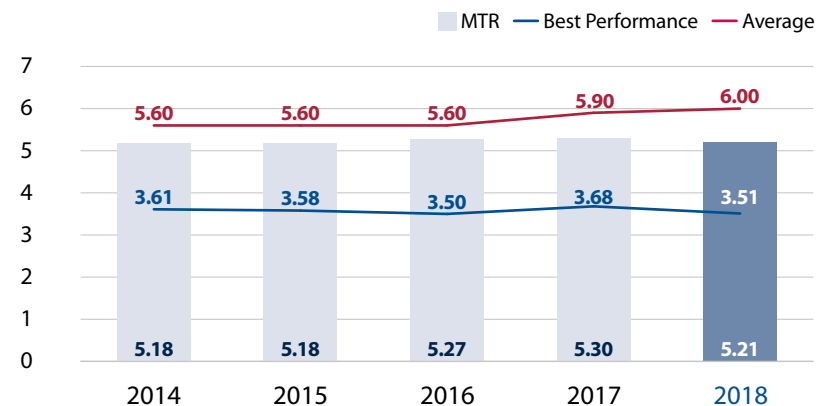
### FARE REVENUE PER PASSENGER KM (US$PPP)
### — a measure of the level of our fares

MTR — Best Performance — Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Best Performance | 0.30 | 0.31 | 0.31 | 0.30 | 0.32 |
| Average | 0.12 | 0.12 | 0.12 | 0.12 | 0.12 |
| MTR | 0.14 | 0.14 | 0.14 | 0.15 | 0.15 |
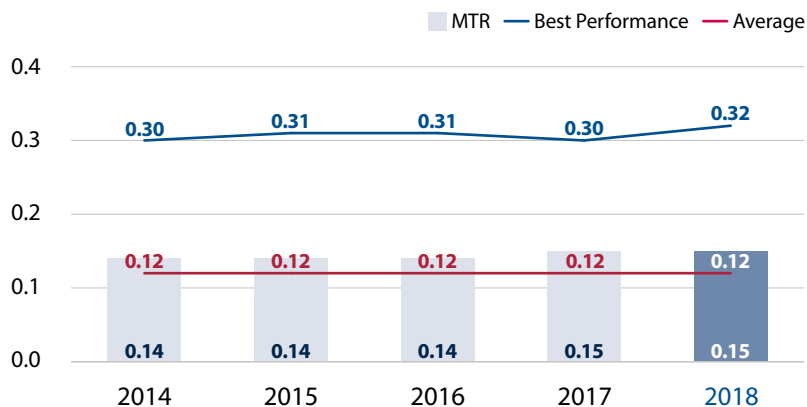
### OPERATING COSTS PER PASSENGER JOURNEYS (US$PPP)

MTR — Best Performance — Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Average | 1.2 | 1.3 | 1.3 | 1.3 | 1.4 |
| Best Performance | 0.81 | 0.80 | 0.81 | 0.86 | 0.80 |
| MTR | 0.85 | 0.87 | 0.89 | 0.91 | 0.90 |
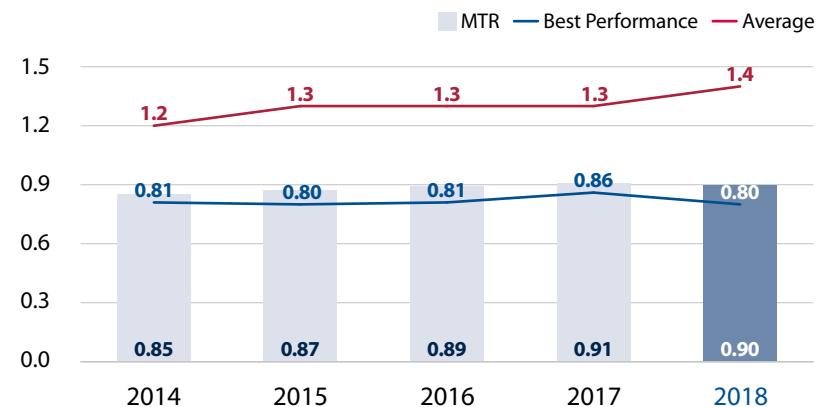
## Customer service

### % PASSENGER JOURNEYS ON TIME — A MEASURE OF SERVICE PERFORMANCE

MTR ▬ Best Performance ▬ Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Best Performance | 99.99 | 99.997 | 99.99 | 99.996 | 99.998 |
| Average | 96.11 | 96.66 | 95.87 | 95.67 | 96.31 |
| MTR | 99.85 | 99.90 | 99.91 | 99.90 | 99.89 |
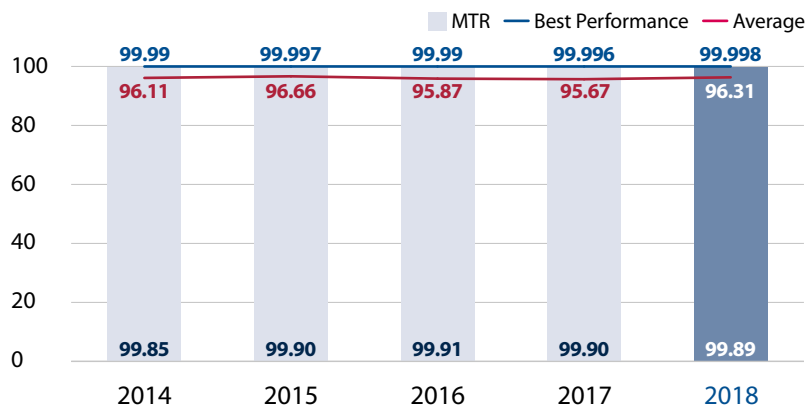
### CAPACITY KM PER ROUTE KM — a measure of asset utilisation

MTR ▬ Best Performance ▬ Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Best Performance | 496.91 | 515.68 | 493.66 | 515.36 | 528.43 |
| Average | 255.92 | 253.94 | 260.01 | 257.36 | 256.75 |
| MTR | 496.91 | 515.68 | 493.66 | 515.36 | 528.43 |
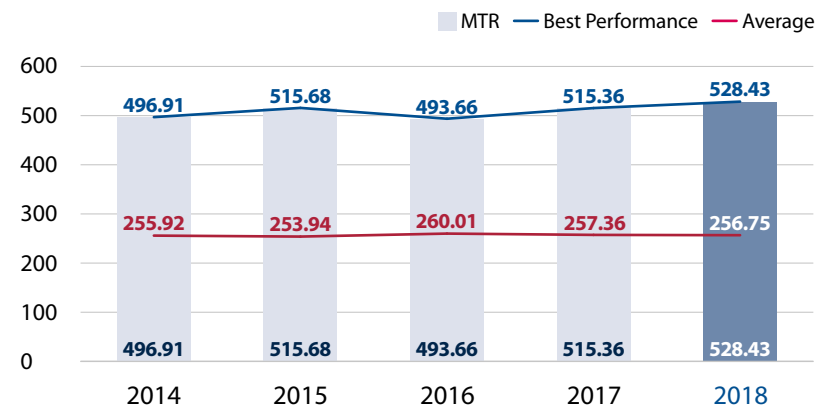
### % TRAIN TRIPS ON TIME — a measure of service performance

MTR ▬ Best Performance ▬ Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Best Performance | 99.98 | 99.99 | 99.98 | 99.99 | 99.99 |
| Average | 95.83 | 96.95 | 95.28 | 92.30 | 92.89 |
| MTR | 99.86 | 99.91 | 99.92 | 99.91 | 99.94 |
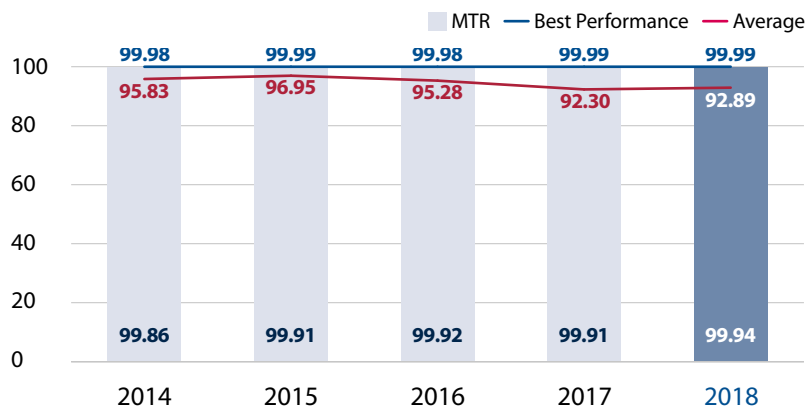
## Definitions

**Passenger journeys** — the total number of passenger trips on our trains during the year

**Passenger km** — the total number of kilometres travelled by passengers on our trains during the year

**Car km** — the total number of kilometres which were operated by our trains in revenue (passenger carrying) service during the year

## Environment

### TOTAL ENERGY CONSUMED PER PASSENGER KM
— a measure of energy efficiency

MTR ▬ Best Performance ▬ Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Average | 0.08 | 0.08 | 0.08 | 0.08 | 0.08 |
| Best Performance | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| MTR | 0.07 | 0.07 | 0.08 | 0.08 | 0.08 |
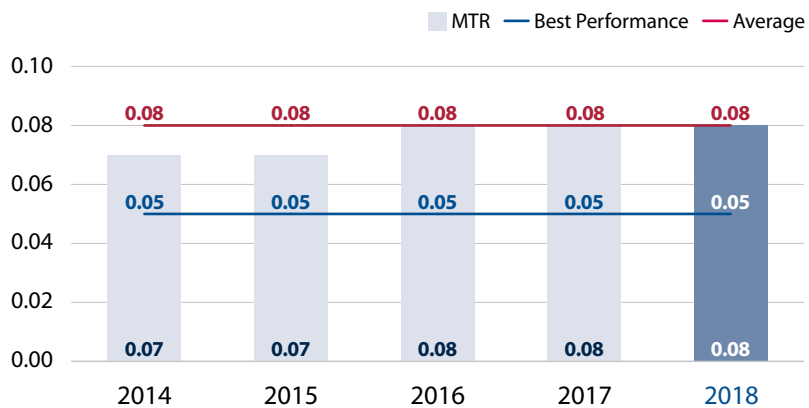
### CO$_2$ PER PASSENGER KM
— a measure of contribution to climate change

MTR ▬ Best Performance ▬ Average

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Average | 41.04 | 43.14 | 43.21 | 42.10 | 41.21 |
| MTR | 62.56 | 64.57 | 64.76 | 67.35 | 48.25 |
| Best Performance | 5.64 | 4.89 | 5.30 | 5.16 | 5.14 |
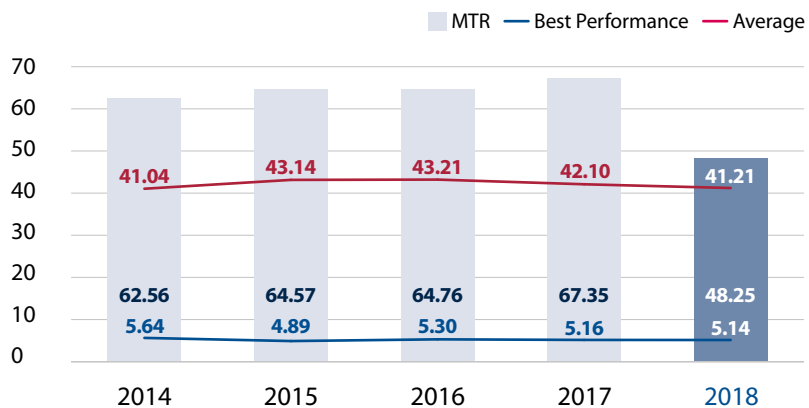
# SCOPE OF KEY PERFORMANCE INDICATORS (KPIS)

The scope of the report includes the following operations:

| Location | Operation |
|---|---|
| Hong Kong | Operated by MTR Corporation Limited: |
| | • Heavy rail, light rail, and feeder bus services |
| | • Property Development, Rental and Management |
| | • Commercial Businesses |
| | Ngong Ping 360 |
| Mainland of China | Operated by MTR Corporation (Shenzhen) Limited: |
| | • Shenzhen Metro Line 4 (Longhua Line) |
| Australia | Operated by Metro Trains Melbourne Pty. Limited: |
| | • Melbourne's Metropolitan rail service |
| United Kingdom | Operated by MTR Corporation (Crossrail) Limited: |
| | • TfL Rail / Elizabeth Line |
| Sweden | Operated by MTR Tunnelbanan AB \| rolling stock maintained by MTR Tech AB: |
| | • Stockholm Metro |
| | Operated by MTR Express (Sweden) AB: |
| | • MTR Express intercity train service |
| | Operated by MTR Pendeltågen AB: |
| | • Stockholm Pendeltåg (commuter rail) |
| | Corporate Support Functions and Main Office Building of MTR Nordic |

With the continuous improvement and development overseas, we have close communication with each subsidiary and require them to disclose KPIs, covering environmental, social and safety aspects. Where applicable, we align KPIs from our railway operations in the Mainland of China, Australia, Sweden and the United Kingdom with those disclosed in Hong Kong businesses, which are reported separately under the Performance Data Tables. The scope of each KPI of our subsidiaries and their local context is not specified separately here.

Starting from 2016, we report on relevant KPIs including safety performance, staff data and service performance of Ngong Ping 360 in reporting period separately.

## Consolidated Financial and Economic Performance

Select economic and financial data were extracted from Annual Report 2019 available on our website. Please refer to the **Annual Report** for further details.

## Environmental Performance

### Transport operations

For comparability with other rail operators, some KPIs for our rail operations, such as energy use, water consumption and waste management, are presented to reflect environmental impacts from revenue-generating activities only. For example, data on electricity purchased for heavy rail includes traction energy and auxiliary energy used by trains, as well as energy use in stations and depots but excludes energy used during the testing and commissioning phases of new rail lines as well as by advertising panels and station kiosks.

We report the total amounts of hazardous wastes generated from our railway operations in Hong Kong in accordance with the Waste Disposal (Chemical Waste) (General) Regulation (Cap. 354), Hong Kong SAR. Hazardous waste is defined in accordance to local regulations for our overseas subsidiaries.

### Projects Division and Property Division

We monitor performance on our construction sites in accordance with Environmental Impact Assessments for our projects. Our KPI for construction waste recycled monitors the amount of waste that is transferred from network expansion project sites to Public Fill Reception Facilities that are managed by the Civil Engineering and Development Department, Hong Kong SAR or transported to alternative construction sites.

We do not report on impacts that are outside the direct control or influence of the Company, such as energy use and water consumption that are the responsibility of contractors on our construction sites and the responsibility of tenants in our managed and investment properties.

### GHG Emissions

In line with the Scope of this Report, we disclose data on greenhouse gas (GHG) emissions, including $CO_2$, $CH_4$ and $N_2O$, for the principal activities of the Company in Hong Kong. In general, we apply the operational control approach to defining our organisational boundary.

Our GHG inventory accounts for 100 per cent of GHG emissions from operations over which we have operational control, except where we note separately. It does not account for GHG emissions from operations over which we do not have operational control, including Octopus, a subsidiary in Hong Kong. On the other hand, our GHG inventory does not currently include activities of Ngong Ping 360, and subsidiaries in Hong Kong over which we have operational control.

The following table provides a summary of our GHG inventory, which aligns with the **Greenhouse Gas Protocol** that is jointly published by the World Business Council for Sustainable Development and the World Resources Institute. We have accounted for operations and activities that contribute direct emissions and removals (Scope 1) and energy-related indirect emissions (Scope 2), and chosen to report on other indirect emissions (Scope 3) that we consider to be relevant and material to our business.

| **Corporate Support Functions and Main Office Buildings** | Corporate Support Functions comprise the Finance Division, Human Resources and Administration Division, Legal and Secretarial Division, Commercial and Marketing Division, Corporate Affairs Division, Engineering Division, Internal Audit Department and Corporate Strategy Department, the Mainland of China and International Business and MTR Academy. Main office buildings comprise the Kowloon Bay Headquarters, Fo Tan Railway House, Kam Tin Building, Hung Hom Building, and 33/F IFC Two. |
|---|---|
| | Scope 1 includes fuel consumption and refrigerants |
| | Scope 2 includes purchased electricity |
| | Scope 3 includes water consumption and sewage treatment, paper consumption and staff business travel |
| | **Note** |
| | • Refrigerants at Kowloon Bay Headquarters only. |
| | • Data on centrally-procured paper reflects paper consumption for all business units, not only the Corporate Support Functions. |
| **Hong Kong Transport Operations** | Hong Kong Transport Operations comprise heavy rail, light rail and feeder bus services, all MTR stations, depots and other railway-supporting services. |
| | Scope 1 includes fuel consumption supporting railway operations, fuel for feeder bus services and refrigerants |
| | Scope 2 includes purchased electricity for railway operations |
| | Scope 3 includes water consumption and sewage treatment |
| | **Note** |
| | • Purchased electricity includes advertising kiosks, station kiosks, station car parks, Tseung Kwan O Laboratory, Traxcomm and telecommunications |
| | • Water consumption includes tunnel cleaning starting from 2014 and cooling towers starting from 2016. |
| **Hong Kong Network Expansion** | Hong Kong Network Expansion includes all civil, electrical and mechanical works for the Shatin to Central Link and Express Rail Link (Hong Kong section). |
| | Scope 1 includes fuel consumption |
| | Scope 2 includes purchased electricity |
| | Scope 3 includes water consumption and sewage treatment, and general wastes disposed to landfill |
| | **Note** |
| | • Fuel consumption includes site offices for projects, but excludes construction activities. |
| | • Purchased electricity includes site offices for projects, but excludes construction activities. |
| | • General waste disposed to landfill includes waste generated by construction activities and site offices. |

| **Hong Kong Properties and Other Businesses** | Hong Kong Properties and Other Businesses includes properties that are owned, developed and managed by the Company as follows: |

- Hong Kong Investment Property: Telford Plaza I, Telford Plaza II, Luk Yeung Galleria, The Lane, PopCorn 2, Paradise Mall, Elements, Maritime Square, Maritime Square 2, Citylink Plaza, PopCorn 1, Riverpark, Trackside Villas, Ocean Walk.
- Hong Kong Management Property: Admiralty Centre, World-wide House, Fairmont House, Southorn Garden, Hongway Garden, Heng Fa Chuen, Kornhill, Kornhill Gardens, Perfect Mount Gardens, Felicity Garden, Fortress Metro Tower, Two IFC, Telford Gardens, Residence Oasis, Clear Water Bay No. 8, Metro Town, Grandiose, The Capitol, Le Prestige, The Wings, The Waterfront, Sorrento, The Harbourside, The Cullinan, The Arch, Union Square, Tierra Verde, Tung Chung Crescent, Seaview Crescent, Coastal Skyline, Caribbean Coast, The Palazzo, Lake Silver, Festival City, Luk Yeung Sun Chuen, New Kwai Fong Gardens, Harbour Green, Island Harbourview, Central Park and Park Avenue, River Park, Century Gateway, City Point, the Austin, Grand Austin, Hemera, The Spectra, The Pavilia Bay, Cullinan West, Parc City, and Ocean Pride.

Scope 1 includes fuel consumption and refrigerants

Scope 2 includes purchased electricity

Scope 3 includes water consumption and sewage treatment

**Note**

The following properties are excluded:

- Properties that are managed by agents on behalf of the Company.
- Hong Kong Property Development and Investment Projects which are managed by project developers in partnership with the Company.

| **Mainland of China and International Railway Operations** | Mainland of China and International Railway Operations comprise heavy rail services managed by the Company's subsidiaries around the world as follows: |

- Shenzhen Metro Line 4 managed by MTR Corporation (Shenzhen) Limited in the Mainland of China.
- Stockholm Metro operated by MTR Tunnelbanan AB and its rolling stock maintenance by MTR Tech AB, both of which are 100% owned subsidiaries by MTR Nordic AB in Sweden.
- Stockholm Pendeltåg, with operations being performed by MTR Pendeltågen AB
- MTR Express intercity train service with operations being performed by MTR Express (Sweden) AB
- TfL Rail/Elizabeth line operated by MTR Corporation (Crossrail) Limited in London.
- Melbourne's metropolitan rail services managed by Metro Trains Melbourne Pty. Ltd. (MTM) in Australia.

Scope 1 includes fuel consumption supporting railway operations and refrigerants

Scope 2 includes purchased electricity for railway operations

Our primary reference document for GHG calculations is **"Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (February 2010)"** published by the Hong Kong Environmental Protection Department and the Electrical and Mechanical Services Department. It is the main source for the following information:

- GHG emission factors, which are the average emission rates of a given GHG for a given source, relative to units of activity; and,

- Global-warming potentials, which are relative measures of how much heat a given GHG traps in the atmosphere.

The emission factors for electricity consumption are obtained from the sustainability reports of the two local power companies (i.e. CLP Power Hong Kong Limited and Hong Kong Electric) which are released for the reporting year. For reporting year 2019, the emission factors for fresh water consumption and sewage treatment are derived from the most recent available annual report of Water Supplies Department (WSD) and sustainability report of Drainage Services Department (DSD) at the time of report preparation. Our overseas subsidiaries do not take reference to the emissions factors stated above.

We refer to two other guidance documents for specific GHG emission factors that are not available in Hong Kong or in our primary reference document:

- The emission factor for general waste disposed to landfills comes from the latest **Guidance for Voluntary Greenhouse Gas Reporting – 2016: Data and methods for the 2014 calendar year** published by the New Zealand Ministry for the Environment, which was published in December, 2016; and

- The emission factors for staff business travel come from **2019 Government GHG Conversion Factors for Company Reporting: Methodology Paper for Emission Factors published by the United Kingdom Department for Business, Energy and Industrial strategy**.

## Social Performance

### Compliance

Our CGI on Compliance with Statutes and Regulations covers statutes and regulations in Hong Kong, the Mainland of China and other locations of significant relevance to our businesses. Internally, we report on actual or potential case of non-compliance that may impact our operations, result in financial loss, or undermine the Company's reputation, including minor breaches. The CGI also covers non-compliance arising from actions by other parties, such as contractors or business partners, where the Company could be held responsible.

In this report, we disclose data on the number of convicted cases of non-compliance that have been concluded as of 31 December 2019.

### Staff

The following KPIs reflect full-time employees of the Company in Hong Kong, excluding temporary and part-time staff and staff of our subsidiaries unless otherwise specified.

| | |
|---|---|
| **Persons with disabilities employed** | The number of staff with physical or mental disabilities, excluding those with chronic illnesses. This data is also expressed as a percentage of the total staff strength at the end of the reporting period. |
| **Women on the Board and other KPIs for board diversity** | In order to align with our Annual Report, our KPIs on Board Composition and Board Diversity, including women on the Board, reflect the composition of the Board as of 5 March 2020, which was the date of our results announcement for the 2019 financial year. |
| **New employee hires rate** | Includes both full time and temporary staff hired in the reporting period and it is also reported by age group and gender. These rates are expressed as the percentages of the total number of staff strength for the same category at the end of the reporting period. |

The following KPIs reflect full-time employees of the Company in Hong Kong, the Mainland of China, and Australia, excluding temporary and part-time staff and staff of our subsidiaries unless otherwise specified. For Sweden and the United Kingdom, the following KPIs includes both full-time and part-time staff (covering permanent, contract and temporary).

| | |
|---|---|
| **Voluntary staff turnover rate** | The annual voluntary staff turnover rate of the Company. Also reported by gender and by age group, these rates are expressed as the percentages of the total number of staff strength for the same category at the end of the reporting period. |
| **Vacant posts filled internally either by promotion or transfer** | The number of job vacancies filled by internal candidates through job promotion or cross-departmental/sectional transfer or redeployment expressed as a percentage of the total number of job vacancies filled during the reporting period. |

In order to align with data published in our Annual Report, the following KPIs include staff employed by our Hong Kong subsidiary Ngong Ping 360 and Traxcomm.

| | |
|---|---|
| **Total employees** | The total number of full-time employees, as of the end of the reporting period. |
| **Women employees** | The total number of women employed full-time by the Company expressed as a percentage of the total number of full-time employees, as of the end of the reporting period. |

### Development and Training

The following KPIs reflect full-time employees of the Company in Hong Kong, excluding part-time staff, contractors and staff employed by MTR subsidiaries.

| | |
|---|---|
| **Total staff training days** | Total staff training includes management and operation training in the reporting period. Total staff training days are expressed in man days. |
| **Training days per employee (overall)** | All training completed in the reporting period is expressed in days. |

The following KPIs reflect full-time employees of the Company in Hong Kong, and the Mainland of China, excluding part-time staff, contractors and staff employed by MTR subsidiaries unless otherwise specified. For Australia, Sweden and the United Kingdom, the following KPIs includes both full-time and part-time staff (covering permanent, contract and temporary).

| | |
|---|---|
| **Percentage of employees trained by gender** | The ratio of the number of trained employees by gender in the reporting period to the total number of employees under the same category. |
| **Percentage of employees trained by management** | The ratio of the number of trained employees by management in the reporting period to the total number of employees under the same category. |
| **Training days per employee by gender** | The total training days received by individuals divided by gender in the reporting period to the total number of the employees under the same category. |

| | |
|---|---|
| **Training days per employee by management** | The total training days received by individuals in the management category in the reporting period divided by the total number of employees under the same category. |

### Customer service

Our Operating Agreement specifies several targets for service delivery that we must meet or exceed. In addition to these KPIs, our **Customer Service Pledge** also contains a number of other service commitments.

### Operations Performance

Operations performance for our overseas subsidiaries is provided in the Sustainability Report as a reference. Each subsidiary follows its own calculation methodology that is based on local requirement. For the operations performance of Hong Kong railway operations, please refer to the latest Annual Report.

### Supplier Distribution

In this report, the suppliers disclosed refer to our first-tier active suppliers with contract awarded or ordered in the reporting period. The distribution is categorised by continent according to the location of suppliers' primary contacting office.

## Safety Targets and Performance

We establish targets for passenger and public, staff and contractor safety and monitor our KPIs regularly throughout the year. Our annual review of safety targets is based on a systematic approach that takes into account actual performance, new safety challenges and safety improvement initiatives. All safety KPIs include cases of fatalities, injuries and reportable accidents within the reporting year that are concluded by end of February, 2020.

Safety targets for the three types of transport that we provide — Heavy Rail, Light Rail and Bus — are not directly comparable due to different operating environments and different types of adopted safety controls and protection measures.

## Passenger and public safety

The scope of the following safety KPIs includes the Company's railway operations in Hong Kong, the Mainland of China, Australia, Sweden and the United Kingdom, as well as the activities of Ngong Ping 360, a subsidiary in Hong Kong.

| | |
|---|---|
| **Passenger fatalities** | The number of passenger fatalities excludes suicides, attempted suicides, brawls between passengers and injuries due to passengers' medical conditions. |
| **Passenger injuries requiring hospitalisation per 100 million journeys** | The number of injuries that require admission to hospital for observation or treatment immediately after an accident. It refers to public serious injuries but excludes suicides, attempted suicides, brawls between passengers and injuries due to passengers' own medical conditions. |

## Staff and contractor safety

In accordance with Chapter 556A of the MTR Ordinance, we have adopted stringent reporting criteria for staff safety. Our approach to reporting on contractors' safety complies with Chapter 59A of the Factories and Industrial Undertaking Regulation, Chapter 282 of the Employee's Compensation Ordinance and Chapter 509 of the Occupational Safety and Health Ordinance. Staff and contractor safety reporting for our overseas subsidiaries is defined by local regulations.

To reflect the kinds of risks that are relevant for members of our staff and contractors, we apply differentiated targets for staff and contractor safety in various parts of our business as summarised in the following table.

| | |
|---|---|
| **Corporate Support Functions** | Finance Division, Human Resources and Administration Division, Legal and Secretarial Division, Commercial and Marketing Division, Corporate Affairs Division, Engineering Division, Internal Audit Department and Corporate Strategy Department, Mainland China and International BusinessΔ and MTR Academy. |
| **Hong Kong Railway Operations** | Work undertaken by staff members and contractors of the Operations Division. |
| **Hong Kong Property Development and Investment Projects** | Foundations, buildings, alterations and other additional works on property development sites at LOHAS Park, Tai Wai, Tseung Kwan O, Tsuen Wan West, Long Ping, Nam Cheong, Tsing Yi, Olympic, Yuen Long, Austin and Tin Wing. |

| | |
|---|---|
| **Hong Kong Investment Property** | Maintenance and management work at Telford Plaza I, Telford Plaza II, Luk Yeung Galleria, The Lane, PopCorn 2, Paradise Mall, Elements, Maritime Square, CityLink Plaza, PopCorn 1, Trackside Villas, Ocean Walk, Heng Fa Club, Hanford Plaza*, Sun Tuen Mun Shopping Centre* and Plaza Ascot* |
| **Hong Kong Management Property** | Maintenance and management work at Admiralty Centre, World-wide House, Fairmont House, Southorn Garden, Hongway Garden, Heng Fa Chuen, Kornhill, Kornhill Gardens, Perfect Mount Gardens, Felicity Garden, Fortress Metro Tower, Two IFC, Telford Gardens, Residence Oasis, Clear Water Bay No. 8, Metro Town, Grandiose, The Capitol, Le Prestige, The Wings, The Waterfront, Sorrento, The Harbourside, The Cullinan, The Arch, Union Square, Tierra Verde, Tung Chung Crescent, Seaview Crescent, Coastal Skyline, Caribbean Coast, The Palazzo, Lake Silver, Festival City, Luk Yeung Sun Chuen, New Kwai Fong Gardens, Harbour Green, Island Harbourview, Central Park and Park Avenue, River Park, Century Gateway, City Point, the Austin, Grand Austin, The Central Park at LOHAS Park, Hemera, The Spectra, The Pavilia bay, Hanford Garden* and Royal Ascot*, Cullinan West, Parc City, and Ocean Pride. |
| **Hong Kong Network Expansion** | Civil, electrical and mechanical works for the Shatin to Central Link and Express Rail Link (Hong Kong section). |
| **Hong Kong Network Improvement Projects** | Civil, electrical and mechanical, and railway systems works for asset replacement and improvement works, commercial projects and extension project / pedestrian link interface works. |

Δ   With the change in our organisational structure, China and International Business Division has been moved under Corporate Support Functions and are not reported separately starting from year 2016.

*   These properties are managed by agents.

Apart from the Company's operations listed in the above table, the following KPIs also include railway operations in the Mainland of China, Australia, Sweden and the United Kingdom.

| | |
|---|---|
| **Staff fatalities** | The number of work-related staff fatalities that have occurred during the reporting period. |
| **Staff lost time injuries per 100,000 man-hours** | The number of work-related injuries that resulted in one or more days' sick leave being granted to members of staff during the reporting period. |
| **Contractor fatalities** | The number of work-related fatalities affecting staff members of our primary contractors that have occurred during the reporting period. |
| **Contractor reportable accidents per 100,000 hours** | The number of work-related injuries affecting staff members of our primary contractors during the reporting period and resulting in more than three days of sick leave. |
| **Contractor lost time injuries per 100,000 man-hours** | The number of work-related injuries affecting staff members of our contractors during the reporting period and resulting in at least one shift or one day of sick leave being granted. |

# CONTENT INDEX FOR SUSTAINABILITY REPORTING GUIDELINES

## Part I: HKEx ESG Guides Content Index

The content index includes two parts: Part I are the KPIs for the Hong Kong Stock Exchange Environmental, Social and Governance Reporting Guide (HKEx ESG Guide) and Part II is according to GRI Standards. We also made reference to the International Association of Public Transport (UITP) Sustainability Charter Reporting Guide 1.0 and ISO26000.

| 2019 | | Disclosure level | | | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Explanation |
|---|---|---|---|---|---|---|---|---|
| | | Full | Partial | None | | | | |
| **General Disclosures** | | | | | | | | |
| Aspect A1 Emissions and waste | Policies and compliance with laws and regulations relating to air quality and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. | | x | | Environmental Protection | Corporate Governance - Policies<br>Environmental Protection<br>Performance Metrics | | In line with the outcomes of our materiality assessment, our sustainability report focuses on management of greenhouse gas (GHG) emissions and waste. However please note that policies and legal compliance relating to $NO_2$, $SO_2$ and particulate matter emissions and discharges on land fall within the remit of our management processes for the Environment, including EIA and EMS. |
| Aspect A2 Use of resources | Policies on efficient use of resources, including energy, water and other raw materials. | x | | | Environmental Protection | Corporate Governance - Policies<br>Environmental Protection | | |
| Aspect A3 Environment and natural resources | Policies on minimising significant impacts on the environment and natural resources. | x | | | Environmental Protection - Managing Our Environmental Footprint<br>Environmental Protection - Greening<br>Environmental Protection - Biodiversity | Corporate Governance - Policies<br>Environmental Protection - Managing Our Environmental Footprint<br>Environmental Protection - Combating Climate Change | | |
| Aspect B1 Employment | Policies and compliance with laws and regulations relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare. | x | | | Human Capital - Management Approach<br>Human Capital - Recruitment<br>Human Capital - Work-life Balance | Corporate Governance - Policies<br>Human Capital - Management Approach<br>Human Capital - Equal Employment Opportunity<br>Human Capital - Employment Practices<br>Human Capital - Work-life Balance and Family-friendly Practices<br>Performance Metrics | | |

| 2019 | | Disclosure level | | | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Explanation |
|---|---|---|---|---|---|---|---|---|
| | | Full | Partial | None | | | | |
| Aspect B2 Health and safety | Policies and compliance with laws and regulations relating to providing a safe working environment and protecting employees from occupational hazards. | x | | | Safety First - Managing Safety<br>Safety First - Staff and Contractor Safety | Corporate Governance - Policies<br>Safety First - Managing Safety<br>Safety First - Corporate Safety Management Model<br>Safety First - Staff and Contractor Safety<br>Performance Metrics | | |
| Aspect B3 Development and training | Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. | x | | | Human Capital - Management Approach<br>Human Capital - Nurturing Corporate Culture<br>Human Capital - Staff Training and Development | Corporate Governance - Policies<br>Human Capital - Management Approach<br>Human Capital - Nurturing Corporate Culture<br>Human Capital - Staff Learning and Development | | |
| Aspect B4 Labour standards | Policies and compliance with laws and regulations relating to preventing child and forced labour. | x | | | Human Capital - Management Approach | Corporate Governance - Policies<br>Human Capital - Management Approach<br>Performance Metrics | | |
| Aspect B5 Supply chain management | Policies on managing environmental and social risks of the supply chain. | x | | | Responsible Procurement | Corporate Governance - Policies<br>Responsible Procurement | | |
| Aspect B6 Product responsibility | Policies and compliance with laws and regulations relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. | x | | | Customer Experience - Enhancing Customer Experience<br>Safety First - Customer Safety | Corporate Governance - Policies<br>Customer Experience - Delivering Excellent Customer Service<br>Safety First - Customer Safety<br>Performance Metrics | | All sales of residential properties comply with relevant laws and regulations, including the Hong Kong Residential Properties (First-hand Sales) Ordinance (Cap. 621). |
| Aspect B7 Anticorruption | Policies and compliance with laws and regulations relating to bribery, extortion, fraud and money laundering. | x | | | Corporate Goverance - Governance Structure and Approach | Corporate Governance - Policies<br>Performance Metrics | | |
| Aspect B8 Community investment | Policies on community engagement to understand the needs of the communities where we operate and to ensure that our activities take into consideration the communities' interests. | x | | | Community Investment | Corporate Governance - Policies<br>Community Investment | | |

| 2019 | | Disclosure level | | | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Explanation |
|------|---|------|---------|------|---------------------------|----------------------------|--------------------|-------------|
| | | Full | Partial | None | | | | |
| **Comply or explain provisions** | | | | | | | | |
| **Aspect A1 Emissions and waste** | | | | | | | | |
| A1.1 | The types of emissions and respective emissions data. | | | x | | | | Emissions of $NO_2$, $SO_2$ and particulate matter from gaseous fuel and vehicles are not determined to be Highly material issues for our organisation. |
| A1.2 | Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | x | | | Environmental Protection - Climate Change | Performance Metrics | # | |
| A1.3 | Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | x | | | | Performance Metrics | | |
| A1.4 | Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | | x | | | Performance Metrics | | In line with the outcomes of our materiality assessment, our sustainability report provides information on construction and general waste from railway extension projects, as well as metals recycling from railway operations. We are working in the medium-term to provide more information about the breakdown of waste. |
| A1.5 | Description of measures to mitigate emissions and results achieved. | x | | | Environmental Protection | Environmental Protection  Sustainable Investment - Climate-related Financial Disclosures | | |
| A1.6 | Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved. | | x | | Environmental Protection - Waste | Environmental Protection - The Environment at Our Rail Operations  Environmental Protection - The Environment at Our Properties | | With regards to chemical waste, mostly associated with spent oil and used batteries, the Corporation complies with the Hong Kong Waste Disposal (Chemical Waste) (General) Regulation (Cap. 354) and works with registered contractors who possess a valid Chemical Waste Collector License as required by Hong Kong Environmental Protection Department (EPD). |
| **Aspect A2 Use of resources** | | | | | | | | |
| A2.1 | Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). | x | | | Environmental Protection - Climate Change | Performance Metrics | | |

| 2019 | | Disclosure level | | | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Explanation |
|---|---|---|---|---|---|---|---|---|
| | | Full | Partial | None | | | | |
| A2.2 | Water consumption in total and intensity (e.g. per unit of production volume, per facility). | | x | | Environmental Protection - Water Conservation | Performance Metrics | | |
| A2.3 | Description of energy use efficiency initiatives and results achieved. | x | | | Environmental Protection - Climate Change | Environmental Protection<br><br>Sustainable Investment - Climate-related Financial Disclosures<br><br>Performance Metrics | | |
| A2.4 | Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved. | | x | | Environmental Protection - Water Conservation | Environmental Protection - Water Conservation<br><br>Performance Metrics | | |
| A2.5 | Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. | | | x | | | | Use of packaging material is not determined to be a Highly material issue for our organisation. |
| **Aspect A3 The environment and natural resources** | | | | | | | | |
| A3.1 | Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. | x | | | Environmental Protection - Managing Our Environmental Footprint<br><br>Environmental Protection - Climate Change<br><br>Environmental Protection - Waste<br><br>Environmental Protection - Biodiversity | Environmental Protection - Managing Our Environmental Footprint<br><br>Environmental Protection - The Environment at Our Rail Operations<br><br>Environmental Protection - The Environment at Our Properties | | |
| **Recommended disclosures** | | | | | | | | |
| **Aspect B1 Employment** | | | | | | | | |
| B1.1 | Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region. | x | | | Human Capital - Management Approach | Performance Metrics | # | We disclose data on full-time employees of the Company in Hong Kong, including staff of our Hong Kong subsidiary Ngong Ping 360 but excluding part-time staff and staff of other subsidiaries. Our sustainability report also provides additional information about the employees of our international subsidiaries in Shenzhen, Stockholm, Melbourne and London. |
| B1.2 | Employee turnover rate by gender, age group and geographical region. | x | | | Human Capital - Sense of MTR Community | Performance Metrics | # | |

| 2019 | | Disclosure level | | | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Explanation |
|---|---|---|---|---|---|---|---|---|
| | | Full | Partial | None | | | | |
| **Aspect B2 Health and safety** | | | | | | | | |
| B2.1 | Number and rate of work-related fatalities. | x | | | Safety First - Staff and Contractor Safety | Performance Metrics | # | |
| B2.2 | Lost days due to work injury. | x | | | Safety First - Staff and Contractor Safety | Performance Metrics | # | |
| B2.3 | Description of occupational health and safety measures adopted, and how they are implemented and monitored. | x | | | Safety First - Staff and Contractor Safety | Safety First - Managing Safety Safety First - Staff and Contractor Safety | | |
| **Aspect B3 Development and training** | | | | | | | | |
| B3.1 | The percentage of employees trained by gender and employee category (e.g. senior management, middle management). | x | | | Human Capital - Staff Training and Development | Performance Metrics | | |
| B3.2 | The average training hours completed per employee by gender and employee category. | x | | | Human Capital - Staff Training and Development | Performance Metrics | # | |
| **Aspect B4 Labour standards** | | | | | | | | |
| B4.1 | Description of measures to review employment practices to avoid child and forced labour. | x | | | Responsible Procurement | Responsible Procurement | | No risk of child or forced labour occurring within our organisation. |
| B4.2 | Description of steps taken to eliminate such practices when discovered. | | x | | | | | No such practices have been discovered. |
| **Aspect B5 Supply chain management** | | | | | | | | |
| B5.1 | Number of suppliers by geographical region. | x | | | | Performance Metrics | # | |
| B5.2 | Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. | x | | | Responsible Procurement | Responsible Procurement | | |

| 2019 | | Disclosure level | | | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Explanation |
|------|--|------|---------|------|-----------------------------|----------------------------|-------------------|-------------|
| | | Full | Partial | None | | | | |
| **Aspect B6 Product responsibility** | | | | | | | | |
| B6.1 | Percentage of total products sold or shipped subject to recalls for safety and health reasons. | | | x | Customer Experience - Train Service Performance | Customer Experience - Delivering Excellent Customer Service | | This KPI is not relevant to our businesses. We report on our transport service delivery performance to demonstrate our commitment to providing safe and reliable services to our customers. |
| B6.2 | Number of products and service related complaints received and how they are dealt with. | | x | | Customer Experience - Train Service Performance | Customer Experience - Delivering Excellent Customer Service | | |
| B6.3 | Description of practices relating to observing and protecting intellectual property rights. | | x | | | | | Intellectual property is not determined to be a Highly material issue for our organisation. |
| B6.4 | Description of quality assurance process and recall procedures. | x | | | Customer Experience - Enhancing Customer Experience | Customer Experience - Delivering Excellent Customer Service | | |
| B6.5 | Description of consumer data protection and privacy policies, and how they are implemented and monitored. | | x | | | Customer Experience - Delivering Excellent Customer Service<br>Performance Metrics | | Our privacy policy is available on our customer website. |
| **Aspect B7 Anti-corruption** | | | | | | | | |
| B7.1 | Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. | x | | | | Performance Metrics | | |
| B7.2 | Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. | x | | | Corporate Goverance - Governance Structure and Approach | Corporate Governance - Policies | | |
| **Aspect B8 Community investment** | | | | | | | | |
| B8.1 | Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). | x | | | Community Investment - Investing in Communities | Community Investment | | |
| B8.2 | Resources contributed (e.g. money or time) to the focus area. | x | | | Community Investment - Investing in Communities | Community Investment | | |

#These KPIs have been assured by Ernst & Young Advisory Services Limited.

## Part II: GRI Content Index

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **Organisational Profile** | | | | | | | | |
| 102-1 | Name of the organization | 6.3.10 Fundamental principles and rights at work | | | About MTR - Business at a Glance | | | |
| 102-2 | Activities, brands, products, and services | 6.4.1-6.4.2 Labour practices | Eco 2 | | About MTR - Business at a Glance | | | |
| 102-3 | Location of headquarters | 6.4.3 Employment and employment relationships | | | About MTR - Business at a Glance | | | |
| 102-4 | Location of operations | | | | About MTR - Business at a Glance | | | |
| 102-5 | Ownership and legal form | 6.4.4 Conditions of work and social protection | | | About MTR - Business at a Glance | | | |
| 102-6 | Markets served | 6.4.5 Social dialogue | | | About MTR - Business at a Glance | | | |
| 102-7 | Scale of the organization | 6.8.5 Employment creation and skills development | Eco 1 | | About MTR - Business at a Glance<br>About MTR - Financial Sustainability | Performance Metrics | | |
| 102-8 | Information on employees and other workers | 7.8 Voluntary initiatives for social responsibility | Soc 13, Soc 14, Eco 16 | | Human Capital | Performance Metrics | # | There are no significant variations in employment numbers, such as seasonal variations. |
| 102-9 | Supply chain | | | | Responsible Procurement | Responsible Procurement | # | |
| 102-10 | Significant changes to the organization and its supply chain | | | | | | | There were no significant changes during the reporting period. |
| 102-11 | Precautionary Principle or approach | | Gov 10 | | Corporate Goverance - Governance Structure and Approach<br>Corporate Governance - Risk Management | Corporate Governance - Policies<br>Corporate Governance - Risk Management | | |
| 102-12 | External initiatives | | | | About MTR - Awards and External Charters and Memberships | Collaborative Participation | | |
| 102-13 | Membership of associations | | | | About MTR - Awards and External Charters and Memberships | Collaborative Participation | | |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **Strategy** | | | | | | | | |
| 102-14 | Statement from senior decision-maker | 4.7 Respect for international norms of behaviour<br><br>6.2 Organisational governance<br><br>7.4.2 Setting the direction of an organisation for social responsibility | | | Chairman's Message<br><br>CEO's Message | | | |
| **Ethics and Integrity** | | | | | | | | |
| 102-16 | Values, principles, standards and norms of behaviour | 4.4 Ethical behaviour<br><br>6.6.3 Anti-corruption | Gov 5, Gov 11 | Fair operating practices (2) | Corporate Goverance - Governance Structure and Approach | Corporate Governance - Vison, Mission, and Values<br><br>Corporate Governance - Policies | | |
| **Governance** | | | | | | | | |
| 102-18 | Governance structure | 6.2 Organisational governance<br><br>7.4.3 Building social responsibility into an organisation's governance, systems and procedures<br><br>7.7.5 Improving performance | Gov 1, Gov 2, Gov 5 | Organisational governance structure and process (1) | Corporate Goverance - Governance Structure and Approach | Corporate Governance - Governance Structure | | |
| **Stakeholder Engagement** | | | | | | | | |
| 102-40 | List of stakeholder groups | 5.3 Stakeholder identification and engagement | Gov 6 | | About This Report - Stakeholder Engagement | Stakeholder Engagement - Stakeholder Engagement Table | | |
| 102-41 | Collective bargaining agreements | | Gov 6, Gov 11, Soc 3 | | Human Capital | Human Capital | | |
| 102-42 | Identifying and selecting stakeholders | | Gov 6 | | About This Report - Stakeholder Engagement | Stakeholder Engagement - Engaging Stakeholders | | |
| 102-43 | Approach to stakeholder engagement | | Gov 6 | | About This Report - Stakeholder Engagement | Stakeholder Engagement - Engaging Stakeholders<br><br>Stakeholder Engagement - Stakeholder Engagement Table | | |
| 102-44 | Key topics and concerns raised | | | | About This Report - Stakeholder Engagement | Stakeholder Engagement - Stakeholder Engagement Table | | |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **Reporting Practice** | | | | | | | | |
| 102-45 | Entities included in the consolidated financial statements | 5.2 Recognising social responsibility | | | Please refer to our Annual Report | | | |
| 102-46 | Defining report content and topic Boundaries | 7.3.2 Determining relevance and significance of core subjects and issues to an organization | Gov 18 | | About This Report | Reporting Frameworks  Materiality Assessment | | |
| 102-47 | List of material topics | | | | About This Report - Materiality | | | |
| 102-48 | Restatements of information | 7.3.3 An organisation's sphere of influence | | | | | | There have been no restatements of information. |
| 102-49 | Changes in reporting | 7.3.4 Establishing priorities for addressing issues | | | | | | There have been no changes in material topics. |
| 102-50 | Reporting period | 7.5.3 Types of communication on social responsibility | | | About This Report - Report Scope | | | |
| 102-51 | Date of most recent report | | | | | | | MTR Sustainability Report 2018 |
| 102-52 | Reporting cycle | 7.6.2 Enhancing the credibility of reports and claims about social responsibility | | | | | | Annual |
| 102-53 | Contact point for questions regarding the report | | | | About This Report | | | |
| 102-54 | Claims of reporting in accordance with the GRI Standards | | Gov 18 | | About This Report - Reporting Frameworks | | | |
| 102-55 | GRI content index | | | | Content Index | | | |
| 102-56 | External assurance | | Gov 3 | | About This Report - Report Scope  Independent Assurance Report | | # | |
| **200: Economic** | | | | | | | | |
| **201: Economic Performance 2016** | | | | | | | | |
| 103 | Management approach | | | | About MTR - Financial Sustainability | Financial Sustainability - Managing Financial Sustainability | | |
| 201-1 | Direct economic value generated and distributed | | | | About MTR - Financial Sustainability | Financial Sustainability | | |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| 201-2 | Financial implications and other risks and opportunities due to climate change | 6.5.5 Climate change mitigation and adaptation | Gov 10 | Climate change (26) | Environmental Protection - Climate Change | Sustainable Investment - Climate-related Financial Disclosures<br><br>Environmental Protection - Combating Climate Change | | |
| 201-4 | Financial assistance received from government | | | Payment from government/ tax payment (30) | Annual Report 2019 - Investor Relations | | | |
| **203: Indirect Economic Impacts 2016** | | | | | | | | |
| 103 | Management approach | | | | Community Investment | Community Investment | | |
| 203-1 | Infrastructure investments and services supported | 6.3.9 Economic, social and cultural rights<br><br>6.8.1-6.8.2 Community involvement and development<br><br>6.8.7 Wealth and income creation<br><br>6.8.9 Social investment | | Access to essential services (12) | Community Investment | Community Investment | | |
| **204: Procurement Practices 2016** | | | | | | | | |
| 103 | Disclosure of management approach | | Gov 13 | | Responsible Procurement - Managing Our Supply Chain | Responsible Procurement | | |
| **205: Anti-corruption 2016** | | | | | | | | |
| 103 | Management approach | | Gov 12 | | Corporate Goverance - Governance Structure and Approach | Corporate Governance - Policies | | |
| 205-3 | Confirmed incidents of corruption and actions taken | 6.6.1-6.6.2 Fair operating practices<br><br>6.6.3 Anti-corruption | | Anti-corruption (3) | | Performance Metrics | | |
| **206: Anti-competitive Behavior 2016** | | | | | | | | |
| 103 | Management approach | | | | Corporate Goverance - Governance Structure and Approach | Corporate Governance - Policies | | |
| 206-1 | Legal actions for anti-competitive behaviour; anti trust; and monopoly practices | 6.6.1-6.6.2 Fair operating practices<br><br>6.6.5 Fair competition<br><br>6.6.7 Respect for property rights | | Fair competition (5) | | | | The Corporation was not involved in legal actions concerning anti-competitive behaviour, anti-trust, and monopoly practices during 2019. |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **300: Environment** | | | | | | | | |
| **302: Energy 2016** | | | | | | | | |
| 103 | Management approach | | Env 1 | | Environmental Protection - Managing Our Environmental Footprint<br><br>Environmental Protection - Climate Change | Environmental Protection - Managing Our Environmental Footprint<br><br>Environmental Protection - Combating Climate Change<br><br>Sustainable Investment - Climate-related Financial Disclosures | | |
| 302-1 | Energy consumption within the organization | 6.5.4 Sustainable resource use | Env 3, Env 4 | Sustainable resource use (25) | Environmental Protection - Climate Change | Performance Metrics | | |
| 302–3 | Energy intensity | 6.5.4 Sustainable resource use | | | Environmental Protection - Climate Change | Performance Metrics | | |
| 302–4 | Reduction of energy consumption | 6.5.4 Sustainable resource use<br><br>6.5.5 Climate change mitigation and adaptation | Env 20 | | Environmental Protection - Climate Change | | | |
| 302–5 | Reductions in energy requirements of products and services | 6.5.4 Sustainable resource use<br><br>6.5.5 Climate change mitigation and adaptation | | | Environmental Protection - Climate Change | | | |
| **303: Water 2016** | | | | | | | | |
| 103 | Management approach | | Env 1 | | Environmental Protection - Managing Our Environmental Footprint<br><br>Environmental Protection - Water Conservation | Environmental Protection - Managing Our Environmental Footprint<br><br>Environmental Protection - The Environment at Our Rail Operations<br><br>Environmental Protection - The Environment at Our Properties | | All water is sourced from municipal water supplies. |
| 303-1 | Water withdrawal by source | 6.5.4 Sustainable resource use | | Sustainable resource use (25) | Environmental Protection - Water Conservation | Performance Metrics | | |
| 303-3 | Water recycled and reused | | | | Environmental Protection - Water Conservation | Performance Metrics | | |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **304: Biodiversity 2016** | | | | | | | | |
| 103 | Management approach | | Env 1, Env 2 | Biodiversity (27) | Environmental Protection - Managing Our Environmental Footprint <br><br> Environmental Protection - Biodiversity | Environmental Protection - Managing Our Environmental Footprint <br><br> Environmental Protection - The Environment at Our Rail Operations | | |
| 304-1 | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats | | | Environmental Protection - Biodiversity | | | |
| 304-3 | Habitats protected or restored | 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats | | | Environmental Protection - Biodiversity | | | |
| **305: Emissions 2016** | | | | | | | | |
| 103 | Management approach | | Env 1 | | Environmental Protection | Environmental Protection | | |
| 305-1 | Direct (Scope 1) GHG emissions | 6.5.5 Climate change mitigation and adaptation | Env 7 | Climate change (26) | Environmental Protection - Climate Change | Performance Metrics | # | |
| 305-2 | Energy indirect (Scope 2) GHG emissions | 6.5.5 Climate change mitigation and adaptation | Env 7 | | Environmental Protection - Climate Change | Performance Metrics | # | |
| 305-3 | Other indirect (Scope 3) GHG emissions | 6.5.5 Climate change mitigation and adaptation | Env 7 | | Environmental Protection - Climate Change | Performance Metrics | # | |
| **306: Effluent and Waste 2016** | | | | | | | | |
| 103 | Management approach | | Gov 15, Env 1 | | Environmental Protection - Managing Our Environmental Footprint <br><br> Environmental Protection - Waste | Environmental Protection - Managing Our Environmental Footprint <br><br> Environmental Protection - The Environment at Our Rail Operations <br><br> Environmental Protection - The Environment at Our Properties | | |
| 306-2 | Waste by type and disposal method | 6.5.3 Prevention of pollution | | Prevention of pollution (24) | Environmental Protection - Waste | Performance Metrics | | |

| GRI Standards | | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **307: Environmental Compliance 2016** | | | | | | | | |
| 103 | Management approach | | Gov 8 | | Environmental Protection | Environmental Protection | | |
| 307-1 | Non-compliance with environmental laws and regulations | 4.6 Respect for the rule of law | | Prevention of pollution (24) | | Performance Metrics | | |
| **308: Supplier Environmental Assessment 2016** | | | | | | | | |
| 103 | Management approach | | Gov 13, Eco12 | | Responsible Procurement - Managing Our Supply Chain  Responsible Procurement - Supply Chain Assessment | Responsible Procurement - Managing Our Supply Chain  Responsible Procurement - Supply Chain Assessment | | |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | | | Promoting social responsibility in the value chain (29) | Responsible Procurement | Responsible Procurement | | |
| **400: Social** | | | | | | | | |
| **401: Employment 2016** | | | | | | | | |
| 103 | Management approach | | | Employment practices (19) | Human Capital - Management Approach | Human Capital - Management Approach | | |
| 401-1 | New employee hires and employee turnover | 6.4.3 Employment and employment relationships | Soc 4, Soc 13 | | Human Capital - Management Approach  Human Capital - Sense of MTR Community | Performance Metrics | # | |
| **403: Occupational Health and Safety 2016** | | | | | | | | |
| 103 | Management approach | | Gov 6, Gov 7, Gov 8, Gov 9, Soc 7 | | Safety First - Managing Safety  Safety First - Staff and Contractor Safety | Safety First | | |
| 403-1 | Workers representation in formal joint management–worker health and safety committees | 6.4.6 Health and safety at work | | | | Safety First - Corporate Safety Management Model | | Workers' health and safety is addressed through the formal consultation mechanism, including Joint Consultative Committees representing all staff. |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| 403-2 | Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | 6.4.6 Health and safety at work 6.8.8 Health | Soc 16, Soc 17 | Employee and contractor health and safety (22) | Safety First - Staff and Contractor Safety | Performance Metrics | # | We report on this disclosure with breakdown by divisions rather than gender because this presentation is more relevant to understanding our businesses. |
| **404: Training and Education 2016** | | | | | | | | |
| 103 | Management approach | | | Employee development and training (23) | Human Capital - Management Approach Human Capital - Staff Training and Development | Human Capital - Management Approach Human Capital - Staff Learning and Development | | |
| 404-1 | Average hours of training per year per employee | 6.4.7 Human development and training in the workplace | Soc 8 | | Human Capital - Staff Training and Development | Performance Metrics | # | |
| **405: Diversity and Equal Opportunity 2016** | | | | | | | | |
| 103 | Management approach | | | Diversity and equal opportunity (16) | Human Capital - Management Approach Human Capital - Recruitment | Human Capital - Management Approach Human Capital - Equal Employment Opportunity | | |
| 405-1 | Diversity of governance bodies and employees | 6.2.3 Decision-making processes and structures 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships | Soc 13 | | Human Capital | Corporate Governance Performance Metrics | | |
| **406: Non-discrimination 2016** | | | | | | | | |
| 103 | Management approach | | | | Human Capital - Management Approach | Human Capital - Management Approach | | |
| 406-1 | Incidents of discrimination and corrective actions taken | | | | | Performance Metrics | | |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **412: Human Rights Assessment 2016** | | | | | | | | |
| 103 | Management approach | | | Supply chain human rights risk (28) | Responsible Procurement - Managing Our Supply Chain | Responsible Procurement - Managing Our Supply Chain | | |
| 412-2 | Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | | | | Responsible Procurement - Supply Chain Assessment | Responsible Procurement - Managing Our Supply Chain  Responsible Procurement - Supply Chain Assessment | | |
| **413: Local Communities 2016** | | | | | | | | |
| 103 | Management approach | | Soc 6 | | Community Investment | Community Investment | | |
| 413-1 | Operations with local community engagement, impact assessments and development programs | 6.3.9 Economic, social and cultural rights  6.5.1-6.5.2 The environment  6.5.3 Prevention of pollution  6.8 Community involvement and development | Soc 15 | Community involvement and development (31) | Community Investment | Community Investment | | |
| **414: Supplier Social Assessment 2016** | | | | | | | | |
| 103 | Management approach | | Gov 11, Gov 13, Eco 12 | Promoting social responsibility in the value chain (29) | Responsible Procurement - Managing Our Supply Chain  Responsible Procurement - Supply Chain Assessment | Responsible Procurement - Managing Our Supply Chain  Responsible Procurement - Supply Chain Assessment | | |
| 414-2 | Negative social impacts in the supply chain and actions taken | | | | Responsible Procurement | Responsible Procurement | | |
| **415: Public Policy 2016** | | | | | | | | |
| 103 | Management approach | | | | | | | |
| 415-1 | Political contributions | 6.6.1-6.6.2 Fair operating practices  6.6.4 Responsible political involvement | | Responsible political involvement (4) | | | | As a matter of policy as stated in the Corportation's Code of Conduct, we do not make political contributions in Hong Kong or any other locations. |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **416: Customer Health and Safety 2016** | | | | | | | | |
| 103 | Management approach | | Gov 8, Gov 9 | | Safety First - Managing Safety <br> Safety First - Customer Safety | Safety First - Managing Safety <br> Safety First - Customer Safety | | |
| 416-1 | Assessment of the health and safety impacts of product and service categories | 6.7.1-6.7.2 Consumer issues <br> 6.7.4 Protecting consumers' health and safety <br> 6.7.5 Sustainable consumption <br> 6.8.8 Health | | Customer education (7) <br> Customer health and safety (8) | Safety First - Customer Safety | Safety First - Customer Safety <br> Performance Metrics | | |
| **417: Marketing and Labeling 2016** | | | | | | | | |
| 103 | Management approach | | Soc 3 | Fair marketing (6) | | Corporate Governance - Policies <br> Customer Experience <br> Community Investment - Supporting the Commnunity | | |
| 417-3 | Incidents of non-compliance concerning marketing communications | | | | | Performance Metrics | | |
| **418: Customer Privacy 2016** | | | | | | | | |
| 103 | Management approach | | Gov 11 | Customer data protection & privacy (11) | | Customer Experience - Delivering Excellent Customer Service | | The Corporation's privacy policy is available on our customer website. |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | | | | | Performance Metrics | | |

| | GRI Standards | ISO 26000 | UITP | MTR Sustainability Reporting Issues (Issue #) | Reporting Location: SR2019 | Reporting Location: Website | External Assurance | Notes, including reasons for omissions |
|---|---|---|---|---|---|---|---|---|
| **419: Socioeconomic Compliance 2016** | | | | | | | | |
| 103 | Management approach | | Gov8, Gov 11 | | | Corporate Governance - Managing Corporate Governance | | |
| 419-1 | Non-compliance with laws and regulations in the social and economic area | 4.6 Respect for the rule of law<br><br>6.7.1-6.7.2 Consumer issues<br><br>6.7.6 Consumer service, support, and complaint and dispute resolution | Soc 3 | Organizational Governance structure and process (1)<br><br>Access to essential services (12) | | Performance Metrics | | All service categories are under continuous assessment for improvement of health and safety. |

#These KPIs have been assured by Ernst & Young Advisory Services Limited.