



Keep Cities
Moving Sustainably

MTR



Sustainability Report 2021

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Since joining the MTR Board of Directors in 2019, I have felt an enormous sense of pride in being part of this professional and dedicated team who are committed to delivering on our corporate purpose of “Keeping Hong Kong Moving” and to providing sustainable transportation services to connect and grow the communities we serve.

During the year, we made positive headway to transform the Corporation into a more environmentally and socially responsible company. As a key part of our Corporate Strategy, “Transforming the Future”, we have established three social and environmental objectives – Social Inclusion, Advancement and Opportunities, and Greenhouse Gas Emissions Reduction, which underpin our ten commitments to further embed social and environmental principles within the Corporation to ensure that we deliver value for all our stakeholders. We support social inclusion by committing to provide a safe, affordable and accessible transport system for all, to eliminating discrimination in our people practices and policies and to helping excluded and underserved populations access their fair share of opportunity. We enable advancement and opportunities by empowering our staff, our supply chain partners and the technology ecosystem to grow alongside us as we expand our network. As a low-carbon mass transit operator, we are well placed to make a positive contribution to the fight against climate change. These are all issues that are of high relevance to our business and also topics of concern for Hong Kong and the many other communities we serve. The MTR Board recently approved a set of 35 key performance indicators to gauge and drive our performance in each of these areas, including a gender diversity target for the MTR Board (one of the first numeric targets to be set by a Hong Kong listed company) and the setting of science-based carbon reduction targets for our railway and property businesses in Hong Kong by 2030, with a longer-term goal of achieving carbon neutrality by 2050.

Our new social and environmental objectives will direct the Corporation’s future environmental, social and governance (ESG) investments and efforts in a more focused manner. To this end, we have commenced a study to develop an ESG investment framework through which the Corporation will plan, assess, evaluate and monitor all our ESG related investments. The study will help us formulate a broader set of assessment criteria to make ESG a key consideration in our overall financial investment decision making process, enabling us to allocate financial resources to suitable ESG initiatives effectively.

To further strengthen Board governance on environmental and social issues, the Board level Corporate Responsibility Committee has been renamed as the Environmental & Social Responsibility Committee with a revamped Terms of Reference enabling it to provide strategic oversight of the Corporation’s environmental and social strategy. The Committee will also be responsible for tracking performance against the Corporation’s environmental and social key performance indicators and reporting to the MTR Board on these issues.

Over the past year, the COVID-19 pandemic has continued to impact the economy and people’s livelihoods. Many sectors are facing tremendous pressure in their operations with the latest wave of COVID-19 being particularly severe. To help the local community in its fight against COVID, we have set up the first Community Vaccination Centre in our Tsing Yi Station, allowing citizens in the vicinity to take vaccinations conveniently. Besides, additional measures have been rolled out to support specific groups in the community, such as the offering of 10,000 free MTR City saver tickets to Hospital Authority staff, partnering with two charitable organisations, Food Angel and ImpactHK to donate food vouchers and provide assistance to low-income families and the homeless and releasing some vacant parking spaces in the car park at the Hong Kong West Kowloon Station for use by COVID taxis. The fifth wave of the pandemic has dealt a heavy blow to Hong Kong and various sectors have been hard hit. We will continue to provide appropriate rental relief measures to affected tenants in our shopping malls and stations and do our utmost to continue to maintain a safe and reliable service for the public.

While we are facing many challenges under the prolonged global pandemic, we recognise that ESG is now more important than ever as a business imperative. The contribution of grassroots workers to the fight against COVID has shone a light on their importance to society and the impacts of climate change can be seen the world over. The Intergovernmental Panel on Climate Change of the United Nations issued a global red alert in its sixth Assessment Report, pointing out that global warming caused by human activities had led to more frequent and intense extreme weather events around the world. The increasing extreme weather events have caused various crises, such as more frequent heat waves, changes in precipitation, rises in sea levels, super typhoons and the flooding of metro systems, all of which can cause considerable human loss and significant economic damage. We will therefore continue to do our part to contribute to the fight against climate change and strengthen our bonds with the communities we serve.

ESG is a centre piece of our new Corporate Strategy. With the staunch support of the MTR Board, the Executive and our dedicated colleagues, we have made various notable achievements and received a number of awards during the past year, recognising our commitment to and relentless efforts in sustainability. Being a world class low-carbon public transport provider, we will continue to demonstrate our ESG leadership by embedding sustainable thinking in the different areas of our business to create long-term social, environmental and economic value for the cities we serve.

Dr Rex Auyeung Pak-kuen

Chairman

Hong Kong

CEO'S MESSAGE



During the year, I was honoured to be re-appointed as the Chief Executive Officer of the Corporation and look forward to continuing to partner with my dedicated MTR team to serve the cities we operate and contribute to their sustainable development.

The COVID-19 pandemic continued to adversely impact our businesses in 2021. Various social and travel restrictions continued, limiting our business activities to varying degrees in the markets where we operate. Since the outbreak of the pandemic, we have been implementing a series of measures to safeguard the health and safety of our passengers. We stepped up cleaning and disinfection efforts at all station facilities and passenger amenities and applied cutting-edge technologies to create a touch-free and smarter travel experience, such as by the deployment of robots to assist station staff in performing cleaning duties. Despite the enormous challenges posed by COVID-19, the MTR team is committed to serving the community with the purpose to keep Hong Kong moving and will do our utmost to maintain a safe and reliable service for the public. Our broader support for the community during these challenging times is highlighted in our Chairman's Message.

Internally, we have endeavoured to ensure the health and safety and protect the job security of our staff. Alongside the measures we have implemented to safeguard our employees' health and minimise the risk of infection at the workplace, we have also created an emotional wellness learning portal that includes a self-assessment on emotion, wellness videos and e-books and counselling service information. With assistance from the Government, we arranged a COVID-19 vaccination outreach service at Kowloon Bay for our staff and their dependents, making us the first public transport operator to participate in vaccination outreach.

Despite the challenges of COVID-19, we reached a number of remarkable achievements during the period. In June 2021, we opened the full Tuen Ma Line ("TML"), Hong Kong's longest railway which runs approximately 56 km and served 27 stations. The full TML not only provides a fast and convenient railway service for the residents nearby, but also enhances the connectivity of the east and west of the New Territories. In the Mainland of China, the full Beijing Metro Line 14 and the initial section of Beijing Metro Line 17 came into service at the end of last year. In our international businesses, we took over the Mälartåg operations in Sweden. We also launched our "Go Smart Go Beyond" campaign in Hong Kong, which articulates the Corporation's efforts to build a more connected, inclusive, community-centric tomorrow through the adoption of new technology and environmentally and socially friendly practices.

During the year, we continued to progress our large-scale chiller replacement project which, when completed, will see over 150 more energy-efficient chillers replaced in our stations and depots. Our Hin Keng Station has become the first railway station in Asia to achieve BREEAM certification, receiving a 'Very Good' rating under BREEAM In-Use. BREEAM is the most widely used sustainability assessment method for the built environment. We also continued to engage the public and work with the technology ecosystem to foster innovation on carbon reduction. For example, the "Carbon Wallet" mobile app launched in 2021 allows users who take carbon-conscious actions to earn points that can be redeemed for green products and services. We also joined hands with a growing innovation and investment platform to organise the "MTR x Carbonless Asia Challenge 2021" to find novel and scalable decarbonisation solutions for our systems and operations around the globe.

In 2021, we arranged HK\$4.8 billion of green finance to support our sustainable development and fund relevant projects to conserve energy, protect the environment, and enhance and expand low-carbon railway services. We were proud to receive the "Outstanding Award for Green and Sustainable Bond Issuer (Transportation industry) – Largest Single Green Bond" from the Hong Kong Quality Assurance Agency, which recognised our efforts to fund and support railway-related conservation and energy efficiency projects.

Our overall efforts in sustainability have led the Corporation to be listed in several top performance indices. For instance, we are a constituent of the Dow Jones Sustainability Indices Asia Pacific and were once again included in The Sustainability Yearbook 2022 for the third consecutive year, which covers the top 15% of companies in each industry. We have also achieved an AAA rating in the MSCI ESG Leaders Indexes, the highest rating under the scheme and received the Hong Kong Sustainability Award and other five special recognition awards in the Hong Kong Sustainability Awards 2020/21 organised by the Hong Kong Management Association.

I am thankful to the MTR Board for its steadfast support for our ESG strategy and especially its recent endorsement of the setting of science-based targets for our railway and property businesses in Hong Kong for 2030 with an objective to achieve carbon neutrality by 2050. This will also support the Government's pledge in the Hong Kong Climate Action Plan 2050.

The onslaught of the fifth wave of COVID-19 in Hong Kong has put our operations, people and community to the most difficult test. I want to express my heartfelt gratitude to all our colleagues who have maintained their commitment and professionalism to keep our cities moving and contributed to our steady business performance. I trust that, as long as we stay united, we shall overcome the challenges ahead.

Dr Jacob Kam Chak-pui
Chief Executive Officer
 Hong Kong



ABOUT THIS REPORT

We adopt a combined approach to disclose our sustainability management approach and performance. Long standing information such as our management approach to the identified material sustainability issues is available on the [Sustainability Website](#) (the “Website”) while annual updates on sustainability-related initiatives, performance and changes, together with our Task Force on Climate-related Financial Disclosures disclosures, are communicated through our annual Sustainability Report (the “Report”). The Website and the Report complementing information available from other publicly accessible information such as our [Annual Report](#) explain how sustainability is considered and integrated into our business strategies and decision-making processes.

We value your feedback on our sustainability performance and disclosures. Please send us your views and comments to [sdmng@mtr.com.hk](mailto:sdmngr@mtr.com.hk) or via [MTR website](#).

On MTR Sustainability Website: Read our Management Approach

- > [Reporting Framework](#)
- > [Stakeholder Engagement](#)
- > [Materiality Assessment](#)

On MTR Corporate Website:

- > [MTR Financial Highlights and Annual Reports](#)

In This Chapter:

GRI : 102-40, 102-42, 102-43, 102-44, 102-46, 102-47, 102-49, 102-50, 102-53, 102-54, 102-56

HKEX: MDR-Reporting Principles, MDR-Reporting Boundary

Reporting Frameworks

As a publicly-listed corporation, MTR abide by the listing rules of the Hong Kong Exchanges and Clearing Limited ("HKEX") including Appendix 27 Environmental, Social and Governance Reporting Guide ("ESG Guide"). Our disclosure is in accordance with the Global Reporting Initiative ("GRI") Standards: Core option and makes reference to internationally recognised guidelines and frameworks such as the United Nations Sustainable Development Goals ("SDGs"), the International Association of Public Transport (UITP) Sustainability Reporting Guide, ISO 26000 Guidance on Social Responsibility and World Economic Forum's (WEF) Stakeholder Capitalism Metrics. We

also disclose climate-related information in line with the framework recommended by the [Task Force on Climate-related Financial Disclosures \("TCFD"\)](#).

As a global citizen, we leverage our expertise and resources to contribute to the global sustainable development agenda. We have identified and notified the SDG Secretariat of our overall support for SDGs 8 (Decent Work and Economic Growth), 9 (Industry, Innovation, and Infrastructure) and 11 (Sustainable Cities and Communities) that are considered most relevant to the Corporation. We also support

several other SDGs through our diverse nature of business and operations. Our efforts to support different SDGs are shown in this Report.

A [Content Index for Sustainability Reporting Guidelines](#) has been prepared to list out the information reported against the recommended disclosures of the abovementioned guidelines and frameworks.

This Report also presents our response to the following three megatrends that bring along both opportunities and challenges to our operations:

Megatrends	Report Sections
System Resilience for Climate Change	Reducing Greenhouse Gas Emissions Climate-related Financial Disclosures
Ageing Population	Promoting Social Inclusion
Digital Transformation	Promoting Social Inclusion Fostering Advancement and Opportunities

Please refer to our [Website](#) for details on our disclosure approach, reporting frameworks, SDGs commitments and the three megatrends.

Report Scope

The Report discloses details on issues identified as material to the Corporation covering the period from 1 January to 31 December 2021. Headquartered in Hong Kong, the Corporation has expanded railway-related projects and operations internationally with a presence in the United Kingdom, Australia, Sweden, Macao and the Mainland of China. MTR's property development and management services are based in Hong Kong and the Mainland of China. The scope of this Report incorporates data from all operations, including wholly or majority-owned subsidiaries where the Corporation exercises management control. However, quantitative data from Macao is not disclosed

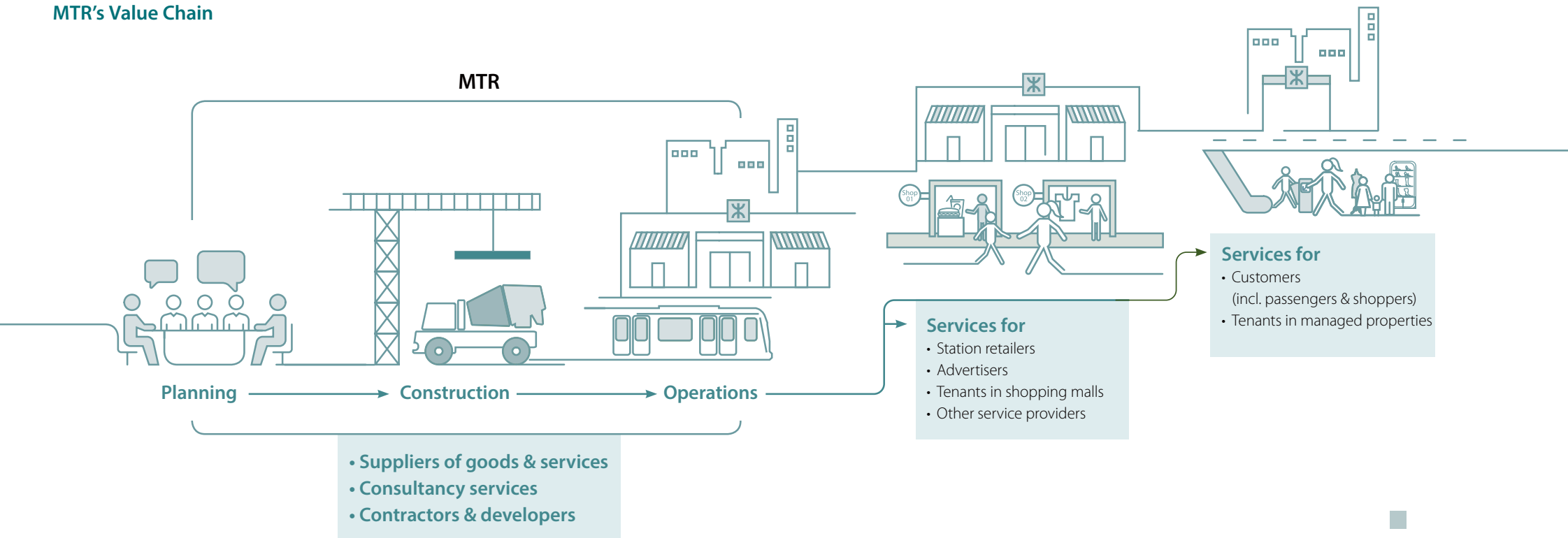
in this Report as the Corporation is not the sole owner of the data under the O&M service contract with the client in Macao. Please refer to the [Performance Metrics](#) section for our performance data. Key quantitative data disclosed in this Report has been independently assured by KPMG. Please refer 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

We regularly and proactively engage with a wide range of stakeholders along our value chain to identify possible risks and opportunities, balance different interests, make informed decisions, and gain valuable feedback on our initiatives in pursuit of operational excellence. For details on our stakeholder engagement, including the list of stakeholders, engagement approach and engagement channels, please refer to our [Website](#).

MTR's Value Chain



External Review Panel

This year, we continue to convene an external review panel to gather independent advice on our reporting approach and sustainability strategies, and to review the content of our Website and Report. Their valuable feedback facilitates us in enhancing the quality of our sustainability disclosures. Members of this year's External Review Panel include:



Mike Kilburn

Independent Sustainability Adviser / Former Head of Sustainability, Airport Authority Hong Kong



Robert Gibson

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



Calvin Lee Kwan

Head of Sustainability & Risk Governance, Link REIT



Agnes KY Tai

Director, Great Glory Investment Corporation

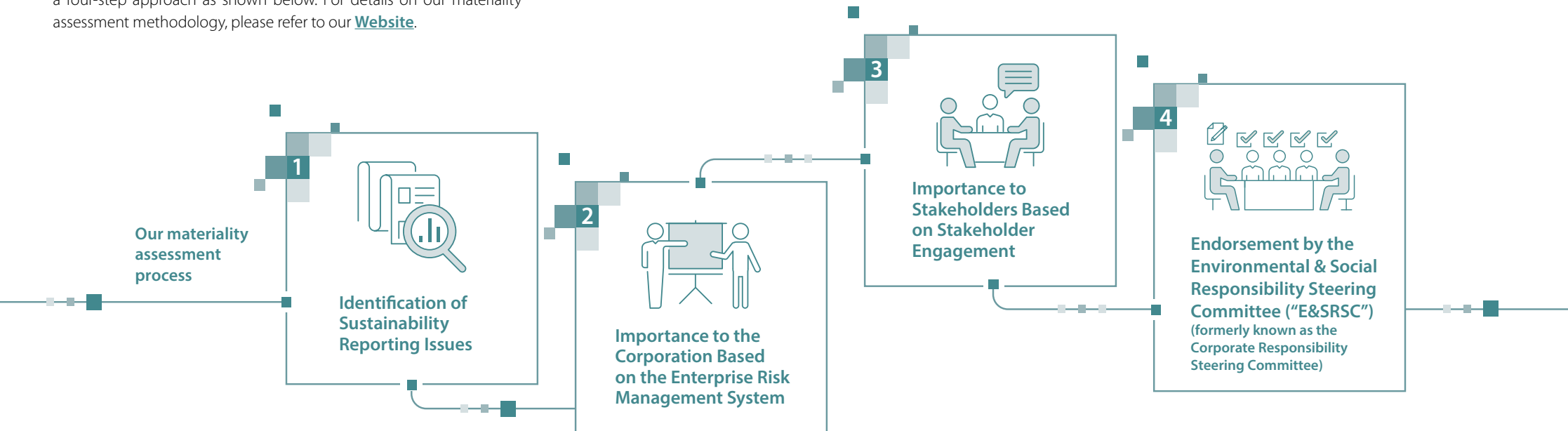


SK Wu

Risk Manager, Alliance Construction Materials Limited

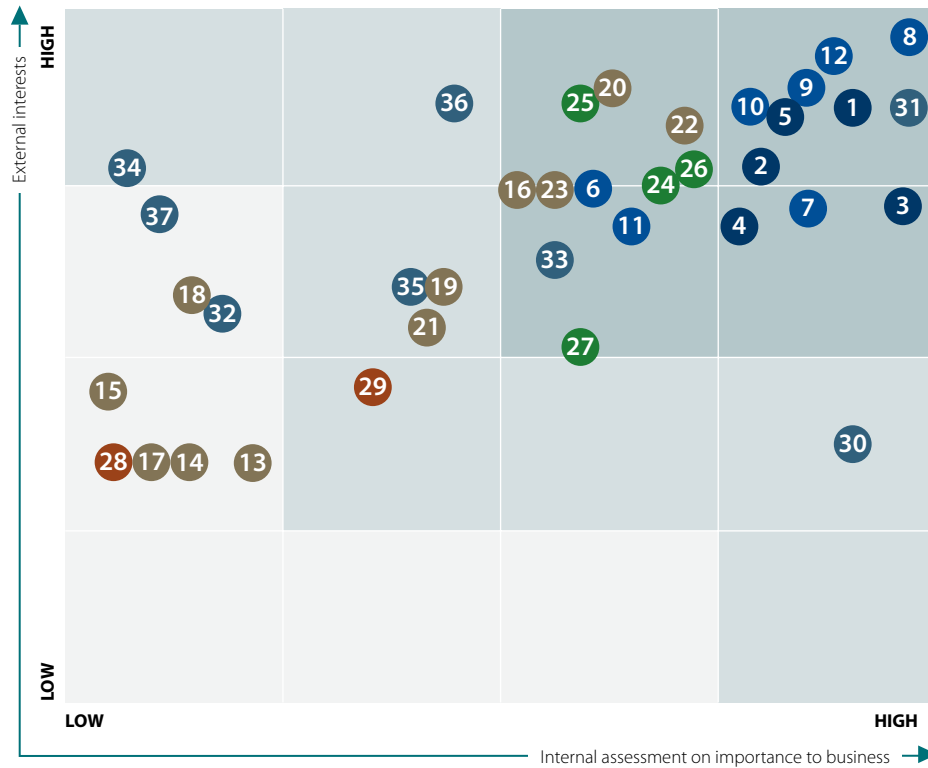
Materiality

To identify and prioritise sustainability issues which 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 following a four-step approach as shown below. For details on our materiality assessment methodology, please refer to our [Website](#).



Materiality Matrix

Our materiality assessment results, which were considered by the External Review Panel and have been reviewed and validated by the E&SRSC, are presented in the following matrix.



The top right quadrant lists out highly material issues, while the least material issues are shown at the bottom left. The results for this year's assessment are largely the same as last year. Customers' health and safety remains the most material issue in the context of the ongoing COVID-19 pandemic. Highly material issues also reconfirm our commitment to the new social and environmental objectives to foster social inclusion and promote advancement and opportunities in the communities we serve, as well as reducing greenhouse gas emissions to fight against climate change.

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
- 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

SDGs, Highly Material Issues relevant to MTR's Social and Environmental Objectives and Our Responses

We also take the SDGs into account as part of our materiality assessment process to align our business strategies and disclosures with global sustainability priorities. The linkages between our three committed SDGs, other SDGs which we support through our diverse operations, our highly material issues relevant to MTR's social and environmental objectives and relevant disclosures in this report are illustrated below.

Cross Referencing SDGs to Highly Material Issues relevant to MTR's Social and Environmental Objectives, and to Sections of the Report covering these issues

Highly Material Issues	Sections of the Report covering the Highly Material Issues and the SDGs			
	Promoting Social Inclusion	Fostering Advancement and Opportunities	Reducing Greenhouse Gas Emissions	Climate-related Financial Disclosures
CUSTOMERS				
7 Customer education				
8 Customer health and safety				
9 Sustainable products and services				
10 Customer service, support and complaint handling				
12 Access to essential services				
EMPLOYEES				
16 Diversity and equal opportunity				
20 Conditions of work and social protection				

Cross Referencing SDGs to Highly Material Issues relevant to MTR's Social and Environmental Objectives, and to Sections of the Report covering these issues (cont'd)

Highly Material Issues	Sections of the Report covering the Highly Material Issues and the SDGs			
	Promoting Social Inclusion	Fostering Advancement and Opportunities	Reducing Greenhouse Gas Emissions	Climate-related Financial Disclosures
EMPLOYEES				
22 Employee and contractor health and safety				
23 Employee development and training				
ENVIRONMENT				
24 Prevention of pollution				
25 Sustainable resource use				
26 Climate change				
27 Biodiversity				
COMMUNITY				
31 Community involvement and development				
33 Employment creation and skills development				



On MTR Sustainability Website:

Read our Management Approach

- > [Corporate Governance](#)
- > [Risk Management](#)
- > [Financial Sustainability](#)
- > [Sustainable Investment](#)

Our Policies and Guidelines

- > [Board Diversity Policy](#)
- > [Code of Conduct](#)
- > [Corporate Responsibility Policy](#)
- > [MTR Modern Slavery and Human Trafficking Statement](#)
- > [Sustainable Finance Framework](#)
- > [Whistle-blowing Policy](#)

In This Chapter:

GRI : 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-11, 102-16, 102-18, 102-20, 201-1

HKEX: MDR-Governance Structure, GD-B7, KPI B7.2, KPI B7.3

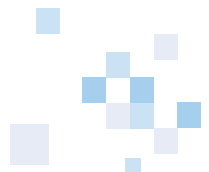
ABOUT MTR



266.3 km
Hong Kong total railway
route length

Over HK\$30 Billion
raised through sustainable
finance arrangements
since 2016

**Member of The
Sustainability
Yearbook 2022 by
S&P Global**
for the third consecutive year



We aim to be an internationally-recognised company that connects and grows communities with caring, innovative and sustainable services. We have established a robust governance structure which enables the Corporation to achieve our business objectives in a fair and ethical manner and manage sustainability issues that reflect the Corporation's significant economic, environmental and social impacts

Our Business at a Glance

Headquartered in Hong Kong, MTR is a world-class operator of sustainable rail transport services and listed on the Hong Kong Stock Exchange (SEHK: 66). The Corporation focuses on the construction and operation of mass transit railway systems in Hong Kong, the Mainland of China, Macao, Australia, Sweden and the United Kingdom. Since early 2020, the COVID-19 pandemic has had a serious impact on our business, causing a substantial decrease in patronage. In 2021, our rail networks carried 10 million passenger journeys worldwide every weekday.

In Hong Kong and the Mainland of China, our business portfolio also includes station commercial businesses, development and sale of residential and commercial properties in partnership with property developers and provision of property management services.

In November 2016, we established the [MTR Academy](#), a wholly owned subsidiary of the Corporation, which provides railway-related education and training with the aim of developing railway professionals and executives and advancing service and operational excellence of the railway industry worldwide.

For details on our businesses, rail networks and future extensions, please refer to our [Annual Report](#).

Performance in Sustainability Indices

As a listed corporation, MTR's sustainability performance is assessed by different global and local leading independent investor rating agencies. Our performance in various indices and ratings is summarised below:

- Dow Jones Sustainability Indices ("DJSI") – MTR has been a constituent of the DJSI Asia Pacific since 2013 and was once again included in The Sustainability Yearbook 2022 for the third consecutive year, which includes the top 15% of companies for each industry that achieved a score within 30% of the industry's top performing company.



- MSCI ESG Leaders Indexes – On a scale of AAA-CCC, MTR has consistently achieved a AAA rating in the MSCI ESG Ratings assessment since 2015.



[Disclaimer](#)

[Disclaimer](#)

- FTSE4Good Index Series – MTR has been a constituent of this index since 2002.



[Note](#)

- CDP – MTR has once again received a B score in the climate change assessment in 2021. We were also included in the 2021 CDP Supplier Engagement Leaderboard, being the top 8% of companies who disclosed to the full climate questionnaire.



- ISS ESG Corporate Rating – MTR achieved a "Prime Status" indicating that our ESG performance fulfils ISS' demanding ESG requirements in our sector.



- Hang Seng Corporate Sustainability Index – MTR has been selected as a constituent company, effective from 6 September 2021.



- Hang Seng ESG 50 Index – MTR has been selected as a constituent company, effective from 6 September 2021.

- 6th Hong Kong Business Sustainability Index ("HKBSI") – Organised by the Chinese University of Hong Kong ("CUHK"), the HKBSI aims at charting the ongoing development and performance of Hang Seng Index constituent companies on business sustainability. MTR ranked #6 in the index in 2021.



- 2nd Greater Bay Area Business Sustainability Index ("GBABSI") – The GBABSI covers Hong Kong listed companies with operations in the Greater Bay Area eligible for southbound trading under the Stock Connect scheme. MTR ranked #5 in the index in 2021.



- 1st Greater China Business Sustainability Index ("GCBSI") – Launched by CUHK in 2021, the GCBSI covers 200 constituent companies of the Hang Seng Index, FTSE TWSE Taiwan 50 Index, Shanghai Stock Exchange SSE 50, and Shenzhen Stock Exchange SZSE 100 Index. MTR ranked #9 in the index in 2021.



Corporate Governance

A robust and sound governance framework is fundamental in ensuring the Corporation is managed properly and meets the interests of its key stakeholders while attaining long term sustainable growth. The Board of Directors is the highest governing body in the Corporation. Led by the Chairman of the Corporation, the Board is responsible for overseeing the overall management of the Corporation's business. As an integral part of good corporate governance, the Board has established six Board Committees and an Advisory Panel to oversee and provide advice on different aspects of the Corporation's affairs, including the Audit & Risk Committee, Capital Works Committee, Environmental & Social Responsibility Committee, Nominations Committee, Remuneration Committee, and Finance & Investment Committee as well as the Technology Advisory Panel.

Please refer to our Annual Report for more details on [corporate governance](#).

Board's Statement regarding Sustainability Matters Sustainability Governance

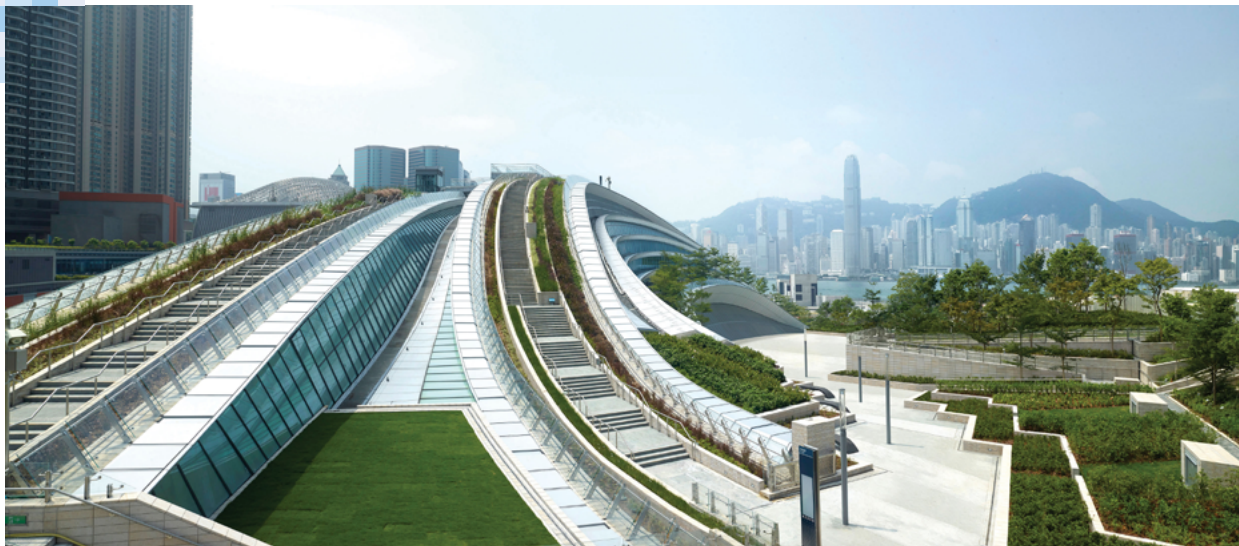
The Board has the overall responsibility for ensuring that the Corporation's governance framework enables it to oversee and address environmental and social issues that are material to the operations and businesses of the Corporation. To further strengthen Board governance on environmental and social issues, the Board level Corporate Responsibility Committee has been renamed as the Environmental & Social Responsibility Committee ("E&SRC") with a revamped Terms of Reference enabling it to provide strategic oversight of the Corporation's environmental and social strategy and investments. The Committee will also be responsible for tracking performance against the Corporation's environmental and social key performance indicators and reporting to the MTR Board on these issues. Led by the Chairman of the Corporation, the Committee meets twice annually to monitor and oversee the Corporation's sustainability performance, the related frameworks and initiatives, and the progress towards sustainability targets. At the management level, the Environmental & Social Responsibility Steering Committee ("E&SRSC") (formerly known as the Corporate Responsibility Steering Committee) focuses on driving and reviewing the implementation initiatives across all MTR business

units and corporate functions. Chaired by the Legal and Governance Director, the E&SRSC meets three times every year and is attended by Executive Directors and senior managers representing all major business units and corporate functions. For details of the composition of E&SRC and E&SRSC, please refer to our [Website](#).

Approach to Sustainability-related Issues Prioritisation and Risk Management

We identify, evaluate and prioritise issues, which reflect the Corporation's significant economic, environmental and social impacts, through a stakeholder-driven materiality assessment every year. The findings of the materiality assessment are validated by the E&SRSC and reviewed by the Board-level Environmental & Social Responsibility Committee as part of the sustainability reporting process.

The Corporation's Enterprise Risk Management ("ERM") framework provides an effective management process to identify and review risks, including sustainability-related risks, across all business units and prioritise resources to manage any emerging risks on a systematic basis. The Enterprise Risk Committee, the Executive Committee and the Board-level Audit & Risk Committee regularly review the Corporation's enterprise risk profile and brainstorm key emerging risks to ensure that key risks and those cutting across different areas of the business are captured.




Ethics and Integrity

The Corporation is committed to the highest standards of openness, probity and accountability. Our [Code of Conduct](#) clearly sets out the expectations of ethical behaviour along with cautionary warnings relating to open and fair competition. In all works involving the bidding for work and partnering with suppliers or customers, we follow the applicable laws concerning competition in each jurisdiction we operate.

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 corporate induction workshop. In addition to the mandatory CBT programmes, we organise regular staff awareness programmes and seminars featuring 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. As at 31 December 2021, our staff has attended anti-corruption training through corporate induction workshops and two webinars, contributing to a total of 680 hours in 2021.

The Corporation has a Whistle-blowing Policy in place to provide a confidential channel to receive complaints to fraudulent acts, unethical acts or actual or potential non-compliances with laws and/or the Corporation's policies without fear of victimisation, discrimination or disadvantage. The Policy is posted on [the Corporation's website](#) and applies to all internal and external stakeholders. In 2021, the Whistle-blowing Panel evaluated 159 cases. Of those cases, 119 did not meet the definition of "whistle-blowing". Investigations of 24 instances were completed resulting in 5 substantiated cases, 3 partially substantiated cases and 16 unsubstantiated cases. As at 31 December 2021, 16 incidents are still under investigation. Appropriate follow-up actions have been taken by management in response to the substantiated and partially substantiated cases.

The Learning and Development Department organised the following webinars related to ethics and integrity this year to boost internal awareness and refresh knowledge:



Titles	Purposes	Speakers
Preventing and Handling Sexual Harassment	<ul style="list-style-type: none"> • Define sexual harassment and identify behaviours which may be unlawful • Understand the legal liability of employers and employees • Explore how to prevent sexual harassment in the workplace • Updates on the latest amendments related to sexual harassment under the Ordinance 	Equal Opportunities Commission (EOC)
Understanding Personal Data (Privacy) Ordinance	<ul style="list-style-type: none"> • Understand how to comply with the Ordinance at work • Strengthen the understanding of the Ordinance and the key aspects to note when handling personal data • Case discussion and practical tips to prevent unlawful acts 	The Office of the Privacy Commissioner for Personal Data Hong Kong
Understanding Anti-discrimination Ordinances in Hong Kong	<ul style="list-style-type: none"> • Understand the key concepts under the anti-discrimination laws of Hong Kong • Know the legal liability for the unlawful acts • Understand the roles of the Equal Opportunities Commission 	Equal Opportunities Commission (EOC)
Understanding Prevention of Bribery Ordinance	<ul style="list-style-type: none"> • Understand the details of the Prevention of Bribery Ordinance • Understand the corruption prone areas and case discussion • Ways to prevent corruption and conflicts of interest 	ICAC

Financial Sustainability

Economic Value Generated and Distributed

Long term financial sustainability is central to the maintenance and upgrades of our assets and the delivery of quality services. MTR's income is primarily generated from fares, and we follow a transparent Fare Adjustment Mechanism for fair and objective annual-fare adjustments which ensure affordable services for all passengers.

Supplementing our fare revenue is the capital generated from our "Rail plus Property" ("R+P") model which brings significant benefits in optimising the integration between our property development and rail expansion. Funds generated from property development are used to support railway operations and help bridge the funding gaps when building new railway lines.

The economic value we create is shared with our diverse stakeholders including suppliers, employees, lenders, shareholders, Government and the community.

Our [Annual Report](#) provides detailed information on our financial performance. Please refer to our [Performance Metrics](#) for past data of our economic value generated and distributed.

Sustainable Investment

Our Sustainable Finance Framework sets out how the Corporation uses the proceeds to fund initiatives for furthering the development of sustainable urban infrastructure in support of the United Nations Sustainable Development Goals. Since 2016, MTR has raised over HK\$30 billion through sustainable finance arrangements which are a key part of our financing strategy to fund railway asset replacements, energy efficiency improvements, railway service enhancements and nature conservation projects. In 2021, we arranged HK\$4.8 billion of green finance to fund relevant projects to conserve energy, protect the environment, and enhance and expand low-carbon railway services, including replacement of rail power lines, battery locomotives acquisition, station regenerative energy saving inverter system and biodiversity preservation for Lok Ma Chau Wetland. For details on our Sustainable Finance Framework, eligible projects and the impacts, please refer to our [Website](#).

Figure: Value Added and Distribution Statement in 2021 (HK\$ Million)

Economic Value Generated

Revenue from Hong Kong Transport Operations	13,177
Revenue from Hong Kong Station Commercial Businesses	3,208
Revenue from Hong Kong Property Rental and Management Businesses	5,036
Revenue from Mainland China and International Subsidiaries	25,398
Revenue from Other Businesses ¹	1,351
Hong Kong Property Development Profit from Share of Surplus and Interest in Unsold Properties ²	11,104

Total: 59,274

Economic Value Distributed

Staff Costs ³	Employees	15,537
Maintenance, Renewal and Upgrade Expenditure on Existing Hong Kong Railway System	Existing Hong Kong Railway System	10,893
Other Operating Costs ⁴	Suppliers & Business Partners	18,307
Fixed and Variable Annual Payments	KCRC	1,010
Interest & Finance Costs ⁵	Lenders	557
Taxes ⁶	Governments	2,178
Ordinary Dividends	HKSAR Government	5,700
	Other Shareholders	1,908
Community Investment ⁷	Community	15
Economic Value Retained for Reinvestment ⁸		3,169

56,105

Total: 59,274

Notes:

- Includes share of profit of associates and joint ventures.
- Before taking into account staff costs of HK\$7 million.
- Excludes staff costs related to Hong Kong railway system maintenance of HK\$2,442 million, capitalised for asset creation of HK\$1,633 million and recoverable of HK\$576 million.
- For simplicity reason, other operating costs include interest income, netted with non-controlling interests. Excludes operating costs related to Hong Kong railway system maintenance of HK\$2,547 million.
- Excludes interest expenses capitalised for asset creation of HK\$322 million.
- Represents current tax and excludes deferred tax for the year.
- Includes donations, sponsorships and other community engagement contributions, and excludes in-kind donations of HK\$32 million given. In addition, there were (i) ongoing fare concessions and promotions of HK\$2,267 million, (ii) MTR's share of additional fare promotions offered to our Hong Kong passengers (including 20% rebate on every Octopus trip, 5% fare reduction & rebate and discounts on MTR City Saver and Monthly Pass Extras), and (iii) rental concessions granted to station and mall tenants that have not been accounted for in this amount.
- 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.



In June 2020, the MTR Board approved a visionary new Corporate Strategy, “Transforming the Future”, to set out the direction of the Corporation’s future development. With the aspiration to “Keep Cities Moving”, we strive to connect and grow communities with inclusive, innovative and sustainable services and have set forth three social and environmental objectives which are both material to our business and to society: (1) fostering social inclusion, (2) reducing greenhouse gas emissions, and (3) providing opportunities to empower people and communities. Under these three social and environmental objectives, we have clearly defined 10 focus areas and a set of key performance indicators (“KPIs”) that will concentrate our efforts in the areas in which we can create a greater impact for society. They illustrate our approach to further embedding environmental and social principles within the Corporation to ensure that we deliver value for all of our stakeholders. We will continue to implement relevant initiatives to advance our social and environmental objectives and will regularly review our progress and performance and communicate with stakeholders through our annual sustainability report.

Gill Meller
Chair of Environmental & Social Responsibility
Steering Committee

Our Plan to Keep Cities Moving Sustainably



Social and Environmental Objective 1:

SOCIAL INCLUSION

As a provider of public transport services for all, social inclusion lies at the very heart of who we are and what we do.



Universal Basic Mobility

We commit to providing access to a safe, affordable, accessible and sustainable transport system for all and ensuring our fare and other concessions target those who need them the most.



Diversity & Inclusion

We commit to eliminating discrimination in our practices and policies and to increasing the diversity of our workforce.



Equal Opportunities

We commit to helping excluded and underserved populations access their fair share of opportunity.

Short- and Mid-term:

- A **Social Inclusion App** to better serve the needs of elderly and Persons with Disabilities (“PWD”) will be launched in 2022
- **10 key initiatives** to improve age- and PwD-friendly facilities in our existing stations will be implemented in 2022
- **No less than 750,000 average daily passenger trips** will benefit from fare concessions in 2022
- **Injuries requiring hospitalisation** per 100 million passenger journeys in 2022



Heavy Rail
5.67



Light Rail
8.38



Bus
6.85

Long-term:

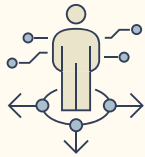
- **100%** of our **new stations** will be accessible (including barrier free entrances, wide gates, accessible toilet and baby care room)

Short- and Mid-term:

- **25%** of our Board of Directors will be **women** by 2025
- **3 initiatives** aimed at enhancing workforce diversity will be carried out in **collaboration with NGOs** in 2022
- **70 diversity, equity and inclusion (“DEI”) training** events for staff will be held in 2022
- **8%** of our **summer interns** will be ethnic minorities or PwD in 2022
- **Workplace inclusiveness** will be enhanced in 2022
- **DEI clauses** in our Code of Conduct and Equal Opportunities Policy will be reviewed in 2022

Short- and Mid-term:

- **HK\$100 million** will be spent on direct local **community investment and donations** from 2022 to 2025
- **200,000 people** will **benefit** from our community programmes and volunteering projects from 2022 to 2025



Social and Environmental Objective 2:

ADVANCEMENT & OPPORTUNITIES

As we fulfil our vision to connect and grow communities, we create opportunities for others to develop themselves and grow alongside us.



Employees

We commit to helping employees grow personally and professionally through learning and opportunities for career advancement, and to fostering their well-being.



Business Partners

We commit to enhancing and rewarding the environmental, social and governance ("ESG") performance of our supply chain and increasing our spend on green procurement.



Future Skills & Innovation

We commit to collaborating with local schools and universities, as well as startups and the technology ecosystem to foster innovation.

Short- and Mid-term:

- At least **5 learning days** will be provided to employees on average every year
- **200+ employment and pre-employment opportunities** will be provided for young talents in 2022

Short- and Mid-term:

- **HK\$250 million** will be spent on **green procurement** in 2025, rising to **HK\$350 million** in 2030
- **50+ key suppliers** will attend training sessions on ESG best practices in 2022
- Major Contracts for New Railway Projects - an **incentive scheme** to measure and reward environmental and safety performance will be established by 2022
- A system to track **spend with small and medium sized enterprises** will be established in 2022

Short- and Mid-term:

- **50,000+ people** will benefit from our **future skills and innovation programmes** (including those by MTR Academy) from 2022 to 2025
- **HK\$300 million+** will be **invested in startups** from 2022 to 2025



Social and Environmental Objective 3:

GREENHOUSE GAS EMISSIONS REDUCTION

As a low-carbon transport provider, we are committed to managing our environmental footprint and achieving carbon neutrality.



Carbon Emissions

We commit to integrating low-carbon measures into our policies, strategies and planning as well as strengthening our resilience and adaptation to climate-related risks.



Clean Energy & Energy Efficiency

We commit to adopting suitable energy efficiency measures in our operations and increasing the generation of renewable energy.



Waste Management

We commit to reducing waste at source, increasing our recycling rates and upcycling our waste.



Green and Low-carbon Designs

We commit to developing sustainable infrastructure with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies.

Short- and Mid-term:

- Set **2030 science-based targets** for our railway and property businesses in Hong Kong
- **200+ additional EV charging stations** will be installed across office buildings, malls and station carparks by 2025
- **50,000+ people** will actively participate in our **low-carbon initiatives** in 2022

Long-term:

- Strive to achieve **carbon neutrality** by **2050**

Short- and Mid-term:

- **1 million kWh of renewable energy** will be generated by 2023
- **100% shopping malls** will engage **tenants** in energy-saving initiatives in 2022
- A **building energy management system** will be piloted in our stations/shopping malls in 2022

Short- and Mid-term:

- **60%** of our **staff canteens** will send food waste to O-PARK for treatment in 2022
- **25%** of our shopping mall **food & beverage tenants** will join our food waste reduction programme in 2022
- **5 additional water dispensers** will be installed in our stations in 2022

Short- and Mid-term:

- **1,400+** more **bike parking spaces** will be provided around stations and properties managed by MTR by 2025
- **2.5% water** will be saved in **depots** in 2022 with 2021 level as baseline
- **2% water** will be saved in 2022 with 2018 level as baseline for our **shopping malls**, rising to **5% reduction** in 2025

Long-term:

- **100%** future **new stations & new residential development projects** aim to attain **BEAM Plus Gold** or above certification



PROMOTING SOCIAL INCLUSION



Universal Basic
Mobility

Diversity and
Inclusion

Equal
Opportunities

On MTR Sustainability Website:

Read our Management Approach

- > [Safety First](#)
- > [Customer Experience](#)
- > [Human Capital](#)
- > [Community Contribution](#)

Our Policies and Guidelines

- > [Corporate Safety Policy](#)
- > [Customer Service Pledge](#)
- > [Caring for our Customers with Special Needs Booklet](#)
- > [Board Diversity Policy](#)
- > [Code of Conduct](#)
- > [Corporate Responsibility Policy](#)

In This Chapter:

GRI: 102-8, 203-1, 403-1, 403-2, 403-3, 403-5, 403-6, 403-7, 403-9, 405-1, 413-1, 416-1

HKEX: GD-B1, GD-B2, GD-B6, KPI B1.1, KPI B2.1, KPI B2.2, KPI B2.3, KPI B8.1, KPI B8.2

SDGs:



As a provider of public transport services for all, social inclusion lies at the very heart of who we are and what we do.

Universal Basic Mobility

To support the development of sustainable cities and communities, we commit to providing access to a safe, affordable, accessible and sustainable transport system for all and ensuring our fare and other concessions target those who need them the most.

Safety First

Safety of our employees, passengers, customers, tenants, contractors and business partners is an uncompromising pre-requisite underlying all aspects of our business. It is the responsibility and duty of all staff of the Corporation and should be always foremost in everything we do. We are committed to complying with all applicable statutory requirements, upholding a safety-first culture, and employing management systems to achieve the Corporation's safety goals for continuous improvement in safety performance.

Managing Safety

Our [Corporate Safety Policy](#), along with MTR's Corporate Safety Governance Framework, outline our safety management approach and objectives. The Corporate Safety Management Model, which lays down appropriate safety management processes and systems across eight core elements, further supports our approach to safety and constitutes an effective and robust system bespoke to our operations. To align our safety strategy with the latest global trends and best industry practices, we review and formulate a Corporate Strategic Safety Plan every four years. The latest 4-year Corporate Strategic Safety Plan ("the Plan") was launched in 2021. The Plan sets the path in safety for the Corporation under the "Transforming the Future" Corporate Strategy and promotes the aspiration of "Everyone is a safety leader" in reaching a goal of zero harm to all stakeholders. Stressing on team collaboration efforts, the Plan lists out the Safety Aspirations, Safety Goals and Strategic Focus Areas to guide our safety practices and drive safety improvements across all our businesses in Hong Kong, Mainland China and abroad.

Corporate Strategic Safety Plan 2021-2024



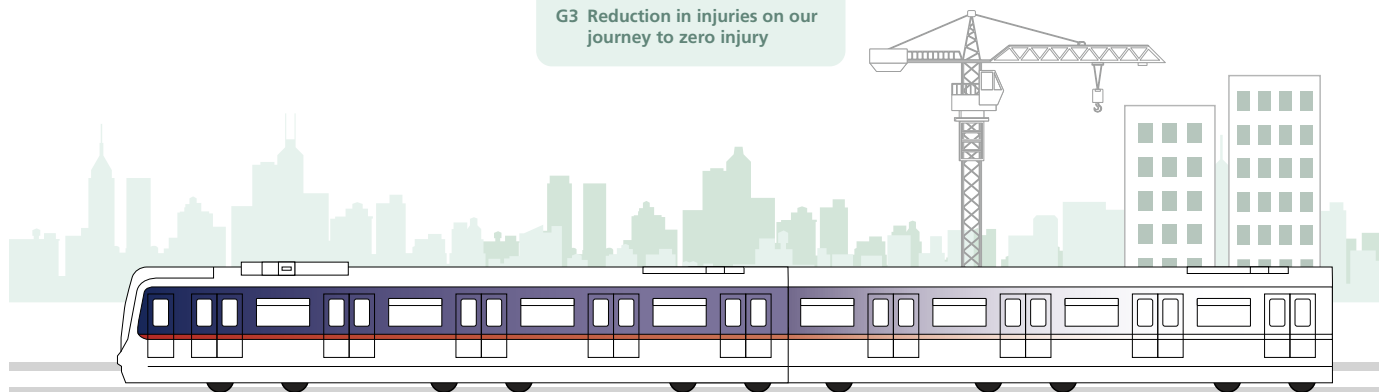
Safety Aspirations
are our desired states in the long run

- A1 Everyone is a safety leader
- A2 The Corporation is a global model in safety management



Safety Goals
are objective, measurable, and tangible targets to achieve over the next four years, guiding us towards our Safety Aspirations

- G1 Zero fatalities every year
- G2 Zero major safety system incidents every year
- G3 Reduction in injuries on our journey to zero injury
- G4 Zero convictions for safety offences
- G5 Targets of all safety performance leading indicators achieved



Strategic Focus Areas
direct our efforts over the next four years to where we should give higher priority in order to achieve the defined Safety Goals

People

- S1 Cultivate a safety-first mindset
- S2 Develop competency and training
- S3 Foster an open safety reporting culture and a "Just Culture"
- S4 Enhance physical and mental health and well-being of the workforce

Management Systems

- S5 Improve efficiency and effectiveness in safety management
- S6 Apply innovation and technology to drive performance

Resilience

- S7 Identify hazards and control risks proactively and persistently
- S8 Strengthen three lines of defence in safety

Customer Safety

Our top priority has always been the health and safety of our passengers, customers, employees and contractors. Despite the enduring pandemic that has ushered in a tremendous and rapid change in our customers' daily routines, MTR is committed to operating a safe and hygienic railway network and keeping our city moving.

Throughout the COVID-19 outbreak, we have implemented a wide range of preventive measures to ensure the sanitary conditions of our trains, stations and facilities. Aside from stepping up the frequency of our cleansing and disinfection procedures, we have increased filter cleansing and air intake frequency for better air flow and ventilation at our stations. Anti-bacterial coating has been applied to the handrails with extra disinfection on a regular basis. We have also installed contactless proximity sensor buttons in more than 100 lifts across our stations and facilities to reduce indirect physical contact. Meanwhile, whenever our passengers feel the need to practise hand hygiene, they have easy access to our sanitisation points where hand sanitiser is provided. We have also worked to increase the number of these sanitisation points at stations to put our passengers at ease.

To keep our stations safe and hygienic, we have deployed 60 "Little Whale" and "Big Whale" cleaning robots to conduct deep cleaning



60 cleaning robots were deployed to conduct deep cleaning and decontamination in stations.

and decontamination in stations. In virtue of the adoption of robotic cleaning technologies, more social distancing could be implemented and the risk of exposure to the virus by our passengers and cleansing staff could be reduced.

Apart from protecting our customers from the potential risks associated with COVID-19, we continue to stress the importance of operational safety throughout all levels of the Corporation. We work to instil an uncompromising safety-first culture within MTR and provide our staff with proper training and hardware to ensure they have the knowledge and skills to conduct their daily duties with passengers' safety in mind.

Over the past decade, an average of over 10 MTR passengers were treated by Automated External Defibrillators (AEDs) – electronic devices that can be used to treat patients with cardiac arrest through defibrillation – within our railway facilities. As such, we found it vital to increase the accessibility of AEDs which could strengthen the protection of passengers with immediate needs. We are also conscious that every second counts when it comes to saving lives. In view of this, we have placed around 300 AEDs, including 120 additional ones acquired during 2021, at the concourses and platforms of all heavy rail stations and Hong Kong West Kowloon Station of High Speed Rail (Hong Kong Section). This allows our staff and members of public to provide timely response with accessible devices in emergencies. With the aim to better prepare our staff to assist passengers in need during unexpected incidents, we have arranged station staff to learn or refresh their knowledge to use AED.



AEDs are in place at the concourses and platforms of all heavy rail stations and Hong Kong West Kowloon Station of High Speed Rail (Hong Kong Section) for station staff and public use in case of emergency.

OVERSEAS HIGHLIGHTS

MTR (Shenzhen)

In 2021, MTR (Shenzhen) continued to step up its efforts to fight against the pandemic. We increased the frequency of the deep cleaning and disinfecting procedures at our stations and trains, and applied innovative technologies to safeguard the health of our passengers and employees. In addition to the deployment of autonomous sanitising robots for intense cleansing, automatic body temperature detection systems have been installed in all 23 stations to increase the accuracy

and efficiency of the temperature checking process. We have also commissioned new ventilation systems at all stations to help reduce the risk of virus transmission between passengers and our employees, and require all passengers to wear masks and execute the checking of health code when entering our stations.

Road and Track Safety

Our transport operations in Hong Kong continued to maintain world-leading safety performance in 2021. The number of customer and public injuries on our heavy rail network, light rail network and buses remain

the same level in 2021 compared to 2020 and met the safety targets. To maintain performance standards, we continue to benchmark our heavy rail network in Hong Kong with overseas counterparts through

the COMET Benchmarking platform against 30 top-level indicators, which includes Safety and Security. Please refer to [Performance Benchmarking](#) in our Performance Metrics for further information.

Number of Customer and Public Injuries Requiring Hospitalisation in Hong Kong

	Heavy Rail	Light Rail	Bus
2019	62	10	6
2020	29	2	2
2021	25	3	3

Customer and Public Safety – Fatalities in Hong Kong

	Heavy Rail	Light Rail	Bus
2019	0	0	0
2020	1	1	0
2021	0	0	0

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

	2019	2020	2021
Heavy Rail			
Target	8.56	7.60	6.64
Performance	3.67	2.51	1.76
Light Rail			
Target	13.08	11.67	9.89
Performance	6.41	1.79	2.12
Bus			
Target	6.88	6.85	6.85
Performance	9.52	3.99	4.99

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

	Shenzhen Metro Line 4	Melbourne's Metropolitan Rail Service	Sydney Metro North West Line	Stockholm Metro	MTRX	Stockholms Pendeltåg	TfL Rail / Elizabeth line
Target	0	0	0	0	0	0	0
Performance	0	3	1	1	0	1	0

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

	Shenzhen Metro Line 4	Melbourne's Metropolitan Rail Service	Sydney Metro North West Line	Stockholm Metro	MTRX	Stockholms Pendeltåg	TfL Rail / Elizabeth line
Target	1.42	2.00	5.40	1.00	19.00	0.80	4.71
Performance	0.98	1.63	3.06	1.10	29.10	0.68	4.80

Train Door Incident At Causeway Bay Station

On 2 December 2021, a train door incident took place at Causeway Bay Station which the first pair of train doors was dislodged when entering the platform. After the occurrence, passengers on board were arranged to alight from the train safely and no injury was reported. Train service between Wan Chai and Quarry Bay stations on the Island Line was temporarily suspended. Service resumed after the recovery work was completed.

An Investigation Panel with an external expert was set up to identify the cause of the incident and make recommendations to prevent recurrence of similar incidents. In January 2022, the Corporation made public the investigation report which concluded that the incident was caused by the leaning out of a movable access panel of a convertible trackside billboard which hit and dislodged a pair of train doors on the incident train entering the platform.

After the incident, the Corporation has permanently removed the access panels and their associated parts of all the eight convertible trackside billboards in the MTR network. The Corporation has also conducted a fleet check of some 5,000 trackside advertising panels in the network, for the majority of which posting is conducted by pulling up and down the posters, and they have been confirmed to be in order. The Corporation will enhance the existing maintenance regime for all trackside advertising panels, and preventive maintenance, particularly on components relating to the locking mechanism, will be introduced. Remote monitoring sensing devices with an alert function to ensure proper locking of about 300 advertising panels with front panels requiring pulling during operation or maintenance, despite their operating mechanism being different from the movable access panels in the incident, will also be provided as a prudent measure, while additional locking indication has been added on these panels.

The Corporation will also work with the contractor who will implement enhanced advertisement posting and panel locking procedures with staff training. Coaching and auditing the contractor will be conducted by the Corporation to further enhance their staff's quality of work and competency.

Building Safety Awareness in the Community

Our efforts to maintain a reliable and safe railway system extend beyond our own operations into the communities we serve. We seek to raise safety awareness throughout the community to ensure co-operation and support from our passengers in keeping our railways safe. It is important to impart key information about safety to our passengers so that they understand how to work with us to maintain safety within our premises.

In 2021, the Corporation continued to step up its efforts in promoting escalator safety messages, including launching the latest Escalator Safety Campaign in July with a set of new posters and a video featuring "T Chai", as a guardian of safety to promote key safety messages to passengers when travelling on escalators. Passengers are advised to "hold the handrail and stand firm" and stay alert when using escalators.

We also hosted the "MTR Safety Experience Zone" exhibition booth at the Hong Kong Book Fair in July, which offered visitors the chances to learn more about railway safety and courteous behaviour when travelling on the MTR through a series of games.

Collaborating with Radio Television Hong Kong ("RTHK"), an "Elderly Safety Promotion Campaign" has been organised starting from mid-November 2021 to promote a safe travelling environment for the elderly. A series of posters featuring RTHK Radio 5 DJs and illustrating safety tips was displayed in the MTR network to remind elders the key safety tips.



"MTR Safety Experience Zone" exhibition booth at the Hong Kong Book Fair in July 2021.



Escalator Safety Campaign featuring "T Chai" as a guardian of safety.

A series of posters was displayed in the MTR network to remind elders the key safety tips.

OVERSEAS HIGHLIGHTS

MTR Nordic

Together with Storstockholm Lokaltrafik (Stockholm Public Transport, "SL"), MTR Nordic has conducted a pilot activity for Women's Security in the Metro with an aim to increase women's sense of security by providing information about the security resources throughout the Metro. Train drivers and traffic information staff give security messages in the speakers on trains and stations. In a survey conducted among female passengers before and after the pilot, many respondents gave positive feedback on the messages and felt more secure. We will continue to collaborate with Women's Security to deliver similar messages in 2022.

MTR Nordic has also created a brand-new e-learning course for operative staff on how to prevent and de-escalate threatening and violent situations, and handle intoxicate and/or mentally ill persons. The training was first rolled out to our new Mälartåg staff in November 2021 and will cover the rest of our operative staff in 2022.

MTR Nordic organised regular visits to primary schools adjacent to metro stations or commuter rail stations to teach children about safe behaviour in the metro and commuter rail system. Students were educated to approach our employees in stations in case they need help when travelling. In 2021, 74 visits for 21 schools were organised.



In 2021, MTR Nordic organised 74 visits to 21 primary schools to teach children about safe behaviour in the metro and commuter rail system.

Staff and Contractor Safety

Safety best practices are actively shared across MTR and reinforced with our contractors and subcontractors. We ensure high risk activities are identified with a proper method statement and risk assessment to raise staff and contractor safety awareness and manage work-related risks. We also implement safety control measures to minimise or eliminate, where practicable, the risk before the commencement of works.

Since the outbreak of the pandemic, we have enhanced disinfection and cleaning at stations, shopping malls and workplaces, provided employees with masks and protective equipment, rapid antigen test kits, care packs, and implemented special work arrangements to safeguard the health of our employees and customers. We will continue to strengthen our support to ensure a safe working environment.

In 2021, the Corporation rolled out a set of Evolved Measures against COVID-19 on a risk-based and phased approach to safeguard personal and public health. Specified groups of our employees were identified based on public health consideration such as interactions with external parties including customers. They are required to receive the COVID-19 vaccine. If they opt not to take the vaccine for being medically unsuitable, pregnant or breast-feeding, or for untold reasons, they are required to undergo COVID-19 test every 14 days. The Corporation formulated a few measures to encourage staff to receive vaccination, including an additional day of well-being leave and lucky draws. By end of 2021, over 91% of specified groups of employees have completed 2 doses of COVID vaccine. Details of these staff well-being measures could be found in [Fostering Advancement and Opportunities](#) section.

In addition to the pandemic controls, frequent training has been arranged for staff representatives dealing with the management of infectious diseases, such as recording, reporting, and following up with the infected staff. The staff representatives are acting as Infectious Disease Response Coordinator (IDRC) and are recruited voluntarily from different departments in the Corporation to assist handling the infected reportings.

For a consistent approach to the workforce in applying the Evolved Measures concerning mandatory vaccination and regular testing, the Corporation has extended the exact requirements to the contractors.

In addition, the Corporation has rolled out a co-branded MTR-Institution of Occupational Safety and Health (IOSH) safety management training for our managerial staff in Hong Kong. Its objectives are to align the competence training for managers and to promote a common safety culture and inspiration across the Corporation. We aim to roll out this training to subsidiaries in phases in future.

Awards & Recognition

Organisation

19th Hong Kong Occupational Safety and Health Award

- Gold Award in Safety Management System Award (Other industries)
- Gold Award in OSH Promotion Award
- Excellence Award in Safety Performance Award (Other industries)
- Bronze Award in OSH Enhancement Programme Award (NP360)
- Certificate of Merit in Safety Management System Award (NP360)

8th Best Property Safety Management Award

- Gold Award in Best Safety Enhancement Programme (Wings at Sea)
- Silver Award in Best Property Management Award in OSH (Cullinan West)

16th Occupational Health Award 2020-21

- Excellence Award in the category of Joyful@healthy Workplace Best Practices Award (LP10)

13th Hong Kong Outstanding OSH Employee Award

- Merit Award (An employee from the Corporation's Investment Property Department)

20th Hong Kong Occupational Safety and Health Award

- Gold Award in Safety Culture Award
- Gold Award in Work Safe Behaviour Award
- Best Practices Award in Work Safe Behaviour Award (Pointing and Calling)
- Silver Award in Work Safe Behaviour Award (Caribbean Coast)
- Excellence Award in Safety Performance Award (Other industries)

22nd Construction Safety Award

- Gold Award of Best Method Statement (Yuen Long Station Property Development)

27th Considerate Contractors Site Award

- Bronze Award in the Considerate Contractors Site Award (LP10)
- Merit Award in the Outstanding Environmental Management & Performance Award (LP10)

Occupational Safety and Health Council

Construction Industry Council

We continue to monitor staff injuries across our operations and work to eliminate potential hazards as much as practicable.

Lost Time Injuries per 100,000 man-hours in Hong Kong

	2019	2020	2021
Corporate Support Functions	0.20	0.04	0.08
Hong Kong Transport Services Business Unit (formerly known as Operations Division)	0.65	0.43	0.46
Capital Works Business Unit (formerly known as Projects Division)	0.16	0.04	0.07
Hong Kong Property Business Unit (formerly known as Property Division)	0.04	0.16	0.20

Note: Lost time injury means a work-related injury results in medical sick leave for 1 day or more.

In 2021, we continued to achieve zero fatalities in our construction projects in Hong Kong. We have also met all safety targets for contractor staff lost time injury frequency rates for all business areas in Hong Kong. We continued to implement various safety initiatives in Hong Kong to protect the safety and health of our contractors, including provision of welfare facilities and proper care for construction site workers to prevent site accidents, direct engagements with workers through training, workplace campaigns, mentoring and a variety of communication initiatives. Capital Works Business Unit held a Quality, Safety, Environmental & Stakeholder Engagement Awards Ceremony in June 2021 to recognise the efforts of our construction contractors with outstanding quality and safety performance and achievements.

Safety Performance on Construction Site

	2019	2020	2021
Hong Kong Project Construction Site Fatalities			
Staff Fatalities	0	0	0
Contractor Fatalities	0	0	0

Lost Time Injuries⁽¹⁾ per 100,000 man-hours for Contractors in Hong Kong

	2019 ⁽²⁾	2020	2021
Corporate Support Functions	0.62	0.32	0.20
Operations Railway	0.25	0.24	0.27
Project Construction – Railway Extension Projects	0.26	0.49	0.26
Project Construction – Network Improvement Projects	0.00	0.00	0.15
Property Development and Investment Projects	0.05	0.03	0.03
Investment Property	0.18	0.21	0.13
Management Property	0.18	0.19	0.17

Note:

(1) Lost time injury means a work-related injury results in medical sick leave for 1 day or more.

(2) Before 2020, reportable accidents per 100,000 man-hours was used to measure the safety performance of contractors in Hong Kong.

Enhancing and Enabling Accessibility

At MTR, we make every effort to create a seamless and inclusive transportation network. Over the past few years, we have undertaken a number of improvement works to provide fit-for-purpose and easy-access facilities in our stations, trains and properties for the elderly, passengers with disabilities and those in need. These facilities include the provision of additional escalators, external lifts, stair lifts, wide gates, wheelchair aids, portable ramps, accessible toilets for mobility impaired passengers; and braille signs, tactile station layout maps, guide paths and dynamic route maps for visually impaired passengers. Multi-purpose spaces are also designated within train compartments for the convenience of wheelchair users and persons with special needs. In 2022, we will continue to implement initiatives to improve age-

and Persons with Disabilities (“PwD”)-friendly facilities in our existing stations and launch a Social Inclusion App to better serve the needs of elderly and PwD.

We started to install Board-Easy Mats at the platforms of some Light Rail Vehicle (“LRV”) stops from late-2020 to provide accessible facilities for passengers with disabilities. Board-Easy Mats are currently available at 26 Light Rail (“LR”) platforms, and with successfully results, we will install Board-Easy Mats or retrofit other selected LR platforms with a large vertical gap with a small ramp between 2022 and 2025.

All MTR malls have received the Barrier Free Accessibility (BFA) Certification by the Hong Kong Quality Assurance Agency (“HKQAA”) from 2016



We install Board-Easy Mats or a ramp at Light Rail platforms with a large vertical gap to enable wheelchair users or people in need to easily board and alight our LRVs.

onward. The LOHAS, the new mall opened in November 2020, has also received such certification in October 2021 after a year's operation.

We also continuously optimise our in-mall facilities to better cater for the different needs of our shoppers. For instance, baby care rooms with breast-feeding facilities have been extended across all MTR Malls. We have also made progress to improve the barrier-free facilities in the MTR Malls portfolio, some of which have gone beyond current statutory requirements. In order to provide a sanitised environment for our shoppers and tenants, ELEMENTS also installed UV sanitisers to the handrails of all escalators and non-touch buttons in all passenger lifts.

Fare Concessions

Since 2012, we have been supporting the Government's "Public Transport Fare Concession Scheme for the Elderly and Eligible Persons with Disabilities" to offer concessionary fares to senior citizens and eligible individuals with disabilities.

In view of the impact of pandemic to the economy, the Corporation not only made a fare reduction of 1.85% under the Fare Adjustment Mechanism ("FAM") with effect from June 2021, various fare promotions have also been introduced as follows:

- Provide "5% Rebate for Every Trip" from 1 April to 26 June 2021, which is applicable to all MTR passengers travelling by Octopus or QR code tickets.
- Top-up the committed rebate for every trip under FAM from 27 June 2021 until 1 January 2022, which together with the fare reduction in late June, allows passengers to continue to save around 5% on the actual fares till 1 January 2022.
- Reduce the prices of "MTR City Saver", "Monthly Pass Extra" and "Tuen Mun – Nam Cheong Day Pass" starting from July 2021. Passengers can also enjoy a HK\$50 flat reduction for every purchase of "Monthly Pass Extra" from July to December 2021, and of "MTR City Saver" from 1 July 2021 to 1 January 2022.
- Extend the 35% off "Early Bird Discount Promotion" for another year until 31 May 2022.

In 2021/22, over HK\$900 million in total was borne, including over HK\$200 million for passengers' fare saving under fare reduction at 1.85%, over HK\$500 million for the series of fare promotions and over HK\$200 million for the special fare arrangements under the pandemic. Moreover, the Corporation continues to offer over HK\$2.2 billion-worth on-going fare concessions every year to customers from different walks of life, e.g., MTR Student Travel Scheme, etc.

OVERSEAS HIGHLIGHTS

MTR (Shenzhen)

During the year, we completed the upgrade of washrooms in our stations. The improvement works include increasing ventilation in toilets, replacing floor with non-slip surfaces and installing safety handrail for the elderly. In some washrooms, child sanitary facilities, such as child-friendly water closet and wash basin, were also installed to serve the needs of young children, making our network more family friendly. Our efforts on upgrading washrooms were well-recognised by local government officials and the Transport Bureau of Shenzhen Municipality.

Diversity and Inclusion

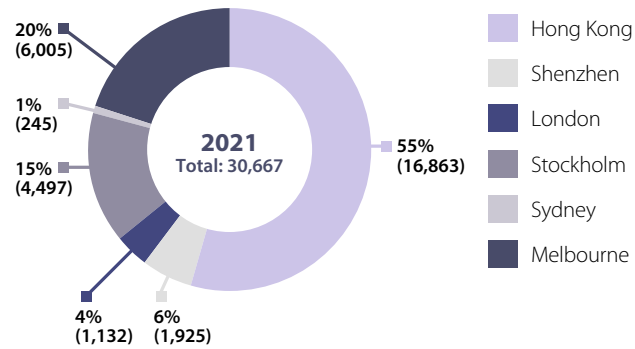
We commit to eliminating discrimination in our practices and policies and to increasing the diversity of our workforce.

MTR is an equal opportunity employer and abides by relevant legislative requirements to ensure our workplace is free from discrimination on the grounds of gender, sexual orientation, disability, age, race, skin colour, national or ethnic origin, family status, religion, political beliefs or other characteristics. All employees are required to complete a set of mandatory computer-based training programmes which help them understand relevant legislation. In following the Corporation's dedication to equality and diversity, we have set strict expectations for all staff members to treat all their colleagues with respect and dignity. All employees are encouraged to raise any issues, concerns or grievances without fear of reprisal through designated whistle-blowing communication channels. As part of our commitment to equal opportunities, MTR's recruitment, reward and promotion decisions are based solely on occupational requirements, qualifications and job performance.

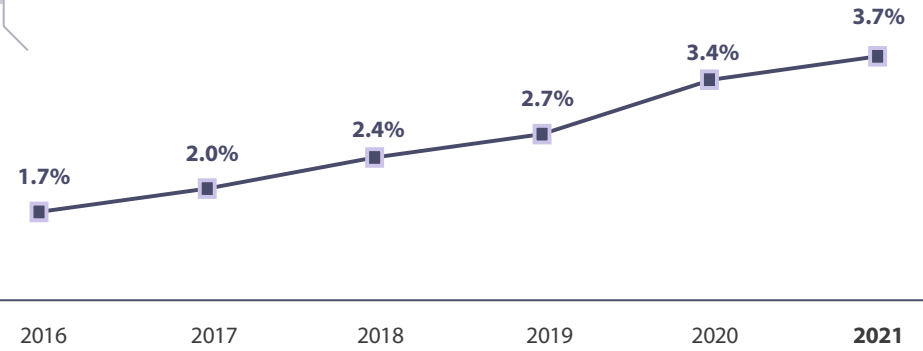
Recognising and embracing the benefits of diversity in the boardroom, we have established the [Board Diversity Policy](#) to demonstrate our commitment to ensure that the Board has the appropriate balance of skills, experience and diversity of perspectives that are required to support the execution of the Corporation's business strategy and in order for the Board to be effective. The Corporation is committed to maintaining a Board with its majority made up of Independent Non-executive Directors, together with an appropriate level of gender diversity. Currently, we have 20% female members in our Board. We target to increase the number of female Board members to 25% by 2025.

Within the Corporation, the Code of Conduct has been reviewed regularly to ensure appropriateness and compliance with corporate and regulatory requirements.

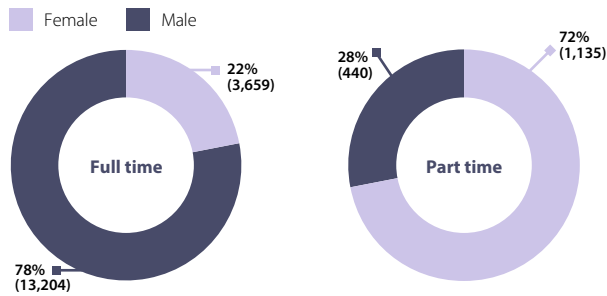
Breakdown of Full-time Employees by Location in 2021



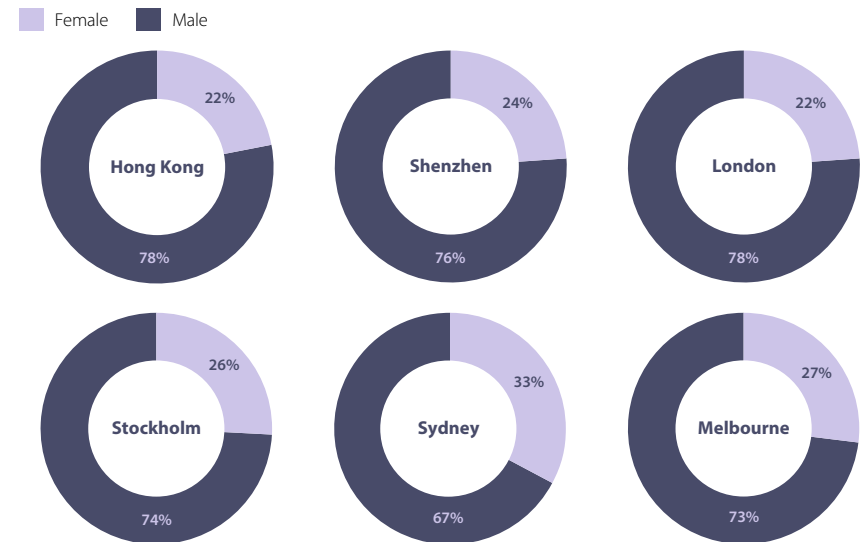
Persons with Disabilities Employed in Hong Kong



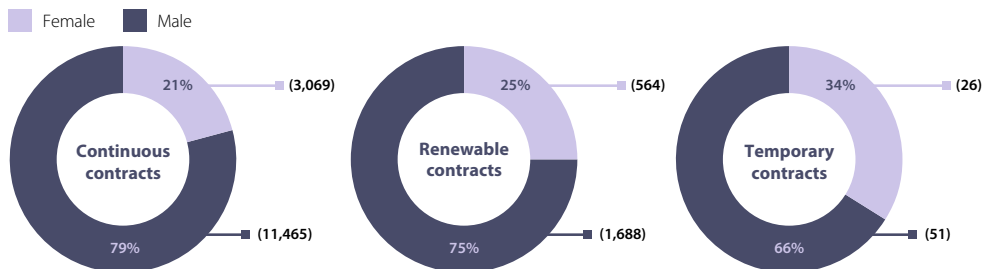
Breakdown of Total Workforce by Employment Type by Gender in Hong Kong in 2021



Gender Distribution of Workforce by Location (Full-time Employees) in 2021



Breakdown of Full-time Employees by Employment Contract by Gender in Hong Kong in 2021



Echoing the Corporation's commitment in diversity and inclusion, Learning and Development Department licensed In and Out the Box® training which was embedded in Corporate Development Ladder for newly promoted managers. This is a diversity and inclusion tool that brings awareness and empathy for others. In 2021, 145 participants went through the In and Out the Box® training.

We participated in the "Talent-wise Employment Charter and Inclusive Organisations Recognition Scheme" to offer internship opportunities to six students with disabilities. The interns were assigned to different business units for 8-14 weeks, after which they would be given a self-reflection assignment to reinforce their learning. A workshop ran by various local NGOs was arranged for our line managers and project leaders to provide them with practical tips on how to work and communicate with People with Disability.

Externally, we communicated with different minority groups through the engagement with different local NGOs. For example:

- Partnering with Yuen Long District Police and Light Rail operations, we organised a Tuen Mun Depot visit for ethnic minority in November 2021 to enhance social inclusion. The visit was attended by 16 South-Asian teenagers to understand how the Corporation connects with the community and the job opportunities at entry level in Hong Kong, and experience the depot ride and cab sim driving. Moreover, we participated in a job fair organised by Multi-cultural Employment Service Unit of Baptist Oi Kwan Social Service in December 2021. The job fair targeted the ethnic minority and people with mental illness.
- A series of NGO visits were arranged to understand the mobility needs of different groups with special needs, including New Life Psychiatric Rehabilitation Association, The Hong Kong Society for the Deaf, The Hong Kong Society for the Blind and Hong Kong Blind Union. Through these engagement efforts, we have stepped up training for employees in addressing the different needs and identified new collaboration opportunities with social enterprises. Tailor made visits were arranged for NGOs to showcase

inclusion elements in our facilities and operations such as visits to High Speed Rail facilities for some 30 members of ethnic minority families from Yau Tsim Mong District and 15 students with Special Education Needs ("SEN") from Heep Hong Society and their families.



Tailor made visits for NGOs to showcase inclusion elements in our facilities and operations.

OVERSEAS HIGHLIGHTS

MTR Elizabeth line

MTR Elizabeth line is committed to providing a socially inclusive environment for our employees, customers and communities. In 2021, we organised a number of activities to help improve social inclusion within MTR Elizabeth line. These include:

- **Second Language and Pronouns** – As part of our commitment to Excellent Service, we have given our frontline staff an option to add any additional languages, including sign language, on their name badges. This enables customers to easily identify staff who speak their preferred language. Our staff can also add pronouns to their name badges to ensure people use the correct pronoun; this is a positive way to support each other and act inclusively.
- **Neurodiversity** – Workplace inclusivity is important to MTR Elizabeth line, this extends to colleagues with neuro-variations such as Autism, ADHD, Dyslexia, Dyspraxia

A dedicated session of Sung Wong Toi Station Open Day received over 400 participants from NGOs and community groups, including youth groups, ethnic minorities, underprivileged families and SEN students.

and other conditions that fall within neurodiversity. MTR Elizabeth line have published neurodiversity guidance to improve employees' understanding of colleagues who have these conditions and recognise that everyone has different experiences and viewpoints. The guidance aims to help employees understand neurodiversity so they can carry out any reasonable adjustments, use inclusive language and show a positive attitude to neurodiverse/neurodivergent people.

- **Women In Rail** – Women In Rail offers an award winning mentoring programme with rail companies within the UK. In 2021, five mentors and five mentees from MTR Elizabeth line took part in the scheme which matches junior colleagues (mentees) with senior colleagues (mentors) from another rail company based on the needs of the mentee. The scheme helps career development as participants learn new skills, knowledge and gain confidence, the majority of participants in the scheme are women, but the scheme is open to men, which allows participants to break down gender biases.

OVERSEAS HIGHLIGHTS

Metro Trains Melbourne

Our proactive approach to social inclusion focuses on changing culture, expectations and behaviours and setting and exceeding realistic but ambitious employment targets. Metro Trains Melbourne has developed a Metro Diversity and Inclusion Strategy 2020-2024, which outlines our diversity and inclusion objectives. The Strategy covers Gender Equality, LGBTIQ+ Inclusion, and Social Inclusion and Aboriginal Employment. Our policies, procedures and professional development programmes are in line with being an employer of choice for all, including women, people with disabilities, Aboriginal and Torres Strait Islanders, mature age job seekers and asylum seekers.

The core of our Strategy is through consistent engagement with all employees who are responsible for defining roles, shortlisting and hiring on the business case for diversity, the company's determination to meet targets, and the impacts of stereotypes and assumptions, particularly around experience and merit. The vast majority of roles to which social inclusion candidates have been appointed are permanent posts, and most of them have come with recognised Australian Qualifications Framework (AQF) level III or IV qualifications.

The Metro Trains Melbourne Executive have endorsed a social inclusion target of 4.5% over the past two years, in excess of any contractual obligation to the State government which is 3% in 2020 and 4% in 2021. Our leadership team, supported by the social inclusion specialist, have exceeded the stretch target set by the Executive. Over the past two years, social inclusion has accounted for 5.1% and 6.2% of all recruitment activities.

The proportion of women in our workforce has increased from 23.1% in October 2019 to 28.9% in October 2021. In particular, the growth of women in frontline service delivery teams is significant.

Organisational Units in the frontline service delivery teams	Proportion of Women		Percentage Increase
	October 2019	October 2021	
Train Services	20.2%	33.4%	13.2%
Infrastructure	7.2%	12.3%	5.1%
Network Operations	17.5%	26.0%	8.5%
Authorised Officers	21.1%	28.3%	7.2%

Metro Trains Melbourne works closely with community partners to find and develop talent. We support a range of programmes which provide diverse candidates with greater industry awareness and experience. For example, we have run the Engineering Pathways Industry Cadetship Programme ("EPIC") to assist engineers from asylum seeker backgrounds by providing them with a pathway to local experience and recognised qualifications. Metro Trains Melbourne has placed seven refugees and asylum seekers in its Projects Division through the first round of this programme.

We will continue to support diverse employees by focusing on individual needs, measuring representation of diverse groups across employee outcomes such as recruitment, retention, development and promotion, and building our capability for adaptive leadership.



Husnia Maseri is part of the increasingly gender and culture diverse team of Metro Authorised Officers.

Equal Opportunities

We commit to helping excluded and underserved populations access their fair share of opportunity.

Investing in Communities

As an organisation deeply ingrained into our communities, we are strongly motivated to contribute to the sustainable development of our city. Our employees regularly contribute their own time to organise and participate in community services and activities. In view of the pandemic, the number of volunteering projects has greatly reduced as we have shifted our community outreach strategies to ensure the safety of our staff volunteers and members of the community by conducting online or socially distanced charity activities. We continue to offer free advertising space to over 70 NGOs to promote their services and lease shops to NGOs along the Tuen Ma Line at a concession rate to support their services for the community. In 2021, a total of 18 station shops were leased on this basis. We have also sponsored venues at MTR Malls for 16 events organised by NGOs.

In 2021, our Hong Kong employees contributed a total of 8,593 volunteer hours with 95 community projects, while the Corporation offered in-kind donations valued at HK\$32 million and invested HK\$15 million in various community programmes.

Donation of Retired Trains for Community Projects

In 2021, NGO members of the MTR Society Link were invited to provide ideas on how to properly manage the retired Mid-life Refurbished ("MLR") trains with an aim of reducing, reusing and recycling the useful components, including passenger seats, straphangers, handrails and door leaves. As a result, various ideas have been generated and put into trial. For example, straphanger and handrail were repurposed for use at elderly homes while passenger seats were installed in elderly centres and schools.



Straphanger and handrail were repurposed for use at elderly homes.



Passenger seats were installed in elderly centres and schools.



Awards & Recognition

Organisation

Hong Kong Sustainability Award 2020/21

- Hong Kong Sustainability Award
- Special Recognition for Outstanding Sustainability Initiative (Economic Dimension)
- Special Recognition for Outstanding Sustainability Initiative (Social Dimension)
- Special Recognition for Outstanding Sustainability Initiative (Environmental Dimension)
- Special Recognition for Innovation
- Special Recognition for Best Response to COVID-19

The Hong Kong Management Association

Greater Bay Area Corporate Sustainability Awards

- GBA's Outstanding Corporation – Social Sustainability Award – Sustainable Cities and Communities
- GBA's Outstanding Corporation – Environmental Sustainability Award – Climate Action

Metro Finance

Hong Kong Service Awards 2021

- Corporate Responsibility Award

East Week magazine

2020/21 Corporate and Employee Contribution Programme

- Diamond Award

The Community Chest

2020/2021 Top Donors

- Ninth Top Donor of the Year Award

15 Years Plus Caring Company Logo

The Hong Kong Council of Social Service

HK01 Gold Medal Award Ceremony 2021

- Excellent Sustainable Shopping Mall Award (Maritime Square)

HK01

Community Investment Programmes

"Exploring the MTR" School Talk Programme

We conducted one-hour talks about MTR history and safe and courteous behaviours while riding on MTR in primary schools across Hong Kong as part of our efforts to reach out to the children in our communities. In 2021, more than 7,100 students attended these talks with positive feedback received.

Collaboration with Arts with the Disabled Association Hong Kong and Audio Description Association (Hong Kong)

To foster social inclusion culture, we collaborated with Arts with the Disabled Association Hong Kong ("ADAHK") to arrange a non-visual

photography workshop in April 2021 in which six visually impaired persons visited Hong Kong West Kowloon Station ("WEK") to capture snapshots from their perspective as creative artworks. The photos taken were exhibited in Central Station between October and December 2021 and online as well. Besides, 14 students from the Hong Kong Academy for Performing Arts paired up and took turns to be blindfolded to experience non-visual photography and the perspective of visual impairment in July at WEK. The Corporation also collaborated with Audio Description Association (Hong Kong) to arrange an art appreciation tour in October 2021 for ten visually impaired persons with audio description supported by MTR volunteers to promote art appreciation without boundaries and the importance of inclusion for both sighted and non-sighted persons.



Visually impaired photographers captured photographic artworks through the perception of various senses such as light, sound and touch, and with the aid of audio description provided by volunteers.



With guidance from the Audio Description Association (Hong Kong) and the support of MTR volunteers, visually impaired persons participated in an Audio Description Art Tour to appreciate the artworks at WEK in October 2021.

Supporting Local Athletes

Since 2013, the Corporation has been cooperating with the Sports Federation & Olympic Committee of Hong Kong, China in the Hong Kong Athletes Career and Education Programme to provide life-skills training for retired and planning to retire athletes to strengthen their skills that are applicable to the workplace. Hundreds of local athletes from different sports have benefited from the training since the programme was launched.

Hong Kong athletes' remarkable performances and their strive for excellence at the Tokyo 2020 Olympic and Paralympic Games have uplifted the spirit of the whole city. To relive the excitement and show continuous appreciation to local athletes and their spirit of perseverance, the Corporation shared the shining moments of Hong Kong athletes at the two Games through a photo exhibition entitled "Shining at the Tokyo Games", held simultaneously at Hong Kong and Olympic stations from 23 September to 24 October 2021. Visitors were able to celebrate the glorious achievements and inspiring moments of Hong Kong athletes at Tokyo's sports arenas at two MTR stations, with some of the photos being shown to the public for the first time.



A photo exhibition entitled "Shining at the Tokyo Games" was held at Hong Kong and Olympic stations from 23 September to 24 October 2021.

Furthermore, to show the Corporation's support to Hong Kong athletes, train tickets for life-long unlimited free rides to the medallists and one-year unlimited free rides to the other athletes taking part in the two Games were presented. MTR also provided a total of 1,200 free Airport Express train tickets for athletes and supporting personnel of the Hong Kong Paralympic Committee & Sports Association for the Physically Disabled for the Tokyo 2020 Paralympic Games and similar competitions, such as Hangzhou 2022 Asian Para Games and the Paris 2024 Paralympic Games in the next three years.

Phil Your MTR Ride with Music

From March to April 2021, we collaborated with the Hong Kong Philharmonic Orchestra ("HK Phil") to organise the "Phil Your MTR Ride with Music" campaign to enrich passengers' travelling experience and integrate music into their daily lives. A series of publicities including station music and music videos were rolled out at stations and online platforms. We also supported the Ambassador Fund of the HK Phil to promote music to the community and embark on world tours to represent Hong Kong.



We collaborated with the HK Phil to organise the "Phil Your MTR Ride with Music" campaign.

The Ballet Encounters@MTR

In October 2021, we co-organised "The Ballet Encounters@MTR" with Hong Kong Ballet ("HKB") to create cheerful and energetic art experience for the community. Choi Hung and Wan Chai stations were transformed into stages where dancers from HKB perform around the iconic "Art in MTR" station artworks. The performance was captured in entertaining videos that offer passengers a fresh perspective to appreciate multiple forms of art at one glance.



The Ballet Encounters@ MTR – The Grace of Ballerinas



The Ballet Encounters@ MTR – This is Wan Chai

Highlights of Our Volunteering Initiatives and Projects in 2021

“More Time Reaching Community” Scheme

In support of the philanthropy of our employees, we established the “More Time Reaching Community” Scheme in 2005 to provide funding support and organise various projects to serve the community. The Annual Gathering and Awards Presentation Ceremony for the Scheme was held in August 2021 in which 46 awards were presented to recognise staff and retiree volunteers for their contributions in organising more than 60 volunteering projects in 2020, devoting 6,300 volunteer hours to serve over 25,000 individuals. The Chairman of the Corporation, Chief Executive Officer, Directors and “More Time Reaching Community” Steering Committee members attended the ceremony to show appreciation to over 100 staff and retiree volunteers.

Partnering with the Chinese YMCA of Hong Kong and the Hong Kong Council of Social Service, a day camp for little volunteers was organised under the “More Time Reaching Community” Scheme in August 2021. A total of 24 participants who are children of our employees and aged between 8 and 11, joined the camp to experience the challenges faced by the underprivileged. The day camp facilitated them to appreciate the value of volunteering and practice communication and problem-solving skills. The little volunteers also met with homeless people to understand their needs, tasted a typical meal taken by the underprivileged called “Imperfect Lunch”, and experienced the challenges faced by the visually impaired people. To turn learning into action, volunteer service for homeless people was held in September 2021 for the kids and their parents.



Little volunteers completing task with eyes covered to experience the challenges faced by visually impaired people.



The Annual Gathering and Awards Presentation Ceremony for “More Time Reaching Community” Scheme was held in August 2021 to recognise staff and retiree volunteers for their contributions.

MTR Volunteering Month (MVM) 2021

To help promote social inclusion and reduction of greenhouse gas emissions as defined in the Corporation’s new social and environmental objectives, the MVM with a theme of “Happy Rail Green & Love” was launched between June and July 2021 and included a series of three volunteering activities. 57 staff volunteers participated in the activities which were specifically designed to serve people with intellectual disabilities, visual impairment, as well as underprivileged and ethnic minority children. In addition to the partnership with NGOs like St James’ Settlement, Hong Kong Guide Dogs Association and the Boys’ and Girls’ Club Association of Hong Kong, we have also initiated cooperation with the Audio Description Association to offer new volunteering experience. Positive feedback was received from both the volunteers and beneficiaries.



“Wood” You Craft with Me?

MTR volunteers visited St. James' Settlement Jockey Club Upcycling Centre and members of the Centre conducted reverse mentoring to teach our volunteers to assemble DIY products with unused wood from MTR.



Hear with heART

MTR volunteers accompanied visually impaired persons with their guide dogs to visit Kai Tak, Hin Keng and Diamond Hill stations and introduced the art pieces and the smart barrier-free facilities at the stations to them with audio description.



Children on Board

MTR volunteers engaged the underprivileged and ethnic minority children in designing, producing and participating in large boardgames to promote children's understanding of MTR's operations. The activity unleashed children's creativity and fostered the interactions among children from different backgrounds.

SCC Volunteering Project to Support Social and Environmental Objectives

The Staff Consultative Council (“SCC”) Councillors initiated a volunteering project riding on the Mid-Autumn Festival to call for employees' support in donating mooncakes and dry food to Food Angel. It aims to help the needy and avoid food waste for environmental protection. Positive responses from our employees were received, with 330 mooncakes and dry food collected for donation.



During the Mid-Autumn Festival, 330 mooncakes and dry food were collected among our employees for donation to Food Angel.

Art in MTR

The “[Art in MTR](#)” cultivates an appreciation of art in our communities whilst enriching passengers' minds and enhancing their travelling experience along our extensive networks. Since its inception in 1998, we have introduced a wide spectrum of art pieces in station concourses and platforms, from photos, paintings, drawings, architectural fixtures and sculptures to roof hangings and mosaics. Over 90 artworks from established local and international talent from Australia, Japan, Malaysia, New Zealand, South Korea, the Mainland of China, Taiwan, the UK, the USA, Morocco and France have been showcased in over 50 stations under this initiative, as we hope to continue fostering an appreciation for artistic talent whilst building a vibrant city for all to enjoy. In 2021, we unveiled 3 new artworks that featured ancient relics, collective memories and personal belongings in Sung Wong Toi, To Kwa Wan and Hung Hom stations.

We also support local amateur artists, school children, and nonprofit organisations to elevate the works of local artistic talent and to cultivate the public enjoyment of local art through our open art exhibition spaces at Central, Sheung Wan and Sai Wan Ho stations. A total of 6 exhibitions were conducted to showcase the diverse creative talent of our local communities, including paper quilling, paintings, stitching, comics and cartoon creation, photo shooting by visually impaired photographers and upcycled craftworks. Currently, we have more than 60 Community Art Galleries throughout our railway network, presenting homegrown talent to the community.



On MTR Sustainability Website:

Read our Management Approach

- > [Human Capital](#)
- > [Responsible Procurement](#)
- > [Community Contribution](#)

Our Policies and Guidelines

- > [Board Diversity Policy](#)
- > [Code of Conduct](#)
- > [Supplier Code of Practice](#)
- > [Green Procurement Policy](#)
- > [MTR Corporation Modern Slavery and Human Trafficking Statement](#)
- > [Corporate Responsibility Policy](#)

In This Chapter:

GRI : 102-9, 203-1, 308-2, 401-1, 403-6, 413-1, 414-2

HKEX: GD-B3, GD-B4, GD-B5, KPI B1.2, KPI B3.1, KPI B4.1, KPI B5.2, KPI B5.3, KPI B5.4, KPI B8.1, KPI B8.2

SDGs:



FOSTERING ADVANCEMENT AND OPPORTUNITIES



Employee
Development and
Wellness

Enabling
Development of
Our Business
Partners

Future Skills and
Innovation

As we fulfil our vision to connect and grow communities, we create opportunities for others to develop themselves and grow alongside us.

Employee Development and Wellness

We commit to helping employees grow personally and professionally through learning and opportunities for career advancement, and to fostering their well-being.

Learning and Development

We foster a culture of continuous learning to drive the growth and success of our employees. We are committed to offering a wide range of learning resources, training programmes and schemes for the personal growth and professional development of our operating and technical staff as well as our management staff. In 2021, our average number of training days per employee in Hong Kong is 5.2 days, which is higher than the average number of annual training hours of 12.9 per employee revealed by a survey conducted by the Hong Kong Institute of Human Resource Management last year. Our target is to provide at least five learning days to our employees on average every year.

Our Learning & Development Department ("L&DD") offers a college-based training and development curriculum on topics ranging from leadership, corporate effectiveness to customer services delivered in various learning modes including workshops, virtual classroom, webinar and experiential learning. Our Operations Training Department ("OTD") offers a training curriculum covering operations and safety training, technical training and IT training to assist staff and contractors in performing their duties efficiently while meeting the operational, safety, technical and maintenance requirements of the Corporation.

With the pandemic and the need for remote working, Learning Management System ("LMS") has enabled learning be available to staff anytime and anywhere. In the past year we have strengthened the content in all areas to allow self-learning and have included topics such as Environmental, Social and Corporate Governance (ESG), Diversity, Equity and Inclusion (DEI) and work ethics.

Moreover, we continued to make use of technology, such as virtual reality (VR) and mixed reality (MR), in enhancing the diversity and effectiveness of training. On top of the 10 VR training venues along the railway network, we opened a brand-new MR Training Centre for technical and maintenance training in 2021.



Brand-new MR Training Centre for technical and maintenance training opened in 2021.

Our commitment and efforts to provide learning and development opportunities for employees have been widely recognised in the territory. Our signature customer service training programme, "Driving Service Excellence for Service Ambassadors" won three recognitions in the HR Distinction Awards 2021 organised by Human Resources Online Magazine, namely Gold Award in Excellence in Employee Development, Gold Award in Excellence in Leadership Development and Silver Award in Excellence in Learning & Development.



Our signature customer service training programme, "Driving Service Excellence for Service Ambassadors" won three recognitions in the HR Distinction Awards 2021.

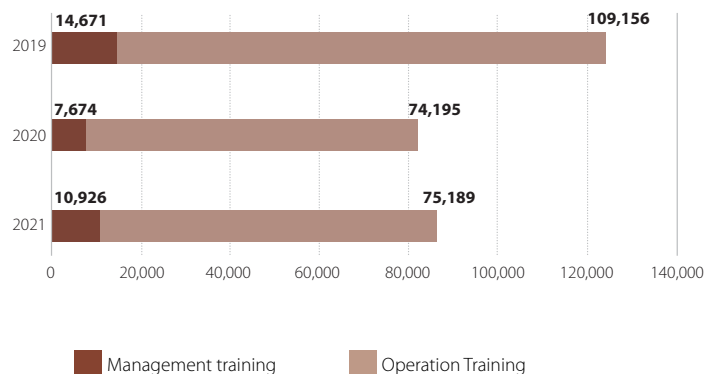
The training hours across our operations in Hong Kong and overseas saw a decreasing trend over the past two years due to social-distancing measures and work from home arrangement to combat the COVID-19 pandemic. To cope with the new normal, many more virtual classes and webinars have been organised for staff to acquire knowledge through the online channels. Self-learning resources have been greatly enhanced for self-curation and learning anytime anywhere.

Average Training Days per Employee

	2019	2020	2021
Locations / Lines	Days	Days	Days
Hong Kong	7.1	4.8	5.2
Shenzhen Metro Line 4	12.7	18.9	8.8
Melbourne's Metropolitan Rail Service	8.3	7.0	7.3
Sydney Metro North West Line <small>(Note)</small>	-	3.5	5.9
Stockholm Metro	3.3	3.4	2.7
Stockholms Pendeltåg	3.0	1.1	1.2
MTRX	2.5	2.8	2.2
TfL Rail / Elizabeth line	10.8	6.5	9.5

Note: Sydney Metro North West Line commenced service from May 2019.

Total Staff Training in Hong Kong (man-day)



We are also committed to developing and maintaining a robust talent pipeline through various apprenticeship schemes and graduate development programmes. In 2021, around 100 young people joined various development schemes in pursuit of a career in the railway industry and we recruited 55 high potential talents as Graduate In-takes to be developed as fast-track general management and professional talents for the Corporation. We also conducted the Management Potential Development Programme covering 30 senior supervisors, representing 3.6% of the eligible senior supervisor grade, to assess their potential and develop them as future general management leaders. In 2022, we aim to provide over 200 employment and pre-employment opportunities for young talents.

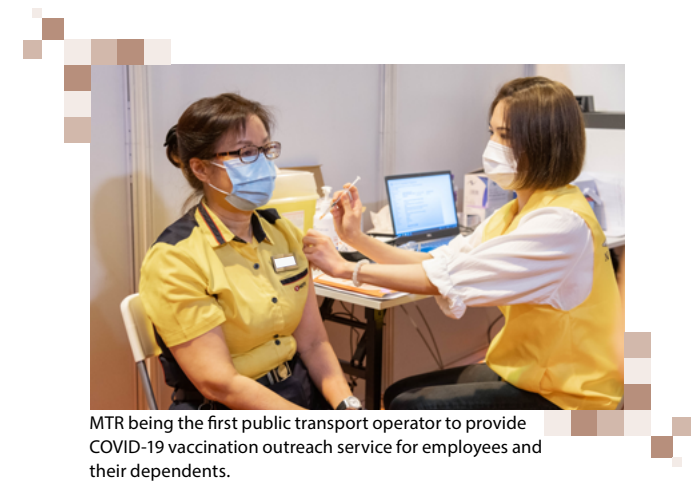
Sense of MTR Community

We are honoured to be an employer of choice with over 50,000 dedicated staff globally. We begin with a market competitive remuneration package and benefits which allow employees and their families to maintain a decent standard of living. Our voluntary staff turnover rate remained low and the average length of service of our employees was 13.9 years in Hong Kong, which reflects our ability to attract and retain skilled and experienced talent.

Voluntary Turnover Rate by Location

Locations / Lines	%
Hong Kong	5.6
Shenzhen Metro Line 4	9.9
Melbourne's Metropolitan Rail Service	7.0
Sydney Metro North West Line	12.6
Stockholm Metro	3.8
Stockholms Pendeltåg	3.4
MTRX	7.8
TfL Rail / Elizabeth line	7.2

The outbreak of COVID-19 has presented a pressing need to safeguard the health and well-being of our employees. We are the first public transport operator to provide COVID-19 vaccination outreach service for employees and their dependents. To encourage employees to be vaccinated, a 5-week 'Road to Normality' Lucky Draws was organised and additional paid "Well-being Leaves" were offered to employees who have completed the second and third doses of vaccines. We also provide extra insurance coverage to employees for diagnosis associated with COVID-19. By end of 2021, over 91% of specified groups of employees have completed 2 doses of COVID vaccine.



MTR being the first public transport operator to provide COVID-19 vaccination outreach service for employees and their dependents.

To support our employees' total wellbeing, we organised a number of webinars under the Corporate Wellness Programme, namely "VitaMe", in 2021 covering topics on social, financial and physical wellnesses. A series of bite-sized online learning episodes under "Getting Ready for the New Normal" and a new "wellness blog sharing" corner where employees are free to share some of their personal thoughts and insights have been created and made available on the one-stop Emotional Wellness Portal via LMS. The L&DD also invited external speakers, including registered psychologist and other professionals, to share selected emotional healing therapy via two webinars in February and November 2021, attended by over 300 participants.

OVERSEAS HIGHLIGHTS

Metro Trains Melbourne

In response to the COVID-19 pandemic, Metro Trains Melbourne continued to implement a series of measures in 2021 to support our employees. These include:

- Implementation of Early Intervention Leave up to 5 days paid leave to support our colleagues who contacted COVID-19 and may require leave to test, isolate or recuperate;
- Introduction of Flexible Work Policy for all employees;
- Rolling out of an Employee Vaccine Survey in August 2021 to seek employees' feedback regarding COVID-19 vaccinations, including vaccine uptake and any barriers to vaccination. The survey has helped inform Metro Trains Melbourne in how best to ensure our employees to access vaccinations;
- Metro Trains Melbourne's Chief Medical Office ("CMO") has hosted a 3-part live employee information session

to provide an opportunity for employees to hear the facts, bust the myths and ask questions about COVID-19 vaccine and understand the steps they can take to keep themselves and others, and the communities safe; and

- All-in virtual morning tea series known as "Stay Connected" was organised to deliver a range of topical subjects by industry experts, such as on physical, psychological and financial wellbeing to all employees on a monthly basis.

MTR Elizabeth line

MTR Elizabeth line launched the Wellness Station, an intranet platform to provide mental and physical health information for employees. The platform includes written information, tips, podcasts and videos on a range of topics from sleep, shift work to anxiety. MTR Elizabeth line has also participated in a number of events such as Suicide Prevention Day, Wellbeing Roadshow, Mental Health Awareness week to share knowledge and highlight the importance of good health and wellbeing.

Enabling Development of our Business Partners

We commit to supporting small and medium sized enterprises with increased spend and setting social and environmental key performance indicators (KPIs) for business partners. For our existing suppliers, our near-term target is to provide training sessions on environmental, social and governance best practices for at least 50 of our key suppliers in 2022.

Managing our Supply Chain

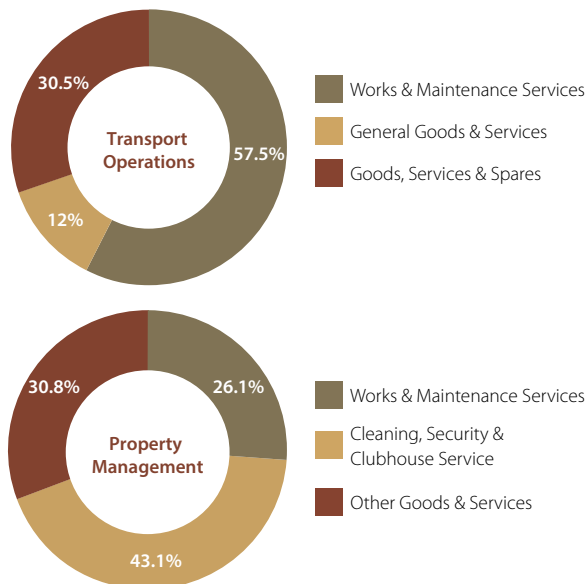
We have robust procedures in place to ensure that the procurement process is conducted fairly with integrity and transparency. Our supply chain-related risks are identified and assessed through our Enterprise Risk Management System and we are carrying out a review of our supply chain risk management framework. We refer to the ISO 20400:2017 Sustainable Procurement Guidelines and have established a Green Procurement Policy which provides our employees with guiding principles when making sustainable procurement decisions and further promotes green initiatives in the supply chain. All of our suppliers are mandated to comply with our Supplier Code of Practice to ensure high standards for human and labour rights, environmental protection, supply chain management, and ethical business practices are met.

MTR extends its mindset of responsible procurement to cover the administrative and support functions, for instance, only FSC-certified paper is used at our offices. We also encourage our staff to consider environmentally friendly options when purchasing equipment or other office supplies. The Corporation targets to continue increasing the spending on green procurement to HK\$250 million in 2025 and rising to HK\$350 million in 2030.

Supply Chain Assessment

The Corporation diligently tracks relevant spending data as part of our procurement analytics within our comprehensive supply chain assessment procedures. Our suppliers are categorised under three separate groups based on the operation they serve, 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 2021



Note: Proportional spend data of railway extension projects is not shown due to the cyclical nature of spending.

Supplier Engagement

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

Enhancement Initiatives

Committing to sustainable supply chain collaboration, MTR is one of the founding members of the **Sustainable Procurement Charter** launched by the Green Council. We have established a sustainable procurement programme to guide our efforts in mitigating underlying risks in our supply chain.

Under the programme, we have completed a review of our present approach and policies to sustainable procurement, and performed 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 our business partners along the supply chain based on the inherent risks 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% suppliers, whilst the rest of our suppliers fall into the two lower risk levels.

To further promote good sustainability performance of our business partners, particularly our main contractors and subcontractors, we organise the Quality, Safety, Environmental and Stakeholder Engagement (QSE & SE) Award Scheme and Safety and Environmental Improvement Incentive Scheme to recognise high quality, safety, environmental, and stakeholder engagement performance from them.

In June 2021, an award ceremony was held to recognise the excellent QSE & SE performance of our contractors working on Shatin to Central Link and Operations Projects in the preceding year. A total of 21 QSE & SE awards were presented to our contractors and subcontractors to recognise their professionalism and commitment on pursuing and up-keeping a high standard of QSE & SE. Due to COVID-19 pandemic, we continued in the second year in combining both physical ceremony with live broadcast. Over 150 colleagues and contractors joined the Ceremony to share the joy with the awardees together.



A total of 21 QSE & SE awards were presented to our contractors and subcontractors to recognise their professionalism and commitment on pursuing and up-keeping a high standard of QSE & SE.

OVERSEAS HIGHLIGHTS

MTR (Macau)

MTR (Macau) has established a mechanism to evaluate its vendors' environmental performance as part of the procurement process. These include request certification to an environmental management system, development of an environmental policy, and submission of environmental management plan (EMP) for continuous improvement. We also encourage vendors to define a set of environmental key performance indicators. Regular site inspections are carried out to ensure site works are being undertaken and pollution control measures are in place which comply with the environmental regulations and requirements stipulated in EMP. Immediate improvement action(s) will be requested upon any environmental problems identified.

Future Skills and Innovation

We commit to collaborating with local schools and universities, as well as startups and the technology ecosystem to foster innovation.

Empowering the Youth

Complementing our efforts to support more interconnected communities with our infrastructure projects, we are actively investing in community programmes benefiting different social segments, in particular the youth. We adopt a multi-faceted approach to support youth development and to unlock their potential.

'Train' for Life's Journeys

We have been organising our annual signature programme 'Train' for Life's Journeys since 2009 to support secondary school students in their career and life planning as well as whole-person development. In 2021, we continued to organise a series of workshops and activities with MTR mentors and members from different NGOs and social enterprises. Under COVID-19, the programme was held online in August 2021, connecting 120 secondary school students who joined a series of workshops and sharing sessions on career-and-life planning, mindfulness talk, sharing on inclusive communities by various NGOs and a virtual MTR job-tasting experience. Our staff from more than 10 business units and corporate functions were invited as guest speakers

to share their experience on topical issues such as innovation, sustainability, and customer centricity. Young graduate trainees and functional associates also joined as mentors to the students during the four-day programme.

A smaller scale face-to-face version was also arranged in December 2021 for around 40 participants selected from the online version over the past two years. The four-day programme covering experiential learning, workshops, community visits and services as well as site visit to MTR stations and depots offered students a holistic career and life planning experience, which would help set their goals for future development.



Various NGOs shared with the students on the needs of different sectors of the society and the importance of building an inclusive community.



MTR colleagues introduced the Corporation's vision and various businesses.



During the year, we collaborated with universities and youth organisations in support of different programmes and initiatives which align with our social objective of “Advancement and Opportunities”. These include:

- Establishing the Corporation Scholarship Scheme for Children of Employees to encourage education in Hong Kong by awarding scholarship to children of employees who are studying in local schools or educational institutions and have active participation in volunteer activities. In 2021, around 270 applications were received, among which 62 secondary and 18 tertiary top academic achievers were awarded in addition to 2 students receiving the “Caring for Communities” Award. Besides, we have also sponsored MTR scholarship for 8 Vocational Training Council (VTC) Higher Diploma engineering students.
- Partnering with Lingnan University as an agency partner of a Service-Learning course on Corporate Social Responsibility (CSR). Our employees shared with the students about MTR’s social and environmental objectives and key sustainability initiatives, station design and environmental protection work, and provided feedback on students’ proposals on relevant CSR topics. We also provide environmental training for their students and recruit them as our Youth Ambassadors for reaching out to primary and secondary schools in Tung Chung and Tuen Mun to deliver school talks on Tung Chung Line Extension and Tuen Mun South Extension projects respectively.
- A career talk was arranged for some 30 secondary students from Wong Tai Sin District in June 2021. The sharing session covered various aspects of a career within MTR, as well as the latest social and environmental objectives and key CSR initiatives undertaken for the benefit of youth. The sharing session was part of Wong Tai Sin Youth Development Network’s career planning series.



Students from Lingnan University presented their proposals on various CSR topics at the end of the Service-Learning course.



30 secondary students from Wong Tai Sin District participated in a career talk to know more about various aspects of a career within MTR.

- A visit to the MTR Operations Control Centre was arranged in December for over 10 university students as part of the Hong Kong General Chamber of Commerce Pitch Perfect Programme. The visit covered sharing on career development and opportunities at MTR and an introduction to the railway business.



Students visiting MTR Operations Control Centre.

- A mentoring scheme was launched for over 10 secondary school students as part of the HKSAR Government's "Life Buddies" Mentoring Scheme, to provide students with exposure and information on industry and profession through group mentoring activities in the academic year. A visit to the school was arranged in December to introduce the programme.
- A visit to MTR Academy (MTRA) was arranged for some 20 secondary students from Eastern District in December 2021. The visit covered different career opportunities in the railway industry as well as a tour around the Integrated Training Facilities Room at MTRA, with Graduate Trainees shared their experience in career and life planning. The visit was part of the Eastern District Office's E-League Programme benefiting youth in the district.
- Co-hosting the 1st World Skills Competition (Railway Vehicle Technology) with VTC and attracted 120 contestants in the first round of competition including 34 MTR apprentices, secondary school students and VTC students. Through the competition platform, contestants can put into practice what they have learned as well as learn and share with the peer contestants.



Students attended a tour around the Integrated Training Facilities Room at MTRA to learn more about operations and maintenance of trains behind the scenes.



A mentoring scheme was launched for over 10 secondary school students as part of the HKSAR Government's "Life Buddies" Mentoring Scheme.



MTR co-hosted the 1st World Skills Competition (Railway Vehicle Technology) with VTC.



OVERSEAS HIGHLIGHTS

MTR Nordic

Being the only train operator in Sweden with a higher vocational education programme, MTR Nordic possesses a unique position for supplying the entire industry in Sweden with train drivers and train technicians. MTR Nordic founded a Higher Vocational Education programme in 2017 for train drivers and established an additional programme for train technicians in 2019. The programmes are governed by the Swedish national agency for higher vocational education and follow relevant Swedish laws and guidelines. The train driver programme lasts for one year and approximately 45% of the training consists of work placements with various train operators. In 2021, 30 students started the programme, whereof 26 of them graduated the following year. Among these graduates, 15 have been recruited by MTR Mälartåg and two have been recruited by MTR Pendeltågen.

Fostering Innovation

Innovation and technology are key enablers to help the Corporation realise its vision and create new growth opportunities. We work closely with both internal and external stakeholders to develop an ecosystem for innovation and technology.

Since June 2020, the Corporation has established the Technology and Innovation Steering Committee (TISC), which provides funding for piloting new technologies and innovation, along with process support and other assistance for the Corporation's innovation projects, thereby enhancing our market competitiveness and improving safety, customer experience and operational efficiency. Since its establishment, TISC has approved more than 45 innovative projects, including smart station facilities maintenance, artificial intelligence, blockchain, virtual reality (VR), etc. TISC has also inspired and enabled bottoms-up projects, where the idea, initiation, and implementation came directly from front-line and working level staff. One of the successful examples is Carbon Wallet, which was initiated by a group of young talents passionate about sustainability. The project was funded by TISC, starting from a part-time project to now one with dedicated staff.

We also support start-ups in different ways. For instance, we worked with Cyberport to support startup companies through their business matching programme, Cyberport Enterprise Network Programme (CEN). Through CEN, we connected with Cyberport's community of startups to help them grow and apply their technologies to metro operations. In addition, we joined hands with Carbonless Asia, a growing innovation and investment platform, to organise the "MTR x Carbonless Asia Challenge 2021". The Carbonless Asia Programme identified novel and scalable data-driven decarbonisation solutions for our systems and operations from start-ups around the globe.

With a view to fostering mutual learning of innovation ideas, we have devised an Externship Programme to provide external exposure to staff via job secondment or exchange with external companies for 3-6 months. The first externship has been successfully lined up with Hong Kong Productivity Council for a Design Support Engineer - System Integration in our Technical & Engineering Services Department for a secondment period between September and November 2021. Further externship opportunities will be explored with other potential companies.

MTR Academy

To build a talent pool in the railway industry, the **MTR Academy** (the "Academy") was established to act as a global training and research hub for railway management and operations. Drawing on MTR's world-class experience in the railway industry, the Academy develops its tailor-made education and training curricula to cultivate future railway professionals and leaders of the industry in Hong Kong and around the world.

The Academy now hosts 3 accredited Diploma and Advanced Diploma programmes under the Hong Kong Qualification Framework with more than 100 full-time and part-time students, producing 86 graduates in 2021. Another accredited programme on Security Training allowed almost 300 participants to attain the relevant qualification through the year. The Academy has also supported the provision of an Applied Learning subject under the Education Bureau since 2018 and the subject has been popular among the DSE candidates. More than 100 DSE students were on the enrolment list in 2021.

The Academy continued to explore new ways to expand our industry training support for those interested in railway-related careers amid the COVID-19 pandemic.

mtrAcademy



REDUCING GREENHOUSE GAS EMISSIONS



Carbon Emissions

Clean Energy & Energy Efficiency

Waste Management

Green and Low-carbon Designs

On MTR Sustainability Website:

Read our Management Approach

- > [Environmental Protection](#)
- > [Sustainable Investment](#)

Our Policies and Guidelines

- > [Corporate Responsibility Policy](#)
- > [Climate Change Strategy](#)
- > [Practice Note for Managing Air Quality in Air-conditioned Public Transport Facilities: Railways](#)

In This Chapter:

GRI : 302-1, 302-3, 302-4, 302-5, 303-1, 304-1, 304-3, 305-1, 305-2, 305-3, 306-1, 306-2

HKEX: GD-A1, GD-A2, GD-A3, GD-A4, KPI A1.2, KPI A1.5, KPI A1.6, KPI A2.1, KPI A2.3, KPI A2.4, KPI A3.1

SDGs:



As a low-carbon transport provider, we are committed to managing our environmental footprint and achieving carbon neutrality. We will be setting 2030 science-based targets for our railway and property businesses in Hong Kong and strive to achieve carbon neutrality by 2050.

Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency

We recognise the importance of combating climate change and commit to integrating low-carbon measures into our policies, strategies and planning as well as strengthen our resilience and adaption to climate-related risks. Moreover, we are committed to enhancing our energy efficiency and increasing the generation of renewable energy.

Energy Reduction and Efficiency

Energy generated from non-renewable fuel sources represents the most significant inputs for the operation of our railway network. Our purchased energy is our biggest non-staff operating cost and the largest contributor to our carbon emissions. In 2021, we consumed 3,161 GWh of electricity worldwide^[Note], of which about two thirds were consumed by Hong Kong operations. In Hong Kong, our railway operations and property business accounted for 79% and 21% of our consumption, respectively. We continue to benchmark our heavy rail network in Hong Kong with overseas counterparts through the COMET Benchmarking platform against 30 top-level indicators, which includes Environment. Please refer to [Performance Benchmarking](#) in our Performance Metrics for further information.

Electricity Consumption of Heavy Rail Operations by Location (GWh)

Locations / Lines		2020	2021
Hong Kong	Hong Kong Operating Network	1,484.03	1503.68
Mainland of China	Shenzhen Metro Line 4	101.66	143.77
United Kingdom	TfL Rail / Elizabeth line	112.13	108.29
Sweden	Stockholm Metro	168.53	172.05
	MTRX	14.56	15.33
	Stockholms Pendeltåg	201.29	204.28
Australia	Melbourne's Metropolitan Rail Service	445.75	465.64
	Sydney Metro North West Line	87.74	84.62
Total		2,615.69	2,697.66

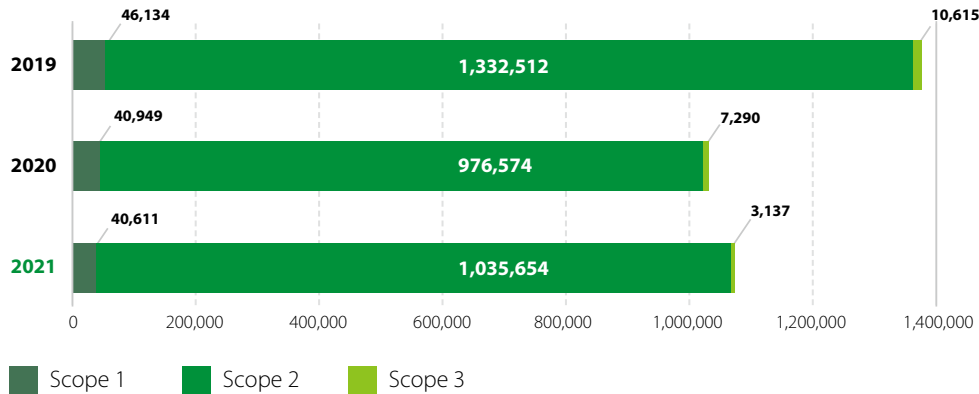
Note: Electricity consumption from our operation in Macao is not disclosed in this Report as the Corporation is not the sole owner of the data under the O&M service contract with the client in Macao.

Electricity Consumption in Hong Kong (MWh)

		2019	2020	2021
Railway Operations	Heavy Rail	1,559,734	1,484,030	1,503,677
	Light Rail and Bus	53,341	50,461	51,534
	Sub-total	1,613,075	1,534,491	1,555,211
Properties		400,824	376,220	411,914
Total		2,013,899	1,910,711	1,967,125

Note: This accounts for energy use that we control in owned and managed properties (i.e. it does not reflect energy consumed by our residents and tenants).

Total GHG Emissions In Hong Kong (in Tonnes CO₂e)

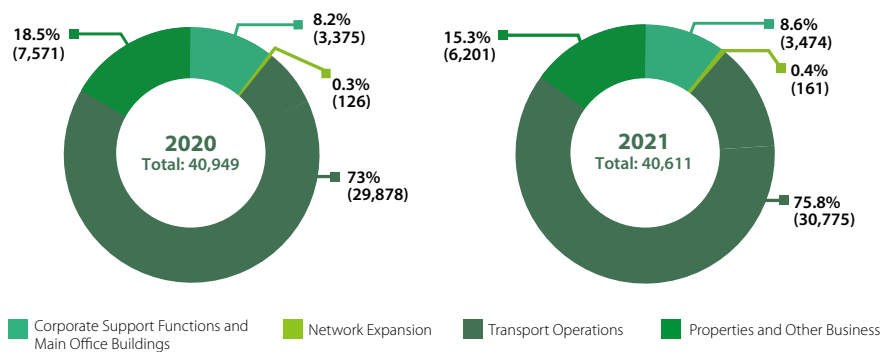


Scope 1 emissions are direct GHG emissions from sources that are owned or controlled by the Corporation, such as emissions from fossil fuels burned on site.

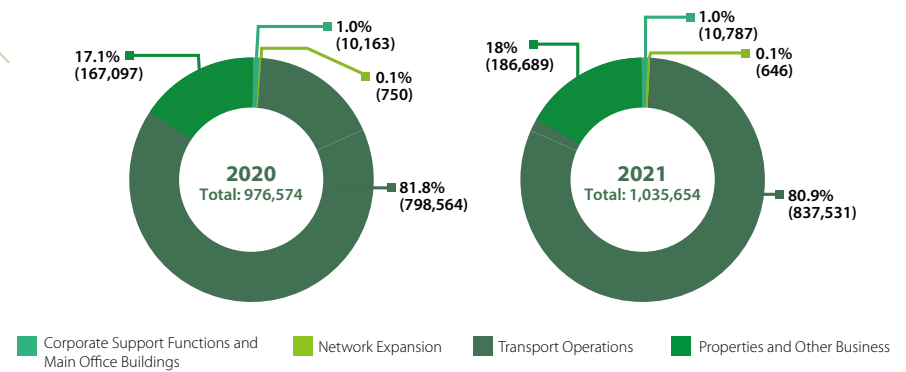
Scope 2 emissions are indirect GHG emissions resulting from the generation of electricity, heating and cooling, or steam generated off site but purchased by the Corporation.

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

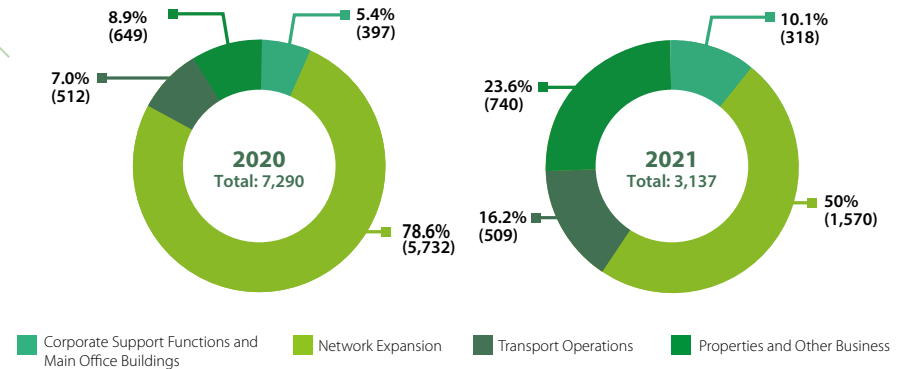
Breakdown of Scope 1 Emissions in Hong Kong (in Tonnes CO₂e)



Breakdown of Scope 2 Emissions in Hong Kong (in Tonnes CO₂e)



Breakdown of Scope 3 Emissions in Hong Kong (in Tonnes CO₂e)



Recently, we have completed a carbon reduction study that takes into account a comprehensive range of factors including the latest climate science, technology trends, Hong Kong's Climate Action Plan 2050, the risks and opportunities for our business, and the views of key internal and external stakeholders. The Study aims to develop a long-term decarbonisation roadmap for the operation and development of our railway and property businesses in Hong Kong through analysing our carbon footprint, reviewing feasible technical solutions and industry best practices around the world, and assessing their applicability to our operation.

Following the study, we will be setting science-based carbon reduction targets for the operation and development of our railway network and property portfolio in Hong Kong for 2030 with the longer-term goal of achieving carbon neutrality by 2050. We will implement a range of energy saving and carbon reduction initiatives, such as investing in the latest technologies, adopting innovative ways to enhance energy efficiency, and partnering with key stakeholders including the electricity suppliers in Hong Kong and tertiary institutions, to reduce our Scope 1, 2 and 3 emissions in line with the Paris Agreement.

Our Railway Operations

In our railway operations, we have continued our large-scale chiller replacement project at stations and depots. Up to 2021, 121 chillers were replaced, close to 78% completion. We continue to replace lighting into LED at our stations and trains. We have also implemented changes to our operating procedures to further optimise our energy efficiency. For example, we have switched off standby escalators during nonpeak hours and reviewed our electrical and mechanical systems, such as optimised operation schedule of environmental control system to suit operational demand without comprising passengers' comfort.

In Hong Kong, we have adopted regenerative braking technology to convert kinetic energy produced during train braking to electrical energy which is then fed back into the power supply network for use by other trains through the overhead power system. Super-capacitor energy storage devices were also installed on the South Island Line (East) to make better use of the surplus energy produced from regenerative braking. To expand our usage of regenerative braking energy, we have commenced the installation works of two Station Energy Saving Inverter systems at Lai King Traction Substation at Airport Express and Tung Chung Line and at HKU Station on the Island Line. The systems can capture total estimated average of 1,700kWh of regenerative energy per day, which may be converted to low-voltage AC electricity to power station facilities such as lighting, escalators and lifts. The installation is scheduled for completion by end 2022.

Our Property Operations

With our ongoing efforts, we are proud to have achieved our target of a 12% reduction of energy used in our investment property portfolio in 2019, four years ahead of our target year. As of 2021, our Hong Kong investment property portfolio has achieved a reduction of 15% electricity consumption with 2013 as baseline. We have adopted a wide range of energy saving measures in our invested and managed properties, including:

- Replacement of traditional lights with LED lights;
- Installation of high energy efficient air conditioning systems for plant rooms, common areas and main lobbies, and installation of variable speed drive ("VSD") at the ventilation fans of air handling units;

- Installation of motion and optical sensor-controlled lighting with a dimming function for rear staircases and mechanical floors;
- Upgrade of lighting controls for our building management systems;
- Modernisation of lift and escalator;
- Proactive replacement with high efficiency equipment; and
- Upgrade of Building Management System.

We also continue to closely monitor air-conditioning usage and adjust temperatures in the main lobbies and club houses of our managed properties to reduce energy use. All of our shopping malls have pledged to engage tenants in energy-saving initiatives in 2022.

In our Headquarters, capacitor banks and active harmonic filters were introduced to improve power quality and hence overall energy efficiency. We also installed dimmable motion sensor LED tubes at the rear staircases to reduce unnecessary lighting. To widen the adoption of energy efficient lighting at our Headquarters, we launched a plan to gradually replace approximately 10,000 fluorescent light tubes with LED tubes, which consume 50% less energy. As at the end of 2021, around 70% of fluorescent light tubes at our Headquarters and all traditional downlights in the Kowloon Bay Depot canteen have been replaced by LED lights.



Solar panels installed at roof of Hin Keng Station.

Clean Energy Adoption and Innovation

We continued the Phase 1 Solar Facilities project in Hin Keng Station with the contract awarded in January 2021. Hardware installation of flexible solar PV panels, traditional mono at cladding, solar glass and the associated induction fan at platform levels and solar pavement were completed. The solar system is of the capacity of 60kW and the energy generated will be used to support station facilities. Testing and commissioning and grid connection are under arrangement.

We have further identified suitable locations for the installation of more solar panel systems at our premises. In August 2021, we have received formal approval from relevant government department for moving forward two pilot projects at Tai Wai Depot and Tuen Mun Depot and tendering for the installation works is in progress now. Our next phase will cover Pat Heung Depot, Chai Wan Depot, Sunny Bay Station and Siu Hong Station for the roll out of more solar energy projects, with contract awarded in end of December 2021. Our target is to increase our generating capacity of renewable energy to 1 million kWh by 2023.

We also explore possible measures to lower carbon emissions of our feeder bus fleet. In March 2021, our application for one double-decker electric bus to the New Energy Transport Fund was approved. The tendering process of the e-bus is in progress with contract award targeted by March 2022.



OVERSEAS HIGHLIGHTS

MTR Nordic

MTR Nordic is the first Nordic traffic operator that committed to setting a science-based target in line with the Science Based Targets Initiative. MTR Nordic continued to implement various energy saving and efficiency initiatives with the support of government policies and participation from local energy suppliers. For example:

- Adopted 100% renewable energy in its operations since 2019;
- Adopted biodiesel or HVO100 (Hydrotreated Vegetable Oil) fuel for 31 diesel vehicles. HVO100 fuel is made from 100% renewable items which can reduce up to 90% of carbon emissions compared to fossil fuel;
- Introduced three electric vehicles into its vehicle fleet; and
- Increased the use of renewable fuel in replacement traffic.

In 2021, MTR Nordic reduced energy consumption by 5.1% compared to the 2018 baseline, remaining on track to reach its 15% energy consumption reduction target by 2025.



MTR Nordic is the first Nordic traffic operator committed to setting a science-based target to reduce carbon emissions.

MTR Elizabeth line

Traction energy makes up approximately 90% of MTR Elizabeth line's energy footprint, so we have been analysing data from the on-board meters and created dashboards to identify areas of high traction energy consumption. The data can then be used to establish if any changes can be made to reduce traction energy consumption, such as changing driving style and replacing problem units.

The carbon emissions of non-traction energy have continued to decrease due to the improvements made to stations on the East and the West such as installation of LED lighting, sensors on the lighting, more energy efficient ticket machines and the removal of gas central heating. In 2021, the carbon footprint of non-traction energy was reduced by 8% compared to the same period in 2020.

In response to employee demand, and in preparation for the government's phasing out of petrol and diesel cars from 2030, MTR Elizabeth line has installed seven electric vehicle (EV) charging stations consisting of three dual and one single socket at our Gidea Park Depot to enable employees to charge their EVs whilst at work. The initiative has proved popular and we are looking to install more EV charging stations at other locations.



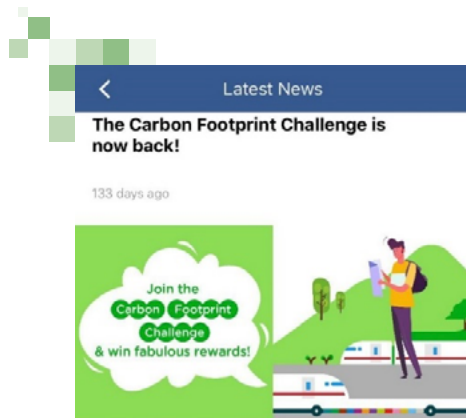
Seven EV charging stations installed at MTR Elizabeth line's Gidea Park Depot to enable employees to charge their EVs whilst at work.

Community Participation

We take an active role in engaging the public and working with the technology ecosystem to foster innovation on carbon reduction.

Carbon Footprint Challenge

With the objectives of raising public awareness towards green transport, we launched a “Carbon Footprint Challenge” from August 2020 to September 2021 to encourage MTR Mobile registered users to achieve savings on carbon emissions by taking MTR rides and earn extra MTR Points as reward. More than 145,000 registered users participated in the Challenges, saving over 61,000 tonnes of carbon emissions, equivalent to the amount of carbon dioxide removed by over 2.6 million trees in a year.



133 days ago

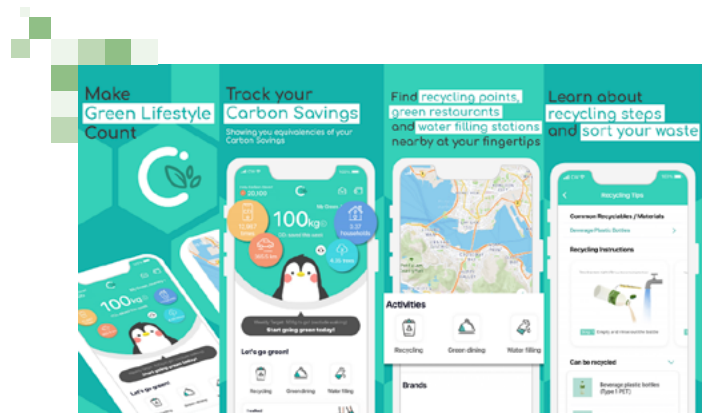
[Win fabulous rewards by joining Carbon Footprint Challenge!]

Protecting the environment is everyone's responsibility! Even an individual can make a difference. One of the best things you can do for the environment is to reduce your daily carbon emission from transport. It is more convenient and eco-friendly riding on the MTR with lower level of carbon emissions instead of using private car which can emit around 3-4 times more greenhouse gases. Live a low-carbon life and join the Carbon Footprint Challenge from now on to earn fabulous rewards!

Carbon Wallet

Carbon Wallet, a one-stop green lifestyle reward app, was introduced in March 2021 to encourage the public to adopt a low carbon lifestyle. The app promotes carbon reduction actions across four lifestyle categories: recycling, dining, shopping and mobility. Through practising carbon-conscious behaviour, users can earn points based on the carbon emissions saved, which may in turn be redeemed for green products and services from our participating partners. The app also provides an interactive map which allows users to find the nearest recycling point, drinking water stations, and vegetarian restaurants.

The number of downloads has reached over 20,000 since the launch of Carbon Wallet. In 2021, Carbon Wallet partnered with more than 20 sustainable businesses, vegetarian restaurants, cafés and green groups to promote carbon reduction actions. Overall, users have submitted more than 40,000 recycling records in total. Combining all green actions captured in the app, our community saved 30,000kg CO₂e, which is equivalent to the amount of carbon dioxide emitted by around 110 households' electricity consumption in a month in Hong Kong. Carbon Wallet will continue to expand its ecosystem and co-organise campaigns with partners to engage our staff and the public to practice low-carbon lifestyle in their daily lives.



Carbonless Asia Challenge 2021

In 2021, we joined hands with Carbonless Asia, a growing innovation and investment platform, to organise the “MTR x Carbonless Asia Challenge 2021” to identify novel and scalable data-driven decarbonisation solutions for our systems and operations around the globe. The challenge topic “Carbon Reduction for MTR's Daily Operations” attracted 142 teams from 23 countries to create tailor-made and innovative proposals for MTR. After months of intense screening and evaluation, a winning team has been selected to further discuss potential collaboration opportunities with MTR. A closing ceremony was organised in December 2021, with all the short-listed start-ups joining together for experience sharing and to celebrate the successful completion of the programme.



The closing ceremony was held at the MTR Headquarters Building to announce the winning team after months of intense screening and evaluation.

Waste Management

We recognise the importance of waste management and commit to reducing waste generation through prevention, reduction and recycling.

With millions of passengers and customers travelling along our extensive railway networks and through our integrated properties, responsible management of the waste generated is essential to our environmental stewardship. To minimise the amount of waste generated from our operations and ultimately disposed at landfill, we have put in place a variety of initiatives to encourage waste reduction and recycling at our stations, shopping malls and managed properties. Internally, we focus our efforts on driving staff behaviour change and promoting proper waste handling and recycling.

Our Railway Operations

We have placed three-colour recycling bin in the concourse of all MTR stations for collecting paper, cans and plastic bottles. Since 2018, we have been installing free drinking water dispensers and water vending machines at different MTR stations to encourage passengers to use refillable drinking bottles to reduce the use of single-use plastic beverage containers. In 2021, we installed two additional free drinking water dispensers at East Tsim Sha Tsui and Tai Po Market stations, making a total of 12 water dispensers available at our stations. An additional of five water dispensers will be installed in our stations in 2022. We will continue to review the effectiveness of this programme and consider further expansion, while hygiene and passengers' health and safety will continue to be given the highest priority.



Free drinking water dispensers installed at stations to encourage the use of reusable water bottles.

In addition, we conducted a trial on upcycling of spoil ballast generated from East Rail Line ballast replacement project for making eco-paver in February 2021. The trial was successful which recycled approximately 2,900 tonnes of spoil ballast. We will further explore other potential outlets. We also donated around 20 retired timber sleepers to Agriculture, Fisheries and Conservation Department for a trial of upcycling into recreational facilities in country parks. After a successful trial with two outdoor benches at MacLehose Trail (Section 10) at Tai Tong in March 2021, another bench was added at the iconic Hoi Ha Marine Park Visitor Centre in September 2021.



Trial on making eco-paver by upcycling spoil ballast generated from East Rail Line ballast replacement project.



Retired timber sleepers upcycled into recreational facilities in country park and Hoi Ha Marine Park Visitor Centre.

Our Property Operations

In our managed properties, we proactively seek opportunities to enhance the public awareness of proper waste management. We work closely with the Owners' Committees and Incorporated Owners to promote different source separation of waste programmes to residents. Various types of recyclables such as used papers, used clothes, glass bottles are being collected through recycling facilities in our managed properties. We also engage with our stakeholders in recycling campaigns for charitable donation.

In 2021, we partnered with a local environmental NGO to install three-colour waste separation smart machines and food waste recycling machines in Heng Fa Chuen for a two-year trial. Residents can enjoy earning electronic points and redeem gifts for recycling. Food waste collected is transported to the O-PARK1 for further processing, during which renewable energy and re-usable compost are generated.



Three-colour waste separation smart machines and food waste recycling machines were installed in Heng Fa Chuen for a two-year trial.

Since January 2021, there were an increasing number of our managed properties participating in the "Reverse Vending Machine (RVM) Pilot Scheme" rolled out by the Environmental Protection Department, including The Harbourside, Festival City, Grand Austin, Admiralty Centre, Maritime Square, Telford Plaza, The LOHAS and Paradise Mall. We

continue to engage our food and beverage tenants through the "MTR Malls Food Waste Reduction Pledge". 25% of our shopping mall food and beverage tenants will join our food waste reduction programme in 2022. In addition, 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 programmes such as festive food donation. Composting machines are also being used in some of our managed properties to convert food waste into compost.

To raise staff awareness, we supported the "Get Redressed Month" in October 2021 to promote sustainable fashion as a means to reduce textile waste. Over 200 employees actively participated in staff briefing sessions and a Clothing Drive at MTR Headquarters with 360kg of clothes, equivalent to 2,400 T-shirts, collected for reuse or recycling within a week. Twenty MTR volunteers also joined a Sort-a-thon event together with other Redress volunteers and sorted around two tonnes of clothes collected from the campaign, for reuse by local charities and resale by Redress to promote second-hand fashion.

Through these schemes, we aim to reduce waste disposal to landfill by encouraging residents, tenants, customers and our colleagues to reduce and recycle waste and promoting the concept of source separation.



MTR supported the "Get Redressed Month" with a Clothing Drive at MTR Headquarters and participating in a Sort-a-thon event.



Installing reverse vending machines at our managed properties to encourage residents, tenants and customers to recycle plastic bottles, aluminium cans and beverage cartons to further promote the concept of source separation.



OVERSEAS HIGHLIGHTS

MTR Elizabeth line

MTR Elizabeth line has a target of zero waste to landfill, this is currently being achieved with 50% of waste getting recycled and 50% used for energy recovery. Influencing passengers to segregate waste at source remains challenging for a number of reasons, therefore we are working with our facility management contractor and waste service provider to improve recycling rates by introducing battery recycling, improving signage, and improving awareness via eLearning briefs and toolbox talks. We also held a Waste Roadshow at Eastern stations to increase customer awareness of proper waste segregation. These initiatives brought about an increase in recycling rates by 5-10% per station.

MTR Elizabeth line has been exploring different ways to reduce the amount of materials and goods we use as a business, by applying the first step of the waste hierarchy, prevention. In 2021, we organised an 'ideas challenge' for staff to suggest possible measures to reduce waste, four ideas were submitted and two are already completed. One of the examples is the removal of printer cover sheets, this reduces paper waste when printing.

Other initiatives to help reduce waste include:

- removal of plastic cups and roll out of reusable bottles;
- installation of distilled water taps (reducing plastic bottle use); and
- reducing paper waste at the ticket office in partnership with our ticketing software provider, which will be completed in 2022.

These activities have enabled the removal or reduction of plastic, reducing waste and the associated carbon footprint.

Green and Low-carbon Designs

We recognise the importance of adopting green and low-carbon designs to achieve carbon neutrality and commit to developing sustainable infrastructure with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies.

During the design, planning, construction and operation of new lines, buildings and properties, we work to integrate environmentally conscious features into our projects and the surrounding areas as far as practicable. We aim to attain BEAM Plus Gold or above certification for our future new stations and new residential development projects in the long run.



Solar shading devices made from environmentally friendly materials to shield passengers from sunlight, and the extensive green roof to reduce the indoor temperature at Hin Keng Station.

Hin Keng Station became the first railway station in Asia to achieve BREEAM certification

In 2021, Hin Keng Station became the first railway station in Asia to achieve BREEAM certification, receiving a 'Very Good' rating under BREEAM In-Use. BREEAM is the most widely used sustainability assessment method for the built environment worldwide. The assessment evaluates asset performance in eight categories, including Health & Wellbeing, Energy, Transport, Water, Materials, Waste, Land Use & Ecology and Pollution. Among the most notable design features are the semi-enclosed station design that allows optimal natural lighting and cross-ventilation, the solar shading devices made from environmentally friendly materials to shield passengers from sunlight, and the extensive green roof to reduce the indoor temperature. Hin Keng Station has been selected to pilot different solar PV systems including thin-film solar panels, mono-crystalline panels and solar glass, to support the development of renewable energy. All of these sustainability initiatives have collectively made Hin Keng Station a low carbon station.



In 2021, five properties in our property portfolio achieved Gold or Platinum rating under the Hong Kong Green Building Council's BEAM Plus – a well-recognised green building assessment scheme in Hong Kong.

Year	Property	BEAM Plus Standard Awarded
2021	Long Ping Station (South) Residential Development (Sol City) *	Final Gold
	LOHAS Park Package 6 (LP6)	Final Gold
	LOHAS Park Package 5 (MALIBU)	Final Platinum
	LOHAS Park Package 4 (Wings at Sea)	Final Gold
	Tsuen Wan West Station (Bayside) Residential Development (Ocean Pride and Ocean Supreme) *	Final Gold
2020	Nam Cheong Station (Residential) (Cullinan West, Cullinan West II, and Cullinan West III) *	Final Gold
2019	Tsuen Wan West Station (Cityside) Residential Development (PARC CITY) *	Final Gold
	Tsuen Wan West Station (Tsuen Wan 6) Residential Development (THE PAVILIA BAY)	Final Gold
2018	Long Ping Station (North) Residential Development (The Spectra) *	Final Gold
2017	Austin Station Residential Development (The Austin and Grand Austin)	Final Gold

*MTR act as agent for West Rail Developments.

Water Conservation

The main use of water in our railway operations and at our managed and investment properties is for cleaning trains, railway infrastructure, stations, our premises and greening of our premises. To manage and reduce our water usage, we have introduced water recycling systems and water saving devices across our railway and property operations. Water used to clean trains is collected and recycled for another round of train washing or as toilet flushing water in the depots. A grey water recycling system is available at LOHAS Park to recycle wastewater for landscaping and cleaning of outdoor public spaces. We also install sensor water taps, flow restrictors and dual flush toilets on our office premises and MTR Malls.

The Corporation supported Water Supplies Department's Enterprises Cherish Water Campaign launched in September 2021. All MTR office buildings, depots and shopping malls as well as management offices of our residential property have signed a pledge to cherish water through implementing water saving measures and setting water conservation targets.

Biodiversity

To conserve natural habitats and nurture biodiversity, we take great care to implement our [Corporate Responsibility Policy](#) particularly in ecologically sensitive areas. We strictly adhere to relevant environmental legislations and requirements and avoid and minimise adverse impacts on ecology and biodiversity relating to our operations and new development projects.

Our work at Lok Ma Chau wetland, which included 32 hectares enhanced wetland habitats and ongoing ecological monitoring, is an example of our commitment to conserving the natural habitat. The wetland consists of 3 main sections, namely Reedbeds, Marshlands and Fishponds. Over 280 bird species have been observed, including the endangered Black-faced Spoonbill. During the 2021 breeding season, over 123 pairs of birds representing 7 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](#).

As part of our tree management strategy, we have conducted large-scale tree surveys once every two years as well as developed a stringent tree coding system with smart tags for trees along our railway network. Our Tree Management Team adopts Near-field Communication ("NFC") technology to conduct regular monitoring and maintenance for around 30,000 trees along the railway lines. We have also partnered with meteorologists at City University of Hong Kong to develop a Tree Risk Map which would correlate typhoon track and wind direction, facilitating our planning and preparation of preventive steps and execution of recovery plan more effectively.



Over 280 bird species have been observed in our Lok Ma Chau wetland.



CLIMATE-RELATED FINANCIAL DISCLOSURES

On MTR Sustainability Website:

Read our Management Approach

- > [Environmental Protection](#)
- > [Sustainable Investment](#)

Our Policies and Guidelines

- > [Corporate Responsibility Policy](#)
- > [Climate Change Strategy](#)

In This Chapter:

GRI : 201-2, 302-4, 302-5

HKEX: GD-A1, GD-A2, GD-A3, GD-A4, KPI A1.5, KPI A2.3, KPI A3.1, KPI A4.1

SDGs:



Governance

Strategy

Risk
Management

Metrics and
Targets

MTR recognises climate change is highly material to our business, posing both risks and opportunities to our existing operations as well as future development. In 2020, we started to publish climate-related financial disclosures with reference to the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) to provide our stakeholders with comparable and consistent information on how the Corporation is tackling climate change and managing its associated risks and opportunities. This year, we align our disclosures with the TCFD Recommendations again under the four core components of governance, strategy, risk management, and metrics and targets.

Governance

Our board-level Environmental & Social Responsibility Committee (formerly known as Corporate Responsibility Committee), led by the Chairman of the Corporation, meets twice a year to provide strategic guidance and review our sustainability practices and performance, including matters related to climate change, and reports to the Board of Directors. The responsibilities of the Committee and details on its work during the year are available 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 Environmental & Social Responsibility Steering Committee (“E&SRSC”) (formerly known as the Corporate Responsibility Steering Committee), chaired by the Legal and Governance Director, meets three times a year with a focus on driving and reviewing the implementation of sustainability initiatives, including climate change, across all MTR business units and corporate functions. Members of the E&SRSC include members of the Executive Directorate and colleagues representing MTR’s major business units and corporate functions.

We will continue to strengthen our climate-related governance structure and practices with reference to international best practices such as the World Economic Forum Climate Governance Initiative.

Strategy

In response to climate change, we have developed a three-pronged approach [Climate Change Strategy](#), focusing our efforts to provide a low-carbon transport network, improve energy efficiency

and strengthen climate adaptation and resilience measures in our operations. Our [Corporate Responsibility Policy](#) and [Climate Change Strategy](#) supplement each other to provide high-level guidance and entrust each subsidiary to tailor their approach to climate change in accordance with specific regional standards, local context and priorities specific to their own operations.

Three-pronged Approach Climate Change Strategy

1. Low-carbon Transport Network

MTR strives to provide the communities where we operate with a low-carbon transport option. Our railway networks help connect communities with a greater carrying capacity than road-based transportation options. By building and expanding our railway systems, we can help reduce carbon emissions.

2. Carbon Reduction

Our carbon reduction measures focus on reducing energy consumption and improving energy efficiency throughout our operations. We will continue to explore suitable and practical opportunities to incorporate renewable energy and other approaches to reduce our carbon emissions. Details of our energy efficiency measures are available in [Reducing Greenhouse Gas Emissions](#) section.

3. Climate Adaptation and Resilience

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

As part of our ISO 14001-certified environmental management system, we identify and manage environmental risks, including climate-related risks, arising from the operation of our railway facilities and property management. The Corporation has already identified several climate-related risks and opportunities that may potentially impact our business. Among the risks are the increased likelihood of extreme weather, 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. To keep our facilities well maintained and regularly updated, we have allocated budget for facility works to ensure reliable service delivery. Conversely, through our assessment exercises, we have also identified opportunities to improve resource efficiency at our operations, which we plan to develop better sustainability and business performance.

Examples of Climate-related Risks & Opportunities Related to Our Operations

Risks & Opportunities	Timeframe	Impacts
Physical Risks		
Extreme weather	Long-term (>10 years)	Increased occurrence of extreme weather events may increase the chance of damaging power lines, obstructing railway tracks, damaging assets, and accelerating outdoor infrastructure deterioration, and hence, affecting railway operations.
Changes in rainfall patterns – Excessively heavy rain leading to flooding	Long-term (>10 years)	Excessive or heavy rain may expose our stations and facilities to flooding risk, which is especially significant for our underground stations, resulting in potential service disruptions.
Transition Risks		
Unforeseen regulatory pressure in responding to climate change	Medium-term (6-10 years)	More stringent requirements on energy reduction and resilience of new infrastructures to climate change, leading to increase in capex and programme delay.
Reputational impact	Medium-term (6-10 years)	Increased public concerns about climate change may lead to dissatisfaction and criticism from green groups on our carbon reduction efforts against their expectations.
Opportunities		
Supporting low-carbon transport	Long-term (>10 years)	MTR's railway 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 (6-10 years)	Increasing market trends for energy efficient products (e.g., LED lighting), renewable energy and advancement of their development would lead to lower prices for better products, resulting in a wider adoption across our portfolios.

In 2020, we conducted an Extreme Weather and Climate Change Impact Study to review how extreme weather and climate change related events could impact our railway networks and operations in Hong Kong. The Study has made reference to local meteorological data and simulated various scenarios to identify potential high-risk areas on our railway premises, systems and operations during heavy rainstorms and strong typhoons, covering aspects such as flooding, landslides, lightning, strong winds and temperature. The Study has also reviewed MTR's current preventive measures and asset enhancement programmes, and assessed site conditions through surveys and inspections to evaluate and examine the resilience of our railway networks to extreme weather. Based on the Study results, we have developed a detailed adaptation and mitigation action plan to strengthen our climate resilience. Examples of key measure include provision of flood boards in areas with high flood risks, enhancement of the stability of a few man-made slopes along the East Rail Line and further investigation to improve our resilience measures.

We have commenced a high-level climate diagnostic study on our railway and property assets in Hong Kong to assess their exposures to climate-related physical risks under different time horizons and climate scenarios based on the Representative Concentration Pathways (RCP) designed by the Intergovernmental Panel on Climate Change. The Study will help us identify critical exposed assets at risk, which enables us to plan for a more in-depth scenario analysis where appropriate.

Flood Prevention Measures at MTR Stations

To tackle the threats of flooding at MTR stations and underwater tunnels caused by inclement weather, we have implemented the following measures:

- With regard to railway and road infrastructure, we carry out the design, construction and maintenance of the flood protection and drainage systems of the railway and its facilities in accordance with the requirements stipulated by Drainage Services Department. We also review and formulate the preventive measures regularly, and strengthen the protective equipment as needed;
- The entrances/exits of most MTR stations are by design at least 450mm above street level and equipped with 1.2m high flood boards; waterproof doors are installed at the underground entrances/exits connecting MTR stations and other facilities as needed; floodgates are also installed at the immersed tube tunnel of railway tunnels where necessary to prevent ingress of flood water; and



The entrances/exits of most MTR stations are by design at least 450mm above street level and equipped with 1.2m high flood boards.

- Emergency procedures for coping with catastrophic floods have been formulated to evacuate passengers from MTR stations as soon as possible in case of emergency, and drills are conducted on a regular basis.

Enhancing Preparedness for Typhoon at MTR Properties

Extreme weather events, such as rainfall, storm surge, lightning and typhoons, appear more frequently and become more threatening to Hong Kong. The Corporation has assessed geographic conditions of each property site and adopt suitable measures to deal with severe weather conditions.

The Super Typhoon Mangkhut in September 2018 brought severe storm surge to the territory, in particular the coastal areas such as Heng Fa Chuen. Since then, we have implemented a series of enhanced preventive measures in Heng Fa Chuen to strengthen its preparedness for extreme weather events in future. These include:

- Appointment of consultant to carry out technical studies to determine the preventive measures;
- Installation of floodgates at entrances and plant rooms in building blocks that are located near the coast and basement carpark;
- Installation of flap valves at the drainage pipe to avoid back flow of seawater;
- Construction of planter walls at Heng Fa Chuen Playground to prevent the influx of overtopping wave water;
- Replacement of the ordinary manhole covers to those with drainage holes to facilitate discharging the water surrounding club carpark;

- Installation of water sensor at the basement carpark and reservation of hourly parking spaces in the shopping mall nearby for emergency use when the basement carpark is closed in situations where flooding risk is high during typhoon;
- Designation of temporary parking areas at the Podium for vehicles parked at the reclamation areas;
- Arrangement of backup management office at the Podium multi-storey carpark to maintain services for the residents; and
- Conducting typhoon drill on a regular basis.

Upon receiving storm surge notification from the Home Affairs Department, we take immediate actions to get prepared and reduce flood risk as much as possible, including:

- Clearing drainage pipe inlet;
- Installing the floodgates for all blocks and basement carpark in reclamation area;
- Messaging the residents and carpark owners and draw their attention to weather condition;
- Informing the basement carpark owner to move their vehicles to temporary parking space in hourly carpark of Paradise Mall; and
- Allowing temporary parking in podium area.



Floodgates were installed entrances and plant rooms in building blocks that are located near the coast and basement carpark



Installation of flap valves at the drainage pipe to avoid back flow of seawater.



Planter walls at Heng Fa Chuen Playground to prevent the influx of overtopping wave water.

In addition to physical risks, we are also aware of the transition risks and opportunities posed by climate change. Transition risks and opportunities are the adverse and beneficial effects that arise from a rapid or aggressive transition to a low-carbon economy, including those associated with policy and legislation change, and market and technology shifts as well as the potential reputational damage resulting from failing to respond to climate change. Please refer to our [CDP response](#) for more details on our climate-related risks and opportunities, and how we have incorporated them in our strategy and financial planning. For further details on our governance structure and risk management process, please refer to the [Corporate Governance](#) section on our sustainability website and the [Corporate Governance Report](#) in our Annual Report.

Metrics and Targets

We are committed to continuously improving our environmental performance and have established targets to reduce the GHG emissions from our operations in Hong Kong. The energy reduction target for our railway operations has expired in 2020, while we have achieved our target of a 12% reduction of energy used in our investment property portfolio (with 2013 as baseline) in 2019, four years ahead of our target year by 2023.

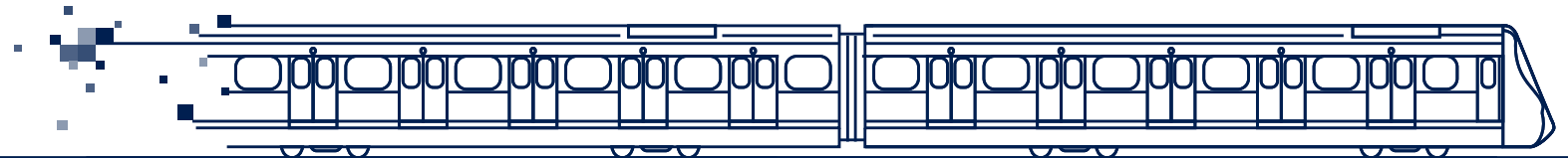
In 2020/21, we conducted a study to set long-term carbon reduction targets for both of our railway and property business in Hong Kong and develop a practical roadmap to continue our carbon reduction journey. The study has involved comprehensive review on our planned carbon reduction initiatives, extensive engagement with relevant business units and corporate functions, as well as exploring new and emerging carbon reduction measures that may be applicable to our operations, with an aim to set reduction targets which are in line with the climate science. Based on the study results and taking into account the HKSAR Government's pledge in the Hong Kong Climate Action Plan 2050, we are committed ourselves to:

- set 2030 science-based targets for our railway network and property portfolio in Hong Kong; and
- achieve carbon neutrality by 2050.

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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). Quantitative data from Macao is not disclosed in this Report as the Corporation is not the sole owner of the data under the O&M service contract with the client in Macao. Please refer to [COMET Benchmarking Results 2020](#) 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 & Risk 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.
- KPMG provided independent limited assurance for selected quantitative sustainability data (see page 2). The assured data have been marked with “#” in Performance Data Tables.

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INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF MTR CORPORATION LIMITED



We have undertaken a limited assurance engagement of the selected sustainability performance data of MTR Corporation Limited ("the Company") for the year ended 31 December 2021, marked with the symbol # ("the Selected Sustainability Information") in the "Performance Metrics" section of the Sustainability Report 2021 ("the Report").

Directors' responsibilities

The directors are responsible for the preparation of the Selected Sustainability Information in accordance with applicable criteria, as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" sections of the Report (referred as "applicable criteria" thereafter). This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Selected Sustainability Information that is free from material misstatement, whether due to fraud or error.

Our independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibilities

Our responsibility is to express a limited assurance conclusion on the Selected Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ("ISAE 3000 (Revised)") and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements* ("ISAE 3410") issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the Selected Sustainability Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised), and ISAE 3410 involves assessing the suitability in the circumstances of the Company's use of applicable criteria as the basis for the preparation of the Selected Sustainability Information, assessing the risks of material misstatement of the Selected Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Selected Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Within the scope of our work we performed amongst others the following procedures:

- Enquiries of relevant staff at corporate and selected site level responsible for the preparation of the Selected Sustainability Information;
- Interviews with relevant staff to understand the design and implementation of the systems and methods used to collect and process the Selected Sustainability Information;
- Agreement of the Selected Sustainability Information, on a sample basis, to source documentation;
- Analytical procedures over the Selected Sustainability Information;
- Compared the definitions as included in the applicable criteria against the definitions used by the Company to prepare the Selected Sustainability Information; and
- Read the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Selected Sustainability Information has been prepared, in all material respects, in accordance with the applicable criteria as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" sections of the Report.

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed and the evidence obtained. This report is made solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Selected Sustainability Information for the year ended 31 December 2021 is not prepared, in all material respects, in accordance with the applicable criteria as set out in the "Performance Metrics" and "Scope of Key Performance Indicators" sections of the Report.



Certified Public Accountants

8th Floor, Prince's Building
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13 April 2022



Economic Value Generated and Distributed

	Unit	2017	2018	2019	2020	2021
Economic Value Generated						
Total Economic Value Generated	HK\$ million	56,560	56,530	60,523	53,578	59,274
Revenue from Hong Kong Transport Operations	HK\$ million	18,201	19,490	19,938	11,896	13,177
Revenue from Hong Kong Station Commercial Businesses	HK\$ million	5,975	6,458	6,799	3,269	3,208
Revenue from Hong Kong Property Rental and Management Businesses	HK\$ million	4,900	5,055	5,137	5,054	5,036
Revenue from Mainland China and International Subsidiaries	HK\$ million	23,986	20,937	21,085	21,428	25,398
Revenue from Other Businesses	HK\$ million	2,378	1,990	1,833 ^[1]	1,499 ^[2]	1,351^[2]
Hong Kong Property Development Profit from Share of Surplus and Interest in Unsold Properties	HK\$ million	1,120 ^[3]	2,600 ^[4]	5,731 ^[5]	6,509 ^[6]	11,104^[7]
Economic Value Retained from Prior Years and Reinvested in 2020	HK\$ million	–	–	–	3,923	–
Economic Value Distributed						
Total Economic Value Distributed	HK\$ million	56,560	56,530	60,523	53,578	59,274
Staff Costs	HK\$ million	13,660 ^[8]	14,558 ^[9]	15,418 ^[10]	15,138 ^[11]	15,537^[12]
Maintenance, Renewal and Upgrade Expenditure on Existing Hong Kong Railway System	HK\$ million	8,646	9,289	9,845	10,985	10,893
Other Operating Costs	HK\$ million	17,057 ^[13]	15,395 ^[14]	18,549 ^[15]	16,905 ^[16]	18,307^[17]
Fixed and Variable Annual Payments	HK\$ million	2,683	3,055	3,333	988	1,010
Interest and Finance Costs	HK\$ million	659 ^[18]	859 ^[19]	720 ^[20]	701 ^[21]	557^[22]
Taxes ^[23]	HK\$ million	2,908	2,189	1,384	1,258	2,178
Ordinary Dividends						
HKSAR Government	HK\$ million	4,765 ^[24]	5,081	5,561	5,700	5,700
Other Shareholders	HK\$ million	1,584 ^[24]	1,673	1,813	1,881	1,908
Community Investment	HK\$ million	31 ^[25]	28 ^[26]	21 ^[27]	22 ^[28]	15^[29]
Economic Value Retained for Reinvestment	HK\$ million	4,567 ^[30]	4,403 ^[31]	3,879 ^[31]	–	3,169^[31]

Notes:

- [1] Includes share of profit or loss of associates and joint venture.
- [2] Includes share of profit of associates and joint ventures.
- [3] Before taking into account staff costs of HK\$23 million.
- [4] Before taking into account staff costs of HK\$26 million.
- [5] Before taking into account staff costs of HK\$24 million.
- [6] Before taking into account staff costs of HK\$18 million.
- [7] Before taking into account staff costs of HK\$7 million.
- [8] Excludes staff costs relating to Hong Kong railway system maintenance of HK\$2,104 million and capitalised for asset creation of HK\$1,191 million.
- [9] Excludes staff costs related to Hong Kong railway system maintenance of HK\$2,169 million, capitalised for asset creation of HK\$1,178 million and recoverable of HK\$566 million.
- [10] 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.
- [11] Excludes staff costs related to Hong Kong railway system maintenance of HK\$2,430 million, capitalised for asset creation of HK\$1,412 million and recoverable of HK\$596 million.
- [12] Excludes staff costs related to Hong Kong railway system maintenance of HK\$2,442 million, capitalised for asset creation of HK\$1,633 million and recoverable of HK\$576 million.
- [13] For simplicity, operating costs include interest income and share of profit or loss of associates and joint venture, netted with profit attributable to non-controlling interests. Excludes operating costs relating to Hong Kong railway system maintenance of HK\$1,678 million.
- [14] For simplicity reason, operating costs include interest income and share of profit or loss of associates and joint venture, netted with profit attributable to non-controlling interests. Excludes operating costs related to Hong Kong railway system maintenance of HK\$1,893 million.
- [15] 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.
- [16] For simplicity reason, other operating costs include interest income, netted with non-controlling interests. Excludes operating costs related to Hong Kong railway system maintenance of HK\$2,424 million.
- [17] For simplicity reason, other operating costs include interest income, netted with non-controlling interests. Excludes operating costs related to Hong Kong railway system maintenance of HK\$2,547 million.
- [18] Excludes interest expenses capitalised for asset creation of HK\$373 million.
- [19] Excludes interest expenses capitalised for asset creation of HK\$407 million.
- [20] Excludes interest expenses capitalised for asset creation of HK\$449 million.
- [21] Excludes interest expenses capitalised for asset creation of HK\$360 million.
- [22] Excludes interest expenses capitalised for asset creation of HK\$322 million.

- [23] Represents current income tax and excludes deferred tax for the year.
- [24] Represents ordinary dividends payout during the year. Excludes the payment of the second and final tranche of special dividend under the XRL Agreement of HK\$13.0 billion (HK\$9,756 million to the Financial Secretary Incorporated of the HKSAR Government and HK\$3,253 million to other shareholders).
- [25] Includes donations, sponsorships and other community engagement contributions (inclusive of HK\$6.8 million donation made to victims of the arson attack that took place on 10 February 2017), and excludes ongoing fare concessions and promotions of HK\$2,672 million and in-kind donations of HK\$24 million.
- [26] Includes donations, sponsorships and other community engagement contributions, and excludes ongoing fare concessions and promotions of HK\$2,769 million and in-kind donations of HK\$26 million.
- [27] 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.
- [28] Includes donations, sponsorships and other community engagement contributions, and excludes in-kind donations of HK\$20 million given. In addition, there were (i) ongoing fare concessions and promotions of HK\$1,710 million, (ii) MTR's share of additional fare promotions offered to our Hong Kong passengers (including 20% rebate on every Octopus trip and HK\$100 discounts on MTR City Saver and Monthly Pass Extras), and (iii) rental concessions granted to station and mall tenants that have not been accounted for in this amount.
- [29] Includes donations, sponsorships and other community engagement contributions, and excludes in-kind donations of HK\$32 million given. In addition, there were (i) ongoing fare concessions and promotions of HK\$2,267 million, (ii) MTR's share of additional fare promotions offered to our Hong Kong passengers (including 20% rebate on every Octopus trip, 5% fare reduction & rebate and discounts on MTR City Saver and Monthly Pass Extras), and (iii) rental concessions granted to station and mall tenants that have not been accounted for in this amount.
- [30] 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, but before payment of the second and final tranche of special dividend under the XRL Agreement of HK\$13.0 billion.
- [31] 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.

Performance Data



Hong Kong Environmental Performance						
KPI	Unit	2017	2018	2019	2020	2021
Energy Use						
# Total electricity purchased for railway operations	MWh	1,628,344	1,635,542	1,613,075	1,534,491	1,555,211
# Heavy rail	MWh	1,573,174	1,580,443	1,559,734	1,484,030	1,503,677
# Light rail and bus	MWh	55,170	55,099	53,341	50,461	51,534
# Electricity consumption per revenue car-km ^[1]	kWh per revenue car-km	4.85	4.77	4.81	5.26	5.39
# Heavy rail	kWh per revenue car-km	4.84	4.76	4.81	5.28	5.41
# Light rail and bus	kWh per revenue car-km	4.95	4.95	5.04	4.86	5.03
# Total electricity purchased for managed and investment properties	MWh	395,323	386,703	400,824	376,220	411,914
Water Consumption						
# Water consumption from railway operations	m ³	768,302	702,190	818,331	599,824	567,147
# Total water consumption from station cooling towers	m ³	223,237	218,729	278,767	254,934	267,763
# Water consumption from managed and investment properties	m ³	1,147,940	1,367,332	1,438,363	1,039,291	1,180,694
Waste Management						
# Metals recycled from railway operations	tonnes	3,598	3,569	3,955	4,288	4,585
# Total hazardous wastes	tonnes	238	189	272	361	187
# Total hazardous wastes in liquid	litres	75,609	102,201	94,822	99,653	97,960
# General wastes from railway extension projects	tonnes	53,608	26,203	14,504	18,428	5,044
# Total construction wastes recycled	tonnes	1,040,668	585,350	179,566	88,495	29,085
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	2017	2018	2019	2020	2021
GHG Emission Inventory						
# Total GHG emissions	tonnes CO ₂ e	1,334,394	1,322,169	1,388,810	1,024,813	1,079,402
# Scope 1	tonnes CO ₂ e	48,924	44,102	46,134	40,949	40,611
# Scope 2	tonnes CO ₂ e	1,257,664	1,262,450	1,332,512	976,574	1,035,654
# Scope 3	tonnes CO ₂ e	27,806	15,617	10,165	7,290	3,137
Corporate Functions and Main Office Buildings						
# Total	tonnes CO ₂ e	20,212	19,351	19,400	13,934	14,579
# Scope 1	tonnes CO ₂ e	3,799	3,122	3,844	3,374	3,474
# Scope 2	tonnes CO ₂ e	13,679	13,609	13,328	10,163	10,787
# Scope 3	tonnes CO ₂ e	2,734	2,620	2,228	397	318
Transport Operations						
# Total	tonnes CO ₂ e	1,055,126	1,059,503	1,129,223	828,954	868,815
# Scope 1	tonnes CO ₂ e	38,495	33,775	36,876	29,878	30,775
# Scope 2	tonnes CO ₂ e	1,016,074	1,025,186	1,091,724	798,564	837,531
# Scope 3	tonnes CO ₂ e	556	542	623	512	509
Network Expansion						
# Total	tonnes CO ₂ e	25,871	13,833	7,637	6,608	2,377
# Scope 1	tonnes CO ₂ e	206	153	123	126	161
# Scope 2	tonnes CO ₂ e	1,842	2,033	1,070	750	646
# Scope 3	tonnes CO ₂ e	23,823	11,647	6,444	5,732	1,570
Properties and Other Businesses						
# Total	tonnes CO ₂ e	233,185	229,482	232,549	175,317	193,630
# Scope 1	tonnes CO ₂ e	6,424	7,052	5,290	7,571	6,201
# Scope 2	tonnes CO ₂ e	226,068	221,622	226,390	167,097	186,689
# Scope 3	tonnes CO ₂ e	693	808	869	649	740

Notes

[1] Electricity consumption per revenue car-km is the average electricity consumption of the rail network. Revenue car-km is defined as distance travelled by electric multiple unit (EMU) train cars with passengers on board, excluding turnaround track and non-passenger carrying runs.

The KPIs for 2021 have been assured by KPMG.

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



Hong Kong Social Performance

KPI	Unit	2017	2018	2019	2020	2021
Ridership						
Total number of passenger trips	Weekday average in million	5.76	5.88	5.61	3.88	4.75
Total number of passenger trips - Hong Kong passenger services	million	2,000	2,044.5	1,914.3	1,310.8	1,616.3
Share of franchised public transport in Hong Kong	%	49.1	49.3	47.3	45.3	47.3
Total Workforce						
Total workforce by age						
# Aged below 30	number	3,593	3,650	3,592	3,092	2,756
# Aged 30-below 50	number	8,531	8,568	8,765	8,850	8,821
# Aged 50 & above	number	5,400	5,408	5,385	5,346	5,286
Total workforce by gender						
# Female	number	3,606	3,701	3,790	3,706	3,659
# Male	number	13,918	13,925	13,952	13,582	13,204
Total workforce by employment type						
# Full time	number	17,524	17,626	17,742	17,288	16,863
# Part time	number	1,960	2,682	2,568	2,046	1,575
# Persons with disabilities employed	number	346	415	468	571	607
# Persons with disabilities employed (%)	%	2.0	2.4	2.7	3.4	3.7
# Women employees	%	20.6	21.0	21.4	21.0	21.7
Women on the Board	%	20	24	25	25	20





Hong Kong Social Performance

KPI	Unit	2017	2018	2019	2020	2021
Voluntary Staff Turnover						
# Total number of voluntary staff turnover	number	767	814	765	590	930
# Total voluntary staff turnover rate	%	4.5	4.7	4.4	3.4	5.6
Voluntary staff turnover rate by age						
Aged below 30						
# Total number	number	339	338	312	189	270
# Turnover rate	%	9.7	9.6	8.8	5.9	9.7
Aged 30-below 50						
# Total number	number	365	353	346	277	524
# Turnover rate	%	4.3	4.2	4.1	3.2	6.1
Aged 50 & above						
# Total number	number	63	123	107	124	136
# Turnover rate	%	1.2	2.3	2	2.3	2.6
Voluntary staff turnover rate by gender						
Female						
# Total number	number	215	231	226	161	284
# Turnover rate	%	6.2	6.6	6.3	4.5	8.1
Male						
# Total number	number	552	583	539	429	646
# Turnover rate	%	4.0	4.3	3.9	3.2	4.9
Vacant Posts Filled Internally						
# Vacant posts filled internally either by promotion or transfer	%	57	53	50	63	68



Hong Kong Social Performance

KPI		Unit	2017	2018	2019	2020	2021
New Employee Hires^[2]							
New employee hires rate by age							
Aged below 30							
#	Total number	number	1,096	1,162	1,090	390	601
#	New hires rate	%	30.5	32.6	31.1	12.9	22.3
Aged 30-below 50							
#	Total number	number	392	475	478	272	394
#	New hires rate	%	4.6	5.7	5.6	3.1	4.6
Aged 50 & above							
#	Total number	number	70	153	131	80	81
#	New hires rate	%	1.3	2.8	2.4	1.5	1.5
New employee hires rate by gender							
Female							
#	Total number	number	387	514	523	177	344
#	New hires rate	%	10.7	14.4	14.3	4.9	9.7
Male							
#	Total number	number	1,171	1,276	1,176	565	732
#	New hires rate	%	8.4	9.3	8.5	4.2	5.6
Employee Training							
Percentage of employees trained							
Percentage of employees trained by gender							
#	Female	%	88.7	91.9	91.2	77.8	88.5
#	Male	%	91.7	95.5	92.7	84.3	92.7
Percentage of employees trained by employment							
#	Managers	%	75.1	80.8	70.3	67.9	89.9
#	Non-managers	%	93	96.3	94.7	84.5	92.0



Hong Kong Social Performance

KPI	Unit	2017	2018	2019	2020	2021
Employee Training days						
# Total staff training days	man day	121,742	142,748	123,827	81,869	86,115
# Management training	man day	18,474	15,264	14,671	7,674	10,926
# Operations training	man day	103,268	127,587	109,156	74,195	75,189
# Training days per employee (overall)	days	7.1	8.2	7.1	4.8	5.2
Training days per employee by gender						
# Female	days	5.0	5.8	5.2	3.5	3.2
# Male	days	7.6	8.9	7.6	5.2	5.7
Training days per employee by employment						
# Managers	days	1.9	2.3	1.7	1.6	1.9
# Non-managers	days	7.7	8.9	7.7	5.2	5.6
Charitable Contributions						
# Cash donations ^[3]	HK\$ '000	21,800	26,000	12,700	15,400	10,700
# In-kind donation	HK\$ '000	24,000	25,600	18,000	20,000	32,000
# Employee fundraising	HK\$ '000	368	264	521	738	736
# Employee volunteering (number of projects)	number	295	292	259	64	95
# Employee volunteering (number of volunteers)	number	3,954	3,091	2,139	483	870
Legal Compliance (Number of Convicted Cases)						
# Cases of corruption	number	0	1	0	0	0
# Cases involving health and safety	number	0	2	1	1 ^[4]	1^[5]
# Cases involving labor standards	number	1	0	0	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	3	0	2	0	0



Hong Kong Social Performance

KPI	Unit	2017	2018	2019	2020	2021
Supply Chain						
By continent						
# Number of suppliers in Africa	number	0	0	0	0	0
# Number of suppliers in Asia	number	1,667	1,750	1,767	1,755	1,726
# Number of suppliers in Europe	number	145	139	159	144	133
# Number of suppliers in North America	number	21	23	22	18	20
# Number of suppliers in Oceania	number	26	20	21	22	18
# Number of suppliers in South America	number	0	0	0	0	0

Notes

[2] The new employee hires rates for 2018-2020 are restated to express as the percentages of the total number of staff strength for the same category at the end of the reporting period.

[3] This KPI includes all cash donations of the Company and its subsidiaries.

[4] One case related to Public Health and Municipal Services Ordinance, Cap. 132.

[5] One case related to the Occupational Safety and Health Ordinance, Cap. 509.

The KPIs for 2021 have been assured by KPMG.

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



Hong Kong Safety Targets and Performance

KPI		Unit	2017	2018	2019	2020	2021
Passenger and public safety							
Fatality							
Heavy rail							
	Target	number	0	0	0	0	0
#	Performance	number	0	0	0	1 ^[6]	0
Light rail							
	Target	number	0	0	0	0	0
#	Performance	number	0	0	0	1 ^[7]	0
Bus							
	Target	number	0	0	0	0	0
#	Performance	number	0	0	0	0	0
No. of injuries requiring hospitalisation per 100 million passenger journeys							
Heavy rail							
	Target	number	9.29	9.26	8.56	7.60	6.64
#	Performance	number	7.3	4.6	3.67	2.51	1.76
Light rail							
	Target	number	13.66	13.66	13.08	11.67	9.89
#	Performance	number	9.52	6.69	6.41	1.79	2.12
Bus							
	Target	number	6.88	6.88	6.88	6.85	6.85
#	Performance	number	9.44	1.57	9.52	3.99	4.99



Hong Kong Safety Targets and Performance

KPI		Unit	2017	2018	2019	2020	2021
Staff safety							
Fatality							
Corporate Support Functions							
	Target	number	0	0	0	0	0
#	Performance	number	0	0	0	0	0
Hong Kong Transport Services Business Unit							
	Target	number	0	0	0	0	0
#	Performance	number	0	1	0	0	0
Capital Works Business Unit							
	Target	number	0	0	0	0	0
#	Performance	number	0	0	0	0	0
Hong Kong Property Business Unit							
	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	0.15	0.13	0.20	0.20	0.16
#	Performance	number	0.06	0.16	0.20	0.04	0.08
Hong Kong Transport Services Business Unit							
	Target	number	0.44	0.42	0.42	0.40	0.40
#	Performance	number	0.42	0.38	0.65	0.43	0.46
Capital Works Business Unit							
	Target	number	0.10	0.10	0.10	0.10	0.10
#	Performance	number	0.20	0.00	0.16	0.04	0.07
Hong Kong Property Business Unit							
	Target	number	0.30	0.30	0.30	0.30	0.27
#	Performance	number	0.09	0.00	0.04	0.16	0.20



Hong Kong Safety Targets and Performance

KPI		Unit	2017	2018	2019	2020	2021
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	1	0
Hong Kong property development and investment projects							
	Target	number	0	0	0	0	0
#	Performance	number	1	0	0	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	0	0	0	0	0
Hong Kong project construction - railway extension projects							
	Target	number	0	0	0	0	0
#	Performance	number	0	0	0	0	0
Hong Kong project construction - network improvement projects							
	Target	number	0	0	0	0	0
#	Performance	number	1	0	0	0	0



Hong Kong Safety Targets and Performance

KPI	Unit	2017	2018	2019	2020	2021
Lost time injuries per 100,000 man hours^[8]						
Corporate support functions						
Target	number	0.15	0.3	0.53	0.55	0.49
# Performance	number	0.21	0.74	0.62	0.32	0.20
Operating railway						
Target	number	0.21	0.2	0.2	0.30	0.28
# Performance	number	0.18	0.26	0.25	0.24	0.27
Hong Kong project construction - railway extension projects						
Target	number	0.3	0.3	0.3	0.75	0.65
# Performance	number	0.32	0.23	0.26	0.49	0.26
Hong Kong project construction - network improvement projects						
Target	number	0.3	0.3	0.3	0.2	0.20
# Performance	number	0.22	0.06	0.00	0.00	0.15
Hong Kong property development and investment projects						
Target	number	0.3	0.3	0.3	0.40	0.27
# Performance	number	0.03	0.02	0.05	0.03	0.03
Hong Kong investment property						
Target	number	0.22	0.22	0.22	0.30	0.27
# Performance	number	0.26	0.03	0.18	0.21	0.13
Hong Kong management property						
Target	number	0.22	0.22	0.22	0.30	0.27
# Performance	number	0.18	0.11	0.18	0.19	0.17

Notes

[6] An elderly man walked on the lower landing stepping plate of an escalator in Siu Hong Station lost balance and fell on the plate.

[7] A male cyclist was hit by LRV at pedestrian walkway which was under "white chevron" signal.

[8] Before 2020, reportable accidents per 100,000 man-hours was used to measure the safety performance of contractors in Hong Kong.

The KPIs for 2021 have been assured by KPMG.

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



Mainland China and International Business

		Shenzhen Metro Line 4			Melbourne's Metropolitan Rail Service			Metro Trains Sydney			TfL Rail/Elizabeth line		
		MTR(SZ)			MTM			MTS			MTR Elizabeth line		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Environmental Performance													
# Total electricity consumption for railway operation	MWh	98,293	101,656	143,766	468,782	445,751	465,635	n/a	87,744	84,618	74,136 ^[9]	112,125 ^[9]	108,286
# Total water consumption from railway operation	m ³	230,321	189,067	365,300	278,665	235,135	258,640	n/a	13,902 ^[10]	42,750	n/a	n/a	30,853
# Metals recycled	tonnes	272.1	84.2	57	3,070.20	1,633.0	876	n/a	23	23	n/a	n/a	n/a
# Total hazardous wastes	tonnes	41.7	38.7	67	n/a	n/a	n/a	n/a	n/a	0	0	0	0
# Total hazardous wastes in liquid	litres	5.4 ^[11]	3.2 ^[11]	9^[11]	n/a	n/a	n/a	n/a	9,000	9,000	0	0	0
# Total GHG emissions	tonnes CO ₂ e	93,656	96,902	136,870	495,565	451,449	449,473	n/a	52	68,760	18,949	26,141	24,364
# Scope 1 emissions	tonnes CO ₂ e	385	441	450	5,975	5,652	6,481	n/a	52	220	n/a	n/a	76
# Scope 2 emissions	tonnes CO ₂ e	93,271	96,461	136,419	489,590	445,797	442,992	n/a	0 ^[12]	68,540	18,949 ^[9]	26,141 ^[9]	24,288
Social Performance													
Total Workforce													
# Total employees	number	1,625	1,938	1,925	6,086	6,200	6,765	n/a	237 ^[13]	252	1,154	1,160	1,154
Total workforce by gender													
# Female	number	389	448	465	1,288 ^[14]	1,386 ^[14]	1,976	n/a	70 ^[15]	81	266	268	267
# Male	number	1,236	1,490	1,460	4,190 ^[14]	4,198 ^[14]	4,789	n/a	135 ^[15]	171	888	892	887
Total workforce by age													
# Aged below 30	number	800	1,043	985	623 ^[14]	590 ^[14]	800	n/a	21 ^[15]	30	200	170	169
# Aged 30 - below 50	number	813	875	914	2,891 ^[14]	2,979 ^[14]	3,591	n/a	138 ^[15]	172	743	767	763
# Aged 50 & above	number	12	20	26	1,964 ^[14]	2,015 ^[14]	2,374	n/a	46 ^[15]	50	211	223	222
Total workforce by employment type													
# Full time staff	number	1,625	1,938	1,925	5,478	5,584	6,005^[16]	n/a	205 ^[17]	245	1,132	1,137	1,132
# Part time staff	number	0	0	0	608	616	588^[16]	n/a	1 ^[17]	7	22	23	22



Mainland China and International Business

		Shenzhen Metro Line 4			Melbourne's Metropolitan Rail Service			Metro Trains Sydney			TfL Rail/Elizabeth line		
		MTR(SZ)			MTM			MTS			MTR Elizabeth line		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Voluntary Staff Turnover													
# Total voluntary staff turnover rate	%	8.5	7.4	9.9	3.6	4.1	7.0	n/a	8.4	12.6	5.0	3.3	7.2
Voluntary staff turnover rate by age													
# Aged below 30	%	12.0	11.0	14.0	3.5	5.0	5.0	n/a	11.1	15.2	11.2	5.3	16.8
# Aged 30 - below 50	%	5.0	4.0	5.0	3.7	5.5	7.0	n/a	7.6	12.3	4.6	3.7	5.3
# Aged 50 & above	%	0.0	7.0	5.0	1.2	1.9	6.0	n/a	9.6	12.2	1.9	0.5	6.0
Voluntary staff turnover rate by gender													
# Female	%	6.9	4.0	6.2	4.5	5.6	7.0	n/a	6.0	18.3	7.6	3.6	13.2
# Male	%	8.4	7.5	11.1	2.3	3.5	6.0	n/a	9.7	9.7	4.2	3.0	5.1
Vacant Posts Filled Internally													
# Vacant posts filled internally either by promotion or transfer	%	20.4	22.0	33.1	31.0	33.5	33.0	n/a	16	0.4	31.3	n/a	n/a
Employee Training													
Percentage of employees trained by gender													
# Female	%	90.0	82.4	80.7	85.5	95.0	97.0	n/a	n/a	32.0	99.6	71.6	100.0
# Male	%	96.1	97.2	94.5	85.6	95.0	98.0	n/a	n/a	68.0	99.6	63.7	100.0
Percentage of employee trained by employment													
# Managers	%	98.2	61.0	81.5	85.9	97.0	97.0	n/a	n/a	23.0	100	76.2	100.0
# Non-managers	%	94.5	94.8	91.4	85.6	95.0	98.0	n/a	n/a	77.0	99.5	64.2	100.0
# Training days per employee	days	12.7	18.9	8.8	8.3	7.0	7.3	n/a	3.5	5.9	10.8	6.5	9.5
Training days per employee by gender													
# Female	days	7.2	12.6	7.8	14.7	16.0	13.0	n/a	n/a	5.9	8.4	4.5	10.0
# Male	days	14.4	20.7	9.1	6.0	4.0	5.0	n/a	n/a	5.9	11.6	7.2	9.0



Mainland China and International Business

		Shenzhen Metro Line 4			Melbourne's Metropolitan Rail Service			Metro Trains Sydney			TfL Rail/Elizabeth line		
		MTR(SZ)			MTM			MTS			MTR Elizabeth line		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Training days per employee by employment													
# Managers	days	6.3	2.4	2.7	1.1	2.0	1.0	n/a	n/a	5.9	4.6	2.2	2.0
# Non-managers	days	12.9	19.4	8.9	9.2	8.0	8.0	n/a	n/a	5.9	11.5	7.1	11.0
Operations Performance													
Total number of passenger trips	million	239	156	189	244	84	92	n/a	n/a	14	55	29	31
Passenger journeys on time	%	99.99	100.00	100	n/a	n/a	n/a	n/a	n/a	91	n/a	n/a	95
# Train punctuality	%	99.97	99.94	100	90.36	94.95	94	n/a	n/a	99	95.50	95.70	95
# Train reliability	revenue car - km/incident	22,303,663	12,565,767	34,179,018	26,736	33,802	n/a	n/a	n/a	28,445,736	n/a	n/a	1,633,044
# Train service delivery	%	99.97	99.96	99.9	98.28	98.83	98.5	n/a	n/a	99.6	98.20	97.90	97.2
Legal Compliance (Number of Convicted Cases)													
# Cases of corruption	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
# Cases involving health and safety	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
# Cases involving labor standards	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
# Cases involving product responsibility (including customer privacy)	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
# Cases involving working conditions	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
Cases involving environmental regulations													
# MTR subsidiary	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
# Main contractors	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0





Mainland China and International Business

		Shenzhen Metro Line 4			Melbourne’s Metropolitan Rail Service			Metro Trains Sydney			TfL Rail/Elizabeth line			
		MTR(SZ)			MTM			MTS			MTR Elizabeth line			
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	
Supply Chain														
By continent														
#	Number of suppliers in Africa	number	0	0	0	0	0	n/a	n/a	0	0	0	0	
#	Number of suppliers in Asia	number	356	294	332	2	4	5	n/a	n/a	1	2	1	2
#	Number of suppliers in Europe	number	0	0	0	24	16	15	n/a	n/a	4	354	355	334
#	Number of suppliers in North America	number	0	0	0	6	7	4	n/a	n/a	1	1	1	1
#	Number of suppliers in Oceania	number	0	0	0	1,130	1,074	1,035	n/a	n/a	413	0	0	0
#	Number of suppliers in South America	number	0	0	0	0	0	0	n/a	n/a	0	0	0	0
Safety Targets and Performance														
Passenger and Public Safety														
Fatality														
	Target	number	0	n/a	0	0	0	n/a	0	0	0	0	0	0
#	Performance	number	0	0	0	2	0	3 ^[18]	n/a	0	1 ^[19]	0	0	0
No. of injuries per million passenger journeys														
	Target	number	1.42	1.42	1.42	2	2.00	2.00	n/a	1.40	5.40	2.08	4.21	4.71
#	Performance	number	0.85	0.89	0.98	1.03	1.41	1.63	n/a	2.73	3.06	4.34	5.30	4.80
Staff Safety														
Fatality														
	Target	number	0	n/a	0	0	0	0	n/a	0	0	0	0	0
#	Performance	number	0	0	0	0	0	0	n/a	0	0	0	0	0
Lost time injuries per 100,000 man hours														
	Target	number	0.24	0.24	0.22	0.50	0.36	0.36	n/a	0.58	1.69	0.10	0.10	0.57
#	Performance	number	0.04	0.03	0.15	0.19	0.14	0.13	n/a	0.84	1.00	0.20	0.15	0.14



Mainland China and International Business

		Shenzhen Metro Line 4			Melbourne's Metropolitan Rail Service			Metro Trains Sydney			TfL Rail/Elizabeth line		
		MTR(SZ)			MTM			MTS			MTR Elizabeth line		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Contractor Safety													
Fatality													
Target	number	0	n/a	0	0	0	0	n/a	0	0	0	0	0
# Performance	number	0	0	0	0	0	0	n/a	0	0	0	0	0
Lost time injuries per 100,000 man-hour													
Target	number	0.40	0.50	0.36	0.40	0.40	0.40	n/a	1.40	1.05	0.10	0.14	n/a^[20]
# Performance	number	0	0.05	0.03	0	0.03	0.00	n/a	0.00	0.31	0.11	0.23	0.13

Notes

[9] This KPI excludes consumption from stations and depots (2019 and 2020 data only includes traction and auxiliary power).

[10] This figure only includes data from April to August 2020 and does not include recycled water consumed.

[11] This KPI is presented in tonnes.

[12] The value is zero due to renewable energy generated by solar farms which offsets the entire operational needs of the electricity consumption for MTS.

[13] This KPI includes all staff employed by MTS.

[14] This KPI excludes part-time employees.

[15] This KPI includes permanent full time staff only.

[16] This KPI excludes contract employees.

[17] This KPI includes permanent staff only.

[18] (1) On 3 July 2021, a cyclist was fatally struck by a Metro Trains Melbourne (MTM) train at a pedestrian crossing, where the crossing had passive protection – no automatic liftable barriers and warning sounds for the public, near Upfield Station in Victoria, Australia. (2) On 23 August 2021, a trespasser entered the tracks area from platform 2 and attempted to climb up onto platform 1 which located opposite to platform 2. The trespasser failed to exit the track area in time resulting in a collision with a passenger train entering the station. The trespasser was confirmed dead on 27 August 2021. (3) On 29 August 2021, a train driver reported that a trespasser was leaning against the wall under the bridge and possibly fallen asleep. The driver came round the curve and it was too late to spot the trespasser. The driver had sounded the whistle and applied the emergency brake, but still struck the person at last. MTM classified the incident as suspected suicide initially. It was then re-classified as a collision on 30 August 2021. The incident on 1 May 2021, a passenger train departing Mordialloc Station of MTM fatally hit a trespasser on tracks, had been reclassified as a self-harm after investigation. The incident had been withdrawn from MTR incident record.

[19] On 18 March 2021, an elderly customer fell on an escalator in Epping Station in Sydney operated by Metro Trains Sydney (MTS). He sustained minor cuts to his head and was conveyed to hospital. On 7 April 2021, MTS was notified that the customer had deceased.

[20] MTR Elizabeth line did not set a safety target for contractor for 2021 as contractor was managed and monitored as part of the staff.

The KPIs for 2021 have been assured by KPMG.

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



Mainland China and International Business – MTR Nordic

		MTR Nordic			Stockholm Metro					
		MTR Nordic			MTR Tunnelbanan			MTR Tech		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Environmental Performance^[21]										
# Total electricity consumption for railway operation	MWh	n/a	n/a	n/a	165,768	168,525	172,050	11,232	23,875	n/a
# Total water consumption from railway operation	m ³	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
# Metals recycled	tonnes	0	0	0	0	0	0	242	337.2	395
# Total hazardous wastes	tonnes	0.1	0.1	0	16.7	9.3	11	113.1	203.4	253
# Total hazardous wastes in liquid	litres	0	0	0	0	0	0	107,179 ^[22]	206,640 ^[22]	596,939^[22]
# Total GHG emissions	tonnes CO ₂ e	0	0	0	107	67	24	469	777	973
# Scope 1 emissions	tonnes CO ₂ e	0	0	0	99	57	15	26	33	57
# Scope 2 emissions	tonnes CO ₂ e	0	0	0	8	9	9	442	744	916
Social Performance										
Total Workforce										
# Total employees	number	98	109	115	2,872	2,855	2,332	437	579	639
Total workforce by gender										
# Female	number	34	37	41	901	883	764	36	57	60
# Male	number	64	72	74	1,971	1,972	1,568	401	522	579
Total workforce by age										
# Aged below 30	number	9	12	15	569	536	437	47	60	94
# Aged 30 - below 50	number	65	73	72	1,237	1,234	1,020	185	253	279
# Aged 50 & above	number	24	24	28	1,066	1,085	875	205	266	266
Total workforce by employment type										
# Full time staff	number	94	105	112	2,053	2,122	1,696	434	575	634
# Part time staff	number	4	4	3	819	733	636	3	4	5



Mainland China and International Business – MTR Nordic

		MTR Nordic			Stockholm Metro					
		MTR Nordic			MTR Tunnelbanan			MTR Tech		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Voluntary Staff Turnover										
# Total voluntary staff turnover rate	%	21.3	16.7	19.6	4.2	4.1	3.8	6.8	6.2	7.9
Voluntary staff turnover rate by age										
# Aged below 30	%	34.8	0.0	5.9	9.0	7.6	9.2	18.5	14.2	12.1
# Aged 30 - below 50	%	19.0	22.8	22.0	5.7	5.2	4.2	6.9	6.7	8.9
# Aged 50 & above	%	24.8	4.9	21.5	1.3	1.9	1.8	3.2	3.7	5.7
Voluntary staff turnover rate by gender										
# Female	%	18.2	19.3	14.5	4.4	5.2	5.3	9.6	6.1	14.7
# Male	%	23.1	15.4	22.4	4.2	3.7	3.1	6.6	6.2	7.2
Vacant Posts Filled Internally										
# Vacant posts filled internally either by promotion or transfer	%	n/a	n/a	n/a	17	17.0	17.0	n/a	n/a	n/a
Employee Training										
Percentage of employees trained by gender										
# Female	%	67.6	54.1	63.4	76.5	75.1	92.0	80.6	64.9	96.7
# Male	%	75.0	47.9	54.7	69.5	79.8	95.3	78.8	77.8	96.9
Percentage of employee trained by employment										
# Managers	%	94.1	76.2	64.0	94.8	74.6	82.9	86.8	84.8	100.0
# Non-managers	%	69.6	44.3	56.0	70.8	78.5	94.6	78.2	75.8	96.4
# Training days per employee	days	0.4	0.8	0.9	3.3	3.4	2.7	2.5	2.0	3.5
Training days per employee by gender										
# Female	days	0.5	0.7	0.8	2.9	2.6	2.3	1.7	1.2	2.2
# Male	days	0.3	0.8	0.9	3.5	3.7	3.0	2.5	2.0	3.6



Mainland China and International Business – MTR Nordic

		MTR Nordic			Stockholm Metro					
		MTR Nordic			MTR Tunnelbanan			MTR Tech		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Training days per employee by employment										
# Managers	days	0.5	1.0	0.8	3.3	1.4	1.0	1.6	1.7	2.9
# Non-managers	days	0.4	0.7	0.9	3.3	3.5	2.8	2.6	2.0	3.5
Operations Performance										
Total number of passenger trips	million	n/a	n/a	n/a	347	213	219	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
# Train punctuality	%	n/a	n/a	n/a	97.80	99.00	98	n/a	n/a	n/a
# Train reliability	revenue car - km/incident	n/a	n/a	n/a	60,111	65,983	56,862	n/a	n/a	n/a
# Train service delivery	%	n/a	n/a	n/a	99.47	99.51	99.4	n/a	n/a	n/a
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	0	0	0	0	0
# Main contractors	number	0	0	0	0	0	0	0	0	0





Mainland China and International Business – MTR Nordic

			MTR Nordic			Stockholm Metro					
			MTR Nordic			MTR Tunnelbanan			MTR Tech		
KPI	Unit		2019	2020	2021	2019	2020	2021	2019	2020	2021
Supply Chain ^[23]											
By continent											
#	Number of suppliers in Africa	number	0	0	0	0	0	0	0	0	0
#	Number of suppliers in Asia	number	1	1	0	0	1	0	1	2	2
#	Number of suppliers in Europe	number	418	304	309	572	354	233	668	617	696
#	Number of suppliers in North America	number	2	4	6	1	1	0	3	4	5
#	Number of suppliers in Oceania	number	0	0	0	0	0	0	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	n/a	n/a	n/a	0	0	0	n/a	n/a	n/a ^[25]
#	Performance	number	n/a	n/a	n/a	1	0	1 ^[24]	n/a	n/a	n/a ^[26]
No. of injuries per million passenger journeys											
	Target	number	n/a	n/a	n/a	1.15	1.00	1.00	n/a	n/a	n/a ^[27]
#	Performance	number	n/a	n/a	n/a	0.87	0.88	1.10	n/a	n/a	n/a ^[28]
Staff Safety											
Fatality											
	Target	number	n/a	n/a	n/a	0	0	0	0	n/a ^[29]	0
#	Performance	number	n/a	n/a	n/a	0	0	0	0	n/a ^[29]	0
Lost time injuries per 100,000 man hours											
	Target	number	n/a	n/a	n/a	0.30	0.30	0.30	0.30	n/a ^[29]	n/a ^[29]
#	Performance	number	n/a	n/a	n/a	0.41	0.27	0.57	1.07	n/a ^[29]	n/a ^[29]



Mainland China and International Business – MTR Nordic

		MTR Nordic			Stockholm Metro					
		MTR Nordic			MTR Tunnelbanan			MTR Tech		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Contractor Safety^[30]										
Fatality										
Target	number	n/a	n/a	n/a	0	0	0	0	0	0
# Performance	number	n/a	n/a	n/a	0	0	0	0	0	0
Lost time injuries per 100,000 man-hour										
Target	number	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a^[29]
# Performance	number	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a^[29]



Mainland China and International Business – MTR Nordic (Cont'd)

		Stockholms Pendeltåg			MTRX			MTR Facility Management		
		MTR Pendeltågen			MTR Express			MTR Facility Management		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Environmental Performance										
# Total electricity consumption for railway operation	MWh	211,894	201,289	204,278	19,585	14,564	15,328	n/a	n/a	n/a
# Total water consumption from railway operation	m ³	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
# Metals recycled	tonnes	66.0 ^[31]	0 ^[32]	0	1.0 ^[33]	1.0 ^[33]	0^[33]	n/a	n/a	0
# Total hazardous wastes	tonnes	142.2 ^[31]	0 ^[32]	0	0.3 ^[33]	0.5 ^[33]	0^[33]	n/a	n/a	0
# Total hazardous wastes in liquid	litres	276.2 ^[34]	0 ^[32]	0	155 ^[33]	66 ^[33]	5,860^[33]	n/a	n/a	0
# Total GHG emissions	tonnes CO ₂ e	198	93	90	5	8	10	n/a	n/a	64
# Scope 1 emissions	tonnes CO ₂ e	53	47	24	0	8	7	n/a	n/a	64
# Scope 2 emissions	tonnes CO ₂ e	145	46	66	5	1	2	n/a	n/a	0
Social Performance										
Total Workforce										
# Total employees	number	1,737	1,717	1,502	135	121	120	n/a	n/a	772
Total workforce by gender										
# Female	number	515	519	494	74	64	61	n/a	n/a	129
# Male	number	1,222	1,198	1,008	61	57	59	n/a	n/a	643
Total workforce by age										
# Aged below 30	number	329	311	283	46	43	36	n/a	n/a	79
# Aged 30 - below 50	number	847	844	732	71	58	56	n/a	n/a	388
# Aged 50 & above	number	561	562	487	18	20	28	n/a	n/a	305
Total workforce by employment type										
# Full time staff	number	1,538	1,514	1,343	103	98	103	n/a	n/a	609
# Part time staff	number	199	203	159	32	23	17	n/a	n/a	163



Mainland China and International Business – MTR Nordic (Cont'd)

		Stockholms Pendeltåg			MTRX			MTR Facility Management		
		MTR Pendeltågen			MTR Express			MTR Facility Management		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Voluntary Staff Turnover										
# Total voluntary staff turnover rate	%	4.4	3.2	3.4	9.6	9.7	7.8	n/a	n/a	5.7
Voluntary staff turnover rate by age										
# Aged below 30	%	6.3	5.3	2.7	7.0	3.2	11.2	n/a	n/a	13.5
# Aged 30 - below 50	%	5.3	3.4	4.0	11.7	12.5	7.4	n/a	n/a	6.8
# Aged 50 & above	%	2.0	2.0	2.8	7.6	12.8	4.7	n/a	n/a	3.4
Voluntary staff turnover rate by gender										
# Female	%	6.7	3.0	4.8	11.2	15.6	7.9	n/a	n/a	7.5
# Male	%	3.5	3.3	2.8	8.2	3.9	7.8	n/a	n/a	5.4
Vacant Posts Filled Internally										
# Vacant posts filled internally either by promotion or transfer	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Employee Training										
Percentage of employees trained by gender										
# Female	%	92.2	69.9	86.4	87.8	64.1	72.1	n/a	n/a	68.2
# Male	%	94.6	72.5	93.7	90.2	77.2	83.1	n/a	n/a	72.2
Percentage of employee trained by employment										
# Managers	%	94.8	85.2	78.3	90.9	61.5	90.0	n/a	n/a	81.0
# Non-managers	%	93.9	71.3	91.7	88.7	71.3	76.4	n/a	n/a	71.0
# Training days per employee	days	3.0	1.1	1.2	2.5	2.8	2.2	n/a	n/a	0.8
Training days per employee by gender										
# Female	days	3.3	1.1	1.0	2.5	2.6	2.5	n/a	n/a	0.8
# Male	days	2.8	1.1	1.3	2.4	3.1	2.0	n/a	n/a	0.8



Mainland China and International Business – MTR Nordic (Cont'd)

		Stockholms Pendeltåg			MTRX			MTR Facility Management		
		MTR Pendeltågen			MTR Express			MTR Facility Management		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Training days per employee by employment										
# Managers	days	2.5	1.1	0.8	0.4	1.5	2.0	n/a	n/a	1.6
# Non-managers	days	3.0	1.1	1.2	2.7	3.0	2.3	n/a	n/a	0.8
Operations Performance										
Total number of passenger trips	million	120	80	75	n/a	n/a	n/a	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
# Train punctuality	%	93.60	96.00	92	79.0	91.10	86	n/a	n/a	n/a
# Train reliability	revenue car - km/incident	60,259	79,275	45,174	75,000	106,000	92,000	n/a	n/a	n/a
# Train service delivery	%	97.90	98.60	95.7	99.60	99.90	99.9	n/a	n/a	n/a
Legal Compliance (Number of Convicted Cases)										
# Cases of corruption	number	0	0	0	0	0	0	n/a	n/a	0
# Cases involving health and safety	number	0	0	0	0	0	0	n/a	n/a	0
# Cases involving labor standards	number	0	0	0	0	0	0	n/a	n/a	0
# Cases involving product responsibility (including customer privacy)	number	0	0	0	0	0	0	n/a	n/a	0
# Cases involving working conditions	number	0	0	0	0	0	0	n/a	n/a	0
Cases involving environmental regulations										
# MTR subsidiary	number	0	0	0	0	0	0	n/a	n/a	0
# Main contractors	number	0	0	0	0	0	0	n/a	n/a	0





Mainland China and International Business – MTR Nordic (Cont'd)

			Stockholms Pendeltåg			MTRX			MTR Facility Management		
			MTR Pendeltågen			MTR Express			MTR Facility Management		
KPI	Unit		2019	2020	2021	2019	2020	2021	2019	2020	2021
Supply Chain^[23]											
By continent											
#	Number of suppliers in Africa	number	0	0	0	0	0	0	n/a	n/a	0
#	Number of suppliers in Asia	number	0	0	0	0	0	0	n/a	n/a	0
#	Number of suppliers in Europe	number	448	315	274	293	205	177	n/a	n/a	207
#	Number of suppliers in North America	number	0	0	1	2	1	1	n/a	n/a	0
#	Number of suppliers in Oceania	number	0	0	0	0	0	0	n/a	n/a	0
#	Number of suppliers in South America	number	0	0	0	0	0	0	n/a	n/a	0
Safety Targets and Performance											
Passenger and Public Safety											
Fatality											
	Target	number	0	0	0	0	0	0	n/a	n/a	n/a^[35]
#	Performance	number	0	1 ^[36]	1^[37]	0	0	0	n/a	n/a	n/a^[38]
No. of injuries per million passenger journeys											
	Target	number	1.35	1.00	0.80	19.00	19.00	19.00	n/a	n/a	n/a^[39]
#	Performance	number	0.76	0.62	0.68	25.72	16.14	29.10	n/a	n/a	n/a^[40]
Staff Safety											
Fatality											
	Target	number	0	0	0	0	0	0	n/a	n/a	n/a^[29]
#	Performance	number	0	0	0	0	0	0	n/a	n/a	n/a^[29]
Lost time injuries per 100,000 man hours											
	Target	number	0.55	0.45	0.45	1.50	1.50	1.20	n/a	n/a	n/a^[29]
#	Performance	number	0.04	0.47	0.74	0.56	0.63	2.24	n/a	n/a	n/a^[29]



Mainland China and International Business – MTR Nordic (Cont'd)

		Stockholms Pendeltåg			MTRX			MTR Facility Management		
		MTR Pendeltågen			MTR Express			MTR Facility Management		
KPI	Unit	2019	2020	2021	2019	2020	2021	2019	2020	2021
Contractor Safety^[30]										
Fatality										
Target	number	0	0	0	0	0	0	n/a	n/a	n/a^[29]
# Performance	number	0	0	0	0	0	0	n/a	n/a	n/a^[29]
Lost time injuries per 100,000 man-hour										
Target	number	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a^[29]
# Performance	number	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a^[29]

Notes

[21] The environmental performance data of MTR Tech includes Emtrain, a 100%-owned subsidiary of MTR Tech, starting from 2020.

[22] This KPI is presented in kg.

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

[24] On 30 October 2021, an intoxicated person was, after falling from platform onto the track at Kista Station in Sweden, fatally struck by an MTR Tunnelbanan train entering the station.

[25] MTR Tech does not have a performance target for passenger fatality as it is a depot operation.

[26] MTR Tech does not have a performance figure for passenger fatality as it is a depot operation.

[27] MTR Tech does not have a performance target for passenger injuries as it is a depot operation.

[28] MTR Tech does not have a performance figure for passenger injuries as it is a depot operation.

[29] Safety figures for MTR Tech and MTR Facility Management have been aggregated under MTR Tunnelbanan and MTR Pendeltågen.

[30] MTR Tunnelbanan, MTR Tech, MTR Pendeltågen and MTR Express monitors contractor's safety performance as part of staff's safety performance.

[31] This KPI includes waste from Emtrain.

[32] From 2020, waste from Emtrain is no longer reported under MTR Pendeltågen and is reported under MTR Tech instead.

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

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

[35] MTR Facility Management does not have a performance target for passenger fatality as it is a facility management operation.

[36] A worker from an external company was hit by a train when working with the tracks. The root cause of the accident was the human factor caused by the worker.

[37] On 2 February 2021, a person, who appeared to be under the influence of some substance, fell from the platform onto the track at Jordbro Station in Stockholm and was fatally struck by an MTR Pendeltågen train.

[38] MTR Facility Management does not have a performance figure for passenger fatality as it is a facility management operation.

[39] MTR Facility Management does not have a performance target for passenger injuries as it is a facility management operation.

[40] MTR Facility Management does not have a performance figure for passenger injuries as it is a facility management operation.

The KPIs for 2021 have been assured by KPMG.

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



NP360 ESG Performance

KPI	Unit	2019	2020	2021
Staff Strength and Diversity				
Total employees	number	355	312^[1]	312^[1]
Total workforce (full-time) by age				
Aged below 30	number	84	65	58
Aged 30-below 50	number	172	176	171
Aged 50 & above	number	27	29	34
Total workforce (full-time) by gender				
Female	number	123	118	114
Male	number	160	152	149
Total workforce by employment type				
Full-time	number	283	270	263
Part-time	number	72	42	49
NP360 Operation Performance				
Cable car system reliability	%	99.93	99.93	99.95

KPI	Unit	2019	2020	2021
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	0.23	0.23	0.97^[3]
Performance	number	0.00	0.39^[2]	0.22
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	0.63	0.28^[2]	1.02
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	1.32	0^[2]	0

Notes

[1] This KPI includes both full-time and part-time employees.

[2] This KPI has been restated.

[3] This target has been adjusted due to low visitation during COVID-19, yet it bears the same number of occurrences.

COMET BENCHMARKING RESULTS 2020

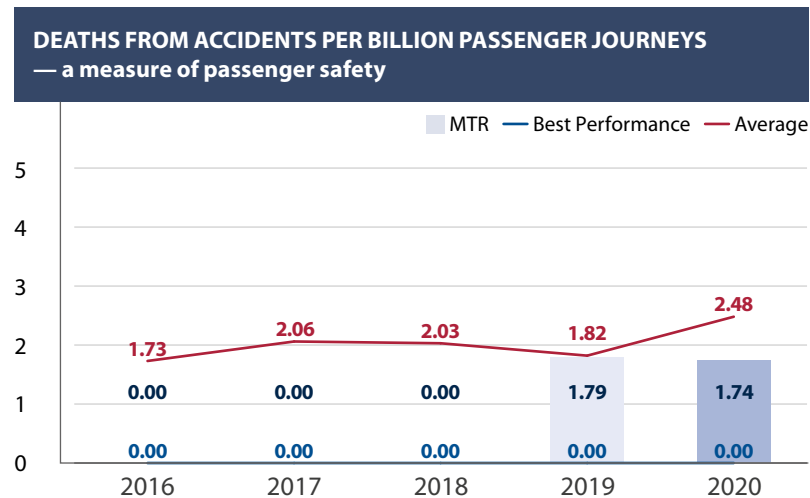
The Community of Metros (COMET) programme collects data from metro system operators around the world in order to compare performance and improve standards across the industry. In 2020, COMET and Nova, two metro benchmarking groups comprising a total of 42 large and medium-sized metro systems from 39 cities, were merged into COMET group. Therefore, the number of metro systems participating in the benchmarking exercise increased in 2020 compared to 2019, resulting in the performance in 2020 not fully comparable with previous years.

The 2021 benchmarking exercise assessed data for 2020 for 42 large and medium-sized metro systems from 39 cities including Buenos Aires, Washington, Montreal, Ottawa, Rio de Janeiro, San Francisco, Toronto,

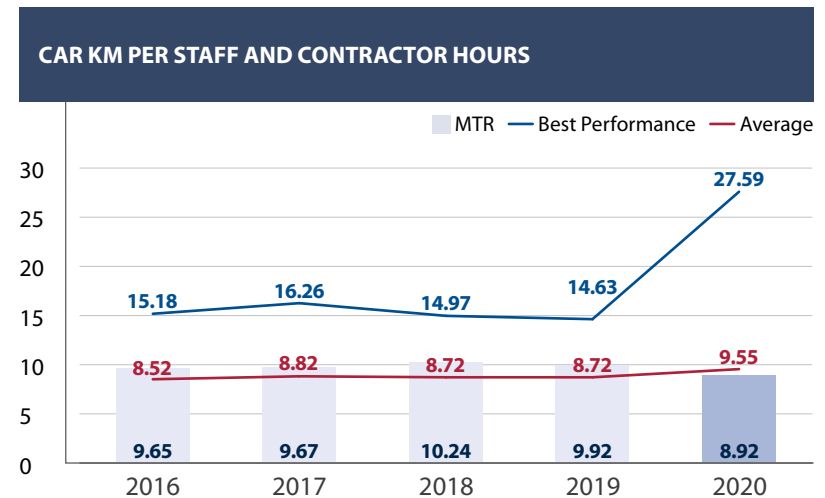
Vancouver, Barcelona, Brussels, Istanbul, Lisbon, Newcastle, Oslo, Bangkok, Bangalore, Dubai, Kuala Lumpur, Nanjing, Sydney, Beijing, Berlin, Delhi, Guangzhou, Hong Kong, London, Mexico City, Madrid, Moscow, New York, Paris, Santiago, Seoul, Singapore, Shanghai, São Paulo, Shenzhen and Taipei. Performance is measured across six categories, including growth and learning, customers, internal processes, safety and security, financial performance and environmental performance, which are the same as previous years.

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

Safety



Staff

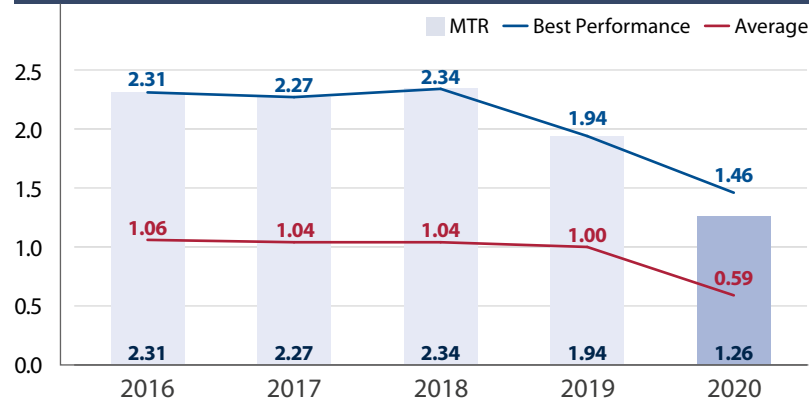


LEARN MORE...

COMET and Nova are two metro benchmarking groups comprising a total of 42 large and medium-sized metro systems from 39 cities and have merged into COMET group in 2020. The group is jointly owned and steered by their members and are facilitated by the Transport Strategy Centre (TSC) at Imperial College London.

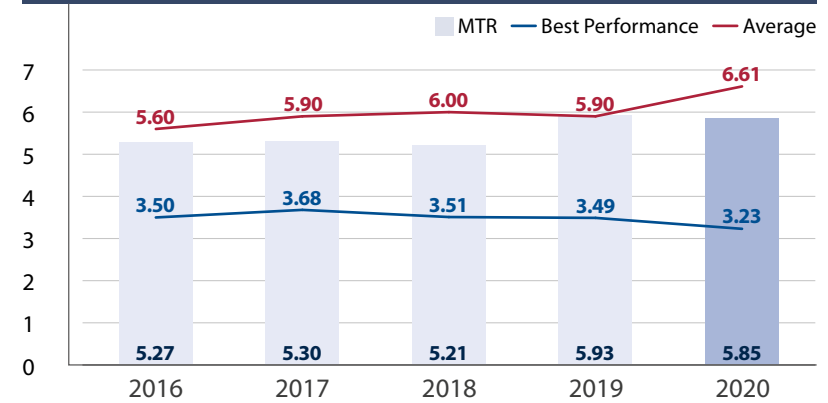
Financial performance

TOTAL COMMERCIAL REVENUE PER OPERATING COST

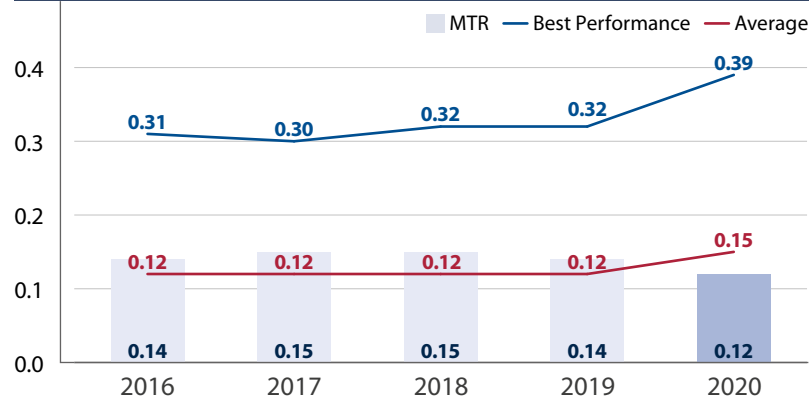


Note: Both the fare and non-fare revenue dropped significantly due to the impact of COVID-19 pandemic in 2020, yet we maintained services to keep our city moving.

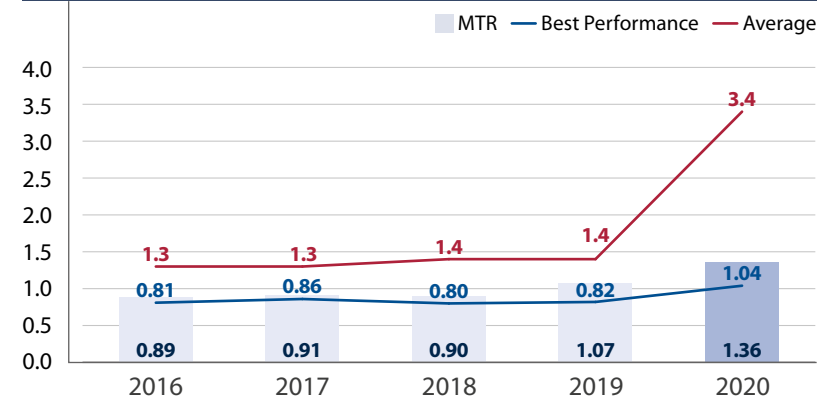
OPERATING COSTS PER CAR KM (US\$PPP)



FARE REVENUE PER PASSENGER KM (US\$PPP) — a measure of the level of our fares

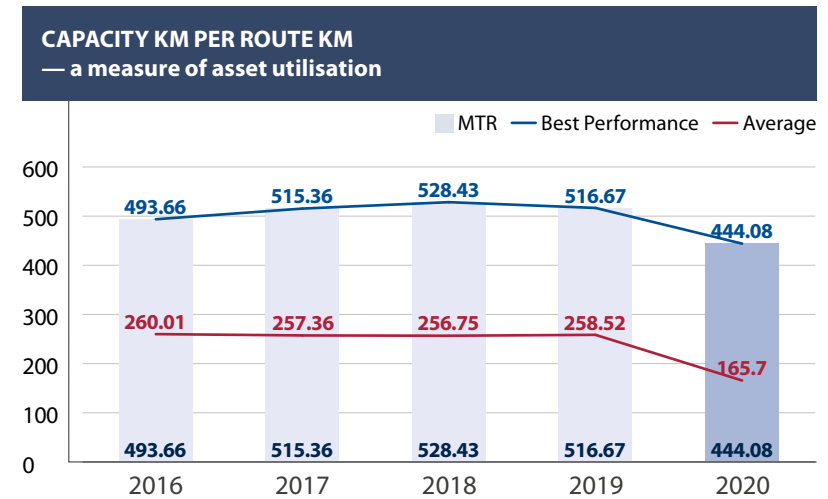
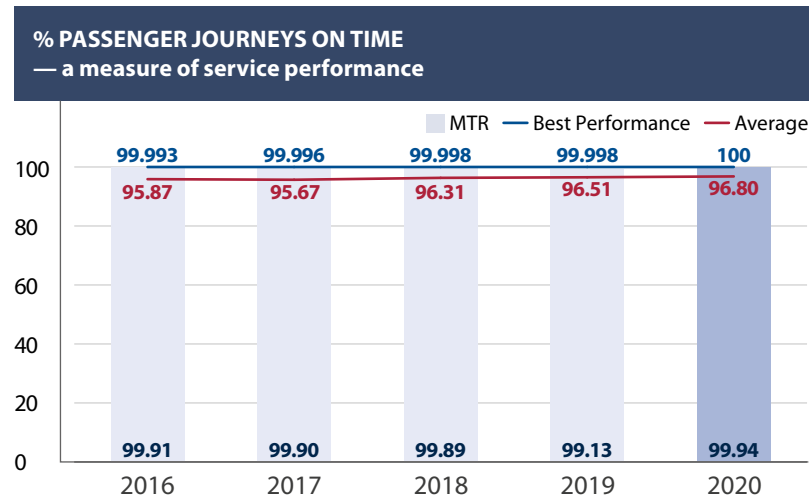


OPERATING COSTS PER PASSENGER JOURNEYS (US\$PPP)

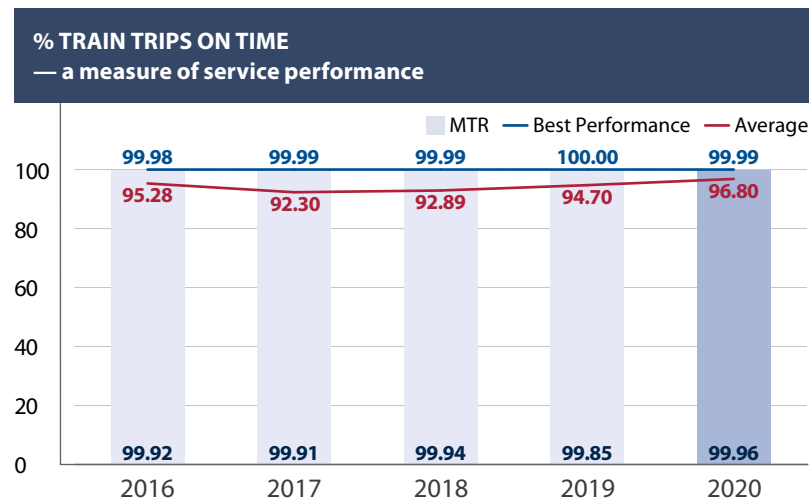


Note: Due to the impact of COVID-19 pandemic in 2020, patronage in our railway networks has greatly reduced yet we maintained services to keep our city moving.

Customer service



Note: Due to the impact of COVID-19 pandemic in 2020, patronage in our railway networks has greatly reduced.



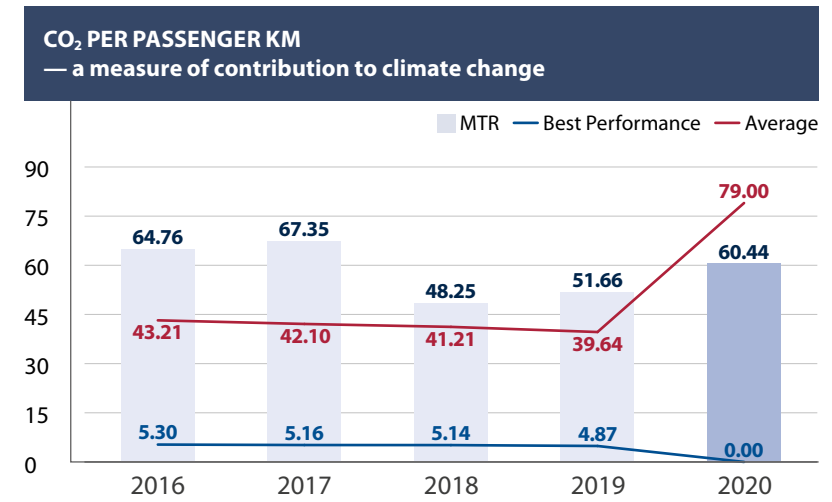
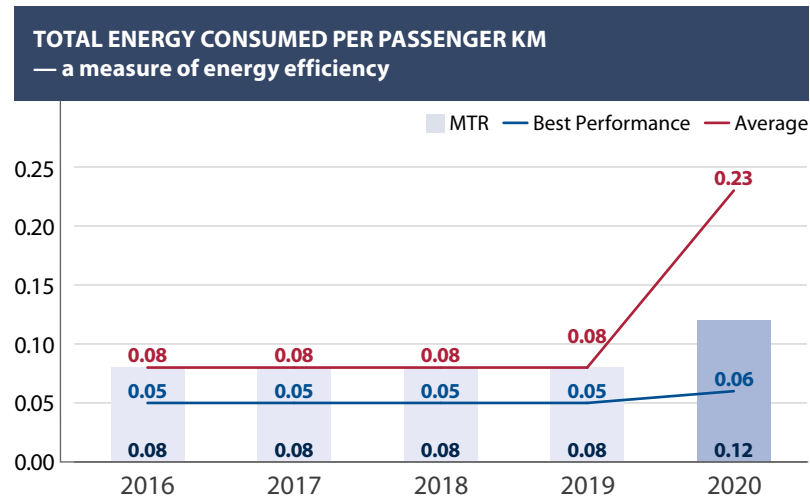
DEFINITIONS

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



SCOPE OF KEY PERFORMANCE INDICATORS (KPIs)

The scope of the report includes the following operations:

Location	Operation
Hong Kong	<p>Operated by MTR Corporation Limited:</p> <ul style="list-style-type: none"> • Heavy rail, light rail, and feeder bus services • Property Development, Rental and Management • Commercial Businesses <p>Ngong Ping 360</p>
Mainland China	<p>Operated by MTR Corporation (Shenzhen) Limited:</p> <ul style="list-style-type: none"> • Shenzhen Metro Line 4 (Longhua Line)
Australia	<p>Operated by Metro Trains Melbourne Pty. Limited:</p> <ul style="list-style-type: none"> • Melbourne's Metropolitan rail service <p>Operated by Metro Trains Sydney Pty. Limited:</p> <ul style="list-style-type: none"> • Sydney Metro Northwest Line
United Kingdom	<p>Operated by MTR Corporation (Crossrail) Limited:</p> <ul style="list-style-type: none"> • TfL Rail / Elizabeth Line
Sweden	<p>Operated by MTR Tunnelbanan AB rolling stock maintained by MTR Tech AB:</p> <ul style="list-style-type: none"> • Stockholm Metro <p>Operated by MTR Express (Sweden) AB:</p> <ul style="list-style-type: none"> • MTRX intercity train service <p>Operated by MTR Pendeltågen AB rolling stock maintained by MTR Tech AB:</p> <ul style="list-style-type: none"> • Stockholm Pendeltåg (commuter rail) <p>MTR Facility Management AB Corporate Support Functions and Main Office Building of MTR Nordic</p>

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 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 2021 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.

Capital Works Business Unit and Hong Kong Property Business Unit

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 CO₂, CH₄ and N₂O, 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 Function, Human Resources and Administration Function, Legal and Governance Function, Corporate Affairs and Branding Function, Strategy Innovation and Technology Function, Internal Audit Department 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 and corporate functions, 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 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 .

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: Admiralty Centre, World-wide House, Fairmont House, Two IFC, Telford Plaza I, Telford Plaza II, Luk Yeung Galleria, The Lane, PopCorn 2, Paradise Mall, Elements, Maritime Square, Maritime Square 2, Citylink, PopCorn 1, Ocean Walk, The LOHAS.
- Hong Kong Management Property: Southorn Garden, Hongway Garden, Heng Fa Chuen, Kornhill, Kornhill Gardens, Perfect Mount Gardens, Felicity Garden, Fortress Metro Tower, 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, The Riverpark, Century Gateway, City Point, the Austin, Grand Austin, Hemera, Wings at Sea, The Spectra, The Pavilia Bay, Cullinan West, Parc City, Ocean Pride, and Sol City.

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 China and International Business

Mainland China and International Business comprise heavy rail and facility management 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 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 and its rolling stock maintenance by MTR Tech AB, both of which are 100% owned subsidiaries by MTR Nordic AB in Sweden.
- MTRX 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.
- Sydney Metro North West Line managed by Metro Trains Sydney Pty. Limited
- Facility management services provided by MTR Facility Management AB

Scope 1 includes fuel consumption supporting railway/business operations and refrigerants

Scope 2 includes purchased electricity for supporting railway/business operations and heating



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 2021, 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 [Measuring Emissions: A Guide for Organisations: 2020 Detailed Guide](#) published by the New Zealand Ministry for the Environment, which was published in 2020; and
- The emission factors for staff business travel come from [Greenhouse gas reporting: conversion factors 2021](#) 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 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 2021.

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 10 March 2022, which was the date of our results announcement for the 2021 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 China, and Australia, excluding temporary and part-time staff and staff of our subsidiaries unless otherwise specified. For the United Kingdom, the following KPIs includes both full-time and part-time staff (covering permanent, contract and temporary). For Sweden, the voluntary staff turnover rate only includes full time and permanent staff.

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. For the Mainland China, Australia, Sweden and the United Kingdom, the following KPIs includes both full-time and part-time staff (covering permanent, contract and temporary) unless otherwise specified.

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, the Mainland China, and Australia, excluding part-time staff, contractors and staff employed by MTR 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).

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 and injuries within the reporting year that are concluded by end of January, 2022.

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 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 Function, Human Resources and Administration Function, Legal and Governance Function, Corporate Affairs and Branding Function, Strategy Innovation and Technology Function, Internal Audit Department and MTR Academy.

Hong Kong Railway Operations

Work undertaken by staff members and contractors of the Hong Kong Transport Services Business Unit.

Hong Kong Property Development and Investment Projects

Foundations, buildings, alterations and other additional works on property development sites at Ho Man Tin, Wong Chuk Hang, Yau Tong, Kam Sheung Road, LOHAS Park, Tai Wai, Tsuen Wan West, Long Ping, Nam Cheong, Yuen Long, Austin and Tin Wing.

Hong Kong Investment Property

Maintenance and management work at Admiralty Centre*, World-wide House*, Fairmont House*, Two IFC*, Telford Plaza I, Telford Plaza II, Luk Yeung Galleria, The Lane, PopCorn 2, Paradise Mall, Elements, Maritime Square, Citylink, PopCorn 1, Trackside Villas[^], Ocean Walk, Hanford Plaza*, Sun Tuen Mun Shopping Centre*, Plaza Ascot* and The LOHAS.

Hong Kong Management Property

Maintenance and management work at Southorn Garden, Hongway Garden, Heng Fa Chuen, Kornhill, Kornhill Gardens, Perfect Mount Gardens, Felicity Garden, Fortress Metro Tower, 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, The Riverpark, Century Gateway, City Point, the Austin, Grand Austin, The Central Park at LOHAS Park, Hemera, Wings at Sea, The Spectra, The Pavilia bay, Hanford Garden*, Royal Ascot*, Cullinan West, Parc City, Ocean Pride, and Sol City.

Hong Kong Network Expansion

Civil, electrical and mechanical works for the Shatin to Central Link.

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.

* These properties are managed by agents.

+ These properties were managed under Hong Kong Investment Property in 2021.

[^] Trackside Villas was passed to the Hong Kong Housing Society on 1 August 2021 for operating a transitional housing project for five years.

Apart from the Company's operations listed in the above table, the following KPIs also include railway operations in the Mainland 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 Guide Content Index

The content index includes two parts: Part I are the KPIs for the Hong Kong Exchanges and Clearing Limited's 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 Reporting Guide, ISO 26000 Guidance on Social Responsibility, and World Economic Forum ("WEF")'s Stakeholder Capitalism Metrics ("SCM").

2021	Disclosure level			Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation
	Full	Partial	None				
Mandatory Disclosure Requirements							
Governance Structure	A statement from the board containing the following elements: i) A disclosure of the board's oversight of ESG issues; ii) The board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and iii) How the board review progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	x			About MTR - Corporate Governance	Corporate Governance	
Reporting Principles	A description of, or an explanation on, the application of the Reporting Principles in the preparation of the ESG report.	x			About This Report	Reporting Framework - Scope of Disclosure Materiality Assessment	
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	x			About This Report - Report Scope	Reporting Framework - Scope of Disclosure	

2021	Disclosure level			Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation
	Full	Partial	None				
General Disclosures							
Aspect A1: Emissions	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.		x		Reducing Greenhouse Gas Emissions Climate-related Financial Disclosures	Corporate Governance - Policies Environmental Protection 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 the efficient use of resources, including energy, water and other raw materials.	x			Reducing Greenhouse Gas Emissions Climate-related Financial Disclosures	Corporate Governance - Policies Environmental Protection	
Aspect A3: The environment and natural resources	Policies on minimising the issuer's significant impacts on the environment and natural resources.	x			Reducing Greenhouse Gas Emissions Climate-related Financial Disclosures	Corporate Governance - Policies Environmental Protection - Managing our Environmental Footprint Environmental Protection - Combating Climate Change	
Aspect A4: Climate change	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	x			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency Climate-related Financial Disclosures	Corporate Governance - Policies Environmental Protection - Managing our Environmental Footprint Environmental Protection - Combating Climate Change Sustainable Investment	
Aspect B1: Employment	Information on: (a) the policies; and (b) compliance with laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	x			Promoting Social Inclusion - Diversity and Inclusion	Corporate Governance - Policies Human Capital - Management Approach Human Capital - Equal Employment Opportunity Human Capital - Employment Practices Human Capital - Work-life Balance and Family-friendly Practices Performance Metrics	#

2021		Disclosure level			Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation
		Full	Partial	None				
Aspect B2: Health and safety	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	x			Promoting Social Inclusion - Universal Basic Mobility	Corporate Governance - Policies Safety First - Managing Safety Safety First - Corporate Safety Management Model Safety First - Staff and Contractor Safety Performance Metrics	#	
Aspect B3: Development and training	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	x			Fostering Advancement and Opportunities - Employee Development and Wellness	Corporate Governance - Policies Human Capital - Management Approach Human Capital - Nurturing Corporate Culture Human Capital - Staff Learning and Development		
Aspect B4: Labour standards	Information on: (a) the policies; and (b) compliance with laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	x			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Corporate Governance - Policies Human Capital - Management Approach Performance Metrics	#	
Aspect B5: Supply chain management	Policies on managing environmental and social risks of the supply chain.	x			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Corporate Governance - Policies Responsible Procurement		
Aspect B6: Product responsibility	Information on: (a) the policies; and (b) compliance with laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	x			Promoting Social Inclusion - Universal Basic Mobility	Corporate Governance - Policies Customer Experience - Delivering Excellent Customer Service Safety First - Customer Safety 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	Information on: (a) the policies; and (b) compliance with laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	x			About MTR - Corporate Governance	Corporate Governance - Policies Performance Metrics	#	
Aspect B8: Community investment	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure that its activities take into consideration the communities' interests.	x				Corporate Governance - Policies Community Contribution		

2021	Disclosure level			Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation	
	Full	Partial	None					
KPIs								
Aspect A1: Emissions								
KPI 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 <u>Highly material issues</u> for our organisation.	
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	x			<u>Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency</u>	<u>Performance Metrics</u>	#	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	x				<u>Performance Metrics</u>	#	
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).		x			<u>Performance Metrics</u>	#	In line with the outcomes of our <u>materiality assessment</u> , 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.
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	x			<u>Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency</u> <u>Climate-related Financial Disclosures</u>	<u>Environmental Protection</u> <u>Sustainable Investment - Climate-related Financial Disclosures</u>		
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.		x		<u>Reducing Greenhouse Gas Emissions - Waste Management</u>	<u>Environmental Protection - The Environment at Our Railway Operations</u> <u>Environmental Protection - The Environment at Our Properties</u>		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).

2021	Disclosure level			Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation	
	Full	Partial	None					
Aspect A2: Use of resources								
KPI 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			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency	Performance Metrics	#	
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).		x			Performance Metrics	#	
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	x			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency Climate-related Financial Disclosures - Strategy	Environmental Protection Sustainable Investment - Climate-related Financial Disclosures		
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	x			Reducing Greenhouse Gas Emissions - Green and Low-carbon Design	Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties Performance Metrics		
KPI 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.

2021	Disclosure level			Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation
	Full	Partial	None				
Aspect A3: The environment and natural resources							
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	x			Reducing Greenhouse Gas Emissions Climate-related Financial Disclosures	Environmental Protection - Managing our Environmental Footprint Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties	<div>We strictly follow the statutory requirements and monitor noise levels regularly with appropriate mitigation measures implemented where necessary. In 2021, the Hong Kong Transport Services Business Unit filed a total of 198 noise-related complaints, accounting for 97.5% 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.</div> <div>We diligently monitor indoor air quality along our rail networks in accordance with the Practice Note for Managing Air Quality in Airconditioned Public Transport Facilities: Railways published by the EPD to ensure adequate ventilation. In 2021, 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 2021, we received a total of 45 Indoor Air Quality Certificates for our investment properties, managed properties and office buildings, out of which 24 certificates are of Excellent class.</div>
Aspect A4: Climate change							
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	x			Climate-related Financial Disclosures	Environmental Protection Sustainable Investment - Climate-related Financial Disclosures	
Aspect B1: Employment							
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	x			Promoting Social Inclusion - Diversity and Inclusion	Performance Metrics	#
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	x			Fostering Advancement and Opportunities - Employee Development and Wellness	Performance Metrics	#

2021	Disclosure level				Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation
	Full	Partial	None					
Aspect B2: Health and safety								
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	x			Promoting Social Inclusion - Universal Basic Mobility	Performance Metrics	#	
KPI B2.2	Lost days due to work injury.	x			Promoting Social Inclusion - Universal Basic Mobility	Performance Metrics	#	
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	x			Promoting Social Inclusion - Universal Basic Mobility	Safety First - Managing Safety Safety First - Staff and Contractor Safety		
Aspect B3: Development and training								
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	x			Fostering Advancement and Opportunities - Employee Development and Wellness	Performance Metrics	#	
KPI B3.2	The average training hours completed per employee by gender and employee category.	x				Performance Metrics	#	
Aspect B4: Labour standards								
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	x			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement		There is no risk of child or forced labour occurring within our organisation.
KPI B4.2	Description of steps taken to eliminate such practices when discovered.			x				No such practices have been discovered.
Aspect B5: Supply chain management								
KPI B5.1	Number of suppliers by geographical region.	x				Performance Metrics	#	
KPI 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			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement		
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	x			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement		
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	x			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement		

2021	Disclosure level				Reporting Location: SR2021	Reporting Location: Website	External Assurance	Explanation
	Full	Partial	None					
Aspect B6: Product responsibility								
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.			x		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.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.		x			Customer Experience - Delivering Excellent Customer Service		
KPI 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.
KPI B6.4	Description of quality assurance process and recall procedures.			x				Product quality and recall is not determined to be a Highly material issue for our organisation.
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	x				Customer Experience - Delivering Excellent Customer Service Performance Metrics	#	Our privacy policy is available on our customer website.
Aspect B7: Anti-corruption								
KPI 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	#	
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	x			About MTR - Corporate Governance	Corporate Governance - Policies		
KPI B7.3	Description of anti-corruption training provided to directors and staff.	x			About MTR - Corporate Governance			
Aspect B8: Community investment								
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	x			Promoting Social Inclusion - Equal Opportunities Fostering Advancement and Opportunities - Future Skills and Innovation	Community Contribution		
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	x			Promoting Social Inclusion - Equal Opportunities	Community Contribution	#	

#These KPIs have been assured by KPMG.

Part II: GRI Content Index

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
GRI 102: General Disclosures 2016									
Organisational Profile									
102-1	Name of the organisation	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment creation and skills development 7.8 Voluntary initiatives for social responsibility				About MTR - Our Business at a Glance			
102-2	Activities, brands, products, and services		Eco 2			About MTR - Our Business at a Glance			
102-3	Location of headquarters					About MTR - Our Business at a Glance			
102-4	Location of operations					About MTR - Our Business at a Glance			
102-5	Ownership and legal form					About MTR - Our Business at a Glance			
102-6	Markets served					About MTR - Our Business at a Glance			
102-7	Scale of the organisation		Eco 1			About MTR - Our Business at a Glance About MTR - Financial Sustainability	Performance Metrics	#	
102-8	Information on employees and other workers		Soc 13, Soc 14, Eco 16			Promoting Social Inclusion - Diversity and Inclusion	Performance Metrics	#	There are no significant variations in employment numbers, such as seasonal variations.
102-9	Supply chain					Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement	#	
102-10	Significant changes to the organisation and its supply chain								There were no significant changes during the reporting period.
102-11	Precautionary Principle or approach		Gov 10			About MTR - Corporate Governance	Corporate Governance - Policies Corporate Governance - Risk Management		
102-12	External initiatives						Collaborative Participation		
102-13	Membership of associations						Collaborative Participation		

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	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 6.2 Organisational governance 7.4.2 Setting the direction of an organisation for social responsibility				Chairman's Message CEO's Message			
Ethics and Integrity									
102-16	Values, principles, standards and norms of behaviour	4.4 Ethical behaviour 6.6.3 Anti-corruption	Gov 5, Gov 11		Fair operating practices (2)	About MTR - Corporate Governance	Corporate Governance - Vision, Purpose and Values Corporate Governance - Policies		
Governance									
102-18	Governance structure	6.2 Organisational governance 7.4.3 Building social responsibility into an organisation's governance, systems and procedures 7.7.5 Improving performance	Gov 1, Gov 2, Gov 5		Organisational governance structure and process (1)	About MTR - Corporate Governance	Corporate Governance - Governance Structure		
102-20	Executive-level responsibility for economic, environmental, and social topics	6.2 Organisational governance 7.4.3 Building social responsibility into an organisation's governance, systems and procedures 7.7.5 Improving performance	Gov 1, Gov 2, Gov 5		Organisational governance structure and process (1)	About MTR - Corporate Governance	Corporate Governance - Governance Structure		



GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
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		
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	Principles of Governance - Stakeholder engagement		About This Report - Stakeholder Engagement	Stakeholder Engagement - Engaging Stakeholders Stakeholder Engagement - Stakeholder Engagement Table		
102-44	Key topics and concerns raised					About This Report - Stakeholder Engagement	Stakeholder Engagement - Stakeholder Engagement Table		
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	7.3.3 An organisation's sphere of influence				About This Report - Materiality			
102-48	Restatements of information	7.3.4 Establishing priorities for addressing issues							There have been no restatements of information.
102-49	Changes in reporting					About This Report - Materiality			

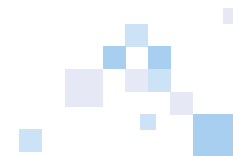
GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
102-50	Reporting period	7.5.3 Types of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility				About This Report - Report Scope			
102-51	Date of most recent report								MTR Sustainability Report 2020
102-52	Reporting cycle								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 for Sustainability Reporting Guidelines			
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			Prosperity - Employment and wealth generation Prosperity - Community and social vitality		About MTR - Financial Sustainability	Financial Sustainability		
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)	Climate-related Financial Disclosures	Sustainable Investment - Climate-related Financial Disclosures Environmental Protection - Combating Climate Change		
201-4	Financial assistance received from government			Prosperity - Employment and wealth generation	Payment from government/ tax payment (30)	Annual Report 2021 - Investor Relations			

GRI Standards	ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
203: Indirect Economic Impacts 2016								
103	Management approach				Promoting Social Inclusion - Equal Opportunities Fostering Advancement and Opportunities - Future Skills and Innovation	Community Contribution		
203-1	Infrastructure investments and services supported	6.3.9 Economic, social and cultural rights 6.8.1-6.8.2 Community involvement and development 6.8.7 Wealth and income creation 6.8.9 Social investment		Access to essential services (12)	Promoting Social Inclusion - Equal Opportunities Fostering Advancement and Opportunities - Future Skills and Innovation	Community Contribution		
204: Procurement Practices 2016								
103	Disclosure of management approach		Gov 13		Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement		
205: Anti-corruption 2016								
103	Management approach		Gov 12		About MTR - Corporate Governance	Corporate Governance - Policies		
205-3	Confirmed incidents of corruption and actions taken	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti-corruption	Principles of Governance - Ethical behaviour	Anti-corruption (3)		Performance Metrics	#	
206: Anti-competitive Behavior 2016								
103	Management approach				About MTR - Corporate Governance	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 6.6.5 Fair competition 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 2021.

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
300: Environment									
302: Energy 2016									
103	Management approach		Env 1			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency Climate-related Financial Disclosures	Environmental Protection - Managing our Environmental Footprint Environmental Protection - Combating Climate Change 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)	Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency	Performance Metrics	#	
302-3	Energy intensity	6.5.4 Sustainable resource use					Performance Metrics	#	
302-4	Reduction of energy consumption	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation	Env 20			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency			
302-5	Reductions in energy requirements of products and services	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation				Climate-related Financial Disclosures - Strategy			
303: Water and Effluents 2018									
103	Management approach		Env 1			Reducing Greenhouse Gas Emissions - Green and Low-carbon Design	Environmental Protection - Managing our Environmental Footprint Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties		All water is sourced from municipal water supplies.

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
303-1	Interactions with water as a shared resource	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use			Prevention of pollution (24) Sustainable resource use (25)	Reducing Greenhouse Gas Emissions - Green and Low-carbon Design	Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties		
303-2	Management of water discharge-related impacts						Environmental Protection - The Environment at Our Railway Operations		The Corporation holds a number of water discharge licences which specify the minimum standards and monitoring of water quality.
303-5	Water consumption	6.5.4 Sustainable resource use			Sustainable resource use (25)		Performance Metrics	#	
304: Biodiversity 2016									
103	Management approach		Env 1, Env 2		Biodiversity (27)	Reducing Greenhouse Gas Emissions - Green and Low-carbon Design	Environmental Protection - Managing our Environmental Footprint Environmental Protection - The Environment at Our Railway 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		Planet - Nature loss		Reducing Greenhouse Gas Emissions - Green and Low-carbon Design			
304-3	Habitats protected or restored	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats				Reducing Greenhouse Gas Emissions - Green and Low-carbon Design			
305: Emissions 2016									
103	Management approach		Env 1			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency Climate-related Financial Disclosures	Environmental Protection		

MTR Sustainability Reporting Issues (Issue #)									
GRI Standards		ISO 26000	UITP	WEF SCM	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions	
305-1	Direct (Scope 1) GHG emissions	6.5.5 Climate change mitigation and adaptation	Env 7	Planet - Climate change	Climate change (26)	Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency	Performance Metrics	#	
305-2	Energy indirect (Scope 2) GHG emissions	6.5.5 Climate change mitigation and adaptation	Env 7			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency	Performance Metrics	#	
305-3	Other indirect (Scope 3) GHG emissions	6.5.5 Climate change mitigation and adaptation	Env 7			Reducing Greenhouse Gas Emissions - Reducing Carbon Emissions, Adopting Clean Energy and Enhancing Energy Efficiency	Performance Metrics	#	
306: Waste 2020									
103	Management approach		Gov 15, Env 1			Reducing Greenhouse Gas Emissions - Waste Management	Environmental Protection - Managing our Environmental Footprint Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties		
306-1	Waste generation and significant waste-related impacts	6.5.3 Prevention of pollution			Prevention of pollution (24)	Reducing Greenhouse Gas Emissions - Waste Management	Environmental Protection - Managing our Environmental Footprint Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties		



GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
306-2	Management of significant waste-related impacts	6.5.3 Prevention of pollution			Prevention of pollution (24)	Reducing Greenhouse Gas Emissions - Waste Management	Environmental Protection - Managing our Environmental Footprint Environmental Protection - The Environment at Our Railway Operations Environmental Protection - The Environment at Our Properties		
306-3	Waste generated	6.5.3 Prevention of pollution			Prevention of pollution (24)		Performance Metrics	#	
306-4	Waste diverted from disposal	6.5.3 Prevention of pollution			Prevention of pollution (24)		Performance Metrics	#	
306-5	Waste directed to disposal	6.5.3 Prevention of pollution			Prevention of pollution (24)		Performance Metrics	#	
307: Environmental Compliance 2016									
103	Management approach		Gov 8			Reducing Greenhouse Gas Emissions	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			Fostering Advancement and Opportunities - Enabling Development of our Business Partners	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)	Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement		

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
400: Social									
401: Employment 2016									
103	Management approach				Employment practices (19)	Promoting Social Inclusion - Diversity and Inclusion Fostering Advancement and Opportunities - Employee Development and Wellness	Human Capital - Management Approach		
401-1	New employee hires and employee turnover	6.4.3 Employment and employment relationships	Soc 4, Soc 13			Fostering Advancement and Opportunities - Employee Development and Wellness	Performance Metrics	#	
403: Occupational Health and Safety 2018									
103	Management approach		Gov 6, Gov 7, Gov 8, Gov 9, Soc 7			Promoting Social Inclusion - Universal Basic Mobility Fostering Advancement and Opportunities - Employee Development and Wellness	Safety First		
403-1	Occupational health and safety management system	6.4.6 Health and safety at work				Promoting Social Inclusion - Universal Basic Mobility	Safety First - Corporate Safety Management Model		
403-2	Hazard identification, risk assessment, and incident investigation	6.4.6 Health and safety at work				Promoting Social Inclusion - Universal Basic Mobility	Safety First		
403-3	Occupational health services	6.4.6 Health and safety at work				Promoting Social Inclusion - Universal Basic Mobility	Safety First		
403-4	Worker participation, consultation, and communication on occupational health and safety	6.4.6 Health and safety at work					Safety First - Corporate Safety Management Model Human Capital - Staff Consultation and Communication		Workers' health and safety is addressed through the formal consultation mechanism, including Joint Consultative Committees representing all staff.
403-5	Worker training on occupational health and safety	6.4.6 Health and safety at work 6.8.8 Health	Soc 16, Soc 17	People - Health and well-being	Employee and contractor health and safety (22)	Promoting Social Inclusion - Universal Basic Mobility	Safety First - Staff and Contractor Safety		
403-6	Promotion of worker health	6.4.6 Health and safety at work 6.8.8 Health	Soc 16, Soc 17	People - Health and well-being	Employee and contractor health and safety (22)	Promoting Social Inclusion - Universal Basic Mobility Fostering Advancement and Opportunities - Employee Development and Wellness	Safety First - Staff and Contractor Safety Human Capital - Work-life Balance and Family-friendly Practices		

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.4.6 Health and safety at work 6.8.8 Health	Soc 16, Soc 17	People - Health and well-being	Employee and contractor health and safety (22)	Promoting Social Inclusion - Universal Basic Mobility	Safety First - Staff and Contractor Safety		
403-9	Work-related injuries	6.4.6 Health and safety at work 6.8.8 Health	Soc 16, Soc 17	People - Health and well-being	Employee and contractor health and safety (22)	Promoting Social Inclusion - Universal Basic Mobility	Performance Metrics	#	We report on this disclosure with breakdown by business units and corporate functions 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)	Fostering Advancement and Opportunities - Employee Development and Wellness	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	People - Skills for the future			Performance Metrics	#	
405: Diversity and Equal Opportunity 2016									
103	Management approach				Diversity and equal opportunity (16)	Promoting Social Inclusion - Diversity and Inclusion	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	Principles of Governance - Quality of governing body People - Dignity and equality		Promoting Social Inclusion - Diversity and Inclusion	Corporate Governance Performance Metrics	#	
406: Non-discrimination 2016									
103	Management approach					Promoting Social Inclusion - Diversity and Inclusion	Human Capital - Management Approach		
406-1	Incidents of discrimination and corrective actions taken						Performance Metrics	#	

GRI Standards	ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
413: Local Communities 2016								
103	Management approach		Soc 6		Promoting Social Inclusion - Equal Opportunities Fostering Advancement and Opportunities - Future Skills and Innovation	Community Contribution		
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)	Promoting Social Inclusion - Equal Opportunities Fostering Advancement and Opportunities - Future Skills and Innovation	Community Contribution		
414: Supplier Social Assessment 2016								
103	Management approach		Gov 11, Gov 13, Eco 12	Promoting social responsibility in the value chain (29)	Fostering Advancement and Opportunities - Enabling Development of our Business Partners	Responsible Procurement - Managing Our Supply Chain Responsible Procurement - Supply Chain Assessment		
414-2	Negative social impacts in the supply chain and actions taken				Fostering Advancement and Opportunities - Enabling Development of our Business Partners	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 Corporation's Code of Conduct , we do not make political contributions in Hong Kong or any other location.
416: Customer Health and Safety 2016								
103	Management approach		Gov 8, Gov 9		Promoting Social Inclusion - Universal Basic Mobility	Safety First - Managing Safety Safety First - Customer Safety		

GRI Standards		ISO 26000	UITP	WEF SCM	MTR Sustainability Reporting Issues (Issue #)	Reporting Location: SR2021	Reporting Location: Website	External Assurance	Notes, including reasons for omissions
416-1	Assessment of the health and safety impacts of product and service categories	6.7.1-6.7.2 Consumer issues 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.8.8 Health			Customer education (7) Customer health and safety (8)	Promoting Social Inclusion - Universal Basic Mobility	Safety First - Customer Safety Performance Metrics	#	
417: Marketing and Labeling 2016									
103	Management approach		Soc 3		Fair marketing (6)		Customer Experience - Delivering Excellent Customer Service		
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	#	
419: Socioeconomic Compliance 2016									
103	Management approach		Gov 8, 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 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution	Soc 3		Organizational Governance structure and process (1) 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 KPMG.