

TEAMWORK



Innovate,
Share and Learn.

Communicate
and build
Trust.



Shared Goals



Human Resources

5,000
Enhanced Staff
Communication
Sessions
involved over 60,000
participating headcount

6.3 
Training Days
per employee,
2.6 times
the market average

A Stable and
Engaged Workforce
with a **Low**
Voluntary
Staff
Turnover
Rate **4.2%** 



Open communication is an integral part of our corporate culture

The number of people employed by the Company together with its controlled subsidiaries stood at 15,200 in Hong Kong and 6,955 outside of Hong Kong as at 31 December 2012.

Recruitment and Retention

The Company's recurrent businesses and growth strategies require a stable and growing pool of operational, technical and managerial talent.

In support of this, proactive manpower resourcing and advance recruitment were conducted across the Company to meet manpower needs, with over 1,800 people joining during the year. To support future business growth, 26 Graduate Engineers were recruited, while eight Functional Associates and six Graduate Trainees were taken on in 2012. Overseas recruitment was strengthened to help meet manpower requirements for new railway extensions in Hong Kong, especially for engineering professionals.

As part of this effort, an employer branding campaign and a recruitment exercise for specialised disciplines were launched in the UK.

We continued to collaborate with tertiary institutions to attract graduates from Engineering, Construction and Property Management related disciplines, which resulted in 51 graduates starting work in mid 2012. We also conducted labour forums and job fairs to reach out to job applicants in Hong Kong, as well as partnering with industry bodies and NGOs under the umbrella of the Community Recruitment Programme to provide employment opportunities to qualified candidates.

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To meet the manpower demand peaks of our Hong Kong network extension projects, the structured Apprentice and Technician Associate training schemes, with different training durations designed to develop a high quality technical workforce, have moved up a gear. In 2012, 52 Craft Apprentices, 24 Technician Apprentices and 13 Technician Associates were recruited, bringing the total number of Apprentices and Technician Associates to 299 as at the end of December 2012.

Various initiatives were put in place to support growth in the Mainland of China and overseas. Human resources strategies on resourcing, including setting up a core team to support Mainland of China and International businesses, were developed. An external consultant was engaged to work on human resources systems and policies to enable global mobility. Localisation of critical Mainland operation positions continued and external recruitment agents were engaged for the BJL14 and HZL1 projects, to accelerate the local manpower build-up.

Staff Motivation and Engagement

At 4.2%, staff turnover remained low despite a rebound in the employment market. This testifies to the competitive nature of our salary and benefits provision as well as our recognition of staff contributions through various awards, including the MTR Grand Awards for Outstanding Contribution, the Performance Award and the Living the MTR Values Award. The clear career growth paths that staff members enjoy also aided retention.

To build pride in our staff, a series of short motivational videos entitled "MTR People Making a Difference" was developed, featuring stories about the work of the frontline staff in different departments. The unscripted sharing of experiences by the interviewees inspired the audience and showed how collaborative efforts enable us to provide excellent services to Hong Kong society. The first two series of nine stories, released via the Intranet during the year, received very positive responses from staff and recorded more than 92,000 viewings and 11,700 positive comments. For the third series, the first three stories received over 34,000 viewings and 5,000 positive comments.

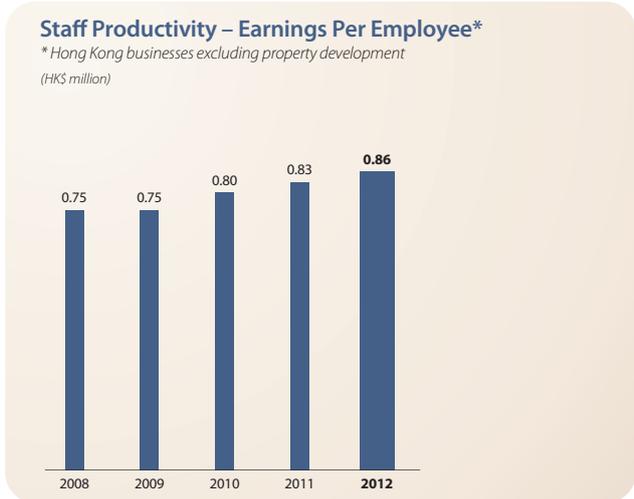
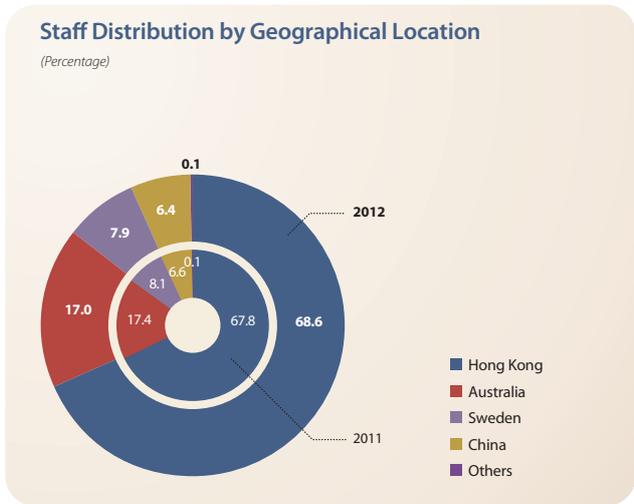
Leadership Development

Throughout the year we continued to identify and develop leadership talent at all levels.

Newly recruited Graduate Trainees attended the orientation programme in July 2012, with team building exercises, appreciation visits and action learning projects. These young talents have followed a customised curriculum in both Hong Kong and the Mainland of China that includes job rotations, as well as training and development programmes. Members of the 2009 intake were appointed to supervisory level positions in 2012.

To groom high potential senior supervisors and junior managers for higher level responsibilities, we have a three-year Executive Associate Scheme which includes cross-functional rotation, mentoring, experiential learning, study trips and sharing forums. During 2012, a new batch of Executive Associates was selected for entry to the Scheme.

In October 2012, another round of assessment was conducted to identify high potential staff at the senior manager level with strong potential for further progression.



Training and development activities foster a culture of excellence, teamwork, learning and continuous improvement

At the executive level, the Executive Continuous Learning Programme continued to keep executives and senior managers abreast of business best practices through blended modes of training, including ten in-house seminars, workshops and e-learning initiatives. Learning resource guides have also been distributed on a bi-monthly or quarterly basis. Three Executive Excellence Consortiums held in 2012 brought leaders of renowned corporations and organisations to the Company to share their experiences.

A Culture of Excellence, Learning and Caring

We continued to train our people, to improve their competency, as well as to foster a culture of excellence, learning and caring.

“Leading for Excellence, Actions for Pride” was reinforced during the year by the “LEAP” programme. Under this, 91 workshop sessions were held, helping to communicate the programme to some 10,000 Operations staff. Other programmes brought together senior management with staff, including as mentors. The Company’s Vision, Mission and Values were promoted through awards and the introduction of new promotion materials.

To build a caring service culture, refresher training was held from June 2012 onwards for over 3,400 Operations staff, supplemented by field coaching sessions to frontline supervisors in stations. In August 2012, the Academy of Excellent Service was set up to drive the service message home even more deeply.

Our aim is to be a learning organisation, fostering a collaborative innovation and learning culture in which staff members are encouraged to innovate, share and learn. This aim was reinforced during the year in workshops and via multimedia learning.

The regular training programme for managers, supervisors and non-supervisors was supplemented throughout the year by customised training and development solutions to cater for specific training needs. Creative methodologies were explored in training and self-learning was promoted via the e-Learning Centre, together with the provision of mobile learning resources, facilitating staff learning anywhere, at any time. To this end, the Learning Resource Centre also enhanced its services.

Our success in the field of training and development has earned wide recognition during the year. In Hong Kong, this included the 2012 Manpower Developer Award from the Employees Retraining Board and the 2012 Best Practice Award from Best Practice Management. Internationally, we received the American Society for Training & Development Excellence in Practice award, the 2012 Asian Most Admired Knowledge Enterprise Award from the KNOW Network in the UK and the 2012 Asian Human Capital Award from the Human Capital Leadership Institute in Singapore.

Employee Communication

To reinforce two-way communication between line managers and staff on the shop floor, over 5,000 sessions of the “Enhanced Staff Communication Programme” were organised in 2012 with more than 60,000 participating headcount. The Staff Attitude Survey 2012, for the first time adopting an electronic format, was conducted in October 2012 with a high participation rate of 96.9%. The survey result will be released to staff in the first quarter of 2013.

In September 2012, the semi-annual Management Communication Meeting communicated the re-vamped Corporate Strategy to over 1,100 managers. Webcast communication meetings on this re-vamped strategy were extended to cover over 670 supervisory staff representatives from various departments.

To enhance internal staff communications, the electronic platforms “CEO My Post” and “MTR Corporate Strategy” were developed to keep staff abreast of the latest business developments and corporate strategies. More than 54,300 views were recorded during the year. A digital display system, M-Board, located in the main office buildings, was also used to relay corporate messages. Other electronic channels have been explored to enhance communication effectiveness.

Communication initiatives for employees at our Mainland operations have been stepped up. In particular, regarding the employment transfer of around 2,200 local employees relating to the HZL1 project, 16 communication sessions were arranged in October 2012 to enhance staff’s understanding regarding the formation and management structure of the joint venture, its vision, mission, the transfer arrangements and career paths.

Driving Work Improvement

The Staff Suggestion Scheme is a well established platform for staff to give suggestions to enhance productivity. Driving the commitment of everyone in the Company to find and implement more efficient ways of working is another strategy designed to nurture individual and corporate growth.

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During the year, Work Improvement Team training encouraged staff to strive for collective innovation and continuous improvement using problem solving and innovative learning tools. In November 2012, a “Quality Improvement & Experience Sharing Convention” was held to share best practices, and staff participated in quality improvement events during the year in the Mainland of China and Malaysia, gaining awards.