



7.1

Average Training Days per Employee in Hong Kong



50,000+ Staff Worldwide

## HUMAN RESOURCES

Our staff are pivotal to our success. We are committed to inspiring, engaging and developing our people. As at 31 December 2019, the Company together with our subsidiaries

employed 17,742 people in Hong Kong and 16,521 people outside of Hong Kong. Our associates also employed an additional 16,534 people in Hong Kong and worldwide.

### RECRUITMENT, TALENT MANAGEMENT AND RETENTION

The Company remains a rewarding place to work, with initiatives in place to engage and motivate staff as well as programmes for training and talent development. In 2019, we hired a total of 1,699 people, and voluntary staff turnover remained low at 4.4% in Hong Kong.

To cater for our current and future operational needs, we rolled out a number of initiatives in search of the best candidates, including a series of Recruitment Days, our online recruitment platform and various social media channels. We also launched a new Employee Referral Programme in January 2019, which received encouraging responses.

To satisfy our long-term succession and manpower needs, we recruited high calibre graduates, including seven Graduate Engineers, five Functional Associates and 10 Graduate Trainees for our graduate development programmes during the year. Our recruitment efforts brought in 59 apprentices and 15 technician associates to our Company. With a view to developing general managers for our future business growth, we launched the General Management Talent Mobility Development Programme in 2019 for our Operations Division. We have also arranged overseas rotations in our hubs for Graduate Trainees and Executive Associates to broaden their exposure of our Mainland of China and international business and to gain critical experience to support their career development.

In support of the Company's initiatives on youth development and engagement, we offered 156 internship placements to students in degree, associate degree or higher diploma courses during the year

in Hong Kong. Our Youth Council served as a cross-divisional advisory and consultation platform for our young generation to be our think tank to generate new and innovative ideas on Human Resources initiatives.

We also fully supported the HKSAR Government's Scheme on Corporate Summer Internship on the Mainland and Overseas by providing 12 local university students with the opportunity to work in our Mainland of China and International Business hubs, where they developed new skills and gained international exposure. In addition, we continued our summer internship programme for students with special education needs under the Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme.

To maintain our market competitiveness and enhance staff retention, we continued to conduct regular reviews to provide competitive pay and benefits, short- and long-term incentive schemes, as well as a range of career development opportunities.

## STAFF MOTIVATION AND ENGAGEMENT

In celebration of our 40<sup>th</sup> anniversary, we organised a variety of staff activities, including Theme Park Fun Days for staff and their families and friends, and distributed special anniversary souvenirs, which were positively received by staff.

To familiarise new hires with their new work environment and to help them settle in, we launched a New Joiner Portal during the year. A series of videos was also produced to give new staff a virtual tour of different office premises and key locations around the Corporation.

In early 2019, we launched a series of initiatives to promote staff wellness, including the VitaMe programme, wellness days, and health talks on physical, mental and financial wellbeing.

To support our staff during the public order events since June 2019, our top management held numerous direct communication sessions with frontline staff and staff representatives to address their concerns and deploy mitigation measures. Various staff recognition initiatives were put in place, including a Special Appreciation Award and a one-off Special Recognition Payment to appreciate our staff's commitment and concerted efforts to overcome the unprecedented challenges and maintain the delivery of professional services to keep Hong Kong moving. A dedicated webpage for providing staff with the latest information was also set up, with the use of mass communication channels to thank staff and keep them updated.

## LISTENING AND RESPONDING TO STAFF

In the spirit of open communication, we have a well-established two-tier Staff Consultation Mechanism, which comprises the Staff Consultative Council ("SCC") at the corporate level and 45 Joint Consultative Committees ("JCCs") at departmental/sectional levels. It enables management to exchange

views with over 1,000 staff representatives directly elected by staff and to discuss issues of common concern. Staff are regularly updated on the discussions achievements arising from these constructive and candid discussions with SCC and JCCs.

## HUMAN RESOURCES

We also provide communication channels for our managerial staff. These include face-to-face meetings at the Executive Managers Forum; a twice-yearly Management Communication Meeting with managers from Hong Kong, the Mainland of China and overseas hubs; and focus group sessions for our CEO to better understand our managers and share his management perspective. Our Chairman, CEO and

Executives also communicate regularly through a variety of channels to better engage staff, including the Chairman's Letter and CEO Blog.

Through our multinational internal communication platform, MTRconnects, MTR staff can share corporate updates and stories with their colleagues worldwide. In 2019, this platform achieved a view rate of around 200,000.

### A CULTURE OF CONTINUOUS LEARNING

To help staff reach their full potential, the Company provides a wide range of training and development programmes for new recruits and in-service staff. In 2019, we held 7,382 training courses in Hong Kong for an average of 7.1 training days per staff member. We also provide an e-platform to encourage staff to learn outside the classroom.

In 2019, we continued to expand the use of technology to help colleagues learn more effectively, including

utilising different types of simulators, making better use of Augmented Reality and Virtual Reality and increased coverage on computer based training courseware. This has won us the Excellence Award in the Award for Excellence in Training and Development 2019 at an awards event organised by the Hong Kong Management Association and has been judged as the Best in Application of Technology.

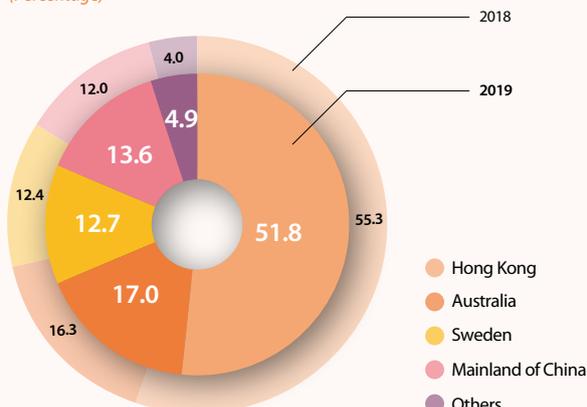
### DRIVING WORK IMPROVEMENT

MTR's Work Improvement Team ("WIT") programme plays a prominent role in driving innovation and creating a spirit of improvement. During the year, more than 70 WIT classes were held and 755 projects organised. Our staff suggestion scheme, which was introduced 38 years ago to encourage creativity in the workplace, continued to be a successful channel for soliciting creative ideas.

An online discussion platform, ID Pitch, was launched in the first quarter of 2019 to crowdsource new ideas and promote new ways of working. The launch event focused on go-green initiatives, attracting the participation of 2,100 staff from various divisions with over 1,200 ideas and 3,500 posts generated in 48 hours. Some of the winning ideas were developed into prototypes, tested and later implemented.

#### Staff Distribution by Geographic Location

(Percentage)



#### Staff Productivity – Earnings Per Employee\*

\*Hong Kong businesses excluding property development (HK\$ million)

