

HUMAN RESOURCES



3.4%

Voluntary Staff

Turnover Rate in Hong Kong

4.8

Average Training Days

per Employee in Hong Kong

50,000+

Staff Worldwide

Our staff are our most valuable assets, and we are committed to inspiring, engaging and developing them. As at 31 December 2020, the Company together with its subsidiaries employed 17,288 people in Hong Kong

and 16,921 people outside of Hong Kong. Our associates also employed an additional 17,121 people in Hong Kong and worldwide.

RECRUITMENT, TALENT DEVELOPMENT AND RETENTION

During the year, we continued to implement various initiatives to enhance talent acquisition, employee engagement, motivation and talent development. These efforts are reflected in our stable workforce, with the voluntary staff turnover rate in Hong Kong staying low at 3.4% during the year.

The worldwide impact of COVID-19 posed unprecedented challenges to the Company's business performance. Despite reduced patronage and revenue, we made considerable efforts to protect the jobs of our staff and

ensure business sustainability. Starting from early January 2020, we adopted a prudent recruitment approach to meet our operational needs while containing costs. We have implemented cost control measures with less impact on staff but meaningful financial outcome for the Company.

To fulfil our long-term manpower and succession needs, and to offer career opportunities to the youth of Hong Kong, we continued our graduate recruitment during the pandemic by stepping up our use of online

platforms. During the year, we conducted more than 20 virtual recruitment talks at vocational institutes and organised over 350 virtual interviews. These efforts brought 30 high-calibre graduates into the Company's various graduate development programmes as well as 67 apprentices and Technician Associates into apprenticeship programmes.

In support of our youth development and engagement initiatives, we offered 74 internship placements to students in Bachelor Degree and Associate Degree courses in Hong Kong in 2020. We also successfully leveraged campus recruitment campaigns in different cities in the Mainland

of China to recruit around 500 staff for the opening of the Shenzhen Metro Line 4 North Extension.

To attract, retain and motivate our staff, the Company provides competitive pay and benefits, short- and long-term incentive schemes, and a broad range of career development opportunities under its total reward framework. We also conduct regular reviews to maintain market competitiveness of our pay and benefits for staff.

The Company has in place a robust performance management system. We also recognise and reward our staff through our performance-based pay review mechanism as well as various staff motivational schemes and awards.



STAFF MOTIVATION AND ENGAGEMENT

To enhance the on-boarding experience and introduce staff development and recreational facilities to our new joiners, we have produced a series of virtual tours of various workplaces and staff facilities and posted them on the New Joiner Portal. Since May 2020, we have provided free Metro Recreation Club membership for our new joiners as a welcome gift and have also launched a New Joiners Pulse Survey to solicit feedback on candidates' experience and identify areas where we can improve.

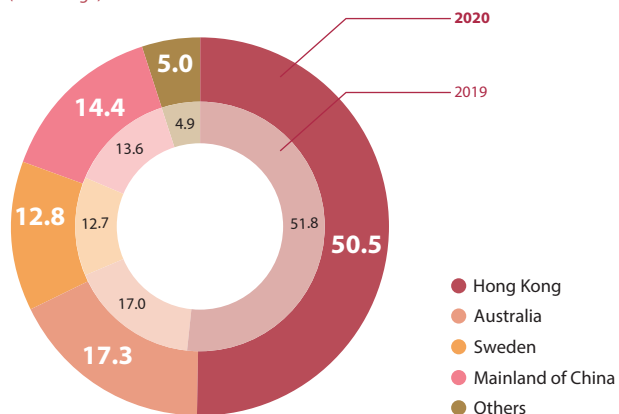
During the year, the Company rolled out a number of initiatives to support our staff to combat the COVID-19 pandemic. In February 2020, we issued Care Packs containing face masks and hand sanitiser to our staff at a time when personal protective equipment ("PPE") supplies were tight. Later in the year, we strengthened our staff's PPE and launched in-house face mask production lines at Siu Ho Wan Depot to fulfil the daily operational needs of our local staff. In August, more

than 2,000 Operations staff participated in the voluntary COVID-19 test provided by the Transport Department, and all tests results were negative. We also enhanced our medical and counselling service provisions for assignees working overseas in the Mainland of China and international hubs to protect their health and safety.

Other initiatives to support our staff's total well-being included the introduction of one-day paid "Well-being Leave" and the Flexible Benefits Online Platform for our staff to redeem health products and services, and the formalisation of the staggered working hours policy for office staff. In addition to various wellness programmes like health talks and newsletters to help our staff relieve pressure during the difficult times of 2020, we launched an "Emotional Health One-stop Learning Portal" to provide resources such as a stress self-assessment online questionnaire, topical learning videos and scenario-based e-courses.

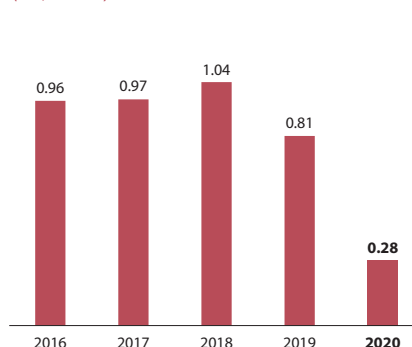
Staff Distribution by Geographic Location

(Percentage)



Staff Productivity – Earnings Per Employee*

(HK\$ million)



* Hong Kong businesses excluding property development

HUMAN RESOURCES

LISTENING AND RESPONDING TO STAFF

During the year, the Company placed great emphasis on launching the new Corporate Strategy, “Transforming the Future”. This included communicating to our staff via channels such as the Chairman’s Letter and CEO Blog, a dedicated website set up by the Transformation Management Office, quarterly pulse surveys starting in December 2020 to solicit staff feedback, and meetings and forums at the corporate and departmental levels.

To maintain timely business communications during the pandemic, the Company held a number of virtual forums and meetings for executive managers and managers around the world. Our Staff Consultation Mechanism continued to serve as a key communication channel between management and staff. In response to the COVID-19 outbreak, we also organised regular communication sessions with staff representatives and unions to proactively engage our staff and formulate measures in a timely manner to address their concerns.

To foster mutual appreciation between colleagues and encourage collaboration, we held promotional events for the “We Praise We Support” programme and the “Living the MTR Values Award Scheme” in May 2020. To enhance staff awareness of the Code of Conduct and facilitate its application in the workplace, we held a series of promotional programmes in July 2020 with interactive games featuring real-life situations.

Through our multinational internal communication platform MTRconnects, our staff can share corporate updates and stories with colleagues in different business hubs across the globe. In 2020, this platform achieved a total view rate of approximately 178,000. Meanwhile, our staff suggestion scheme continued to be a successful channel for soliciting innovative ideas from our staff.

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A CULTURE OF CONTINUOUS LEARNING

The Company provides a wide range of learning and development programmes for new recruits and in-service staff. In 2020, we offered 6,787 training courses in Hong Kong, averaging 4.8 training days per staff member. In addition, we have launched a new learning management platform with enhanced self-learning resources which encourages staff utilisation anytime anywhere.

In the wake of the pandemic, the Company accelerated its use of learning technology via virtual classrooms, webinars and e-learning to deliver training and development programmes for staff. We took a blended approach to many of our training and development programmes as well as our apprenticeship scheme by combining virtual learning and hands-on practice in small

groups. Such initiatives have helped our staff maintain business as usual and sustained the Company’s growth.

In 2020, we introduced a structured corporate development ladder to all newly recruited and promoted staff. It aims to provide colleagues with learning opportunities that strengthen their skills and readiness to lead; facilitate their understanding of MTR’s vision, values and DNA; enhance self-understanding; and widen their networks within the Company to facilitate collaboration. We also launched an online newsletter, “L&DD Learning Digest”, to provide colleagues with practical tips in learning and development, promote learning culture and encourage self-learning.

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DRIVING WORK IMPROVEMENT

MTR’s Work Improvement Team (“WIT”) programme plays a prominent role in driving innovation and creating a spirit of betterment. During the year, we held over 75 WIT classes and organised 680 projects.