



Over 6,000
volunteers participating in 245 "More
Time Reaching Community" projects

6.9
training days
per employee



「 Building on our
Team Spirit 」



Over 7,700
enhanced staff
communication sessions

Human Resources

The Company, together with our controlled subsidiaries, employed 16,624 people in Hong Kong and 7,530 outside of Hong Kong as at 31 December 2014.

2014 港鐵傑出貢獻嘉獎暨長期服務獎 MTR Grand Awards for Outstanding Contribution Long Service Awards Presentation Ceremony



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Recruitment and Retention

In support of our operational needs and business growth, we proactively formulated various manpower resourcing strategies and staff engagement initiatives which enabled us to meet current and future manpower needs in Hong Kong, the Mainland of China and internationally. During 2014, over 1,900 new hires were taken on and more than 1,500 people were promoted internally, while staff turnover remained low at 4.4% in Hong Kong.

To reach out to more job seekers, we launched various recruitment campaigns, including recruitment days, recruitment counters at stations, job fairs, career talks and partnership programmes with tertiary institutions, as well as novel recruitment advertising means such as in-station facilities, info-panels inside trains, social media and revamped careers website.

We put particular effort to attract young talents and recruited 150 Apprentices and Technician Associates during the year to

support our future operational requirements. We also launched a new Tradesman Associate Programme, with 33 people joining and starting a structured on-the-job training for maintenance work in 2014. In addition, a total of 24 Graduate Engineers, 25 Functional Associates and five Graduate Trainees were recruited for succession of future managerial positions. In the Mainland of China, we also partnered with two educational institutions, namely the Guangzhou Institute of Railway Technology and the Shenzhen No. 2 Vocational School of Technology, to recruit trainees.

To strengthen our ability to mobilise staff across the Company and to enhance their expertise globally, the China and International Business Mobile Resource Team is being expanded to incorporate international resources and build up a Global Resource Pool that can be accessed by our overseas operations.

We have also introduced programmes to support the employment of persons with disabilities. During the year, the Company collaborated with the Hong Kong Council of Social Service and local universities to provide summer internship opportunities for university students with disabilities or special educational needs. In September 2014, the Company was awarded the "Talent-Wise Employment Charter – Outstanding Inclusive Organization" in recognition of our efforts to promote employment of persons with disabilities.

Efforts to retain staff have also been strengthened. In Hong Kong, to enhance retention of professional and technical staff till project completion, we have introduced a Project Retention Bonus Scheme for eligible staff working for designated railways extension projects under construction. In the Mainland of China we have reviewed our remuneration structure, enhanced our benefit provisions, introduced market salary adjustments where necessary, and other initiatives designed to make the Company a more attractive employment prospect. This is alongside various other initiatives to reward and motivate staff across the Company. Reflecting these efforts, the Company has been voted as one of the top two most attractive employers in Hong Kong in surveys conducted by the Randstad Group, one of the world's largest human resources services firms, for two consecutive years.

Staff Motivation and Engagement

A variety of programmes and initiatives were implemented to motivate and engage staff. In 2014, a fund was introduced to encourage departments to arrange small scale activities to promote team spirit and networking. All divisions and departments have also been encouraged to provide more opportunities for job enrichment and cross-function rotation. Our short motivational video series "MTR People Making a Difference", featuring stories about the work of our staff received a very positive response, while the MTR Grand Awards



頒獎典禮 Distribution & Ceremony



Executive Management's Report

Human Resources



Living VMV seminars were conducted regularly to promote the Company's "Vision, Mission and Values"

for Outstanding Contribution Scheme for 2014 received 65 submissions, ten of them from our subsidiaries and affiliates. Representatives of the winning Mainland and overseas teams and individual winners were invited to Hong Kong to attend the awards ceremony. MTRconnects also successfully engaged our global workforce through a variety of programmes, including our first-ever Worldwide Photo Competition. The "We are MTR" programme continued to strengthen connections with retirees and former MTR colleagues. In the Mainland of China, numerous events have been held to strengthen identification with the Company. At our operations in Australia, Sweden and the UK, we again conducted staff surveys designed to help management understand staff concerns.

Leadership Development

To nurture our leadership talents, we have continued our people development initiatives at corporate and divisional levels, along with our Executive Associate and graduate development programmes. We also provided ample opportunities to develop staff at different levels during the year, such as through the Executive Continuous Learning Programme for executives and senior managers and MTR Advanced Management Programme for senior managers from Hong Kong, the Mainland of China and overseas, supplemented by numerous other focusing on leadership transformation for managers and senior supervisors.

We have more than 100 graduate and functional trainees in Hong Kong and the Mainland of China. During 2014, they followed structured and customised training and development which included job rotations, as well as 42 training and development programmes. Executives and senior managers attended eight in-house seminars and workshops during the

year, supplementing the learning resource guides they receive on a regular basis. Two "Leaders Forum" seminars brought CEO-level executives from multinational companies to share their insights, while to assist with strategic talent identification we collaborated with Ivey Business School in Hong Kong to organise group development programmes. The MTR Advanced Management Programme, Strategic Change Leaders for Success and Reaching New Horizons – Leadership Transformation Programme also helped senior managers to enhance their leadership capability and to better understand the topical issues such as managing change, decision making and stakeholder management. Similar programmes were organised for our operations in Melbourne.

A Culture of Excellence, Learning and Development

During the year, we continued to enhance our programmes designed to provide staff with training, focus them on excellence and foster personal development.

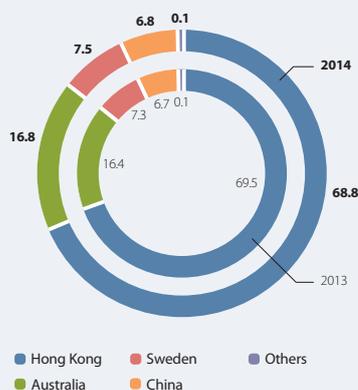
The Company's Learning Resource Centre serves as a platform to provide up-to-date resources for staff members to pursue knowledge and skills enhancement via a variety of self-learning materials. It fosters a continuous learning culture by providing training and development materials, recommending relevant readings and references, and engaging staff to learn through monthly highlights.

To promote the continuous self-learning culture further, e/Mobile Learning have been blended into training and development initiatives as a flexible learning tool for staff. To stimulate creativity, eight "We Can Innovate" learning videos were launched, showcasing MTR innovations in different divisions. For comprehensive coverage, four video distribution channels are in place that staff can access, including the Intranet, TV sets in stations, ESpedia and M-board, as well as a discussion board on the website.

Across the Company, customised training curricula catered to specific needs during the year, addressing functional and non-functional competencies, strategic planning, partnering and teambuilding. Considerable effort was made to train front-line train and station staff in service excellence, with numerous training sessions involving hundreds of staff members on subjects ranging from handling customer complaints to support from back-room colleagues. There were also bi-monthly seminars for the "Healthy Living Programme" to enhance staff knowledge on wellness in aspects of "Body", "Heart", "Mind" and "Relationships". These were supplemented by "Healthy Mind, Healthy Habits" workshops and those on related subjects such as Tai Chi.

Staff Distribution by Geographical Location

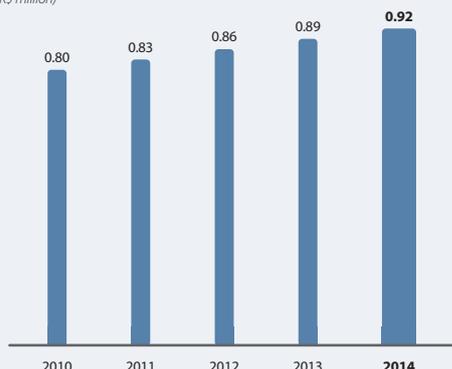
(Percentage)



Staff Productivity – Earnings Per Employee*

* Hong Kong businesses excluding property development

(HK\$ million)



In July 2014, our Operations Training in Hong Kong and three Mainland hubs were brought into the Network. This is an important collaborative mechanism for the interests of all participating parties, acting as an interactive learning platform to sustain trainers' competencies and capabilities.

Our efforts to promote training and development again won several local and international awards during the year, including the Award for Excellence in Practice from the Association for Talent Development (formerly the American Society for Training & Development) and the Excellent Learning & Development Award in the HR Excellence Awards 2014 organised by the Hong Kong Institute of Human Resource Management. In 2014, 7,331 courses were delivered, providing 6.9 training days per Hong Kong employee.

Employee Communication

We encourage a positive dialogue and provide effective communication channels between management and staff for discussion of matters of mutual concern. To this end, we have a well-established staff consultation mechanism comprising Joint Consultative Committees and a Staff Consultative Council, with more than 800 staff representatives elected by staff. Two-way communication between line managers and frontline staff has been reinforced by the "Enhanced Staff Communication Programme", with more than 7,700 communication sessions organised in 2014, involving over 100,000 participants.

To engage staff with corporate developments and explain our proactive communication on our extension projects, new sections were introduced on the intranet such as "CEO Messages" and "MTR In Focus". Forums for executives and general managers also continued to be used to strengthen communication and interaction, as well as site visits in which the CEO and executives met and exchanged ideas with staff to help understand their work progress and the challenges facing.

Communication among our business units worldwide was strengthened through meetings and the multinational internal communication platform MTRconnects, which aims to enhance the sharing of corporate updates and MTR people's stories among staff globally. The platform's view rate had reached 338,000 by year end, with more than 9,900 unique visitors recorded.

Driving Work Improvement

Our Staff Suggestion Scheme has been in place for a number of years as a staff engagement channel that successfully encourages creativity in the work place. In 2014, the scheme was revamped, with new awards introduced to motivate staff to submit innovative ideas.

The "Work Improvement Team" ("WIT") programme has continued to encourage collective innovation, continuous improvement and staff engagement. WIT has been MTR's "DNA" in Hong Kong for more than 26 years and in 2014, there were 5,369 members and 920 teams, with 905 projects submitted. Following its success in Hong Kong, WIT has been introduced in our Shenzhen, Beijing, Hangzhou, Stockholm and Melbourne operations. There were 2,097 members and 250 teams in these five operations, with 306 projects submitted in 2014.