

Care for Employees

KMB is committed to developing our workforce which delivers the highest service quality. Comprehensive training and various recognition programmes have been established to incentivise staff.

Rewarding service excellence



HUMAN RESOURCES POLICY

KMB maintains a safe and harmonious workplace by adopting a set of comprehensive human resources policies promoting gender equality, offering protection against sexual harassment, preventing bribery and protecting personal privacy. These and other policies are published on the staff website. We observe Hong Kong's labour and anti-discrimination laws and ensure that all our suppliers respect labour rights with regard to employment and freedom of association, and prohibit child labour and forced labour in all aspects relating to our business.

RECRUITMENT

To maintain sufficient manpower to support the delivery of quality bus services, in 2014, we continued to adopt various recruitment channels to attract bus captain applicants. These include the Bus Captain Referral Programme, whereby staff are given incentives to encourage qualified candidates to apply for the post of bus captain, bus body advertisements, radio advertisements and recruitment teams at bus termini and joint recruitment days with non-government organisations.

A central aspect of the upgrade of our service quality is staff development, with training and development courses being arranged to hone the skills of managerial and frontline staff.

A breakdown of the workforce of the Group by division at the end of 2014 is given below together with figures for 2013:

Division	2014	2013
Franchised Public Bus Operations		
• KMB	12,146	11,999
• LWB	510	487
Sub-total	12,656	12,486
Non-franchised Transport Operations	621	624
Media Sales Business ⁽¹⁾	167	163
Mainland Transport Operations ⁽²⁾	5	5
Total	13,449	13,278

⁽¹⁾ Including the employees of the Group's subsidiary companies in China Mainland.

⁽²⁾ Excluding the employees of the Group's joint venture companies in China Mainland.

workshops to sharpen the skills of our clerical staff and the self-developed workshop "Working as a Team", aimed at cultivating team spirit among staff members at all levels.

We have set up an e-learning platform and developed a series of e-training programmes for our bus captains and other grades of staff so that they can learn anywhere anytime online on computers and mobile electronic devices. We use an array of multimedia genres such as video animations, cartoons, and interactive games and exercises in our e-training programmes to arouse and retain participants' interest. The e-learning platform includes a training progress monitoring system to keep track of the learning progress and performance of each trainee.

In 2014, 336 staff attended courses organised by the Occupational Safety and Health Council and the Labour Department of the HKSAR Government. The Office of the Privacy Commissioner for Personal Data was also invited to conduct a seminar for staff members at all levels to introduce the relevant legislation as well as answer questions from participants.

BUS CAPTAIN TRAINING

KMB accords the highest priority to the training of its bus captains and sets strict requirements for their driving performance. In 2014, the KMB Bus Captain Training School at Sha Tin provided comprehensive training and

STAFF COMMUNICATION

To strengthen bilateral communication between management and staff representatives from KMB and LWB, six Joint Consultative Committees are in place. The five KMB Committees meet every month and the LWB Committee every two months to review issues including safety and operating procedures, the work environment and staff welfare. KMB and LWB staff are kept informed via the staff website of a much useful information, including company announcements, highlights of past activities, annual leave balances, weather updates and details of upcoming events. The monthly magazine KMB Today is another effective channel for keeping staff up to speed on corporate and industry developments.

STAFF DEVELOPMENT

A central aspect of the upgrade of our service quality is staff development, with training and development courses being arranged to hone the skills of managerial and frontline staff.

In 2014, we offered a range of training and development courses for staff members at different levels covering problem-solving and decision-making skills, project management skills, motivational skills, stress-handling skills and change management. In-house OHSAS 18001 training workshops were arranged for management and supervisory staff to enhance their understanding and application of safety management systems as well as equip them as qualified internal quality auditors. Further training programmes included PowerPoint

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improvement training courses to 6,303 drivers, including new and experienced bus captains. At the end of 2014, 67 experienced driving instructors and 45 training buses were employed at the Training School.

Comprehensive and carefully designed courses deliver systematic training in defensive driving skills. New bus captains take a series of basic training courses which focus on handling a bus, road safety awareness, safe driving techniques, road regulations, bus parking, night driving, different bus types, familiarisation with bus routes and on-board facilities, and customer service skills. All new bus captains need to pass rigorous internal assessments demonstrating that they can carry out their duties safely and effectively before

they provide services to the public. Experienced bus captains receive improvement training courses which reinforce their road safety awareness and defensive driving skills. All bus captains receive eco-driving training, where the focus is on good practices that boost their environmental awareness.

The Training School's state-of-the-art Driving Simulator Studio recreates real-world environments so that bus captains can improve their driving skills and sharpen their responses to different traffic scenarios. The simulator is environment-friendly as it does not take up road space or consume fuel. The Training School's four simulator stations comprise a driving cabin equipped with driving seat,



Comprehensive training is provided to our professional bus captains

steering wheel, accelerator, brake and instrument panel, as well as multiple plasma displays which broadcast three-dimensional images. The sound system simulates the interaction between bus and road surface and the sounds typically heard in a bus compartment. Driving instructors are on hand to provide individual feedback, which is used alongside a computer report covering speed, trip duration and passenger comfort.

Instructors regularly review the content of the training programmes, which are updated whenever new bus types are introduced. To release more time for on-road practice, online training has replaced classroom lectures for conveying information about traffic rules and company regulations, as well



as safety tips. The e-learning platform helps promote autonomous learning, reduces the number of man-days needed for classroom training and allows us to allocate more time to on-road training and the development of practical driving skills.

TECHNICAL AND APPRENTICE TRAINING

KMB's Technical Training School has been responsible for training maintenance staff in the latest bus technologies since 1973. In 2014, 164 in-house training sessions were organised for 1,313 skilled workers and 18 training sessions were arranged in collaboration with our bus manufacturers for 194 engineers, supervisors and foremen.

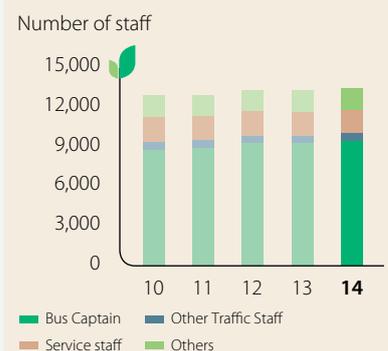
To ensure a steady stream of skilled workers to maintain our bus fleet, the School runs a four-year apprenticeship training scheme for school leavers. 17 apprentices graduated in 2014, bringing the total number graduating since the School's establishment to 2,333. At the end of 2014, 190 apprentices were enrolled.

The quality of KMB's apprentice training was once again recognised in 2014 with two KMB apprentices placing first runner-up and one placing second runner-up in the Vocational Training Council's Best Apprentice in the Automobile Trade Competition. They were invited to visit the Nissan Motor Plant in Japan. Another apprentice was elected Outstanding Apprentice of the Year in the Vocational Training Council's 2014 Outstanding Apprentice Awards and was rewarded with a study visit to Singapore.

PERFORMANCE ASSESSMENT

KMB and LWB use a systematic performance assessment mechanism to monitor the performance of bus captains and ensure that services are maintained at the highest level. Should a bus captain fail to meet these exacting standards, he or she will receive remedial training, with a Performance Management Team assisting in the identification of their strengths and weaknesses. Outstanding performance in both companies is rewarded through bonus schemes and awards.

Number of staff in the Group at 31 December



Staff turnover rate (voluntary resignation only)





KMB's apprentice training ensures a supply of qualified maintenance workers

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REWARDING SERVICE EXCELLENCE

KMB organises a number of competitions and awards to reward outstanding performers and encourage a lifelong commitment to customer service.

Safe Driving Award

The Safe Driving Award has since 1990 recognised bus captains who have driven without any liable accidents for periods of 5 years, 10 years, 15 years, 20 years, 25 years and 30+ years. In 2014, a total of 674 KMB and LWB bus captains received the Safe Driving Award in recognition of their outstanding safety records.

The companies within the Group's Non-franchised Transport Operations Division again ran their own good service and safe driving award schemes in 2014 in order to reward the outstanding performance of their staff members.

Outstanding Service Awards

The Outstanding Service Awards are organised annually to recognise the outstanding contributions of staff throughout the Company. In 2014, 86 staff members received the award in recognition of their excellent performance.

Long Service Award

In December 2014, we organised the Long Service Award Presentation Ceremony to recognise the loyal service of our long service staff. 16 employees received the 40-year award and a further 381 the 30-year award. Another 4,657 members of staff who had completed 10 or 20 years of service were issued with a certificate of appreciation and a pen.

MEDICAL CENTRES

Four Medical Centres on KMB premises provide outpatient services for staff, as well as medical checks for new employees and annual medical checks as required.

REST AREAS FOR FRONTLINE STAFF

Many bus termini provide facilities and amenities for use by bus captains and other frontline staff. Taking account of the results of staff

surveys, we renovated several staff canteens in 2014 to operate as self-service cafeterias where frontline staff can enjoy meals and take a break. Refrigerators, microwave ovens and televisions are provided for the convenience of staff in rest areas.

WORK-LIFE BALANCE

Health talks are organised regularly for members of staff and their families to promote healthy work-life balance. Provision for life-long learning is made through books and magazines in our in-house library, which can be checked out via the staff website.

STAFF ACTIVITIES

Run for Charity

In 2014, our Long Distance Running Teams participated again in charity runs such as the Community Chest

Corporate Challenge and the Standard Chartered Hong Kong Marathon and won a number of awards. In November 2014, KMB's team won the 10km team race champion in the Agency for Volunteer Service Charity Run Sports Fun Day.

Long Distance Run

The 2014 KMB Long Distance Run organised by the Human Resources Department was held on 13 April at the Wu Kai Sha Sports Ground. The event is aimed at promoting a healthy lifestyle among staff members and their families. More than 200 staff and family members participated in the run and enjoyed a fun day out.

Dragon Boat Race

The KMB Dragon Boat Team won two awards (Men's B Heat – First runner-up;

and Men's B Bronze Cup – Finalist) at the Stanley International Dragon Boat Championships held on 2 June 2014, as well as the Men's Bronze Cup – First runner-up at the Hong Kong Dragon Boat Short Course Races held on 22 June. In November 2014, KMB's team participated in the 2014 International City Cup Dragon Boat Championships in Taiwan and was placed first runner-up in the mixed team and second runner-up in the men's team in the "Health Competition" category.

Inter-depot Competitions

Various inter-depot competitions were organised in 2014 to foster team spirit among staff. Competitions were held across a number of disciplines, including badminton, football, basketball, long distance running and photography.



Loyal staff are rewarded via the long service award scheme