

HUMAN RESOURCES

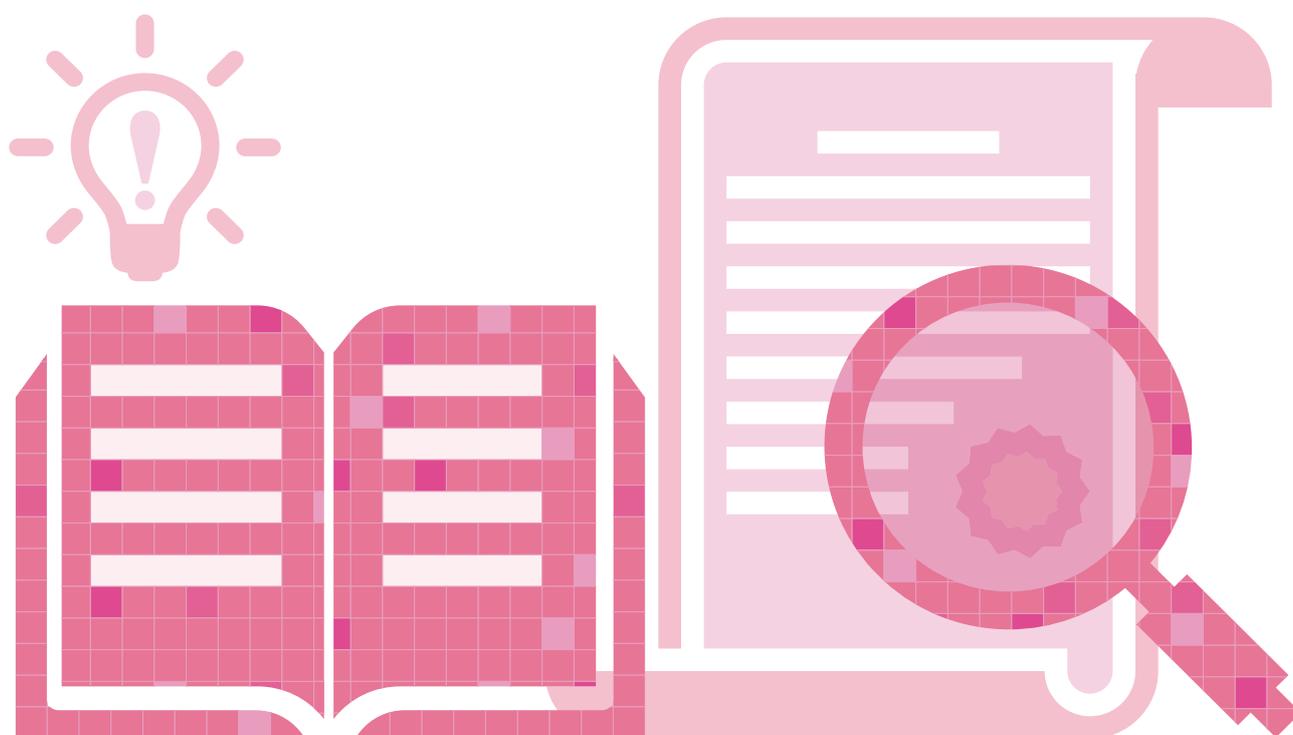
8.2

average training days per employee in Hong Kong



4.7%

voluntary staff turnover in Hong Kong



The dedication of our staff is the key to our success, and we continue to invest in inspiring, engaging and developing our employees, who are our most valuable asset. Our commitment to our staff was recognised by a number of awards during the year, as listed in the “Awards” section on page 39.

The Company together with our subsidiaries employed 17,626 people in Hong Kong and 14,270 people outside of Hong Kong as at 31 December 2018. Our associates also employed an additional 15,431 people in Hong Kong and worldwide.

RECRUITMENT, TALENT MANAGEMENT AND RETENTION

Various initiatives to promote talent acquisition, staff engagement and motivation, as well as programmes for training and talent development, were implemented during the year. A total of 1,790 people were hired during 2018, and voluntary staff turnover remained low at 4.7% in Hong Kong.

To support our current and future operational needs, we held a number of manpower resourcing activities, including a series of Recruitment Days, and we also revamped our online recruitment platform to enhance candidates' experience. To help ensure a good talent pipeline, 22 high calibre graduates were recruited into our various graduate development programmes, while 75 apprentices and 19 technician associates also joined the Company.

In line with the Company's initiatives on youth development and engagement, we offered 162 intern placements to students doing degree or higher diploma courses in Hong Kong in 2018. MTR also collaborated with Government on the pilot "Corporate Summer Internship on the Mainland & Overseas" programme, and with The Chinese University of Hong Kong on the "CUHK Global Internship Programme 2018", offering 11 students the opportunity to work in our Mainland China and International Business hubs.

The Company continues to build up manpower to support our growing operations both in Hong Kong, as well as in the Mainland of China and overseas. Our Corporate Talent Review Process and Talent Pipeline Programmes enable us to identify and develop talents at different levels, offering talents with personalised development plans that provide intra-divisional, cross-divisional and cross-geographical exposure and job rotations. These not only enrich talents' critical experience for long-term career development, but also support succession planning of the Company.

To maintain market competitiveness and enhance staff retention, MTR continues to provide competitive pay and benefits, short and long-term incentive schemes, and a broad range of career development opportunities. We conduct regular review to enhance our pay competitiveness and in January 2018 launched a new "Core Incentive Scheme" for managers. We maintain a robust performance management system, and a performance-based pay review mechanism, as well as various staff motivational schemes and awards to recognise and reward staff for their contributions and performance.



STAFF MOTIVATION AND ENGAGEMENT

A major new corporate-wide initiative, “Strengthen Our Culture”, was launched in February 2018 to help MTR thrive and meet new challenges. The programme covers four key focus areas, namely Participative Communication, Effectiveness and Innovation, Collaboration, and Agility to Change. A “Culture Miles” campaign was rolled out in March 2018 to explain these focus areas further to staff, while engaging more than 50 Champions and Taskforce Members to help pass on cultural messages to colleagues in various divisions.

Our Staff Consultation Mechanism, involving over 900 elected staff representatives, serves as a key communication channel between management and staff. Details of action taken by the Company as a result of constructive communication

between management and staff representatives is published quarterly. We also held two Management Communication Meetings during the year, with our September 2018 meeting attended by 750 managers in Hong Kong and 300 from overseas hubs, who joined through a live broadcast.

We continue to use our multinational internal communication platform MTRconnects to share corporate updates and MTR stories with colleagues worldwide. The view rate was over 1.4 million by 31 December 2018, with more than 28,300 unique visitors recorded. A revamped platform for the “Enhanced Staff Communication Programme” was also launched during the year to facilitate the communication of corporate messages by line managers.



A CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT

MTR offers a wide range of training and development programmes to enable staff to reach their full potential. In 2018, we ran 7,549 training courses in Hong Kong, providing each employee with an average of 8.2 training days. In

addition, we also provide an e-platform to encourage staff to learn outside the classrooms. In January 2018, we launched our Reverse Mentoring Programme, one of our follow up actions arising out of the global Staff Engagement Survey.

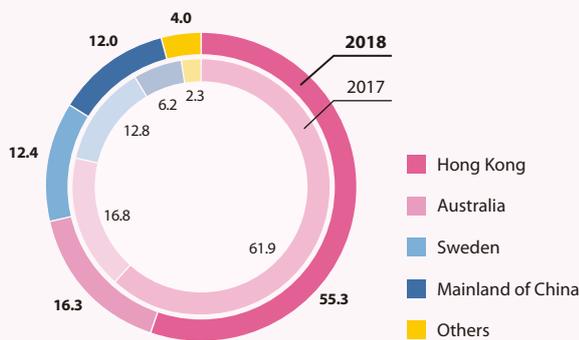
DRIVING WORK IMPROVEMENT

Our Work Improvement Team (“WIT”) programme continues to drive innovation and a spirit of improvement. In 2018, more than 55 classes were organised, while more than 930 projects were submitted under the theme “Innovate Today; Shape Tomorrow”. For the first time, the MTR Work Improvement

Team Annual Presentation Ceremony included a WIT projects sharing session held by three International Business hubs. Our Staff Suggestion Scheme has been in place for 37 years and continues to be a successful engagement channel to encourage creativity in the workplace.

Staff Distribution by Geographical Location

(Percentage)



Staff Productivity – Earnings Per Employee*

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

