

# Report Summary

(Gold Award)

## 報告摘要

(金獎)

Provided by MTR Corporation  
本報告摘要由香港鐵路有限公司提供



MTR Corporation was established as the Mass Transit Railway Corporation in 1975 to construct and operate, under prudent commercial principles, a metro system to meet Hong Kong's public transport requirements.

Following an Initial Public Offering (IPO) in June 2000, the Company was re-established as the MTR Corporation Limited and listed on the Stock Exchange of Hong Kong in October of the same year.

On December 2, 2007, MTR Corporation marked another major milestone when it took over operations of the Kowloon-Canton Railway Corporation, heralding a new era in Hong Kong railway transport that promised not only growth but also better services.

The merged rail network comprises nine heavy rail commuter lines with 82 stations in addition to a Light Rail network and the dedicated Airport Express link.

"Rail plus property development" has been a successful business model for MTR Corporation. Rail and property development around stations complement each other, creating a high quality living environment.

Profit from property development has helped MTR Corporation build new railway projects and ensure the continued maintenance and upgrading of the system while maintaining reasonable fares for passengers.

### Leadership

MTR Corporation's senior management sets the corporate Vision, Mission and Values (VMV), balancing the interests of its customers, staff and shareholders.

VMV is communicated to all levels of staff through various events and channels like the VMV Heroes election, Living the MTR Values Award, etc. The innovative use of a video series "MTR People Making a Difference" has successfully engaged MTR staff. MTR managers always act as role models in living out the MTR Values.

香港鐵路有限公司（港鐵公司）始於一九七五年成立的地鐵公司，其目標是以審慎的商業原則興建及營運一個鐵路系統，配合香港公共交通運輸的需求。

二零零零年六月，地鐵公司正式註冊成為有限公司，並於二零零零年十月在香港聯合交易所上市。

二零零七年十二月二日，地鐵公司與九廣鐵路公司經營的網絡合併並改名為香港鐵路有限公司（港鐵公司），標誌著香港鐵路發展的一個新里程。合併帶來的不僅是鐵路網絡的拓展，還包括整體服務的提升。

合併後的港鐵公司共有九條重型鐵路綫、八十二個車站，並提供輕鐵及機場快綫服務。

港鐵公司以「鐵路及物業綜合發展經營」商業模式，在鐵路沿綫車站周邊發展物業，鐵路的便利創造更佳的居住環境。建設新鐵路和持續保養及更新系統的成本可由物業銷售產生的盈利分擔，票價因而在毋須政府補助的情況下，維持在合理水平，令乘客受惠。

### 領導才能

港鐵公司管理層為公司訂定長遠目標、使命及信念「VMV」，以平衡乘客、員工及股東的利益。

公司透過「VMV 英雄選舉」和「信念獎」等推廣活動，把「VMV」精神推廣至各

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MTR Corporation displays the spirit of empowerment, innovation and continuous learning which is key to realizing the vision as “a globally recognized leader connecting and growing communities with caring service.”

### Strategic Planning

MTR Corporation’s strategic planning process starts with and cascades down from the VMV.

The corporate short-term and longer-term strategies and objectives are regularly reviewed to ensure they provide a good response to the changing business environment and emerging technologies.

Performance targets are set in the areas of finance, safety & reliability of railway services, property development & management, staff learning & growth, new railway construction, and new businesses.

For strategy alignment and deployment, each Division develops its own strategy and cascades this across its departmental and sectional function units.

### Customer Focus

MTR Corporation adopts the Customer Experience Model where passenger service initiatives are developed and executed to enhance the customer travelling experience.

Over the years, our Customer Satisfaction, Service Quality and Fare indexes have helped MTR gauge customer satisfaction levels and service quality.

In MTR shopping malls, the monthly Total Quality Service Regime (TQSR) is established through “mystery shoppers” to monitor frontline customer service staff performance. The Annual TQSR Reward Scheme is in place to further motivate tenants to deliver a total service quality culture.

For MTR managed properties, a Customer Service Survey is conducted annually to understand customer needs for continuous

級員工，而「港鐵因你精彩」短片系列的創新意念，更凝聚了每個員工的心。管理層皆以身作則，活出公司信念。

港鐵公司孕育一種敢於授權、創意不斷、學習無間的精神，以達致長遠目標：「用關懷的服務，連繫及建設社區，成為國際公認的企業先驅」。

### 策略性規劃

港鐵公司的策略性規劃流程奠基於「VMV」，並下達各層，付諸實行。

港鐵公司會定期檢討其短期及長期策略和目標，以確保引進日新月異的新技術及配合瞬息萬變的營商環境；公司亦在不同範疇，包括：財務、安全及可靠的鐵路服務、物業發展及管理、員工學習及增值、新的鐵路建設及發展業務上，訂立了明確的目標。

各處別均須按公司策略作部署，制訂個別策略並推廣至其轄下各部門、組別及其小組。

### 客戶焦點

港鐵公司採用「顧客體驗管理」策劃及推行各項顧客服務計劃，務求為乘客提供更好的乘車服務體驗。

多年來，港鐵公司藉着「顧客滿意水平指標」、「服務質素指標」及「票價指標」等分析工具，不斷探求乘客對鐵路服務的滿意程度。

improvement.

### Measurement, Analysis, and Knowledge Management

To review and analyze performance and capabilities, MTR Corporation uses an organization-wide, systematic approach at the senior management level. Committees use Key Performance Indicators (KPIs), information and reports to review organizational performance on an ongoing basis. These committees frequently identify issues which require further analysis and investigation for improvements.

In view of the business expansion and forthcoming wave of retirement of long-service staff, MTR Corporation implements a culture of knowledge and experience sharing, essential for the creation of excellent customer service.

### Workforce Focus

MTR Corporation encourages staff to be innovative in their work and to participate in various programmes to seek improvement, e.g. the Staff Suggestion Scheme, Work Improvement Team Programme.

Reward and recognition schemes such as the Grand Award, Living the MTR Values Award, etc are used to motivate and recognize staff with outstanding performance.

MTR Corporation's "Knowledge Management" and "Learning Organization" aim to provide a systematic framework for retaining and sharing knowledge and experience, re-skilling and up-skilling the capabilities of staff and adopting new and innovative ways of working.

### Process Management

All key work processes are directly related to MTR Corporation's vision, mission and core competencies. The process requirements are determined through multiple channels, including information from customers, staff, management teams and business partners.

By focusing on the key processes, MTR Corporation provides the

港鐵公司透過「全面優質顧客服務計劃」，每月安排「神秘顧客」到訪港鐵商場，藉此瞭解前綫客務人員的服務表現。每年一度的「全面優質顧客服務獎勵計劃」則鼓勵商戶推廣全面的優質服務文化。港鐵公司每年亦為其管理的物業進行一次「顧客服務問卷調查」，深入瞭解住戶的需要，力臻完善。

### 評估、分析和知識管理

港鐵公司管理層採用系統化的方式檢討和分析公司的表現及能力。例如，各管理委員會以關鍵績效指標、其他數據、資料和報告檢討公司的整體表現，並經常為個別事項要求進行進一步的分析、調查和落實改善的方法。

隨著業務的增長及資深員工陸續退休，港鐵公司適時推行「創學群」計劃，以培養一種學習無間、知識共享、創意展才的學習型企業文化。這對於創造優質顧客服務是十分重要的。

### 工作團隊焦點

港鐵公司鼓勵員工在工作上創新求變，並積極參與各類增值和改善計劃，例如「員工創意計劃」和「臻善圈」計劃等。

港鐵公司設有各種獎勵及表揚計劃，包括「港鐵傑出貢獻嘉獎」和「信念獎」等，鼓勵和讚揚表現傑出的員工。

港鐵公司藉著「知識管理」及「創學群」

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communities that it serves with the best possible transportation, property management and other related services.

These result in overall value to all stakeholders, which in turn brings financial and organizational success and sustainability.

### Results

Since MTR Corporation's IPO in 2000, its share price has nearly tripled. The total revenue (turnover) for 2010 was 57% higher at HK\$29.5 billion and the overall operating profit for the year was up by 15% to HK\$15 billion.

As in previous years, MTR Corporation exceeded all customer service performance targets in 2010. The overall share of the franchised public transport market in Hong Kong rose from 42.6% in 2009 to 44.3% in 2010.

MTR Corporation maintained a strong position in train reliability and safety in the benchmarking studies performed by CoMET in 2008 and 2009.

MTR Corporation's voluntary staff turnover rate of 2.6% in 2010 stood at a low level when compared with the general market. During 2010, 5,396 training courses were delivered across the Company covering approximately 6.4 trainee man-days per employee.

MTR Corporation's "More Time Reaching Community" scheme encouraged 198 volunteering community service projects during 2010 involving about 4,400 volunteers.

With major asset replacement / refurbishment projects being implemented on top of the five new lines to be completed in the coming decade, MTR Corporation aims to create a travelling environment of a globally leading railway.

MTR Corporation creates not only integrated rail and property developments but also sustainable developments that benefit the society as a whole.

學習型企業計劃，讓員工有系統地累積經驗、分享知識，從而提升技術及掌握新的技術，在工作方法上推陳出新。

### 程序管理

所有主要業務程序均與港鐵公司的目標、使命和核心能力緊緊相扣，而當中每項關鍵的要求更需從顧客、員工、管理層、業務合作伙伴等集思廣益，才作出決定。

港鐵公司盡心履行每個主要業務程序，竭力為社區提供最完善的交通、物業管理等相關服務，令各持份者受惠外，亦令港鐵公司在財務及體制上取得成果，令公司可持續發展。

### 業績

港鐵公司自二零零零年正式上市，至今股價上升近三倍。在二零一零年，總收入（營業額）增長百分之五十七至二百九十五億港元，而整體利潤亦上升百分之十五至一百五十億港元。

一如以往，港鐵公司在二零一零年的表現超越了所有顧客服務目標。港鐵公司在香港專營公共交通工具的市場佔有率由二零零九年的百分之四十二點六增加至二零一零年的百分之四十四點三。

由「國際都市鐵路聯會」於二零零八及二零零九年進行的基準研究顯示，港鐵公司列車的可靠性及安全性都在前列的位置。

港鐵公司的自願離職率於二零一零年為



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All of these initiatives are part of an over-arching vision of sustainability that permeates the Company's corporate culture. MTR Corporation strives to provide quality travelling and living experiences to the people of Hong Kong, showing its commitment to "caring for life's journeys".

百分之二點六，與一般市場相比屬於低水平。在二零一零年，港鐵公司舉辦了五千三百九十六個訓練課程，每名僱員平均受訓時間約為六點四個工作日。

「鐵路人、鐵路心」義工計劃於二零一零年推行了一百九十八個義務社區服務計劃，共有四千四百名義工參與。

基於多項重大鐵路資產置換，以及翻新工程相繼展開，以及五條新鐵路綫在未來十年會陸續落成，港鐵公司致力成為世界級鐵路的先驅。

港鐵公司不單創造鐵路及物業的綜合經營發展，更著眼於有利整體社會的可持續發展。

凡此種種，都是港鐵公司的可持續發展願景中的一部分，並已深深建立在港鐵公司的企業文化中。港鐵公司致力為香港市民締造優質的生活，竭誠做到「心繫生活每一程」。