

政府總部  
運輸及房屋局  
運輸科  
香港添馬添美道2號  
政府總部東翼



**Transport and  
Housing Bureau**  
**Government Secretariat**

**Transport Branch**  
East Wing, Central Government Offices,  
2 Tim Mei Avenue,  
Tamar, Hong Kong

Our Ref: THB (T) CR 25/986/00  
Your Ref:

Tel. no. : 3509 8159  
Fax no. : 2537 5246

Ms Sophie LAU  
Clerk to Subcommittee on Matters Relating to Railways  
Legislative Council Panel on Transport  
Legislative Council Complex  
1 Legislative Council Road  
Central, Hong Kong

16 July 2018

Dear Ms LAU,

**Manpower Resources for Railway Services**

At the meeting of the Subcommittee on Matters Relating to Railways on 10 April 2018, the Transport and Housing Bureau was requested to provide supplementary information on the captioned subject. The response given by the MTR Corporation Limited regarding the captioned subject is attached for the Secretariat's reference.

Yours sincerely,

(Veronica TSE)  
for Secretary for Transport and Housing

c.c.:

MTR Corporation Limited (Attn: Mr Y.C.CHAN, Senior Manager – External Affairs)

**MTR Corporation Limited**  
**Supplementary Information on Manpower Resources for Railway Services**

Hong Kong is the home base of the MTR Corporation Limited (MTRCL). The MTRCL mainly develops local railway business as its core business. We have been emphasising that staff force is our valuable asset and have demonstrated our value of attaching great importance to staff members through different aspects, including proactively increasing manpower, providing remuneration packages that are competitive in the market, and providing training for staff on a continuous basis. To meet the operational needs, the MTRCL has been proactively increasing manpower for railway services in recent years and the overall turnover rate of staff has been kept at a low level. As at the end of 2017, the average length of service of the staff was about 13 years. According to the figures at the end of March this year, over the past three years, the average turnover rate of the operating and maintenance staff with length of service of not more than three years was about 11%. Generally speaking, the turnover rate of new recruits is higher than that of staff with longer years of service. This common phenomenon in the manpower resource market may be attributed to a number of factors, including whether or not the new recruits can adapt to the new working environment and requirements. The MTRCL reviews the overall remuneration packages for its staff as well as the remuneration packages for different positions from time to time having regard to the pay trend of the market and economic environment, with an aim to maintain its competitiveness in recruiting talent from the market.

To meet the service needs, the MTRCL recruited a large number of suitable new staff members in recent years. The total number of full-time and part-time staff related to railway services increased from 8 529 in 2008 to 12 377 in 2017, representing a surge of about 45%. It is the MTRCL's established policy to arrange frontline staff to work overtime when necessary, such as in case of major incidents, typhoons or when relief staff is required. Supervisors would follow the relevant internal guidelines when making arrangements for working overtime, with a view to striking a right balance between work and rest time for the staff. The MTRCL has been closely monitoring the overtime work situation. Overtime allowance or time off in lieu would be given in accordance with the established policy. Moreover, all MTRCL's full-time staff members with not less than three months of continuous service have the right to paid annual leave as stated in their employment contracts. The MTRCL would remind colleagues from time to time to take all days of statutory annual leave pursuant to the provisions of the Employment Ordinance. Staff may also accumulate the untaken annual leave in accordance with the relevant corporation policy.

At the same time, the MTRCL provides different types of training for its staff on a continuous basis to enrich their knowledge and skills, with a view to facilitating their career development. Leveraging on its expertise and experience of almost 40 years in railway operations, the MTRCL established the MTR Academy (MTRA) in 2016 in order to nurture more railway professionals. Currently, the MTRA offers advanced diploma and diploma courses which have been accredited by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications. Besides, it has launched the Applied Learning subject “Railway Studies”, which is a tailor-made programme for secondary school students, in collaboration with the Hong Kong College of Technology (HKCT) in the new academic year in 2018. This programme is one of the electives of the Senior Secondary School Curriculum and the first railway-related Applied Learning subject approved for the Hong Kong Diploma of Secondary Education Examination. The MTRCL is the supporting organisation of the Applied Learning subject “Railway Studies” and has been providing support to the HKCT with respect to the launch and development of the programme, including the provision of the programme contents, facilities as well as tutors. The programme is taught by tutors from the MTRA. Its features include train simulation, technical visits, group discussion, case studies, etc. The programme aims to equip students with the safety, technological and operational knowledge being used in modern railway industry. It also introduces the responsibilities, skillsets and professional qualifications required for various positions in the railway industry. It is hoped that the programme can enhance students’ awareness of the future need and development of railway systems in Hong Kong and abroad, and help students make plans for their future.

As regards the expansion of businesses in the Mainland and overseas, the development of local railway business is the core business of the MTRCL. Its established policy is that the MTRCL should keep its primary focus on local railway business and that the performance of its local railway services and construction projects should not be affected by the development of Mainland and overseas businesses. Its management of businesses in the Mainland and overseas follows the principle of “on-the-ground management”. This means establishing a subsidiary or setting up a joint venture with other companies. These subsidiaries or joint venture companies will then search for and employ suitable local talent, who will be responsible for the execution and support of the construction or operation of railways. Currently, the MTRCL employs over 17 500 staff in Hong Kong. Only about 80 of them are dedicated to the railway business outside Hong Kong. Among these 80 staff members, about 30 of them work in Hong Kong with major responsibilities of co-ordinating Mainland and overseas businesses, and budgeting, evaluating risks and formulating strategies for various projects. The remaining 50 staff members or so are posted to either a subsidiary or joint venture company in Beijing, Shenzhen, Hangzhou and Sydney in Australia to provide support for the construction, daily operation and maintenance of the local railways. Besides, a small number of Hong Kong management or technical staff may be seconded by the MTRCL to different cities on a short-term basis as

necessary from time to time. Such staff are responsible for providing professional advice for the local MTRCL subsidiaries or joint venture companies on such matters as the construction, daily operation and maintenance of railways. They can also gain useful overseas experiences through the secondment in return.

**MTR Corporation Limited**  
**July 2018**