



MTR Corporation Limited 地鐵有限公司



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MTR Corporation Limited (MTR) was established on 30 June 2000, succeeding the Mass Transit Railway Corporation setup in 1975 as a government-owned statutory corporation. Its principal business is to operate a mass transit railway system. Following a successful Initial Public Offering, the shares of MTR were listed on the Stock Exchange of Hong Kong on 5 October 2000.

MTR is currently operating an 87.7 km railway route with 50 stations. With a daily patronage of over 2.3 million passengers, the MTR system is one of the most intensively utilized systems in the world. In addition to railway construction, operation and related businesses, MTR engages in the development, sales and management of residential and commercial properties above and adjacent to its stations and depots in partnership with property developers.

Leadership

Senior management sets the corporate vision, mission and the core values of **Service, Respect, Value** and **Enterprising Spirit**, balancing the interests of our key stakeholders, namely customers, staff and shareholders. These business directions and core values are regularly communicated to all levels of staff through various channels.

MTR, characterized by its team-based organization structure, creates and fosters the spirit of empowerment, innovation and continuous learning. A clearly defined corporate governance mechanism has all along been established, stipulating the authorities and powers of the Board, the Executive Directorate and other executive committees. To sustain a high level of integrity in all aspects of our operation, the Code of Conduct sets and governs our staff's standards of conduct in dealing with customers, colleagues, shareholders and business partners.

As a socially responsible corporation, MTR proactively manages the issues of social responsibility and sustainability using risk management approach. For 2003, a challenging set of 136 sustainability targets was developed in the areas of resources management, environmental education and training, environmental performance and corporate sustainability.

地鐵有限公司（地鐵）於2000年6月30日成立，前身為地下鐵路公司，成立於1975年，屬政府全資擁有的法定機構，主要營運地下鐵路系統。地鐵公開招股成功，並於2000年10月5日在香港聯合交易所上市。

目前，地鐵路全長87.7公里，共50個車站，每日乘客量逾230萬人次，是全球使用率最高的鐵路系統之一。除鐵路營運、興建和相關業務外，地鐵更與地產發展商合作，在車站和車廠上蓋或毗鄰發展住宅和商用物業，並參與物業銷售和管理。

領導才能

地鐵高層制訂了公司長遠目標、使命，以及**服務、互敬、增值與勇於進取**四個信念，平衡顧客、員工和股東的利益，並透過不同渠道，定期傳達相關信息至各級員工。

地鐵組織架構以團隊為本，提倡授權展能、創意和持續學習的文化。公司管治機制發展完善，清楚訂明董事局、執行總監會和其他行政委員會的權責和職權。《工作操守指引》訂明和規範員工對待顧客、同事、股東和業務夥伴的操守標準，務求在所有營運範疇維持高度廉潔的作風。

地鐵採用風險管理方式，積極管理與社會責任和可持續發展有關的事務。2003年，公司在資源運用、環境教育和訓練、環境表現和企業可持續發展等範疇，制訂了136項富挑戰性的可持續發展目標。

策略性規劃

執行總監會制訂了短期和長遠公司策略和目的，以滿足和平衡利益相關人士的利益和期望，並每年檢討，確保配合營商環境的轉變和新科技發展。另每年在財政、鐵



Strategic Planning

The Executive Directorate formulates the corporate short- and longer-term strategies and objectives to address and balance the interests and expectations of our stakeholders. These strategies and objectives are annually reviewed, ensuring they respond well to the changing business environment and emerging technologies. Yearly corporate performance targets are correspondingly set in finance, safety and reliability of train services, property development and management, staff learning and growth, new train railway construction, and new businesses. Corporate key performance indicators are made available to help track the achievement of the targets set and drive continuous improvement.

To align with the corporate strategies, objectives and targets thus formulated, each division is to develop those of its own, then deploy and cascade these across the departmental and sectional function units. Related key objectives and major tasks are set every year for individual managers and supervisory / professional staff respectively. Ultimately, individual staff objectives and accomplishments are strategically measured vis-a-vis the corporate business directions through the Managing Performance for Success appraisal schemes for different levels of staff.

Customer and Market Focus

MTR places high priority on identifying and meeting the requirements, expectations and preferences of its customers and the market at large. Annual passenger surveys and half-yearly customer satisfaction studies are conducted to keep tabs on our customers' demographic and travel characteristics, and their satisfaction on the MTR services. Quad-map analysis of the customer satisfaction level against the importance of various service attributes helps to identify areas for improvement.

Different target groups, e.g. children, students, adults, senior citizens, tourists and the like are segmented with marketing campaigns tailor-made to build relationship with our customers and enhance their satisfaction and loyalty to MTR. A notable case of these customer-oriented initiatives is the establishment of the MTR Club. This customer database, now with over 200,000

路服務安全和可靠性、物業發展與管理、員工學習與發展、新鐵路興建和新業務方面，制定公司表現目標，再利用公司表現指數監察能否達到目標和不斷求進。

為配合公司政策，各處自行制訂策略、目的和目標，並推展至轄下部門和組別。公司每年為各經理和督導/專業人員制訂相關的主要目標和任務，而各級員工的表現會根據公司業務方向，透過工作表現評核計劃，進行策略性評估。

顧客和市場焦點

地鐵極重視顧客和整體市場的需要，定期進行乘客意見調查和顧客滿意程度研究，密切關注乘客類別、乘車習慣和對地鐵服務的滿意程度，並分析結果以確定改善範疇。

地鐵針對不同對象舉辦推廣活動，與顧客建立良好關係，令他們對地鐵服務更感滿意，更有歸屬感。目前逾200,000會員的MTR Club，成功為公司提供強效市場優勢，以便迎合顧客需要提升服務，爭取乘客量。

評估、分析和知識管理

地鐵建立了一個公司資訊網站（EIP），方便員工瀏覽一般公司資訊，更特別授權部分員工（主要是高級經理和行政主管）連接不同業務管理資訊系統，包括營運表現、財務管理、電子工程管理、電子招標等等，以便跟進公司整體表現和提供決策所需資料，從而提升公司競爭優勢。網站內設知識管理系統，各部門可透過系統建立、運用和分享知識，從而提高品質和生產力。

人力資源焦點

員工是實踐公司業務目的的重要元素。故



members, provides us with a powerful and effective marketing platform to leverage on their needs, usage patterns and preferences, thereby adding more value to our loyal customers for repeat patronage.

Measurement, Analysis, and Knowledge Management

Information technology is undoubtedly a vital tool and enabler for us to drive continuous improvement and enhance organizational competitiveness, thereby meeting our customers' expectations and adding value to our business operation as a whole.

To effectively measure and analyze performance, MTR has developed a corporate Enterprise Information Portal (EIP). This web-based platform provides a user-friendly and efficient way for staff users to access general corporate information and, in particular, for authorized users (mostly senior managers and executives) to link up with different business management information systems related to operations performance, financial management, e-Project management, e-Tendering, etc. The EIP is instrumental in driving the selection, alignment and integration of information and data for tracking overall corporate performance and supporting decision making.

To better manage corporate knowledge, a corporate knowledge management system within the EIP is also in place to systematically create, use and share knowledge among different departments to improve quality and productivity.

Human Resource Focus

Recognizing the indispensable role of our staff in the realization of the corporate business objectives, MTR has been relentless in creating and maintaining a high-performance workplace, as well as developing the potential of our human assets to the full.

The spirit of co-operation, initiative, empowerment and innovation at work is upheld across the Corporation with team work starting at the top level, the Executive Directorate, from which corporate strategic planning originates. At other levels, numerous steering committees, working groups, task forces and

此，公司一向致力營造和維持高成效的工作文化，並全力發展員工的潛能。

全公司貫徹互相合作、積極主動、授權展能和創意精神。負責策略性籌劃工作的管方高層更率先樹立群策群力的典範。多個策導委員會、工作小組、專責小組和跨功能小組也相繼成立，集思廣益，並帶動公司建立靈活的體制。

為推動員工發展潛能、盡展所長，公司鼓勵不斷求進和自學文化，資助進修相關學科，並舉辦多元化的訓練課程。

程序管理

地鐵不斷致力在管理資產、控制成本、縮短周期時間、提高生產力、加強顧客服務、推行策略性外判、與供應商和承辦商建立合作無間的伙伴關係、進行科技革新、建立學習型機構等項目取得最理想成效，確保有效管理主要業務工序。

法律和財務管理、人力資源管理和發展，以及資訊科技服務、安全、品質和環境等相關的輔助管理工序也需有效配合，力臻完善、減少變數和緊貼公司業務目的，才能取得業務成果和增長。

業績

儘管自1997年後經濟和營商環境極為嚴峻，地鐵仍然取得滿意利潤。未計折舊前經營利潤由1997年的38.05億港元增加至2002年的77.69億港元，增幅達104%。

取得如此佳績全憑果斷實施成本控制、成效和生產力改善措施。例如，透過更具成本效益的維修策略，每載客車卡行車公里的鐵路維修成本由1997年的13.4港元大幅減至2002年的10.5港元。藉着培育具多方面技能的工作隊，員工調配計劃得以更順



2004

cross-functional teams such as Work Improvement Teams are formed from time to time to tap the expertise of different parties and nurture organizational agility.

To motivate staff to develop and utilize their full potential, the Corporation fosters the culture of continuous development and self-learning with subsidies provided for further education in the relevant fields. Complementary to this corporation-wide learning climate are a line-up of training programmes spanning functional management & supervisory skills, customer service, English & Putonghua, railway operations & maintenance, information technology, e-Learning, etc.

Process Management

MTR is committed to efficiently and effectively managing the work processes of its major business functions, i.e. new railway construction, railway operations, property development and management, and new businesses.

Central to the sound management of these key work processes are our incessant efforts to pursue and achieve optimal asset management, cost control, cycle time reduction, improved productivity, enhanced customer service, strategic outsourcing, seamless partnering with suppliers and contractors, technological innovation, organizational learning and the like.

Other processes which support the key work processes for business success and growth include our legal and financial management, human resource management and development and related miscellaneous management services like information technology services, safety, quality and environmental, etc. As with the key work processes, the ability of the support processes to strive for superior performance, reduce variability and keep the processes current with the corporate business objectives is of equal importance.

Business Results

Notwithstanding the extremely difficult economic and business environment since late 1997, MTR has achieved satisfactory profits over the years. The operating profit before depreciation

利推行。外判部分非核心維修和支援服務也節省了大量成本。

1997至2002年期間，顧客滿意程度指數（以100分為滿分）由64.2分上升至70分，足證顧客愈來愈滿意地鐵的優質服務，同期的乘客安全指數也持續錄得良好安全表現。

2002年與10間參與機構進行的一項鐵路標準借鑑調查顯示，地鐵在安全、可靠程度、顧客服務和成本效益方面，繼續獲公認為全球最優秀的鐵路之一。



increased from HK\$3,805 million in 1997 to HK\$7,769 million in 2002, representing an increase of 104%.

This achievement has been made possible by our determined implementation of cost control, efficiency and productivity initiatives. For example, adopting more cost-effective maintenance strategies has substantially reduced our railway maintenance cost per revenue car-km from HK\$13.4 in 1997 to HK\$10.5 in 2002, and developing a multi-skilled workforce led to a much smoother execution of our staff redeployment plan. Outsourcing certain non-core maintenance and supporting services also yielded substantial savings.

In addition, our quality service delivery has contributed to increased customer satisfaction. According to the Customer Satisfaction Index (on a 100-point scale) over the period 1997 – 2002, there has been an upward rising trend (increased from score 64.2 in 1997 to 70 in 2002) coupled with steadily good passenger safety performance recorded by the Passenger Safety Index.

As revealed by a railway benchmarking study among the 10-member Community of Metros in 2002, MTR has again been recognized as one of the world's best railways in terms of safety, reliability, customer service and cost-effectiveness.