

SUSTAINABILITY REPORT

Care for Employees



Our staff are our greatest resource and
we cherish them accordingly.



An improved working environment makes for happier staff

HUMAN RESOURCES POLICY

We take care of our employees by maintaining a safe, respectful and harmonious workplace. As an equal employment opportunity employer, we are committed to ensuring that no job applicant or employee is discriminated against on the grounds of race, sex, marital status, family status, pregnancy or disability.

In collecting personal data from job applicants and existing staff members, we comply with the requirements of the Personal Data (Privacy) Ordinance, respecting the privacy of personal data while taking all reasonable steps to ensure that the personal data of job applicants and staff members is securely held and used only for the purposes stated in our personal data collection statement. KMB is a Public Body included in the Schedule of the

Prevention of Bribery Ordinance. Staff members should not make use of their position to solicit or receive any advantage from the public.

STAFF COMMUNICATION

To strengthen bilateral communication, besides regular meetings with the unions, five KMB Joint Consultative Committees are held each month between management and staff representatives to review issues including safety, operations, work environment and staff welfare, while one LWB Joint Consultative Committee is held on a bi-monthly basis. All staff are kept informed through the staff website of useful information, including company announcements, safe driving tips, reports on Company activities and notices of forthcoming events. Staff can check duty roster

information and make annual leave arrangements online, as well as using the e-learning training platform. The bi-monthly corporate magazine KMB Today provides another means of keeping employees up to date on KMB and industry developments.

IMPROVED WORKING ENVIRONMENT

Staff discount shops and barber shops have been set up at depots to provide grocery items and haircuts to staff members, staff dependents and retirees at exclusive discounted prices. In addition, at a number of depots, duty dispatch offices and rest areas have been renovated and upgraded as part of a warmer working environment to provide bus captains with a place to rest before working, and these improvements have been much appreciated by frontline staff members.



Rest and refreshment areas invigorate the working day

SENIOR MANAGEMENT VISITS

Once again this year, members of the senior management team made visits to depots, offices and major bus termini during the year. At Lunar New Year, they welcomed in the Year of the Sheep with staff members, while in the summer they distributed drinks to every member of staff to show their appreciation for the work performed by all, and most particularly for the efforts of frontline staff and maintenance staff in the hot months. These visits provided a good opportunity for staff to share their observations about operational matters and workplace-related issues with members of the management team.

FRONTLINE ENGAGEMENT TEAM

The Frontline Engagement Team was set up in January 2014 to help frontline staff adapt to changes brought about by route reorganisation. Team members visit major bus termini regularly to facilitate consultations, at which opinions on bus scheduling and other operational arrangements are collected and any concerns staff members may have are addressed with a view to providing sustainable solutions.

Since May 2015, the team has been playing a role in the “Buddy Scheme for New Bus Captains”, which helps ease new recruits into their work environment, increases their awareness of road safety and listens to their views on their new working life. Under this scheme, Frontline Coordinators and

Inspectors visit new recruits at bus termini, and experienced Bus Captains with an excellent performance and safety record ride with their less experienced colleagues, sharing driving tips and their valuable experience.

BUS CAPTAIN TRAINING AND SAFETY AWARENESS PROGRAMME

The Bus Captain Training School provides our bus captains with comprehensive training, including basic training for new bus captains and driving enhancement training, as well as bus route and bus type training, for in-service bus captains. Elements of defensive driving, good driving attitude and the way to handle emergencies are incorporated in a range of training courses.

Training in Eco-driving emphasises the skills involved in accelerating, braking and manoeuvring, and good practices when parking at the bus terminus. By implementing the best practices of Eco-driving, we are able to reduce fuel consumption as well as air and noise pollution.

Bus captains are provided with driving regulations and safety reminders, including the “Bus Captain Safe Driving Handbook”, the “Safe Driving Card” and “Driving Tips”, while a safety video demonstrating defensive driving skills is available on the staff website. All bus captains are required to observe the Bus Captain Working Procedures and to comply with the procedures relating to Bus Terminus Safety Operations and Traffic Accident Handling.

TECHNICAL AND APPRENTICE TRAINING

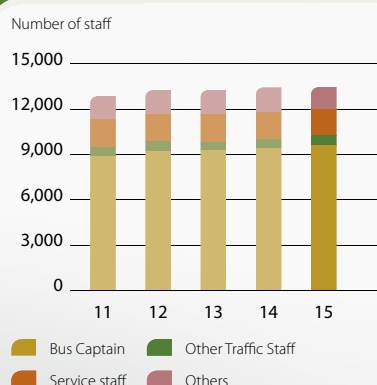
The KMB Technical Training School has been responsible for training our bus maintenance staff in the latest bus technologies since 1973. In 2015, 157 in-house training sessions were run for 1,442 skilled workers, while 16 training sessions were organised in collaboration with our manufacturers for 188 engineers, supervisors and foremen.

To ensure a continuous stream of skilled workers to provide maintenance for our bus fleet, the school runs a four-year apprenticeship training programme for youngsters who are interested in bus maintenance. In 2015, 25 apprentices graduated from the School, bringing the total of graduates since the School's establishment to 2,358. At the end of 2015, 209 apprentices were enrolled in the School's programme.

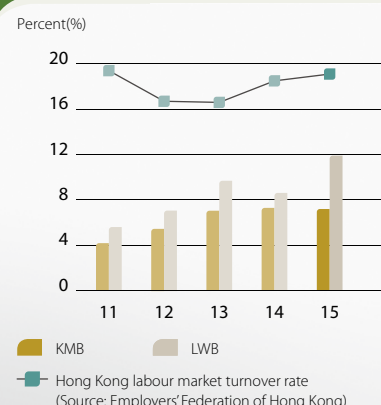
The quality of KMB's apprentice training was once again recognised in 2015 with two KMB apprentices placing second runner-up in the Vocational Training Council's Best Apprentice in the Automobile Trade Competition. Their reward was an

invitation to visit Shanghai. One of our apprentices won the 2015 Outstanding Apprentice of the Year Award organised by the Vocational Training Council and was invited to join a study trip to Singapore in March 2016.

Number of staff in the Group at 31 December



Staff turnover rate (voluntary resignation only)



Staff discount shops prove very popular with staff

The Star of the Quarter has been set up to reward outstanding performance from frontline and maintenance staff.

REWARDING SERVICE EXCELLENCE

Various safety awards and competitions are organised to promote safe driving, including the quarterly Route-based Safety Performance Team Award and the quarterly Route-based Safety Improvement Team Award. In addition, since 1990 the Safe Driving Award has recognised bus captains who have driven without any liable accidents for five years, ten years, 15 years, 20 years, 25 years and 30 or more years. In 2015, the driving excellence of a total of 597 KMB and LWB bus captains was recognised by the receipt of the Safe Driving Award.

Each year the Outstanding Service Awards recognise the outstanding contributions of staff at every level of KMB, including staff who have received commendations from passengers. In 2015, 147 employees received the award in recognition of their high quality performance.

In 2015, the Long Service Award Presentation Ceremony was held once again to recognise the loyal service of our long service staff. 252 employees received the 35-year award and a gold medal, 164 employees received the 30-year award and a plaque and a pin, 355 employees received the



Refurbished rest areas offer our frontline staff a well-earned break



KMB's relay team took on the challenge of the SHKP Vertical Run for Charity – Race to Hong Kong ICC

20-year award and a plaque and a pin, and 113 employees with 10 years' service received a certificate of appreciation.

The Star of the Quarter has additionally been set up to reward outstanding performance from frontline and maintenance staff.

SPORTS AND LEISURE ACTIVITIES

In pursuit of an effective work-life balance, staff members are encouraged to participate in sports and leisure activities as well as undertake voluntary work.

Inter-Hong Games Association Events

KMB staff participated in various competitions organised by the Inter-Hong Games Association, winning a number of awards. Most impressive was the performance in the long distance running tournament, where KMB came first in both the men's team event and the men's individual event. KMB also provided the second runner-up and the fifth runner-up in the men's individual event. KMB teams also came third in both the mini football tournament and the table-tennis tournament. In the photo contest, KMB supplied the winner, as well as the second and fourth place finishers.

Long Distance Running

In 2015, our Long Distance Running Teams participated again in charity runs such as the Standard Chartered Hong Kong Marathon, the Community Chest Corporate Challenge and won a number of awards. In December 2015, KMB's teams participated once more in the Corporate Relay event at the SHKP Vertical Run for Charity – Race to Hong Kong ICC.

Dragon Boat Races

The KMB Dragon Boat Team won two awards (Mixed Bronze Plate division – First runner-up; and Men's B Bronze Cup – Finalist) at the Sun Life Stanley International Dragon Boat Championships, which were held on 20 June 2015.

Inter-depot Competitions

A number of inter-depot competitions were organised in 2015 to develop an esprit de corps among staff. Competitions were held across a range of disciplines, including table tennis, football, bowling, long distance running and photography.

Health and Wellness

Health talks and health days were organised for staff and their family members to promote health tips and staff wellness. A mixed team of staff and family members participated in the outdoor event "Happy@work", organised by the Employers' Federation of Hong Kong at Ocean Park, and won the Best of the Best award.