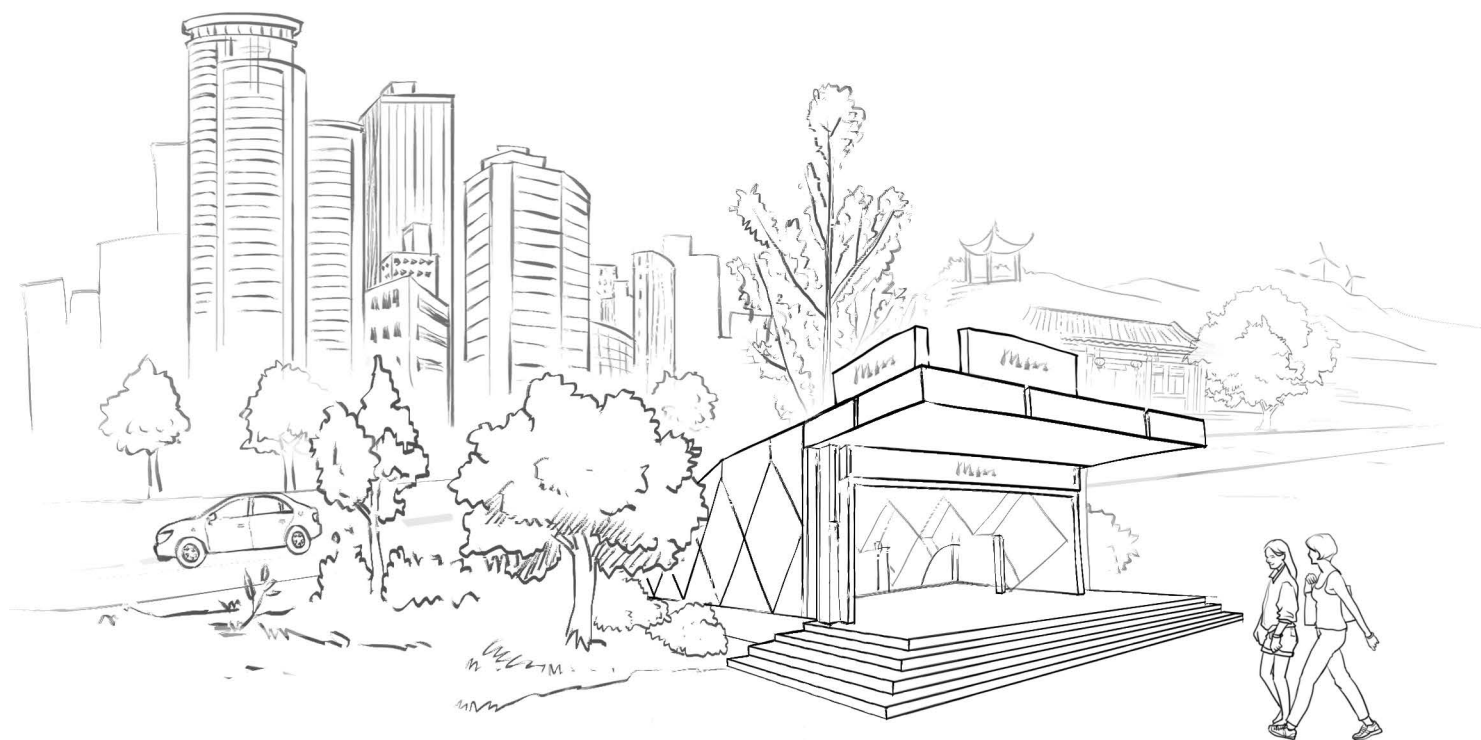


*Going Forward **for You***

2016-2017 Sustainability Report



Figures of BJMTR (2017)

 **114** km

Total route length **608km(Beijing)**

 **73**

Number of stations **370(Beijing)**

The shortest headway

Less than **2** minutes

Number of times shortened the headway

4



Number of employees

7,225



2.025 kWh/car-km

Energy consumption per car-km **(2.040 kWh/car-km in 2016)**

Staff training hours per capita

8.63



104.3056 million

Revenue car-km operated

18.4% of the total revenue car-km operated in Beijing



0.696 billion

The total passenger journeys

18.4% of Beijing metro network



1.907 million

Average daily patronage



99.99 %

Train punctuality and train service delivery

Emergency drills 560

Service equipment and facilities reliability 99.96 %

Number of days that extend operating time 103

Volunteer hours 9,723

Number of students BJMTR Safety Camp benefits 5,000

Figures of BJMTR (2016)

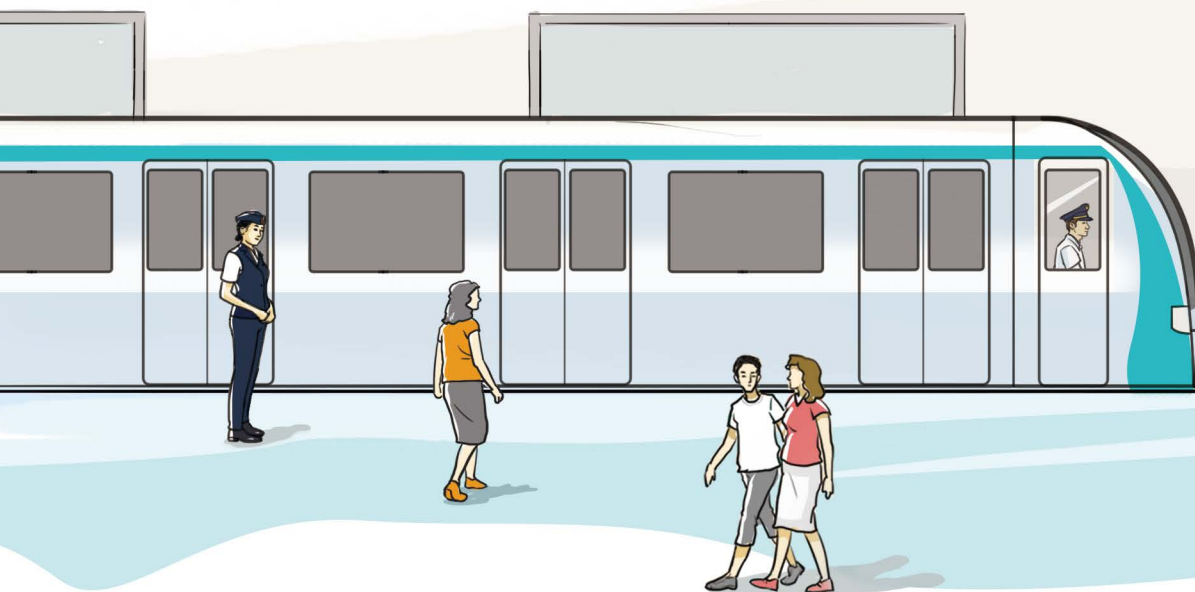
71

Number of stations 345(Beijing)

114_{km}

Total route length 574km(Beijing)

The shortest headway Less than 2 minutes



2.040_{kWh/car-km}

Energy consumption per car-km (2.062 kWh/car-km in 2015)

Number of employees 7,072

Staff training hours per capita 8.06

 89.2202 million

Revenue car-km operated

16.4% of the total revenue car-km operated in Beijing

 0.633 billion

The total passenger journeys

17.3% of Beijing metro network

 1.731 million

Average daily patronage

 99.99 %

Train punctuality and train service delivery

Emergency drills 331

Service equipment and facilities reliability 99.96 %

Number of days that extend operating time 34

Volunteer hours 8,628

Number of students BJMTR Safety Camp benefits 3,000

Every Beautiful Day, BJMTR is by Your Side

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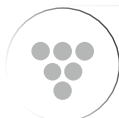
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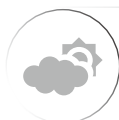
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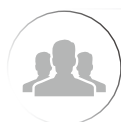
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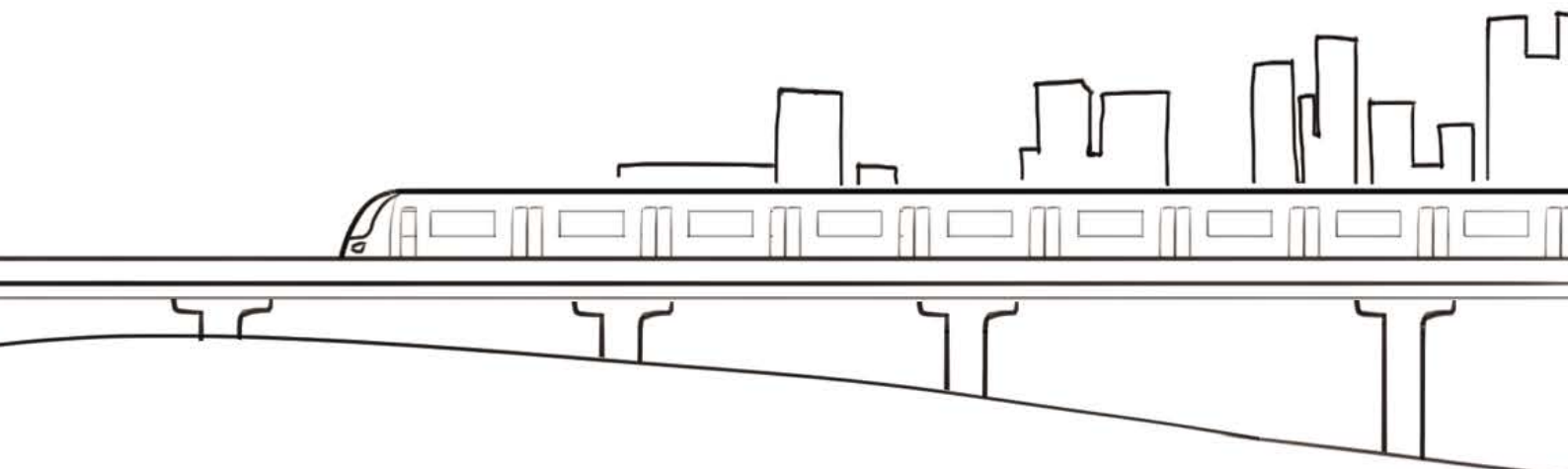
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GENERAL MANAGER's MESSAGE



As the first foreign-invested cooperation company to participate in urban railway transportation sector in Chinese mainland, Beijing MTR Corporation (BJMTR) has been giving full play to its strengths in construction, operation and development of metro lines in Beijing since it was established in 2006, providing citizens with safe, reliable, comfortable and convenient services in life.

This is the first sustainability report released by BJMTR. It reviews the company's CSR achievements since founding in a systematic manner, while highlighting CSR efforts in economic, social and environmental aspects in 2016 and 2017:

Focusing on urban rail transit operation, we have been working closely with partners and have made encouraging progress. Up to now, we have participated through PPP model in the investment and construction of Beijing Metro Line 4, Line 14 and Line 16 and are in charge of the operation of these lines, and are franchised to run Beijing Daxing Line. Among the lines, the North Section of Beijing Metro Line 16 was officially open for service in the end of 2016. It not only shortens the time for residents living in BeiAnHe to travel to the downtown area and relieves the pressure of the ground transportation along the line, but also extends our convenient transportation services to more areas. During the Beijing-Hong Kong Economic Cooperation Symposiums held in 2016 and 2017, we signed the Cooperation Framework Agreement in the Property Development of Metro Top along BJL4 & DXL and relevant letter of intent, laying a solid foundation for developing more diversified businesses in the future.

We always put passengers first, and are striving to provide more passenger-friendly services. In 2016, our total revenue car-km operated was 89.2202 million car-km, and the average daily patronage was 1.731 million. In 2017, the two numbers increased to 104.3056 million and 1.907 million, and the punctuality and train service delivery of our metro lines both reached beyond 99.99%. Facing the constantly growing passenger journeys, we have managed to keep the shortest headway of south-to-north trains on Line 4 during peak hours in the morning under two minutes by adjusting the train operation diagram, and running temporary trains. Besides, we have accumulatively implemented more than 600 renovation projects to continuously improve operation equipment and facilities and create a modern urban transportation environment, so as to provide passengers with comfortable and diversified travel experience.

We do our best to attract, cultivate and retain talents to meet the growing needs for business development. With rapid industrial development and a lack of talents, we adopt a scientific and comprehensive talent cultivation and development mechanism, open up dual career development channels for technical and management personnel, promote elite, talent and management trainee programs, and create a brand new university-enterprise cooperation model for sustainable cultivation of local metro professionals.

We have long been promoting sustainable development from various aspects, and strive to reduce energy consumption, carbon emissions and our impact on the environment through developing innovative technologies, carrying out refined management, adopting appropriate economic measures and upgrading equipment and facilities. We comprehensively promote green operation, build a value chain of sustainable development, and work side-by-side with partners to jointly undertake social responsibilities.

We pay close attention to communities along the metro lines, fully leverage our industrial strengths, and regard the connectivity of communities and community development as our bounden duty. Therefore, we make full use of our resources to promote the prosperity and development of local communities through inputting resources, building up a platform, making communications and providing volunteer services, etc.

In the future, we will continue to increase BJMTR's social responsibility impact. Based on the idea of driving urban development by improving transportation, we will provide passengers with better services, encourage employees to grow together with us and support partners for win-win outcomes. By continuously improving and innovating management, services and technologies, we will keep on creating greater value for rail transit and urban development. For you, we will keep on going.

Wilson Shao
General Manager



A "ferry station" for the drifting heart

Hai' nan "Beijing drifter" (people who leave their hometown and work in Beijing)

Next station...XinGong

The metro line warms my heart. It is an extension of home
and a journey leading to my dream.

Five years ago, Hai'nan decided to stay in Beijing after gaining a master's degree there. Two years later, she got married with another "Beijing drifter". Longing for an apartment of their own, they moved to XinGong. "Though the space is limited, we finally settle down in this city. I can decorate the apartment with my favourite fabrics. That makes me feel at home." Hai'nan said.

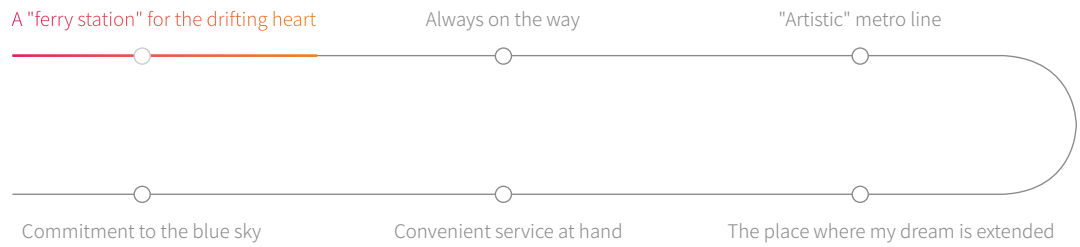
It takes around ten minutes of walk for Hai'nan to get to the metro station. The station is crowded all the time, but Hai'nan feels quite satisfied. "My home is near Daxing Line, and my company is near to WeiGongCun Station, Line 4. I can get to the company without transfer. It is very convenient. Although the metro train is super crowded during rush hours, I always feel warmth and passion seeing other young people fighting for dreams in Beijing just like me."

Speaking of commuting by subway every day, Hai'nan smiles, "After a busy day, I feel very secure hearing the sound of the traveling metro train. For me, metro train is a 'ferry station' between home and the company, where I can get fully relaxed. Time on the train is quite enjoyable. I

would listen to some music, or watch couples cuddling or having a fight. It adds much delight to my ordinary life."

"Line 4 has warmth and culture. Staff here are also warm-hearted. Once, I was at the WeiGongCun Station, and I nearly fainted while stepping downstairs in a trance. A staff member saw me and helped me to the control room immediately. He gave me a cup of sugar water and called my family and friends. I was deeply moved. I believe staff here are also very busy every day, just like me, but they always work with passion. I was deeply impressed and felt that I should also work harder to create a better life for my family and my children."

Now, Hai'nan still commutes by metro every day. She has sweet memories there. "The metro line warms my heart. It is an extension of home and a journey leading to my dream." Said Hai'nan.



Stories Behind

It is BJMTR's mission to provide passengers with safe, reliable, comfortable and convenient services in life and create a civilized and harmonious transportation environment. Since Line 4, the first line operated by BJMTR, was opened in 2009, we have been running more lines and serving more passengers, and shouldering more responsibilities.

Peak hours put greatest pressure on our operation. We have managed to keep the shortest headway of south-to-north trains on Line 4 during peak hours in the morning under two minutes by adjusting the train operation diagram, and running temporary trains. This ensures that office workers like Hai'nan can arrive at work on time by metro.

In order to ensure stable operations, BJMTR has invested a lot to improve the convenience of services. Considering conditions of operating equipment and facilities at stations and characteristics of passenger flows in different time periods, we have worked out passenger transportation organization plans, and improved the efficiency of entering and exiting stations through the broadcasting system and on-site human guidance. During peak hours, we assign employees and volunteers to areas with large crowds such as platforms or escalators to assist the exiting and maintain the orderly and efficient operations in the station.

BJMTR actively interacts with passengers. Through the official website, Weibo, WeChat, hotline and face-to-face communication with passengers, we listen carefully to the voices of passengers, consider every opinion and suggestion conscientiously, and keep improving our service quality and level.



Always on the way

He Jinghan Primary school student

Next station...GongYiXiQiao

I hope to become a lawyer in the future to

help people out of troubles!

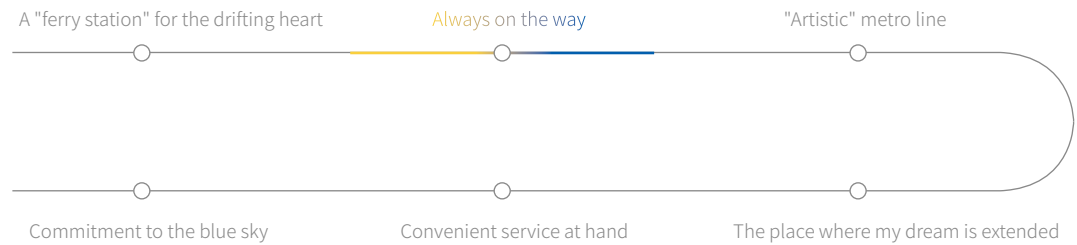
The day we met Jinghan, she was in a light green down jacket. With a pony tail and a pair of big watery eyes, she looked quite smart.

Though she was just a fourth grade student in primary school, she had mastered metro safety knowledge after participating in two BJMTR Safety Camp trainings. "Through playing interesting games there, we learnt many safety tips. For example, bulky luggage should not be put on the escalator, and passengers should not cross the yellow line when passing the entrance or exit gate..."

Jinghan also tells her parents those tips while taking metro together. Compared with other kids of her age, she has higher awareness of safety. "Once, a very tall man run by me and jumped across the gate in a flash. That looked interesting, but I know it's unsafe."

Jinghan has a busy schedule during week days. Apart from going to school, she also has several interest-oriented classes to attend, including piano, dancing, drama performance, etc. She is also the only student in her class to be selected to the chorus of the school. Even so, Jinghan would spare some time at the weekend to participate in volunteer activities at the metro station with her mother. "I remember that once at the JiuLongShan Station, a granny fell down on the ground. I and other volunteers ran to her immediately to help her up. It made me so happy to help others."

Speaking of her dream, Jinghan had a lot of ideas in her mind, but her biggest dream is to become a lawyer in the future, so that she can help people out of troubles.



Stories Behind

For transit transportation operators, safety is the lifeline. Any small mistake could cause immeasurable loss. According to accident statistics, 90% of accidents are related to misbehaviour. Therefore, accidents can be effectively prevented from happening by avoiding unsafe behaviours.

To guarantee safe operations, BJMTR took the lead and introduced the MTR's advanced risk management system. From construction to operation, we have adopted forward-looking concepts in the management of risks along the full life cycle. By setting up the safety management maturity appraisal standard, we regularly review outcomes of the safety management system. By constantly learning from domestic and international experience in the industry, we continuously improve our safety management level.

In order to ensure the safety of passengers, BJMTR has strictly controlled every link from passengers entering the station, taking security check to passing the exit gate. After a day of operation, we carry out various safety drills during the night to ensure that every employee can effectively cope with and handle emergencies. A total of 891 large-scale emergency drills were conducted in 2016 and 2017.

BJMTR encourages employees to identify root causes of problems to effectively cope with all kinds of safety hazards. For example, several passengers got injured at AnHeQiaobei Station because of their unfamiliarity with escalator taking standards. After analysing the situation, we assigned employees to both ends of escalators to guide passengers to take escalators correctly. Also, by publicizing subway safety knowledge, such injuries were effectively prevented. The safe operation of subways relies on the enhancement of safety awareness. BJMTR has launched targeted safety culture publicity and training activities for passengers, employees and suppliers to improve their safety awareness and skills, and to guarantee safe subway operation.



"Artistic" metro line

Jianhua Employee of a design company

Next station...HaiDianHuangZhuang

The metro is not only a place for rest,
but also a source of inspiration.

The metro, for a busy designer, is not only a means of transportation, but also a place for rest, and a source of inspiration.

Graphic designer Jianhua has been working in Beijing for three years and he lives around TaoRanTing Station, Line 4. The metro is his first choice when going out. "In such a huge city, the most convenient way to travel is by metro."

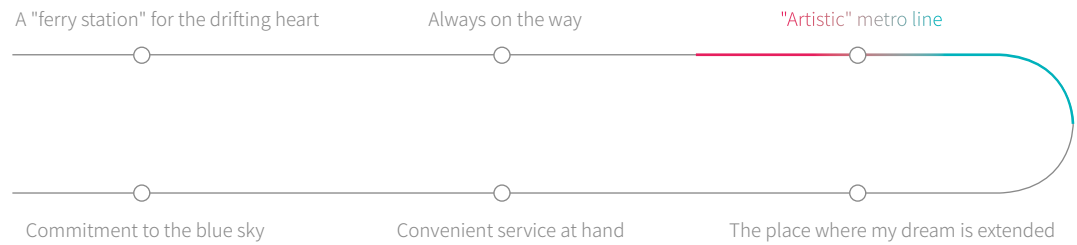
Like many office workers, Jianhua lives his life to the fullest. He said: "The pace of my life in Beijing is very fast and my work here is very energy-consuming. The most relaxing moment is when I get on the metro to home. The time on metro is only for myself."

On busy days, Jianhua does not have much time to pursue his hobbies. "When I was at school, my favourite things were reading and taking photos, but now I can hardly find time for those hobbies. Luckily, many of my classmates are still in Beijing. Sometimes, we would get together after

work and won't be worried about going back home too late, because we can always catch the last metro train."

Jianhua does not think taking metro is boring. The metro, for him, is a mobile art museum, where he can stop now and then to appreciate "art works". "I am quite sensitive to colours and images. Lightboxes along Line 4 can always attract my attention. I love the way they tell stories by displaying images."

At the weekend, Jianhua often takes the metro to 798 Art District to visit some design exhibitions. "Designers need to keep up with new things, broaden horizons and keep abreast of the latest trends. Of course, I also participate in art design workshops and exchanges if the schedule allows. Since I plan to continue my career in Beijing, I need to learn new things to keep improving myself!"



Stories Behind

Metro is an important carrier of a city's culture. BJMTR aims to create a metro culture highlighting features and cultural atmosphere of the city, and endeavours to create diversified travel experience for passengers. Therefore, we do our best to create lively and modern environment in metro stations and trains, so that passengers can feel the beauty of traveling.

To create a comfortable and pleasant travel environment where passengers can experience the cultural and artistic atmosphere, we have carried out a series of non-profit cultural programs by cooperating with organizations located along the line. For example, since 2015, BJMTR and National Library of China have been jointly running the "M-Library" program to recommend books and encourage passengers to enjoy reading during fragmented time on the metro train.

BJMTR puts stress on creating an artistic atmosphere through using metro media. The "M- Gallery" program launched in 2016 allowed passengers to perceive and experience a variety of exotic cultures by using fragmented time during traveling. For example, the Silk Road Photo Exhibition offered passengers the opportunity to experience cultures and customs of countries and regions along the Belt and Road from multiple dimensions and perspectives, thus enriching passengers' travel experience.

BJMTR continuously dig down to find needs of passengers, and strives to make constant innovations from the presenting method to the content. "M-Broadcast", a public welfare cultural program, was initiated by BJMTR in 2017 that used audio works in metro system to convey the city's civilization, culture and passion, among which the "Last Train-Warming Late-home comers" was the first metro broadcast program accompanying passengers returning home late at night.

BJMTR is continuously accumulating experience and making innovations to create urban metro culture, and will continue to innovate in the future to bring more diversified and enjoyable travel experience to passengers.



The place where my dream is extended

Liu Na Property management

Next station...BeiAnHe

The environment in BeiAnHe area is great.

The new metro line also brings great convenience.

Liu Na, dressed in a neat work uniform, looks very professional. In her memory, it is the subway that launched the happy life of her family.

"I used to work in Wangjing area. To get to the office on time, I had to catch Bus No. 346 before 6 a.m. In the section between Fenghuangling and Xiyuan, the bus was so crowded that I could be late for work if I missed the bus. In the winter, I even had to get up before daybreak when it was freezing outside. After the baby was born, I changed my job and moved to BeiAnHe area since I can no longer get along with such a busy life."

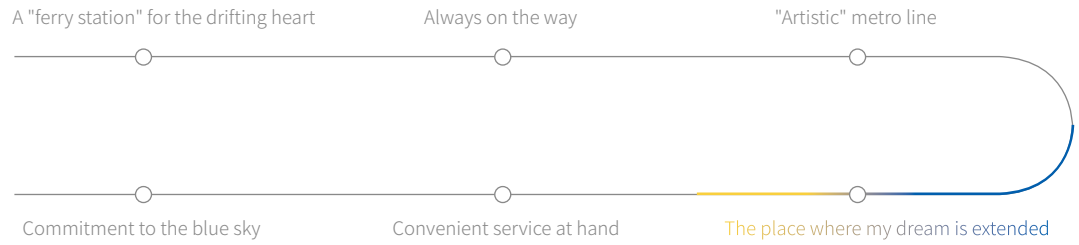
After the opening of Metro Line 16, everything is changing gradually. "Last year, we moved to a new neighbourhood. My new job is in the property management department of the neighbourhood, and my child goes to a kindergarten nearby. I often post pictures in my WeChat moments, and my good friends say that my life is much happier than before."

Moreover, the metro has also brought changes to Bei'anhe area. Surrounding auxiliary facilities are constantly improved, which increases the popularity of the place and adds much vitality to the whole area. "Many scenic spots are close to Bei'anhe, such as Fenghuangling Nature Park and Yangtai

Mountain. Although the environment is beautiful, few visitors travelled to this area due to inconvenient transportation in the past. Nowadays, many tourists would come here by metro at the weekend to enjoy fresh air and the beauty of nature."

"The changes are unimaginable without the metro." Liu Na, always paying attention to details, found that many people still like traveling by metro although they have cars. The parking lot in front of the metro station is always filled with cars, because many passengers choose to drive to the station and take the metro. "I often take the metro with my son. He now knows the meaning of different seat colours. For example, dark green ones are for the old, weak, sick and disabled. He also listens to the broadcast and repeats station names, such as TunDian and DaoXiangHu Road. That's really interesting."

Thinking of the sweet memories on the metro, Liu Na laughed and said, "My husband and I got to know each other because of metro. His friend created a sand painting describing the whole process since we met for the first time in the metro station to our wedding day. Everyone finds it so amazing!"



Stories Behind

Metro Line 16 brings great convenience to residents in BeiAnHe area since it saves an hour for passengers to get to the downtown area, and facilitates residents to visit surrounding scenic spots. Liu Na witnessed all the changes brought by Line 16.

Line 16 adopts brand-new designs for trains and stations. The line is equipped with 8A trains with 22m * 3m carriages, which are currently the largest trains in Beijing transit system. Line 16, as the first one equipped with 8A trains in Beijing, has brighter and more spacious stations compared with other lines. The platform is nearly 200 meters long, and the entrance and exit passages are 6 meters wide on average. There are more lifts and escalators, and two-way escalators in the station to facilitate passengers to enter and exit the station. Besides, through preliminary investigation, BJMTR has built a series of facilities to the convenience of passengers, such as Z-shaped service windows and user-friendly toilets. By improving ventilation and lighting equipment, we hope to improve passenger experience from all aspects.

During the construction of the Line 16, BJMTR learned from the experience of MTR. We summarized 740 high-standard operation and service requirements and communicated with constructors to ensure all requirements are met. Also, we applied MTR's management concepts and service standards into project design and realized organic integration of our operation philosophy with construction, laying a foundation for effective service improvement.



Convenient service at hand

Grandpa Hou Retiree

Next station...FangZhuang

In the past, it was inconvenient for aged people to hang out in Beijing.

Now, I hope to reach every corner of Beijing with my old friends.

Grandpa Hou always laughs out loud. He is a typical Beijinger. Thinking of the old Beijing and his life in the past, he sighed: "Beijing has changed a lot!"

When he was young, Grandpa Hou lived in a hutong. At that time, the traffic was inconvenient, and people had to go everywhere by bus. "Fortunately, I lived close to the workplace, so I could get to work by bike or on foot. If I wanted to go to somewhere relatively far, I had to spend a whole day on the way."

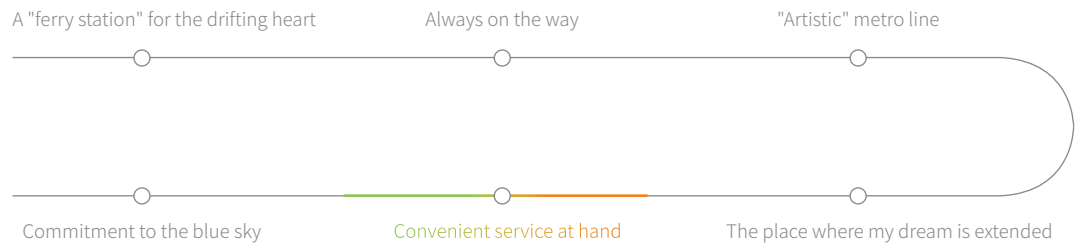
As Beijing is developing, new metro lines gradually changed his life. "Metro lines in Beijing are longer and longer. It's much more convenient for people to travel. I pick up my granddaughter from school every day by metro, and it is really convenient."

"In earlier days, we had to go downstairs and upstairs to reach the platform, which was quite hard for elderly people like me. Line 14 now does not have such a problem. I can always take an escalator to enter and exit the station. It is much easier for me to pick up my granddaughter from school on my own. In case of

emergencies, staff members and volunteers at metro stations are always willing to offer help. We have become friends."

Grandpa Hou always hangs out or chats with old friends when he has spare time. Speaking of life after retirement, He was quite satisfied. "As I and my old mates are still healthy, we often get together and go for a walk. Content is happiness!"

Grandpa Hou doesn't regard himself as a senior person, and he has a plan for the future. "In the past, I used to hang out with my old friends in parks nearby because of the inconvenient traffic. Now, since the metro lines can reach everywhere in Beijing, we hope to get to every corner of the city together."



Stories Behind

BJMTR strives to create more convenient and comfortable experience for passengers. From renovating washrooms to setting guiding signage in the station, and from installing barrier-free facilities to providing service consultation cards, every step we made shows our sincerity.

Facing increasingly higher expectations and demands of passengers, BJMTR continuously improves service facilities in the stations and implemented more than 600 engineering renovation projects, effectively improving the operation and service levels. For senior passengers such as Grandpa Hou, staff members will provide them with warm-hearted guidance and considerate services in a timely manner to mostly facilitate their travel.

In addition to updating the hardware facilities in the station, we have introduced advanced asset management concept, carried out equipment maintenance, and regularly checked the status of existing equipment through taking preventative monitoring and evaluation measures to nip problems in the bud. In addition, we refer to international asset management standards (ISO 55000) to regulate the full-lifecycle management of operational assets, and thus ensure operation safety, prolong the service life of equipment, and achieve a balance between safe operation and economic efficiency.

BJMTR always puts passengers first. By constantly improving the service system and honing service commitments, we aim to win the respect and trust of passengers. In the future, we will continue to dig down to find the needs of passengers, and provide passengers with safer, more reliable, comfortable and convenient services with more advanced technologies and more people-oriented measures.



Commitment to the blue sky

Qiurong Editor at a magazine agency

Next station...WeiGongCun

As long as everyone makes a little bit more effort,
the blue sky will last forever.

"In the days of heavy smog in 2016, I thought about fleeing the city. Yet, having lived here for ten years with my family, my beloved ones and my favourite scenery, it is never easy to say goodbye. If you really love a city, you should try to change it, even just a little bit, rather than leaving."

Though Qiurong cannot stop smog, she cherishes every clear day by making practical actions. "Some people record the blue sky by taking pictures, while I memorize the number of clear days by running." Qiurong made a resolution before the coming of the winter of 2017: to run on every day that allows free breath.

To keep her words, from then on, Qiurong runs every morning for half an hour as long as the air quality is acceptable. At the weekend, she will also encourage her daughter to join her.

Qiurong plays an exemplary role for her seven-year-old daughter. The girl also loves and tries to protect the environment. She never litters around but throws rubbish in trash cans after sorting, and always prefers to take the metro instead of her father's car.

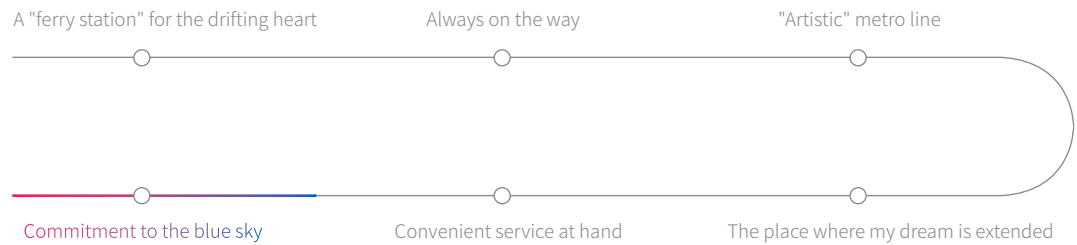
"One day last week, it was smoggy again. My daughter and I were rushing to the school in the morning, when she looked at a long string of cars stuck on the road and said, 'Mom, these people

drive even on smoggy days. The exhaust gas makes the air dirtier. At that moment, I felt so gratified that my daughter is aware of environmental protection at such a young age."

Apart from changing herself and her family, Qiurong hopes to influence more people. As a magazine editor, she often writes articles about environmental protection, and advocates green travel, environmental protection and sustainable consumption on Earth Day, World Environment Day and World Car Free Day. "These articles are worth writing even if they could only influence one individual." This is Qiurong's belief.

"In 2017, there were many more clear days than in 2016. It happened because of the contributions of countless people. It's never easy to gain such progress."

Now, Qiurong is very confident that as long as everyone makes a little bit more effort, the blue sky will last forever.



Stories Behind

Promoting environmental protection measures in operation management and practicing the green operation concept are BJMTR's solemn commitments to the natural environment. Through promoting technological transformation, we continue to promote energy conservation and emission reduction, and actively implement a number of energy-saving renovation projects. By improving air-conditioning and lighting systems as well as other facilities in the stations, we have gradually realized energy conservation and environmental protection in all aspects of operation.

For example, for Line 16, we adopt full-height screen doors to separate the operation area of metro trains from the waiting zone in stations to secure passenger safety, while effectively preventing air exchange between the two areas. It improves the cooling effect of the air-conditioning system in the station hall, reduces power consumption, reduces wind resistance against the train, and cuts the traction power consumption of the train.

In order to further unleash potential in energy conservation and emission reduction, BJMTR has conducted energy audits and clean production audits. Since 2014, we have completed near 30 energy conservation and emission reduction projects with a total investment of about RMB 26 million. After put into operation, these projects will save nearly 10 million kWh of electricity each year, which is equivalent to reducing CO₂ emissions by 6,000 tons. Since the end of 2017, BJMTR has made a systematic energy conservation and emission reduction plan for the next five years in accordance with national policies and by combing latest technologies for rail transportation, so as to further promote the scientific and orderly development of energy conservation and emission reduction.

BJMTR also carried out publicity activities on environmental protection in metro stations, such as "Environmental Protection on the Way" and "Cutting Carbon Emissions for a Better Life". By actively promoting carbon emission reduction and low-carbon lifestyle, we hope every passenger can start practicing the concept of environmental protection from every detail of daily life.

A high-speed train, likely a Shinkansen, is stopped at a modern train station platform. The train is silver with blue and red accents. The platform is wide and covered, with many passengers waiting. The station has a high ceiling with large pillars and bright lighting. The train's front is visible in the distance, with red lights glowing. The platform is crowded with people of various ages, some standing and some walking. The train's side features large windows and ventilation grilles. The overall atmosphere is one of a busy, modern transportation hub.

01

BEING DEDICATED
TO GUARANTEEING
SAFE OPERATION

CSR Philosophy

BJMTR regards safety as its most fundamental responsibility. Centring human safety, we have established a comprehensive safety management system, created a sound safety culture atmosphere and a safe, convenient and warm metro environment to protect the safety of passengers, employees, contractors and others with reasonable access to metro lines operated by BJMTR.

CSR Performance

0

Number of passenger death from accidents in 2016 and 2017

0

Number of staff death from accidents in 2016 and 2017

Statistics about injuries of passengers, staff and contractors in 2016 and 2017:

	2016	2017
Number of passenger injuries per million passenger journeys	0.23	0.21
Number of staff injuries per 100,000 manhours	0.12	0.13
Number of contractor injuries per 100,000 manhours	0.01	0.01

Note: In order to better improve safety and management quality, we also count injuries to staff, passengers and contractors not caused by BJMTR.

Statistics about security checks and emergency drills in 2016 and 2017:

118,280

Number of security staff trained

250,712

Detected prohibited articles

891

Relatively large-scale emergency drills launched

322

Training hours

210

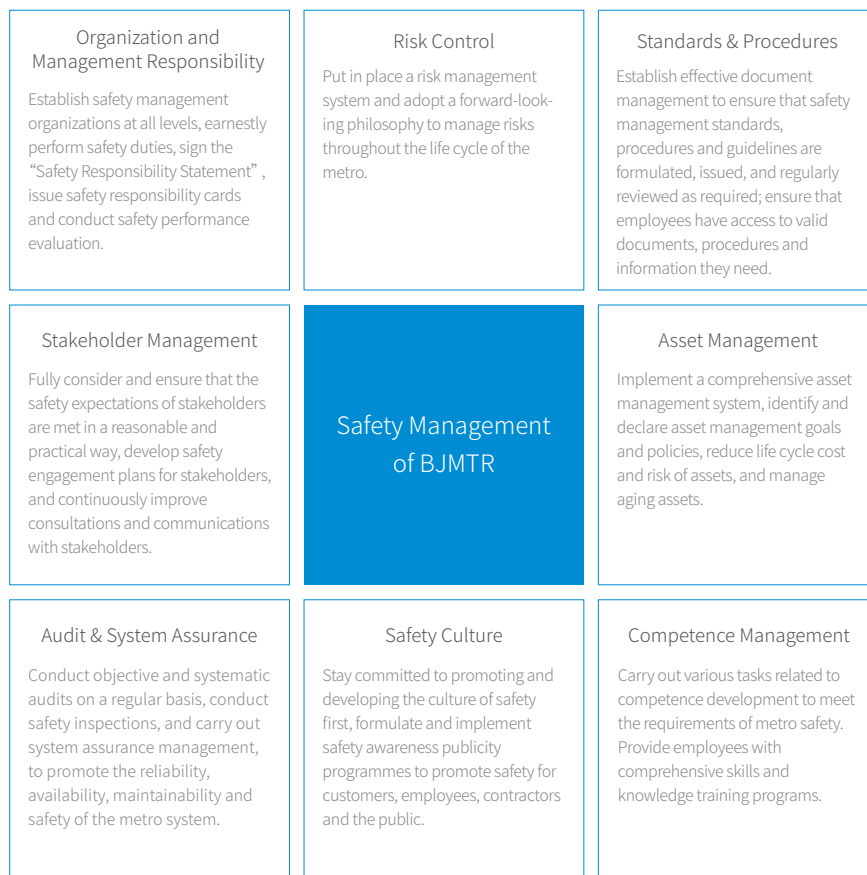
Detected controlled articles

CSR Measures

Safety management measures

Safety management system

BJMTR strictly abides by safety laws and regulations and regards safe operation as the top priority. We introduced and localized the mature safety management system of MTR, continuously innovate management mechanisms and methods in practice, and have formed a safety management system featuring eight safety elements.



Framework of the Safety Management System

Safety management structure

BJMTR has established a safety management committee directly led by the general manager. It formulates safety policies, regularly reviews the operation of safety performance and safety management systems, and urges departments to implement various safety requirements, so as to continuously improve safety performance and achieve safety objectives.



Hazard registration system

BJMTR has established a risk management system to identify and record hazards, assess hazard risks, develop appropriate risk mitigation measures, assign risk mitigation staff, and monitor the implementation of mitigation measures in real time.

Did you know?

The hazard registration system is a set of information systems BJMTR uses to register, follow up and review hazards, and to assign a specific hazard controller for each hazard. The hazard registration system facilitates the search of various types of hazards in the database, and helps follow up on the implementation of mitigation measures. In 2017, the hazard elimination rate of BJMTR was 97.16%.

Passenger safety

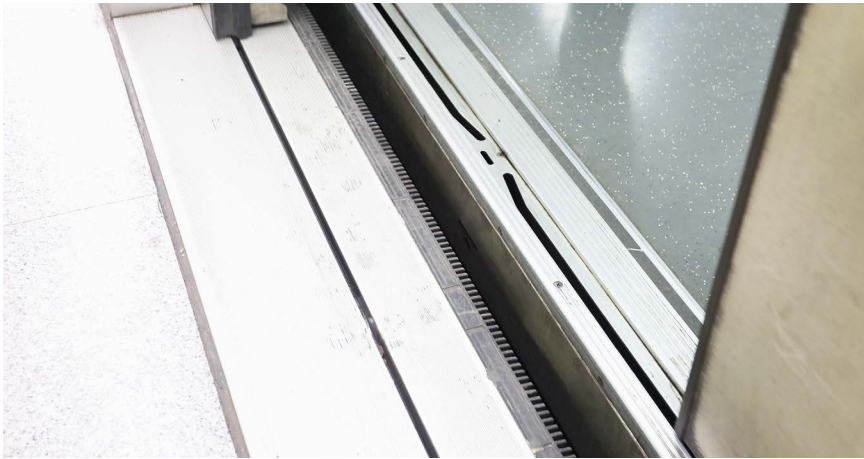
Operation safety

"Safe operation" is the first priority of the sustainable development of urban rail transit industry. BJMTR tracks faults and passenger feedback in detail and continuously enhances safe operation to ensure passenger safety. From entering to exiting the station, passengers will be fully protected by BJMTR.

Securing every step of passengers

Stations>..... On and off the Train>..... Train Operation

- | | | |
|---|---|--|
| <ul style="list-style-type: none">• Security check of both passengers and personal belongings• Security inspector training• Setting up clear guiding signage• Safe elevators and other facilities• Improved maintenance• Grid prevention & control | <ul style="list-style-type: none">• Gap rubber• Clip-prevention block and LED lighting post• Warning signs• Voice prompt | <ul style="list-style-type: none">• Advanced train and signal protection system• Comprehensive maintenance plan |
|---|---|--|



Screen doors of Line 4, Daxing Line, Line 14 and Line 16 are equipped with gap rubber and LED lighting post, effectively preventing passengers from being hurt by the screen doors.



BJMTR has established a security check system and JHA (Job Hazard Analysis) system, through which we analyse the hazard of each maintenance task, put forward targeted preventative methods, and assign specific personnel to follow up the rectification on a weekly basis.

Did you know?

In order to ensure the safe operation, BJMTR adheres to the "pointing and calling" procedure to make operations more refined. For example, when the train is running, the driver will point the index finger and the middle finger together to a device and speak out the device status. By doing this, we endeavour to guarantee full concentration of the driver while confirming the signal, route and the status of doors.



Pointing confirmation by the driver

Information security

BJMTR has obtained the national ISO 27001 risk management system standard certification and is qualified to conduct security inspections, improvements and protection of the information system within the service scope. Besides, we conduct penetration tests against key information systems to ensure information security.

Security guarantee

BJMTR is committed to establishing an environment that emphasizes the prevention of terrorist attacks for guaranteeing personal safety of passengers. We have formulated BJMTR Handbook for Preventing Terrorist Attacks. Based on the safe operation functions of rail transit, we take effective preventive measures to enhance the ability to guard against terrorist attacks.

Did you know?

BJMTR has formulated Regulations on Safety Monitoring and Control at Stations. Through adopting the method of "regional prevention and control" and adhering to the principle of "full coverage and zero blind spot", we divide each station into several prevention and control zones and grids. Prevention and control tasks will be implemented in every zone and grid by specific prevention and control personnel. We adopt the management and control methods of police-enterprise collaboration, full participation and reporting anything suspicious, so as to maintain the order of the station and ensure the personal safety of passengers.

Employee and contractor safety

Based on its safety management system, BJMTR has established a systematic employee safety assurance ability framework aiming to improve employees' safety assurance abilities in five aspects.



In order to ensure the safety of employees and contractors, BJMTR has set various metro safety and professional qualification requirements for different posts. Employees and contractors are required to take relevant safety courses and pass the exam before they start to work. In 2016 and 2017, BJMTR conducted safety training for 6,168 employees and 4,368 contractors, organized three-level safety education trainings for all new employees, and carried out 16 training sessions for improving the safety leadership of the management.

In 2016 and 2017, BJMTR conducted safety training for

6,168
employees

4,368
contractors

Internal safety atmosphere

A good safety culture can prompt people to act in a safe manner consciously and actively in production. In order to strengthen the safety awareness of passengers, employees and contractors, BJMTR established a safety promotion system. Within the Company, we launch safety-related activities such as "Safety Month" and "Safety Knowledge Contest" to encourage employees to identify safety hazards and offer suggestions. In addition, we publish the Safety Accidents Collection regularly to summarize the lessons we learned from accidents and warn employees of safety risks.

Did you know?

Behaviour-Based Safety (BBS) is a management method that helps reduce risky behaviours by encouraging employees observe each other's behaviours and strengthening safe behaviours in a scientific way. BJMTR launched the "BBS Project" in some departments since July, 2017. The departments widely publicize the BBS concept, train observers, formulate observation forms, conduct observations, collect observation results and make analysis. In this way, employees' safety awareness are greatly aroused, and a safety atmosphere at the workplace is created.



Metro Fire Drill



Safety Knowledge Contest



02

PROVIDING
HEART-WARMING
SERVICES TO CREATE
WONDERFUL RIDING
EXPERIENCE

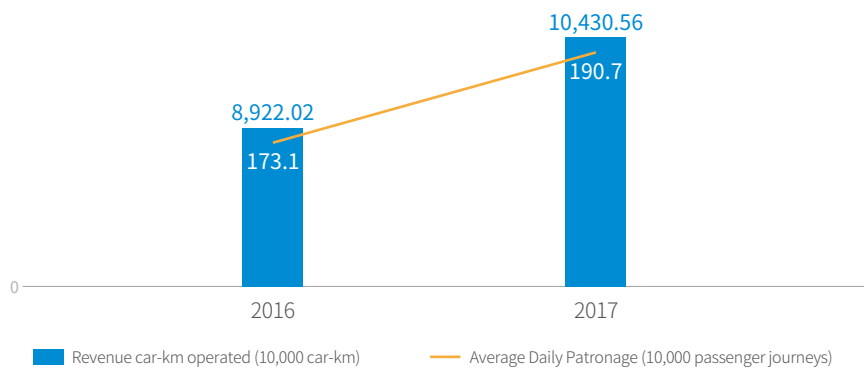
CSR Philosophy

By adhering to the service concept of "client centered", BJMTR provides passengers with a heart-warming riding environment with high-quality services, efficient operation and professional crew members, and continuously improves itself to meet the diversified needs of passengers and create greater value.

CSR Performance

By the end of 2017	114 ^{km}	73
	Total route length	Number of stations

The revenue car-km operated in 2016 was 89.2202 million, with an average daily patronage of 1.731 million; the revenue car-km operated in 2017 was 104.3056 million and the average daily patronage was 1.907 million.



In 2016 and 2017	1.329 ^{billion}	1.545 ^{million}
	Total passenger journeys	The highest daily patronage(Line 4 - Daxing line)
	99.99 [%]	
	Train punctuality and train service delivery	
	less than 2 minutes	4
	The shortest headway	Number of times we have shortened the headway

34

Number of days that extend operating time in 2016

103

Number of days that extend operating time in 2017

In 2016, Line 4 - Daxing line scored 94.88 points out of 100 in Beijing metro lines KPI rating. The east section of Line 14 scored 98.22 points, and the west section scored 97.00 points. In 2017, Line 4 - Daxing line scored 94.72 points in the rating. The east section of Line 14 scored 99.83 points, and the west section scored 97.25 points. The north section of Line 16 scored 99.83 points. The east section of Line 14 and the north section of Line 16 tied for first place in 2017 rating, while Line 4 - Daxing Line ranked the first among lines with an average daily patronage of more than one million.

Did you know?

Beijing metro lines KPI rating (in a hundred-mark system) is an evaluation system formulated by the Beijing Municipal Commission of Transport. The operational indicators are given different weights, corresponding to different scores. The evaluation result can fully reflect the operation status, which is an important basis for judging the performance of a metro line. The marking criteria include twelve indicators including punctuality rate, withdrawal rate and failure rate, which can give an overall picture of the operation performance.

In 2016 and 2017

99.96%

Service equipment and facilities reliability

Up to 2014

76

Baby-care platforms

78

Washrooms in metro stations renovated

CSR Measures

BJMTR is committed to building a well-established passenger service system, continuously improving service standards, upgrading equipment and facilities, and providing passengers with a more pleasant riding experience, so that every passenger can enjoy convenient metro services.

Easing the crowdedness

As the ridership continues to grow, the mismatch between the transport capacity and the ridership is becoming more severe. In order to level up operational services as much as we can, we make full use of existing operational resources and adopt various measures to ease the pressure of passenger traffic and improve our operation services. For Line 4, we have managed to keep the shortest headway of south-to-north trains during peak hours in the morning under two minutes by adjusting the train operation diagram and running temporary trains.

Shortening the headway

In 2017, the number of diagram-designed operating trains of L4-DXL increased from 66 to 70. The one-way hourly transport capacity of Daxing Line during peak hours in the morning increased by 13%, and the shortest headway was reduced from 3 minutes to 2 minutes and 40 seconds. The one-way hourly transport capacity during peak hours in the evening increased by 33%, with the shortest headway reduced from 4 minutes to 3 minutes.

In 2017, the number of diagram-designed operating trains of the east section of Line 14 increased from 26 to 30. During peak hours in the morning and evening, the one-way hourly transport capacity increased by 25%, and the shortest headway was reduced from 5 minutes to 4 minutes.

Note: The number of diagram-designed operating trains refers to the maximum number of trains scheduled to be running every day.

Optimizing the passenger transportation management

BJMTR adopts full-length and short-turn routing at the same time, which can flexibly and effectively respond to the ever-changing passenger flow, alleviate the crowdedness during peak hours, and enable passengers to enjoy more comfortable travel experience.

Did you know?

Adopting full-length and short-turn routing at the same time is an operation method for metro trains. It can shorten a turnaround and improve vehicle utilization rate by adjusting routes when the passenger flow is unevenly distributed. A full route refers to the full-distance running of the a train, while a part route refers to that the train selects one stop in the whole course as the terminal for running. For example, XinGong Station of Line 4 - Daxing Line is selected as the turn-back station of the part route to meet the passenger demand of Line 4 during peak hours and improve operational efficiency.

Increasing the passenger capacity of vehicles

Line 16 is equipped with 8A trains with a rated passenger capacity of 2,480, the capacity of which increases by 76% and 33% respectively compared with the former 6B and 6A trains. Each carriage is equipped with 2 multi-function zones, where the width increased from 3 seats wide to 6 seats wide, making it more convenient for wheelchair parking.



BJMTR Line 16 is the first one equipped with 8A trains in Beijing rail transit network. 8A train has a transport capacity 76% higher than that of 6B train, and thus it can accommodate more passengers and improve the transportation efficiency.

Carrying out smart transportation management

BJMTR has introduced advanced management systems such as the Operation Information Management System (OIMS), Certified Qualification Administration System (CQAS) and Hazard Registration System (HRS), and fine-tuned them to fit to the local lines and demands, so as to carry out smart management of train scheduling and greatly improve the efficiency of metro transportation management.

Optimizing asset management

In order to ensure the effective management of metro assets, BJMTR has established a life cycle management system for operating assets. In line with the classic management theory of "plan-do-check-act", we monitor the management at all stages of the life cycle of the metro assets in a timely, rational and effective manner and divide the asset management work into four parts, namely the introduction, use, maintenance and replacement. This helps us improve the operational efficiency and service level of the assets, and ensure the stability and reliability of the metro operation.

Did you know?

Traditional asset management methods usually focus only on the status quo of asset use and maintenance, yet fail to factor in the operational requirements in asset planning and design. The result is that some equipment and facilities may fail to meet the real demand and need to be renovated after the line is opened, resulting in resource waste. BJMTR regards the life cycle of assets as a systematic project to carry out all-round management. It will be fully involved right from the beginning of assets management, and meet the operational demands in asset planning and design. In the maintenance and replacement process, a three-level prevention mechanism will be adopted to predict future development trends of the assets through monitoring and analysing asset conditions and performance during operation, so that assets can flexibly adapt to changes in business and public needs.

As for the maintenance of assets, BJMTR adopts the Maintenance Management Information System (MMIS) to analyse data about equipment operation conditions and asset performance, coordinate the dispatching and use of materials and personnel, and track equipment and facilities from multiple perspectives for maintenance and repair, realizing whole-process scientific management of the use and maintenance of operating assets. By using MMIS, BJMTR can standardize the repair process, reduce downtime, control maintenance & repair costs, and maximize equipment utilization rate.

Enhancing the passenger experience

Service facilities

BJMTR continues to optimize its station facilities to meet changing passenger needs.

We have renovated public toilets at all stations of Line 4 by introducing the ventilation system to reduce humidity and odour, and setting up convenience facilities such as baby-care platform, washrooms for the disabled and wash basins for children to improve the overall environment.

We add electro-optical evacuation signages on the ground of the station concourse and platforms of Line 16, which can cover a larger area than the ordinary luminous ones.

The elevators connecting the platforms and station concourse of Line 16 are all transparent sightseeing elevators. Passengers can see the locations of passages and facilities outside in the elevator, so that they can plan the route in advance.

The ventilation rate in the washrooms of Line 16 is increased to no less than 20 times per hour, and at least 6 toilet cubicles are provided in each lady's washroom at the station.

All of the 35 stations on Line 4 - Daxing Line have realized full coverage of the CCTV, and are connected to the video surveillance terminal of the Command Center of the Public Transport Security Branch, Beijing Municipal Public Security Bureau; full HD 1080P camera are installed at each station of the north section of Line 16.

Passenger service

BJMTR always puts passengers first, pays close attention to all links from passenger entering to exiting the station, and strives to ensure that every passenger enjoys equal high-quality services, so as to continuously improve the passengers' recognition and satisfaction towards our service.

By setting help desks and handing out brochures, BJMTR answers questions of passengers about metro operation and services to ensure that passengers can obtain accurate service information timely.

BJMTR has built a passenger satisfaction index system in accordance with its own characteristics, which is an effective tool for evaluating passenger satisfaction and service performance. The system is built from the perspectives of passengers' riding experience and the company's internal management, including three major modules: station service, train service and other services.

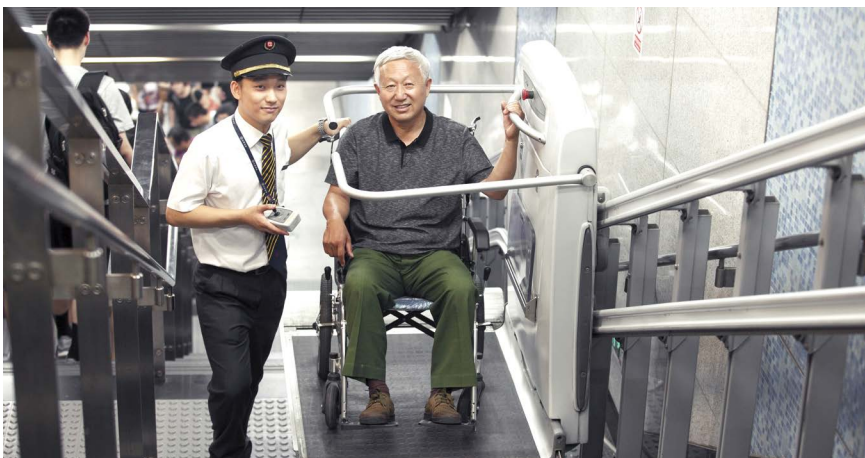
In dealing with passenger complaints and suggestions, BJMTR adopts active and effective response methods and regards every opinion as an opportunity for improvement. By analysing and processing complaints, we seek opportunities for improvement and continuously improve service level to enhance customer satisfaction.

Guiding signage

The guiding signage system of the lines operated by BJMTR (especially Line 4) follows the local standards while referring to MTR practice in many aspects including guiding functions, layout design, colours and angles of view. The system incorporates the design idea and form of MTR's signages, and ensures continuity of guidance to help passengers reach their destination smoothly.

Accessible facilities

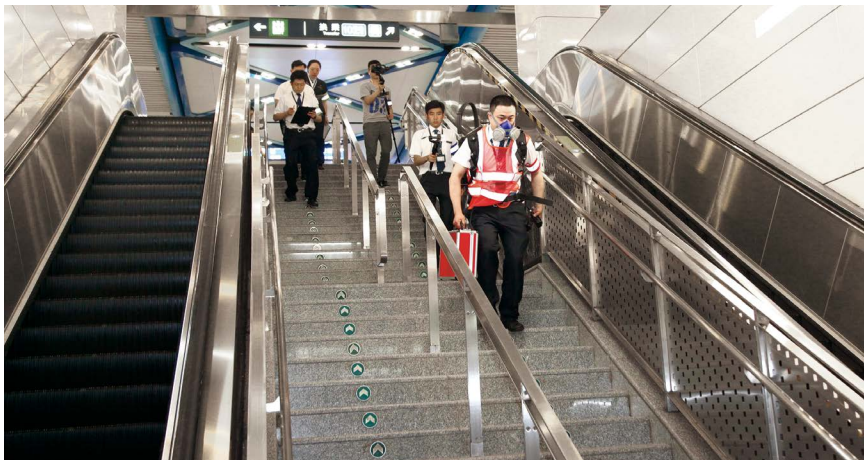
BJMTR has continuously improved various service standards and equipped metro stations with accessible facilities. On noticing passengers having trouble in moving, every staff member will come up and provide them with warm and thoughtful services. In this way, passengers in need can also enjoy convenient and comfortable travel.



Seeing unaccompanied passengers in wheelchairs, BJMTR staff will come up and offer various services at once, such as installing the wheelchair ramp, escorting them to and on the elevators, offering guidance in station concourse, to help them get on the metro train smoothly.

Improving emergency support

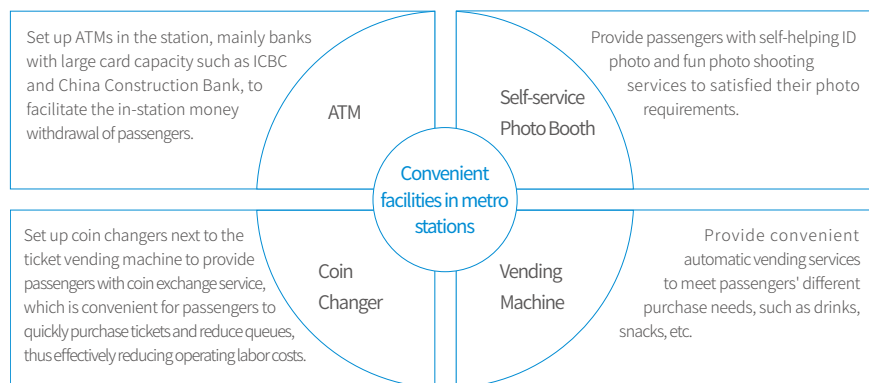
In response to emergencies, BJMTR has set up a crisis management committee to carry out crisis management and response measures such as emergency rescue and handling, communication and notification, logistics support and security, capital and asset security and insurance, and accident investigation. BJMTR adopts different approaches to early warnings of different urgency levels based on the established three-level contingency plan system (company-level, department-level and on-site handling). Each year, special drills at various levels are carried out to enhance employees' emergency handling abilities.



Emergency Drill on On-site Accident Handling

Providing diversified services

BJMTR introduces a wide range of equipment for convenient services, adopts efficient and mature management methods to improve self-service machines, creates an integrated metro living space and provides diversified services to passengers.



BJMTR closely cooperates telecom operators, including China Mobile, China Unicom and China Telecom, to guarantee full coverage of 4G signals and improve passengers' mobile phone signals, ensuring the mobile communication and network quality along the lines run by BJMTR.



03

BEING DEDICATED
TO CREATING
PROSPEROUS, CARING
AND HARMONIOUS
COMMUNITIES

CSR Philosophy

BJMTR contributes to the development of the community and works hand in hand with stakeholders by leveraging its strengths in resources and technologies. We carry out public welfare activities in metro stations, create a distinctive metro culture, build a civilized and safe travel environment, promote the prosperity and development of communities along the metro lines, and are dedicated to giving back to society.

CSR Performance

In 2016 and 2017

36	156	8,000	54
Organized safety training camps	Number of primary and secondary schools covered in Beijing	Number of students benefit from safety camps	Episodes of safety and public welfare ads produced to play along metro lines and online
14	18,351		
Organized metro cultural activities	Total volunteer hours		

CSR Measures

Adhering to the philosophy of growing together with the community, BJMTR organizes safe travel publicity activities in metro stations and surrounding communities, arouses public safety awareness, promotes the culture and art, pays attention to environmental protection and health, encourages employees to participate in volunteer services, and contributes to community development.



Advocating safety culture

BJMTR makes full use of its industrial strengths, and has continuously carried out a group of metro safety culture publicity activities since the opening of Line 4. In 2016, we launched the BJMTR Safety Camp to raise the awareness of safe travel and popularize the metro safety knowledge among different groups of people including primary and secondary students, community residents and passengers, through adopting various ways such as the BJMTR Safety Class, Metro Professional Experience and theme activities.



01

The BJMTR "Safety Class on Campus" activity was mainly designed for primary school students from grade 1 to grade 4. It helped them master the safe and correct use of various facilities in metro stations by explaining the metro safety knowledge through interactive activities such as cartoon doll performances and scientific experiments to enhance their safe travel awareness.

02

In 2016, BJMTR organized the "Beijing Metro Poster Contest for Children", in which primary school students drew metro public welfare posters. This project helped advocate green travel, promoted safe and civilized travel philosophies, and guided children to express their wishes that a sound subway travel environment could be created by making joint efforts.

03

The "Metro Professional Experience" mainly targeted at teenagers between the age of 10 to 16. Students were led to visit the cab, depot and Operation Control Center to deepen their understanding of metro, an important means of urban public transportation, raise their interests in transportation and foster safe and civilized travel awareness.

04

The BJMTR "Safety Class Entering Community" activity was mainly for children and their parents. Combined with parenting, drama, Chinese classics lectures, picture book reading and other parenting education methods, we promoted the idea of civilized travel and enabled families in the community to understand the importance of safe and civilized travel through parent-child interactions.

05

Since 2014, BJMTR has independently produced a 54-episode cartoon series named "New Comers at Metro" and supporting print advertisements. By watching the wide range of cartoon images telling the safety precautions of metro travel in a humorous way, the public's understanding of safe and civilized travel was enhanced, and the passengers' metro safety awareness was improved.

Promoting the culture and art

BJMTR actively creates a cultural atmosphere in the train, promotes the culture and art in stations, and mobilizes various resources to integrate the culture and art into every journey of passengers by promoting different types of projects and activities, so that passengers can experience a diversified riding experience.



BJMTR and the National Library of China jointly launched a large-scale public welfare project "M-Library", which used the media in the station and the train to recommend free and high-quality e-books for passengers, so that passengers could enjoy reading during their daily travel. In 2017, the "M-Library" project won the "Ambitious & Innovative Mobility Projects in Asia-Pacific Montreal Global Public Transport Summit" award from UITP.



The "M-Gallery" project uses the metro media space to stage a photo exhibition in the metro, allowing passengers to perceive and experience various customs and cultures during the fragmented traveling time. In 2017, the "@ All See the Road, See the World Silk Road-Themed Photo Gallery" launched by BJMTR gave passengers the opportunity to have a glimpse of the customs in counties and areas along the Belt and Road from multiple perspectives and dimensions. The project was awarded the "Belt and Road" Award in 2017 Golden Flag Award.



"M-Broadcast", a public welfare cultural program, was initiated by BJMTR in 2017 that used audio works related to metro to convey the city's civilization, culture and passion, among which the "Last Train – Warming Late-home comers" in 2017 was the first metro broadcast program accompanying passengers returning home late at night.

Paying attention to health and environmental protection

BJMTR actively advocates a healthy and environmentally friendly lifestyle. By launching the M-Project, we aim to advocate low-carbon travel, spread green ideas and promote healthy living. In 2016 and 2017, we carried out four health and environmental protection activities.



In April 2017, BJMTR and the World Health Organization collaborated on the "M-Project – Let's Go and Talk" theme campaign, calling on the public to give attention to people with depression and share happiness in sports and communication.

Encouraging volunteer services

BJMTR is committed to creating a "going out, coming in" volunteer service system with its own characteristics. We establish an open volunteer service platform for our employees, social volunteers and university students to participate in volunteer services.

BJMTR staff members are encouraged to reach out to the community and schools to popularize good metro manners and safety tips. Staff members may explain how to take elevators and to pass screen doors, AFC gates, security checks and emergency exits safely with the help of cartoon doll performance, physics and chemistry experiments, emergency drills or other interactive approaches. In this way, students and local residents can have a comprehensive understanding of the metro, and will know how to use facilities in metro stations safely and properly. Since the launch of the staff volunteering project in 2012, more than 2,000 headcounts are involved.

BJMTR actively provides opportunities for social volunteers and university student to participate in operational support volunteer services. These volunteers mainly help with operation and organization work in key stations of Line 4, Daxing Line, Line 14 and Line 16 during festivals and holidays, including conducting security inspections and easing crowdedness in the station concourse and at the platforms, entrances, exits, ticket vending machines, AFC gates, etc. 6,000 person-times of volunteer services have been witnessed since 2015.



During the Labour Day holiday in 2017, BJMTR organized volunteers to support and secure operations in key stations of Line 4, including guiding passengers to relieve crowdedness and providing needed information to passengers.



BJMTR employee volunteers reached out to schools and the community to give metro safety classes as safety instructors and popularize metro safety tips in a lively and interesting way.

Contributing to the public good

BJMTR is devoted to public welfare and concerns for the socially disadvantaged groups and people with disabilities. We advocate equality and respect for them, show our understanding and try to meet their needs, so as to help them prove their self-worth, and pass our love and warmth to the society.



BJMTR joined in hands with Beijing Federation of the Disabled (BFD) and the Wheelchair Accessible Environment Facilitation Center of BFD in holding the "Help the Disabled, Travel with Love" public welfare activity. It helped employees to better understand the importance of helping the disabled by putting themselves into others' shoes, so that they could better serve passengers with special needs.



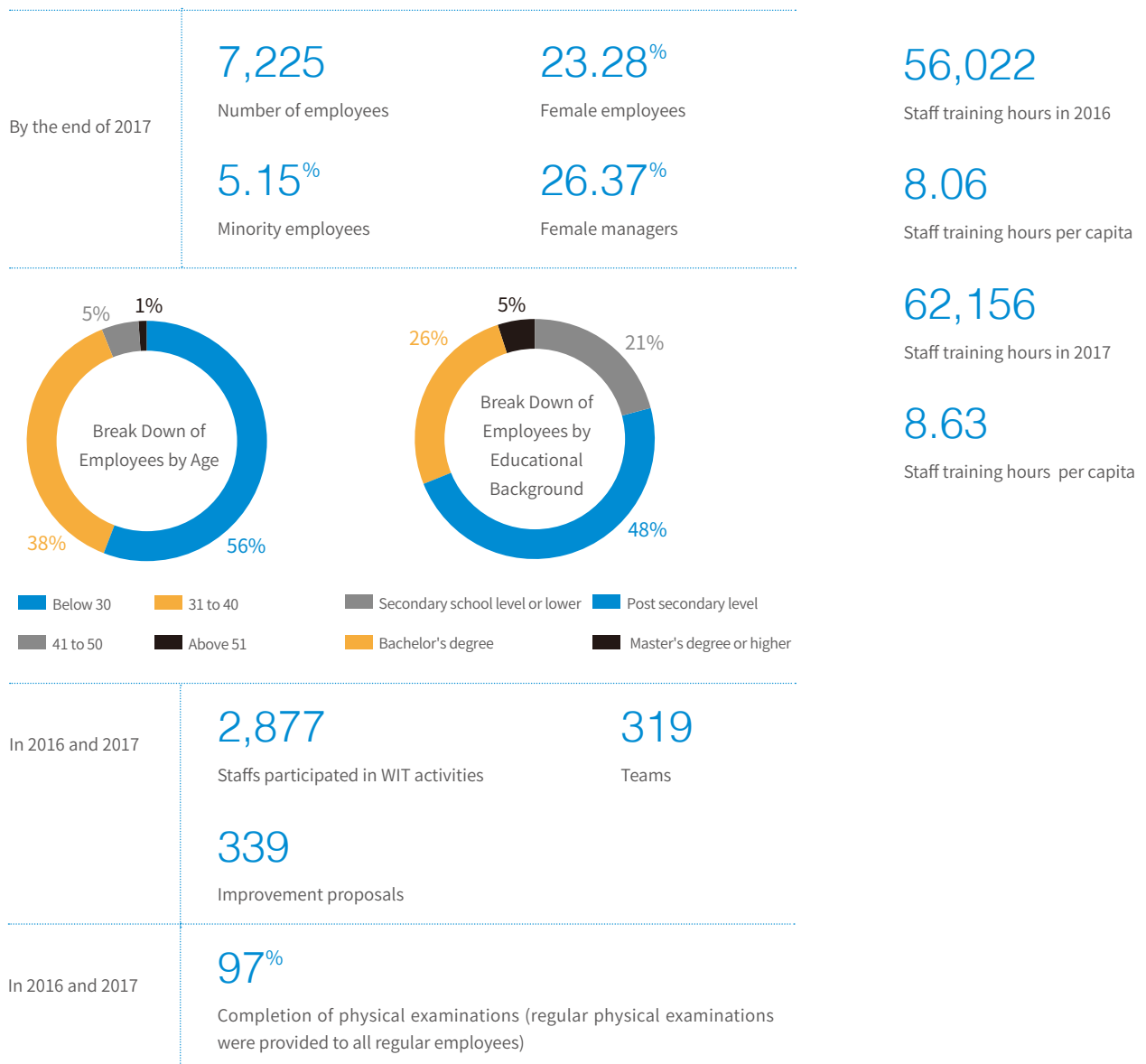
04

GROWING TOGETHER
TO GIVE FULL PLAY
TO EMPLOYEES'
DEVELOPMENT

CSR Philosophy

The dedication and commitment of our staff is at the heart of the Company's success. Talents are the foundation of BJMTR. That's why we uphold the people-oriented principle, build and cultivate the corporate culture, improve the comprehensive abilities of employees by adopting a scientific and systematic talent cultivation mechanism, and provide employees with competitive remuneration and welfare, just and fair development environment and wide space for career development, so as to grow together with them.

CSR Performance

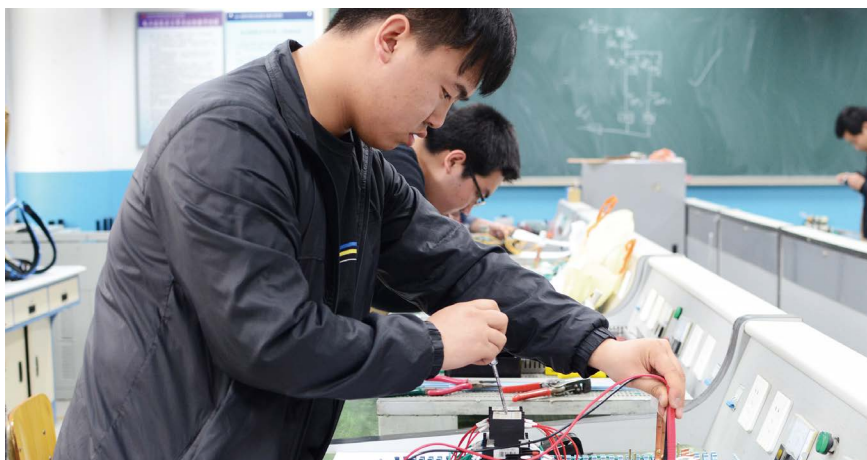


CSR Measures

BJMTR pays attention to safeguarding employees' rights and interests, providing diversified training support and career development system, creating a harmonious and healthy working environment, and building a corporate culture with its own features, so that every employee can learn from their work.

Employee recruitment

BJMTR has established a scientific talent recruitment system to provide employees with competitive salary and space for career development. We also have a talent pool in place. In addition to regular campus recruitment and social recruitment campaigns, we join in hands with 13 schools in setting up school-enterprise tailor-made classes to cultivate talents in engineering, transportation and other specific fields, who will join us after graduation.

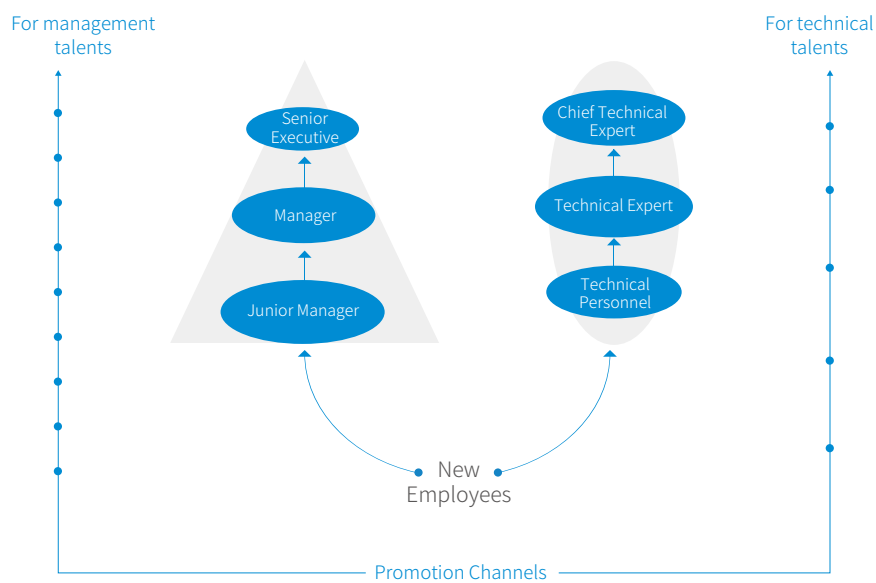


BJMTR designed a specific training syllabus taught by teachers and our trainers together for students in school-enterprise tailor-made classes. After half a year to one year of study, the trainees will have a fair command of the basic knowledge and professional skills of vehicle maintenance, station maintenance, power maintenance and metro signal maintenance, etc. If students can pass the final assessment, they are qualified for specific posts. By the end of 2017, the classes have nurtured a total of 1,800 professionals for BJMTR.

Training and career development

Promotion channels

BJMTR provides employees with diversified career development channels and adopts the "model of dual career development channels" for technical and management personnel, allowing different professionals become experts in their own fields and realizing the professional and diversified development of the talent team.



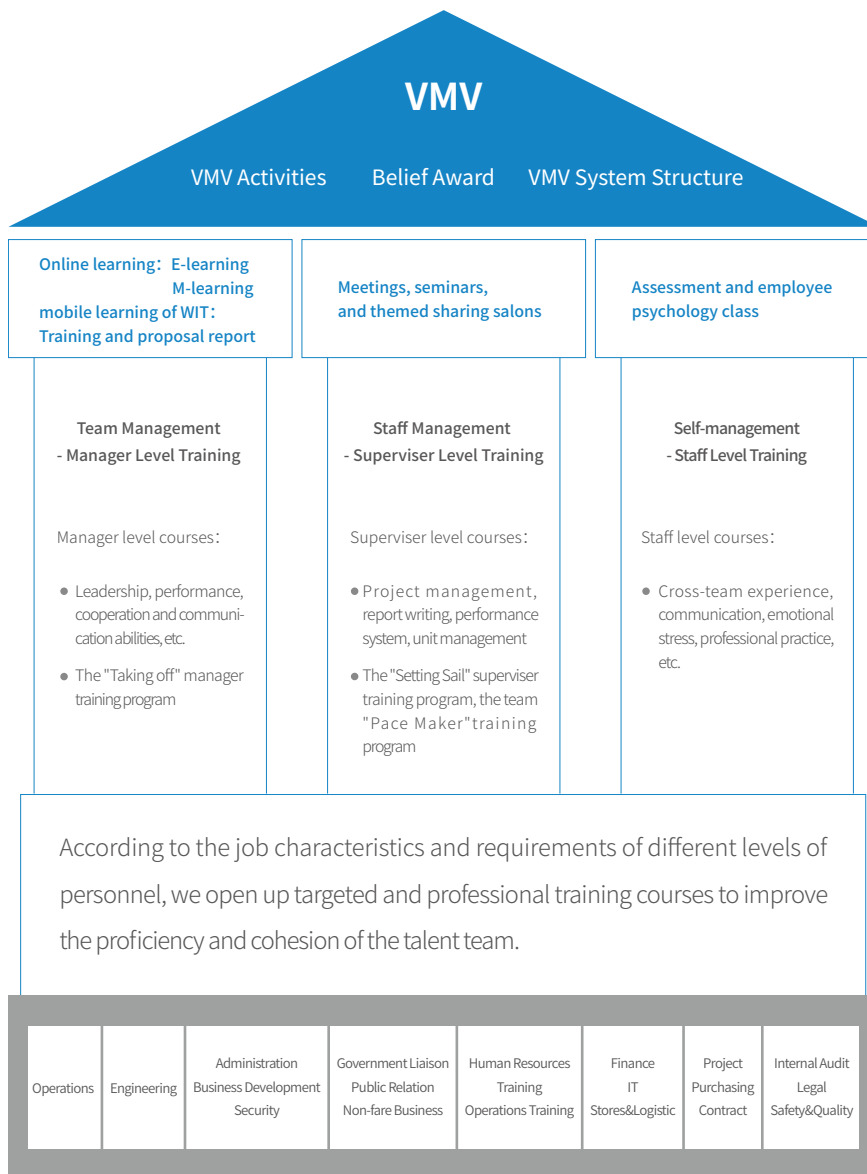
The Dual-Channel Career Development Model



Through carrying out occupation skill appraisals, BJMTR evaluates and certifies employees' abilities in an objective and impartial manner, develops and nurtures a back-up talent team, encourages self-learning and broadens the career development paths for employees.

Training system

Starting from employees' capabilities and the current management situation, BJMTR has set up a scientific and systematic training system to ensure effective ability enhancement through targeted training programs. The training system can cultivate high-quality talents for BJMTR' development, and enhance the competency of employees and the core competitiveness of BJMTR.



A Training System with Distinctive Courses



The "Setting Sail" manager training program aimed at effectively solving managers' problems, improving their capabilities and increasing team cohesion. The program focused on the real problems of the trainees and took consideration of the key tasks of the year or problems and difficulties in practice, which practically improved the performance of managers.

Did you know?

Train Simulator Integration Training System developed by BJMTR was the first of its kind in the global metro industry. The system is emulational and safe, and features in multi-professional coordinated operation and flexible training modes. By coordinating dispatching, train affairs, station affairs and other departments, relevant equipment for train operation in a real working environment will be simulated. While collaborative training of different positions is a rare case in the global metro industry, we network the simulators of signals used in driving and controlling signal for the first time, and take the lead in realizing the multi-post and collaborative training involving the dispatcher, driver, chief of the duty station and train depot dispatcher, etc. We match trainees with the practical needs of their posts, improve their practical operation ability and emergency handling capability, and ensure passengers' safety.



Nurturing corporate culture

As part of the corporate culture, BJMTR actively creates a working environment where all members of staff are inspired, engaged and fulfilled in their roles, so as to enhance their sense of belonging and honour.

"Can Do, With Me"

In 2017, BJMTR launched the "Can Do, With Me" series of activities. As an important part of the corporate culture, the activities helped cultivate employees' initiative and enterprising spirit, established mutual trust and close cooperation with internal and external partners, and constantly practiced the spirits of "us" and "I can do it". They helped our employees pursue high standards, face challenges and shoulder responsibilities together, and make proper use of resources to solve problems, so as to achieve the common goal and grow together with BJMTR.

"WIT"

It has been five years since BJMTR launched the WIT (Work Improvement Team) initiative which aims to encourage employees' motivation, to inspire innovative thinking and to train their organizing and decision-making abilities. In 2016 and 2017, 2,877 headcounts have been involved in the WIT activities, forming a total of 319 teams and offering 339 improvement proposals. And we have won the best proposal award at the MTR WIT Conference for three consecutive years.



Display of BJMTR's Proposal at the WIT 2017 Conference of MTR

Did you know?

The Work Improvement Team (WIT), established in 1989 at the MTR Headquarters, is one of the distinctive cultural concepts of the MTR. It aims to motivate employees to continue to take their initiative to improve performance, integrate continuous improvement with the actual work, and foster innovative thinking and systematic working method.

The Integration Team of WIT – Reducing the Failure Rate of AFC gate

Malfunction of AFC gate of Daxing Line used to happen occasionally, especially during the morning and evening rush hours. For example, passengers were unable to swipe in or the gate just won't open, which used to bring inconvenience to passengers. After some examination, the members of the Integration Team found that the failure was caused by the unreasonable design of the power board because the overheating speeded up the aging. Therefore, they independently designed a new power board to replace the former one, which brought down the failure rate of the AFC gate of Daxing Line by 95%, and effectively improved the operation performance.



The members of the Integration Team were telling the story of finding problems and solving problems in the work in the form of stage play

Caring for employees' life

BJMTR constantly innovates the form of employee activities and enriches their cultural life. We set up staff home to provide employees with recreational space, open baby care rooms to meet the special needs of employees, organize art and sports activities to enrich their life, conduct occupational health training courses to ease their working stress, and organize regular trips to help them achieve a balance between work and life.



- 01 Tree-Planting Activity
- 02 Employee Badminton Contest
- 03 Staff Home
- 04 The Second Karaoke Contest



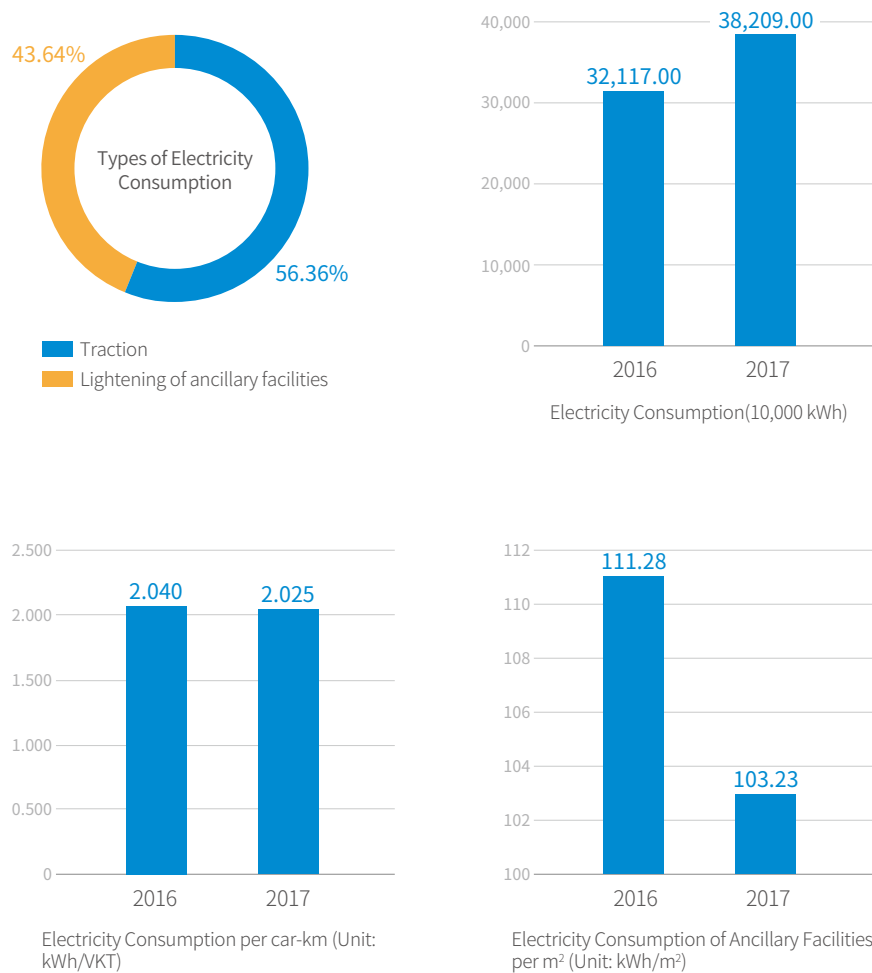
05

CARING FOR THE
ENVIRONMENT AND
PROTECTING LUCID
WATERS AND LUSH
MOUNTAINS

CSR Philosophy

BJMTR has thoroughly implemented the philosophy of green development, integrated environmental protection into daily operations, and fulfilled social responsibilities by taking tangible actions. Through improving the efficiency of resource utilization, strengthening waste management and actively carrying out environmental protection publicity activities, we create a green and environmentally friendly metro environment for passengers and contribute to building a "beautiful China".

CSR Performance



Note: While the total energy consumption due to operations usually increases with the growing revenue car-km operated and patronage, BJMTR manages to bring down the electricity consumption per car-km and the electricity consumption of ancillary facilities per m² by actively adopting energy-saving and emission-reduction measures and improving energy efficiency recent years.

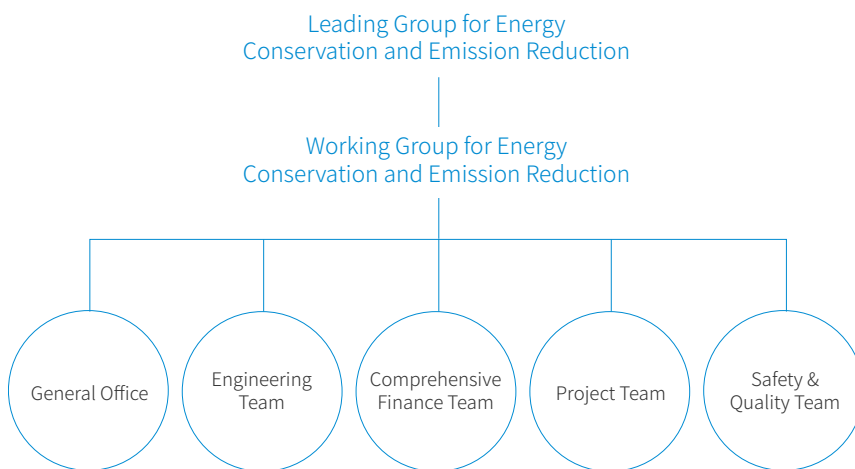
CSR Measures

Energy management

BJMTR actively responds to the country's call for energy conservation and emission reduction. We have established an energy management system to systematically analyse the internal and external environment and the status quo of energy conservation and emission reduction, formulated the "13th Five-Year Plan" energy conservation and emission reduction work plan, carried out energy conservation and emission reduction projects, and improved energy conservation and reduction management capacity to achieve a win-win situation of economic returns and environmental benefits.

Energy management mechanism

BJMTR strictly abides by the relevant laws and regulations such as the Energy Conservation Law of the People's Republic of China, and sets up an energy conservation and emission reduction leading group and an energy conservation and emission reduction working group to ensure that the energy control work can be carried out effectively in the long run. The leading group is led by the general manager of BJMTR, and the deputy leaders are department heads. The group is responsible for formulating the overall energy management plan. The relevant energy conservation departments constitute the main body of the working group, implement resolutions issued by the leading group and promote energy management of the company across the board.



BJMTR's Organizational Structure for Energy Conservation and Emission Reduction Management

BJMTR sets up a regular meeting system for energy conservation and emission reduction to sum up and analyse recent energy consumption trends, sort out the implementation of energy conservation and emission reduction work, review issues related to energy conservation and emission reduction, and make decisions on major energy conservation and emission reduction technical transformation projects and management projects. The overall strategic plan and implementation plan for energy conservation and emission reduction are formulated at regular meetings to ensure that energy conservation and emission reduction achieve steady progress on the basis of operational safety.

Energy conservation and emission reduction measures

Electricity consumption takes up the majority of energy consumption of the metro operation, which is divided into two categories: the energy consumption due to train traction and the lighting consumption of stations, depots and parking lots. The total electricity consumption in 2016 was 321 million kWh. In 2017, with the opening of Line 16, the electricity consumption reached 382 million kWh. Other kinds of energy consumption include natural gas, diesel, and gasoline.

Since 2013, with the Energy Management Company (EMC), BJMTR has launched a clean production project, vigorously implemented energy-saving renovation, actively adopted new energy-saving technologies and products, continuously made better use of energy and resources and improved the energy use environment. The energy-saving renovation project has achieved remarkable results in many aspects such as energy conservation, emission reduction and delicacy management, covering various fields such as station maintenance, communication, depot, workshop, and train scheduling.

Energy conservation

- As for traction energy consumption, Line 4 and Daxing Line are equipped with regenerative braking, and the use efficiency of regenerated electricity is about 30%. Line 14 and Line 16 also have the function of braking power regeneration and utilization, and the system technology has been updated to the medium voltage energy storage system and the high voltage energy storage system. The former one can convert part of the regenerated electricity through transformers into medium voltage electricity for the use of ancillary power facilities in stations, thereby improving the overall use efficiency of the electricity power of the lines. The high voltage energy storage system can return part of the regenerated electricity to the power grid, and its social overall electricity use efficiency has been significantly improved.
- The power lighting equipment of the stations and depots of BJMTR are relatively advanced, and energy-saving issues have been considered at design time. Even so, BJMTR continues to explore the potential of energy conservation, and implements 28 energy-saving technical transformation programs. Among them, the Line 4 LED lighting renovation project and energy-saving air-conditioning system renovation project jointly launched by BJMTR and its suppliers via EMC model have achieved good environmental and economic benefits.

The LED Lighting Renovation Project of Line 4

According to national environmental policies on energy conservation and emission reduction, the lighting devices of the public area, screen door light strips, station signages, guiding signages and logos of all 24 stations of Line 4 and the lighting devices in the tunnels are changed to LED lights. The replacement, without changing the structure and decoration style of the station, not only improves the illumination in the station, but also achieves the purpose of energy saving and emission reduction. The renovation project has installed more than 32,000 LED lights, saving about 2.72 million kWh per year and reaching an overall power saving rate of over 46%.

The Energy-saving Air-conditioning System Renovation Project of Line 4

BJMTR upgrades the air-conditioning system of the 21 stations of Line 4 for saving energy, and realizes control of the cooling equipment and the frequency conversion of the water pump by adding in frequency conversion and control devices, thereby improving the utilization efficiency of the cooling capacity in the stations. With saving 3.95 million kWh of electricity every year, the goal of energy conservation and emission reduction is achieved while ensuring a comfortable environment.

- New type of water-saving faucets are used in the washroom renovation of the stations of Line 4

Emission reduction

- The boilers in the depots of Line 4, Daxing Line and Line 14 are improved;
- The sewage pipelines and wastewater pipelines of Line 4 are upgraded to prevent water pollution incidents.

Delicacy management

- Strengthen equipment inspections to avoid gas escape, spill, dripping or leakage;
- Promote paperless office by promoting online reimbursement system, performance evaluation system, office automation system and EDOC system, etc.

Energy management performance

BJMTR strictly follows the requirements of the Notice on Issuing the Energy-saving Indicator Decomposition Plan in Fengtai District during the "13th Five-Year Plan" Period, and implements the energy-saving indicators issued by the Fengtai Development and Reform Commission, Beijing during the "13th Five-Year Plan" period. Through making systematic analysis on the internal and external environment of BJMTR and the status quo of energy conservation and emission reduction, we are able to grasp the industrial development trends, tap the potential of energy conservation and emission reduction, put energy conservation and emission reduction measures into practice, and outperform the goal of energy conservation and emission reduction.

Greenhouse gas management

BJMTR is concerned about global climate change and greenhouse gas emissions. By conserving resources, improving energy efficiency and reducing emissions, we strive to create a cleaner and more stable environment for the next generation. In 2017, the per unit carbon emission of operation and ancillary facilities decreased by 0.73% and 6.42% respectively compared with those in 2016, and the energy saving and emission reduction effect was noticeable.

Carbon Emissions of BJMTR

Index	Unit	2016	2017	Rate of change
Carbon emission due to transport operations	kg/ car-km	1.232	1.223	-0.73%
Carbon emission of ancillary facilities	kg/ m ²	72.58	67.92	-6.42%

Waste management

BJMTR strengthens the recycling and reuse of resources, streamlines the provision of disposable consumables, and recycles discarded packaging materials. For waste materials that are hard to be recycled, BJMTR will sort and store them on the condition that the environment will not be influenced, and the procurement department will contact with the supplier for disposal. Strictly implementing relevant national laws and regulations, the stores and logistics department will collect the hazardous chemicals, and the procurement department will entrust a qualified business unit for disposal. In terms of asset retirement, BJMTR's disposal will be strictly in line with industrial and company provisions.

Promoting environmental protection

Through organizing various publicity activities, BJMTR calls for passengers to pay attention to environmental protection and protect the ecological environment together.



BJMTR launched an environmental protection public welfare event themed "Life about Carbon Emission Reduction". By actively promoting the idea of carbon emission reduction and low carbon life, we let the passengers see how carbon emission reduction can be achieved in every single aspect of our daily life and how can we do our part to bring down carbon emission.



BJMTR held the "Environmental Protection on Our Way" public welfare campaign along Line 4, inviting students from Beijing Institute of Fashion Technology to fully incorporate the green design concept into art creation and call on passengers to pay attention to and actively participate in environmental protection.



06

WORKING TOGETHER
TO SHARE THE
DEVELOPMENT FRUITS
WITH PARTNERS

CSR Philosophy

BJMTR adheres to the sustainable management philosophy, builds a sound supplier management system, implements a "fair, just and open" supplier selection mechanism, strengthens supplier evaluation, and enhances suppliers' abilities of fulfilling responsibilities through various channels. The company closely cooperates with partners to build a responsible supply chain.

CSR Performance

By the end of 2017	646	62.5%
	Numbers of BJMTR's suppliers	Local suppliers

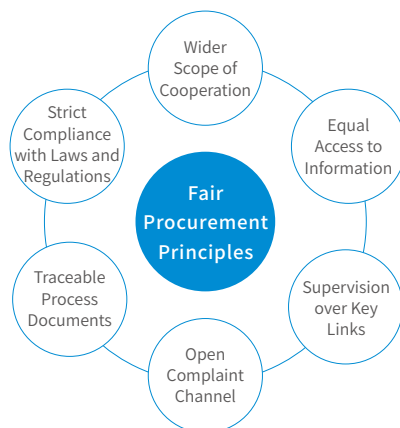
CSR Measures

Supply chain management

In order to improve the efficiency of supply chain management and ensure the reliable metro operations, BJMTR has established an efficient, stable, fair, transparent, and environmentally friendly supply chain management mechanism to strictly select qualified suppliers and form a supplier management system with its own characteristics.

Transparent procurement

Adhering to the principle of "fairness, justice and openness", BJMTR actively promotes procurement transparency, strengthens fair bidding, and promises to take six actions in procurement and bidding to enhance procurement transparency and fair competition.



Six Actions to Ensure a Transparent and Fair Procurement Process

Green Procurement

BJMTR regards "green procurement" as one of the standards for procurement and establishes a green service standard system to strictly control every link from making procurement strategies to selecting suppliers. We purchase green raw materials as much as possible, and follow the green standards in engineering design to comprehensively improve the green management level of the supply chain and the procurement process.

Materials management

Based on the principle of "prudent commercialization", BJMTR adopts a delicate materials management philosophy and uses an advanced information management system to guarantee operations and maintenance, so as to achieve win-win outcomes in safety and intensive inventory. BJMTR has long been committed to creating a "one-stop" professional material supply service. The material management department closely cooperates with the operation and maintenance department. By considering the historical data material consumption of each department, market supply characteristics, and the source material inventory, we work out accurate inventory plans, strictly control the inventory level, and ensure that the inventory materials are accessible, thereby minimizing dead inventory and achieving scale effect.

Did you know?

BJMTR has carried out a number of researches on the material management model and gained rich practical experience and research results. BJMTR adopts the Oracle ERP system to conduct sort management of tens of thousands kinds of inventory materials. By using bar code technology and advanced storage equipment and facilities, the inventory management is safe, accurate and efficient. The scientific research project of "Construction and Implementation of the Delicacy Management System for Rail Transit" undertaken by BJMTR won First Prize in the 29th Enterprise Management Modernization Innovation Achievement.

Supply chain evaluation

BJMTR has established a strict supplier access system and conducts periodic performance evaluations for suppliers. Only qualified suppliers can continue to cooperate with BJMTR. For suppliers that need carrying out remediation, BJMTR will require them to set up or improve the quality management system according to relevant standards, and carry out timely remediation. For suppliers that are unqualified again after rectification, BJMTR will abolish the cooperative relations. In 2016 and 2017, most of the newly introduced suppliers of BJMTR responded to BJMTR's sustainable development philosophy and owned the ISO 14000, OSHAS 1800 or other relevant certifications.

BJMTR is highly concerned about the risk management and control of suppliers, and requires to keep stable cooperation relationship with suppliers to avoid quality and delivery risks caused by frequent change of suppliers. On the one hand, BJMTR is actively looking for direct suppliers to reduce intermediate links, lower purchase price and ensure the stability of procurement channels. On the other hand, BJMTR sets strict restrictions in pre-qualification and bidding qualification to avoid contractual risks due to operational or financial troubles.

Direct Selection	Select direct manufacturers, contractors or general agents with good performance in the industry to reduce intermediate links
Cost Optimization	If suppliers meet same technical and service demands, choose the one offering the lowest price
Time Saving	Choose products and services with short supply cycles, purchase locally, shorten procurement cycle, and ensure timely delivery of services
Prohibition	Say no to unqualified suppliers, and prohibit purchasing from them

BJMTR's Supplier Selection Principles

Did you know?

The supply chain generally starts from the supplier to the manufacturer, and then to the distributor. In order to ensure the continuity of the metro supply chain, BJMTR maintains good communications with source suppliers and manufacturers and always prepares a Plan B to avoid the break of any single link causing the breakdown of the entire supply chain, so as to ensure the safety and sustainability of the supply chain to the greatest extent.



In order to ensure that trains of Line 16 all meet BJMTR requirements and standards, BJMTR sends technicians to the factory to supervise the manufacturing process.

Communication and cooperation with suppliers

Communication with suppliers is part of the supply chain management of BJMTR. The company invites suppliers to participate in regular seminars and assessments to measure and improve the performance of suppliers, jointly creating a collaborative and can-do culture, and sharing win-win outcomes with suppliers.

BJMTR has compiled the Supplier Performance Evaluation Form as an effective tool to improve the service level of suppliers. Based on the evaluation results, BJMTR will actively communicate with suppliers and help them improve capabilities. For suppliers that lose tenders, BJMTR adopts MTR's management methods to actively communicate with suppliers, explain reasons and help them avoid similar problems in the future.

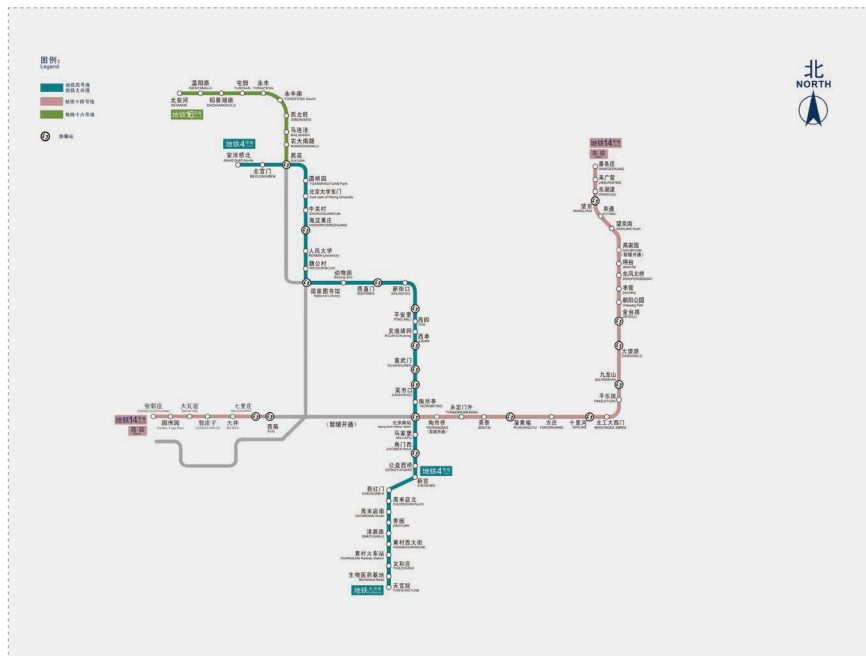
About Us

Profile of BJMTR

Beijing MTR Corporation (BJMTR) is the first foreign invested cooperation company in urban railway transportation sector in Chinese mainland. BJMTR was established in January 16, 2006. It is jointly invested by Beijing Infrastructure Investment Co. Ltd (BIIC, 2%), Beijing Capital Group (BCG, 49%) and MTR Corporation (MTR, 49%) It is operating Beijing Metro Line 4, Daxing Line, Line 14 and Line 16.

In accordance with Concession Agreement of Beijing Metro Line 4 Project, Concession Agreement of Beijing Metro Line 14 Project and Concession Agreement of Beijing Metro Line 16 Project signed with Beijing Municipal Government, BJMTR participates in the investment, construction and operation of BJL4, BJL14 and BJL16 in PPP mode. The concession period is 30 years.

In accordance with O&M Franchise Agreement on Beijing Metro Daxing Line (DXL), BJMTR thereby obtained DXL franchise for operate management and maintenance.



Metro Line 4, Daxing Line, Line 14, Line 16 operated by BJMTR

Vision

Based on the idea of transport-driven city development, facilitate diversified businesses, connect and promote community development with caring services, become a leading city operator in the world.

Mission

- Provide safe, punctual and convenient transportation service to the passengers, create them a friendly and harmonious travel environment, facilitate the construction and development of the communities, enhance their quality of life and establish Beijing MTR as a well-accepted brand.
- Encourage employees to learn and be more creative, provide them opportunities to grow with the company.
- Actively develop the railway transportation construction and operation as well as other relevant businesses, maintain continuous and stable growing and bring excellent return to the investors.

Values

Safety First

- Mitigate foreseeable risks systematically and properly, safeguard the safety of public, client and staff.
- Possess enough knowledge and skill, secure the quality of work.
- Be abide by procedures, execute precisely according to the procedures, let safe behavior become a habit.

Client Centered

- Put client at the center, actively foresee, listen to and response to the demand of client.
- Keep service commitment, be better than the expectation of client.
- Be professional all the time, win the respect and trust of client.

Efficiency and Effectiveness

- Pursue optimized integrated interest of the company
- Be goal targeted, not be trapped by tradition and normal practice, solve problem with innovative ideas.
- Be cooperative to achieve synergy with each staff's professional know-how

Can Do

- Have high initiative and entrepreneur spirit, stand for high standard professionalism.
- Face challenge and be accountable, be good at solving problem with available resources and achieve the goal.
- Establish close inter-trusted and cooperative working relationship with internal and external partners.

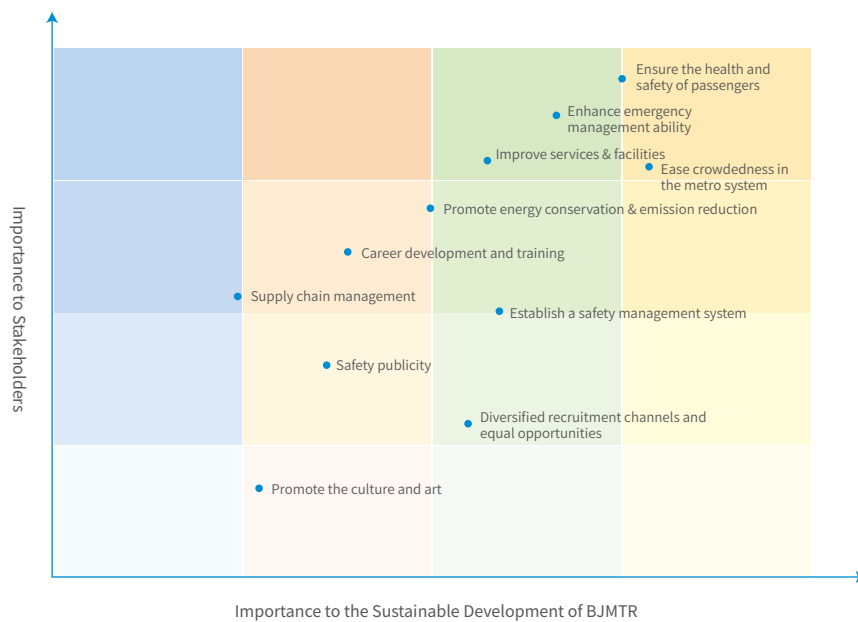
Social Responsibility Framework

While pursuing rapid development, BJMTR adheres to correct values, gives full play to its core competitiveness and integrates social responsibility management into daily operations, covering six dimensions including safety, service, community services, employees, environmental protection and supply chain. We join hands with people from all walks of life to provide effective solutions to economic, social and environmental problems, and strive to achieve sustainable development of the enterprise, the society and the environment.

- Build a safety risk prevention & control system to protect the safety of the public, clients and employees, and foster a target-oriented and effective safety culture.
- Provide reliable, comfortable and convenient living services, build a civilized and harmonious travel environment, provide a heart-warming riding environment with high-quality services and create greater value.
- Create a sustainable rail transit operation model, use own resources and technological advantages to contribute to the community development, and work together with stakeholders to promote the sustainable development of communities and cities.
- Provide opportunities to employees to develop together with the company and achieve their own value, and provide them with competitive remuneration and welfare.
- Follow out the philosophy of green development, launch energy conservation and emission reduction projects, and organize environmental protection publicity activities to create a green travel atmosphere.
- Adhere to a sustainable business philosophy and nurture suppliers' abilities of fulfilling responsibilities, thus building a responsible supply chain.

Material Topics

BJMTR weighs the importance and priority of sustainable development-related issues through identification, prioritization, validation, review and other procedures. From the perspectives of "sustainable development" and "stakeholders", we conduct assessment and analysis on and disclose information of six areas, including safety operation, quality service, community development, staff care, environmental protection and partner management.



Materiality Matrix of BJMTR's Sustainability Report

Communication with Stakeholders

Communication with stakeholder is the basis for the sustainable development of BJMTR. We establish diversified communication mechanisms and channels to better understand the needs of stakeholders and receive feedbacks from them. We share the company's development plan and operation performance with stakeholders to continuously improve our social responsibility management.

Stakeholders	Focus	Communication Mechanism
Government and regulatory bodies	• Safety guarantee • Passenger services • Financial performance • Environmental protection responsibilities • Employees' rights and interests	• Reports on relevant topics • Work conferences • Statistics reports
Investors	• Corporate governance • Financial performance • Protection of investors' interests	• Internal meetings of the Board of Directors and the senior management
Passengers	• Safety guarantee • Passenger services	• Passenger opinion collecting and feedback giving • Interactive activities with passengers
Employees	• Rights and interests of employees • Career development • Remuneration and welfare	• Worker's Congress • Labour Union • Suggestion Box • Corporate cultural activities • Internal magazine and website
Suppliers	• Company reputation • Financial performance • Fair procurement	• Business negotiations • Contracts and agreements • Trainings and technical exchanges
Communities and the society	• Environmental protection responsibilities • Public welfare • Driving the community development	• Metro culture construction • Advocacy of safety manners • Publicity of health and environmental protection • Public welfare activities • Volunteer activities
Industry peers	• Exchange and cooperation • Industry development	• Forums and conferences • Exchange and mutual leaning

Outlook

For BJMTR, the release of the first sustainability report represents a new starting point. BJMTR always upholds the idea of driving urban development by improving transportation, and thus promote diversified businesses to connect and promote community development by providing caring services.

BJMTR aims to enhance the quality of urban life by providing safe, reliable, comfortable and convenient services in life. We focus on the current and future well-being of stakeholders and are always ready to adapt to and cope with possible changes. By upholding "safety first", "put passengers first", "efficiency and effectiveness" and "Can Do", BJMTR continuously builds up industrial competitiveness and forges ahead to become the world's leading urban transport operator, while working toward achieving sustainable economic, social and environmental development.

Sustainability is never an undertaking that can be accomplished overnight. Instead, it requires continuous self-improvement. BJMTR is devoting great efforts to six areas, namely safe operation, quality service, community development, staff care, environmental protection and partner management. By introducing advanced international experience, and proactively responding to stakeholders' demands, we strive to be a pioneer in the rail transit industry in fulfilling social responsibilities. BJMTR has now taken social responsibility fulfilment as an important strategy for company development, and is making continuous resource investment and human resource support to ensure the effective social responsibility practice in the future.

Looking forward, BJMTR will rise to the challenges against sustainable development with a more positive attitude, strengthen social responsibility management, pay attention to in-depth communication and exchanges with stakeholders, respond to the expectations of stakeholders, and establish a unique responsibility fulfilment model. With continuous improvement and innovation of our management, services and technologies, we will be able to connect more communities, allow passengers to have more enjoyable travel experience and create greater value for stakeholders. Whatever opportunities or challenges we face, we will continue to press ahead. We will grow together with stakeholders and share win-win results, and embark on a path towards sustainable development with our own characteristics.

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About this Report

Reporting Period

January 1, 2016 - December 31, 2017, with some contents tracing back to previous years.

Reporting Boundary

The report covers Beijing MTR Corporation Limited, which is abbreviated as follows in the report:

"Beijing MTR" "BJMTR" or "we".

Reporting Guidelines

The Global Reporting Initiative G4 Sustainability Reporting Guidelines (GRI-G4)

ISO 26000: Guidance on Social Responsibility (2010) issued by the International Organization for Standardization

GB/T 36001-2015: Guidance on Social Responsibility Reporting

Data Sources

All data in 2016 and 2017 in this report is from BJMTR's statistical reports, internal documents and other statistical data.

Reliability Assurance

BJMTR assures that no fictitious record, misleading statement, or material omission are included in this report. The report has been internally and externally reviewed to ensure the authenticity, accuracy and completeness.

Learn More

The Report is available in both Chinese and English. In case of any inconsistency or ambiguity between the two versions, the Chinese version shall prevail. Please access the report's PDF version and more info about our CSR practice online.

Official website of BJMTR: <http://www.mtr.bj.cn>

Feedback Sheet

Respectable stakeholders,

Thanks for reading the Beijing MTR Corporation Limited 2016-2017 Sustainability Report. In order to better understand your expectations and needs to improve our management and practice in sustainability, we sincerely look forward to your insightful comments and suggestions.

1. Which kind of stakeholder are you?

- ☐ Employee ☐ Passenger ☐ Supplier ☐ Regulatory body
☐ Other government departments ☐ Media ☐ NGO
☐ Others (Please specify)_____

2. What do you think of BJMTR's fulfilment of social responsibility in general?

- ☐ Very good ☐ Good ☐ Average ☐ Poor

3. To what extent did this report cover the information you concern?

- ☐ Very good ☐ Good ☐ Average ☐ Poor

4. To what extent did the report truthfully reflect BJMTR's CSR practice?

- ☐ Very good ☐ Good ☐ Average ☐ Poor

5. What do you think of the accuracy, clearance and completeness of the information disclosed in the report?

- ☐ Very good ☐ Good ☐ Average ☐ Poor

6. Can you find the information that you concern easily in this report?

- ☐ Yes ☐ No ☐ Average

7. What do you think of the layout design of this report?

- ☐ Very good ☐ Good ☐ Average ☐ Poor

8. What suggestion do you have for BJMTR's sustainability report? (Multiple choices)

- ☐ More innovative report topic ☐ More innovate structure and storyline ☐ Clearer logic clues
☐ Wider application scope of social responsibility standards ☐ More reader-friendly page layout
☐ More reader-friendly language ☐ Other suggestions (Please specify)_____

9. What suggestion do you have for BJMTR's CSR practice? (Multiple choices)

- ☐ Formulate a five-year social responsibility plan
☐ Include CSR-related performance into management assessment
☐ Plan new and influential public welfare projects
☐ Join in domestic and international organizations/declarations/initiatives that promote CSR
☐ Strengthen the organizational structure of CSR management
☐ Carry out extensive external communication
☐ Other suggestions (Please specify)_____

Contact Information:

Address: Depot of Beijing Line 4, Jiayuan Rd, Fengtai District, Beijing, PRC.

Post code: 100068

Contact person: Wang Shen

E-mail: shen1.wang@mtr.bj.cn

Tel.: 86-010-88641188

Fax: 86-010-88641000



Add: Depot of Beijing Line 4, Jiayuan Rd, Fengtai District, Beijing, PRC.

Post Code: 100068

Tel: 86-010-88641188

Fax: 86-010-88641000