

Raising our Safety Bar

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The Reality of Our Industry Performance

21 FOR REFERENCE ONLY 15

2025 Fatalities

(Source: Labour Department)

2026* Fatalities

(Source: News Report)

The numbers only included the cases of RMAA and New Works

** As of 7 Aug*



What about us – MTR Capital Works?

MTR's Safety Initiatives Since 2024



2-Layer Subcontracting



Mandatory Supervisor Training



No Supervision, no work



Adoption of Technology

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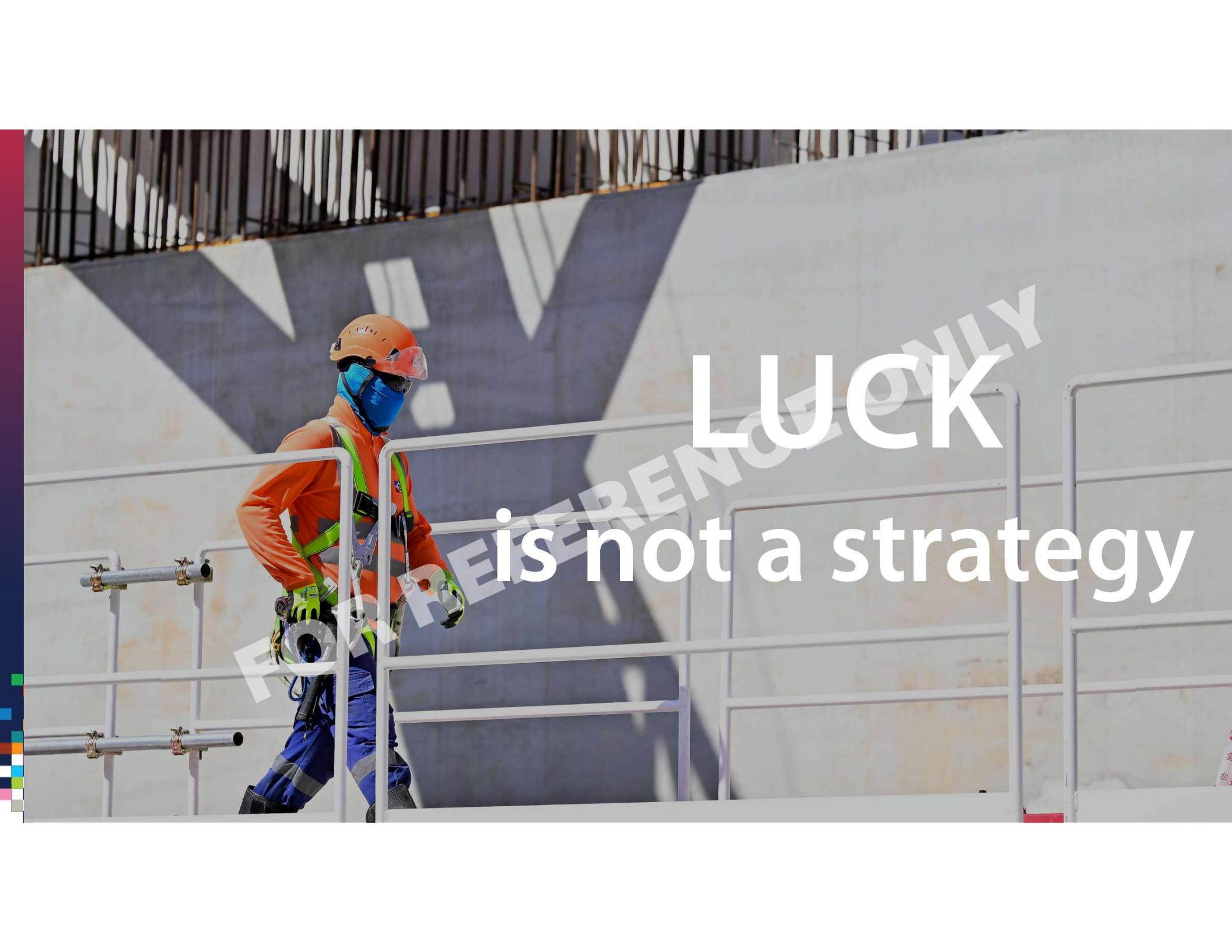
2025 – July 2026

51 Near Misses

30 Stop Work Notices

371 Days Works Suspension

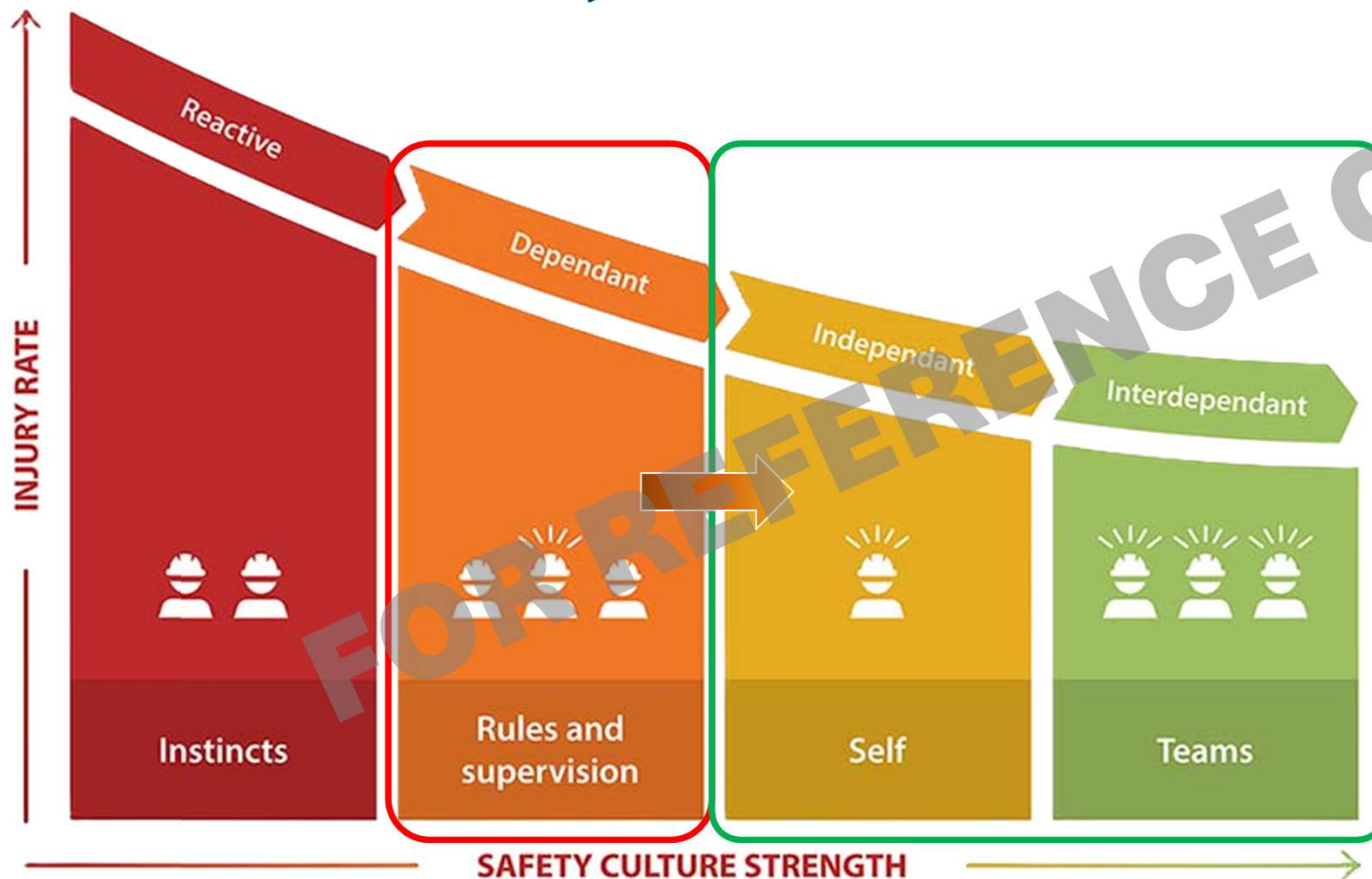
In MTR Capital Works

A construction worker wearing an orange long-sleeved shirt, blue pants, an orange helmet, a blue face mask, and safety glasses is standing on a steel structure. The worker is holding a tool and looking down. The background shows a large, curved concrete structure with rebar. The text "LUCK is not a strategy" is overlaid in white. A diagonal watermark "REFERENCE ONLY" is visible across the image.

LUCK
is not a strategy

We, as Safety Leaders...need to move the dial

The DuPont Bradley Curve



"I follow the rules
because I **have** to"

"I follow the rules
because I **want** to"

Raising our Safety Bar

ZERO
Blind Spots



Absolute
Accountability



Design
for Safety

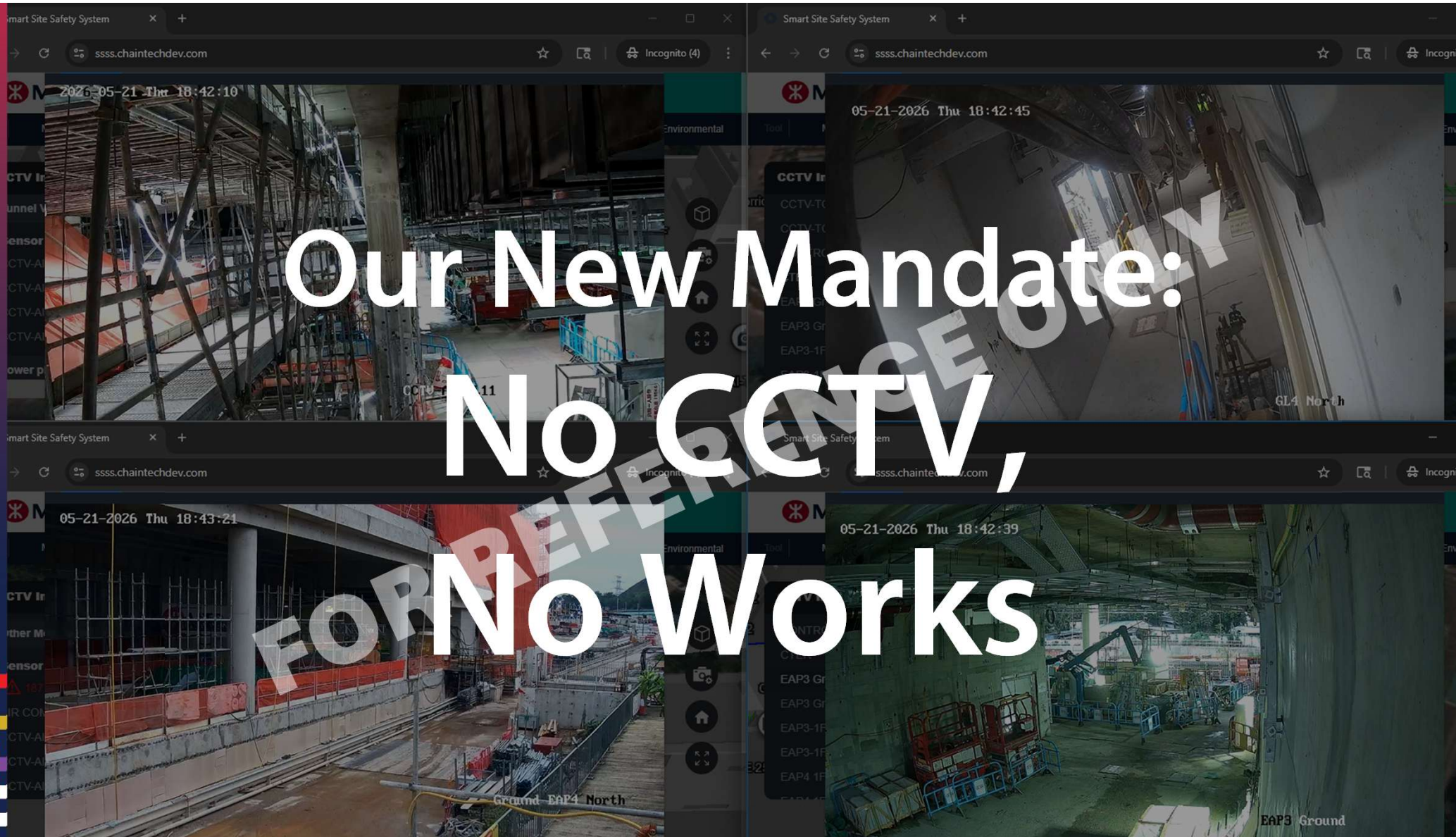


Zero Blind Spots

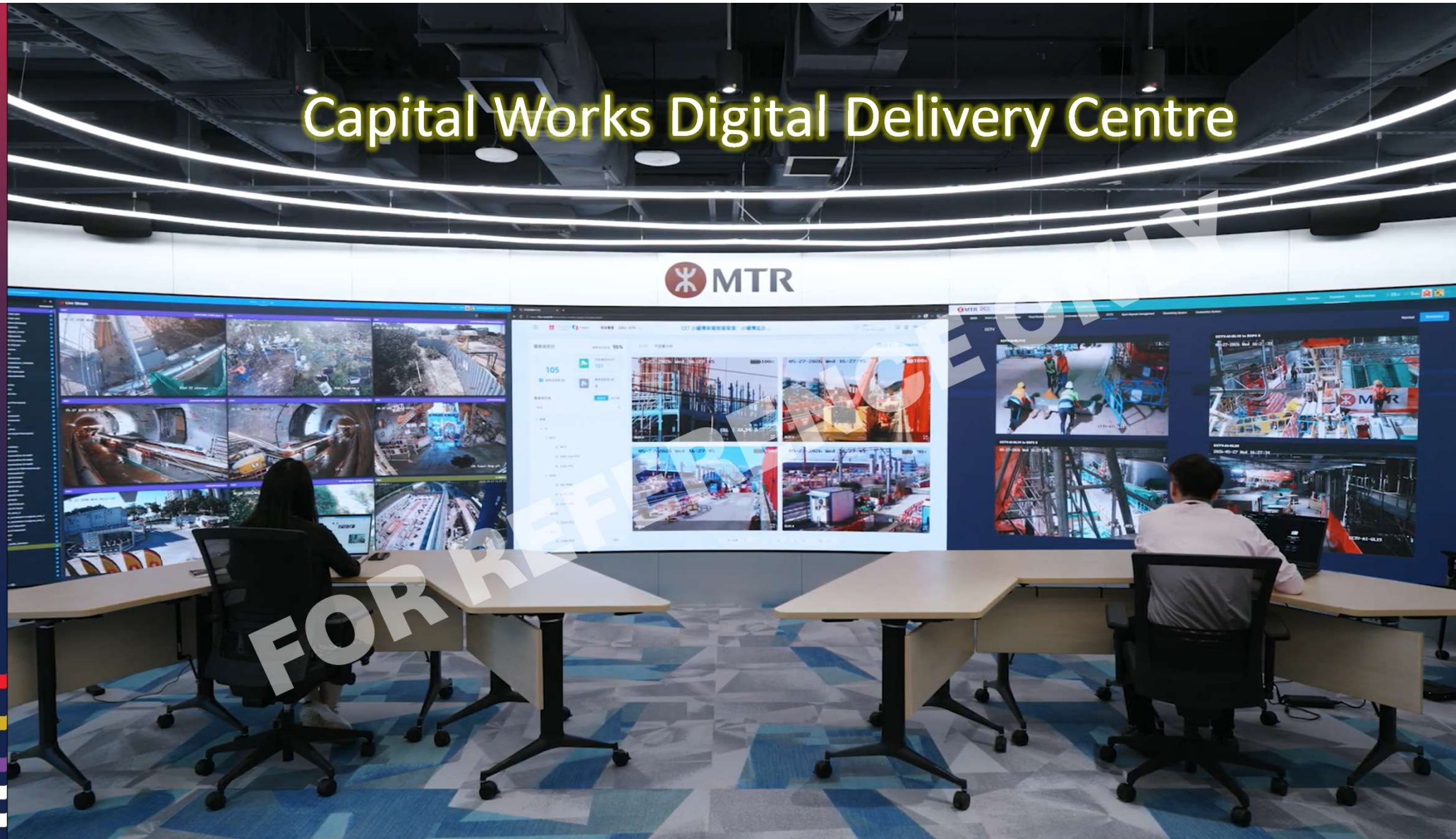
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Our New Mandate:
No CCTV,
No Works



Capital Works Digital Delivery Centre



Accountability : Safety Motivation and Accountability Scheme

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The Yellow Card: First-Tier Intervention

Individuals



- Suspended from site for **3 days**
- Attend contractor's **safety training**
- **Submit training record** to MTR Capital Works

Contractors & All Tiers of Subcontractors



- Must submit **improvement plan** for acceptance
- **Violation formally entered into MTR Performance Record**



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The Red Card: Ultimate Accountability

Individuals

(2 Yellow = 1 Red)



- Banned from all MTR Capital Works Projects **for 12 months**
- Formally entered into the MTR Performance Record.

Contractors & All Tiers of Subcontractors

(3 Yellow = 1 Red)



- Banned from tendering Capital Works Projects for **6 months to 3 years**
- Removal from List of Tenderers for Capital Works Projects.



Design for Safety

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Design Stage

Eliminate or reduce risks at the source through thoughtful, early-stage planning.



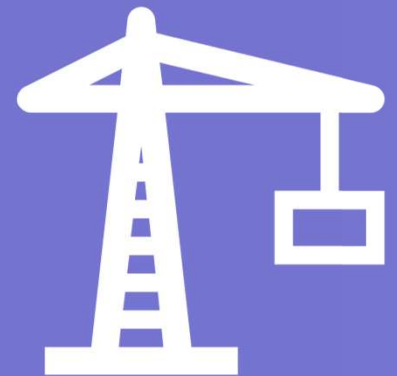
Engineering Stage

Develop safe work methods and apply engineering controls (e.g., method statements...)

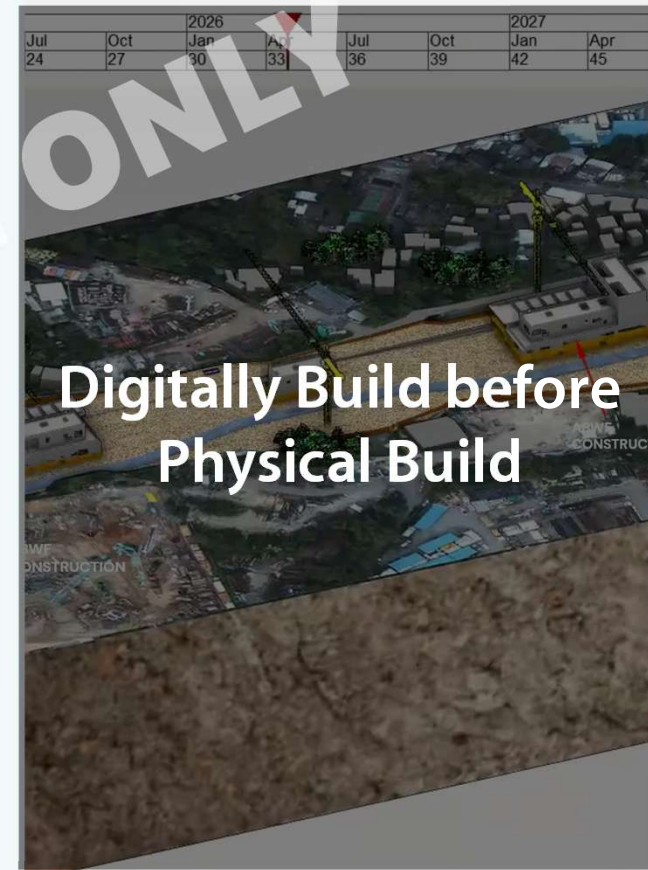
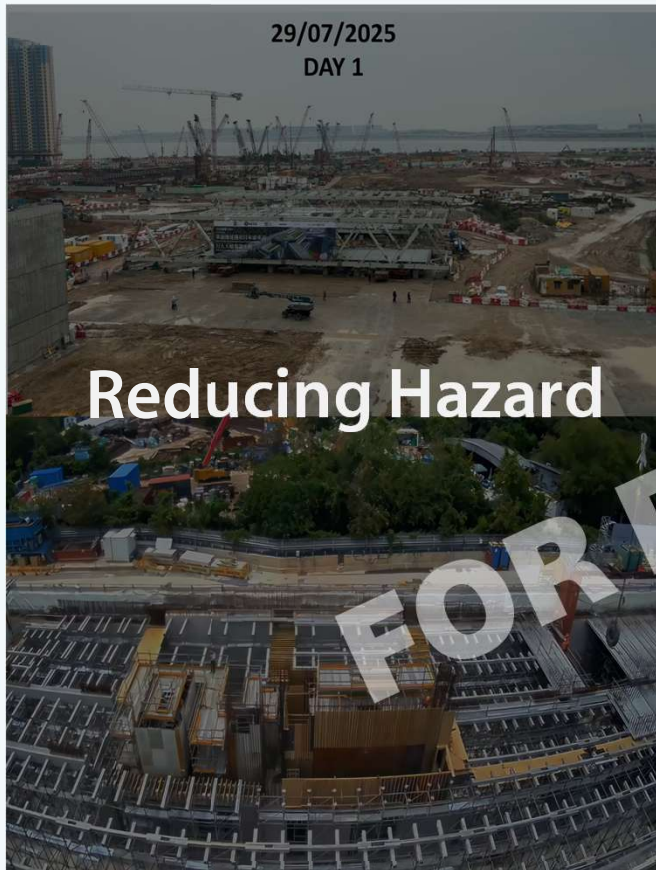


Construction Stage

Implement **field safety procedures** and ensure the **proper selection and use** of plant and equipment.



Unlocking the Shift: Innovation as Our Strategic Enabler



Raising our Safety Bar

ZERO
Blind Spots



Absolute
Accountability



Design
for Safety



Safety is everyone's responsibility
and it starts with **us**



CIC Cross-Company Site Walk and CEO Safety Forum



MTR Safety In Action Forum



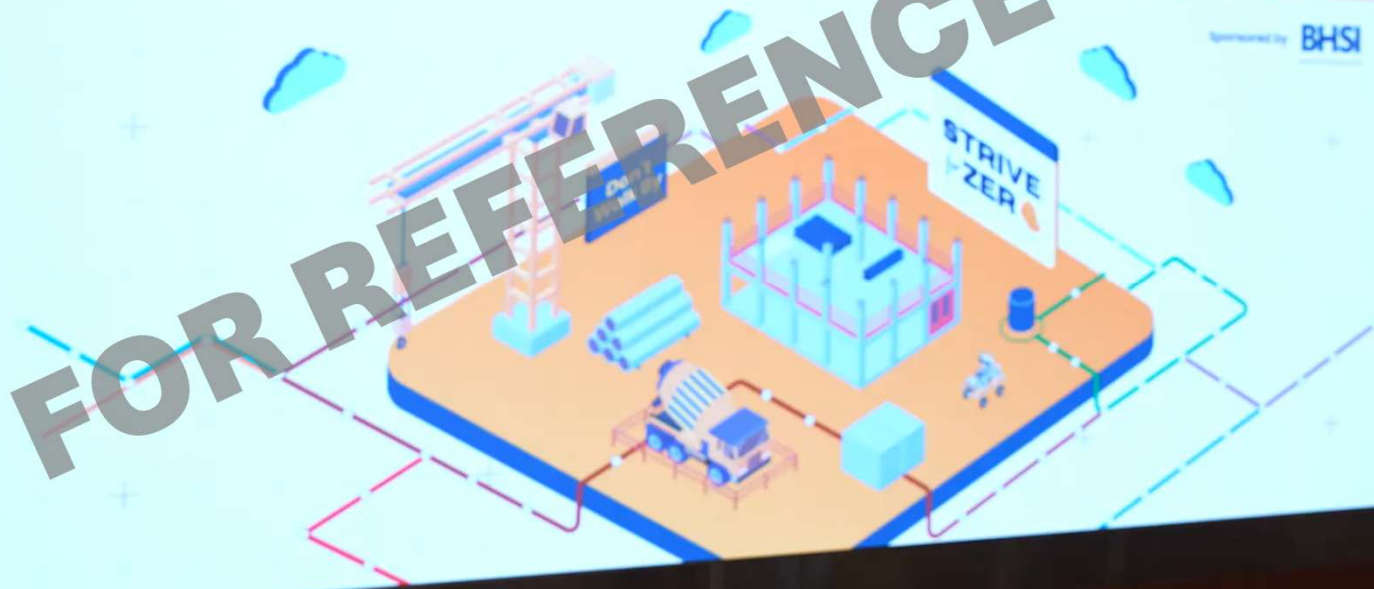
STRIVE
as **ONE**

MTR Capital Works

Safety in Action Forum 2026



Sponsored by **BHSI**



Thank you

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