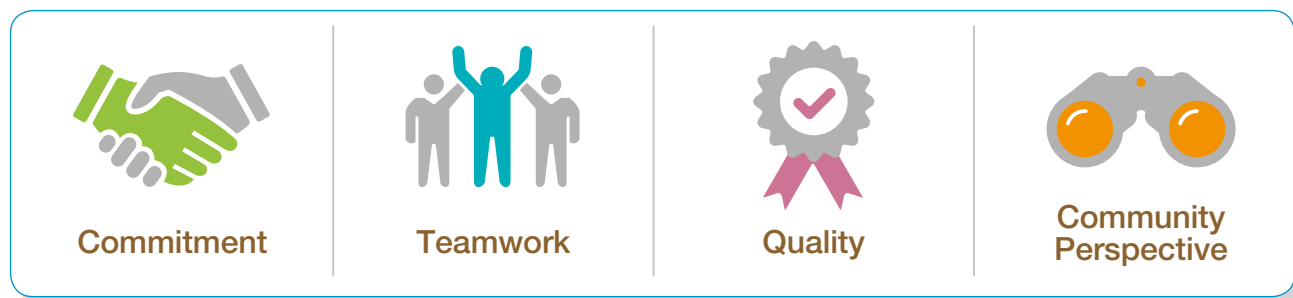


# Our Organization

## Our People

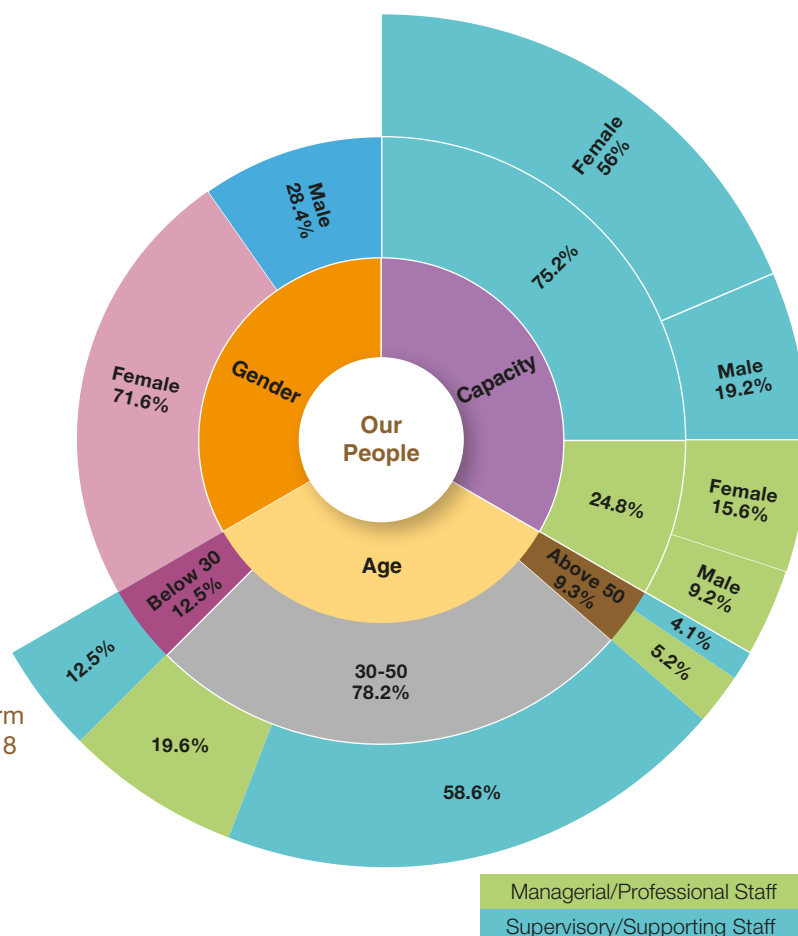
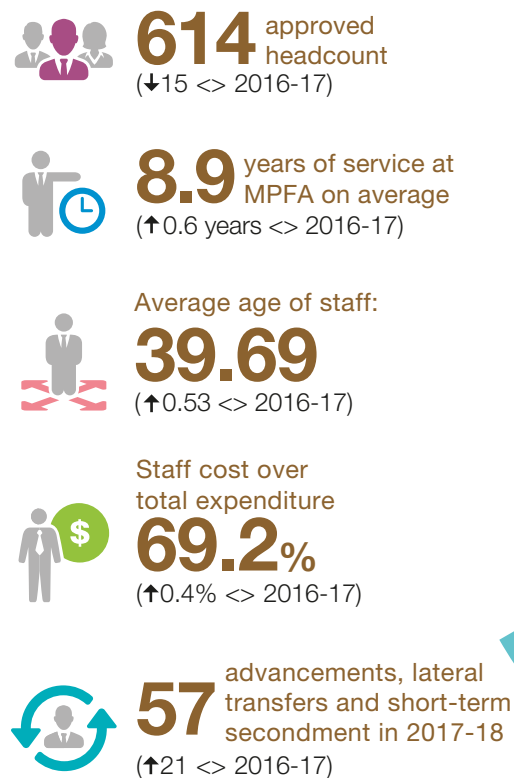
Staff are the most important asset of MPFA. Our corporate achievements would not be accomplished without a dedicated workforce.

### Core Values



Together they represent the attributes we seek in our staff.

### Key figures about our staff (31.3.2018)



## Our Organization

### Equal opportunities at our workplace

We endeavour to promote equal opportunities at the workplace.

We offer employment, advancement opportunities, training and development, compensation and benefits, and all other conditions of employment in a fair manner, without regard to sex, marital status, pregnancy, disability, family status, race, colour, descent, or national/ethnic origins.

Established guidelines are in place to ensure staff's awareness and understanding of the importance of prevention of discrimination in MPFA.

### Rewards and recognition

Our remuneration package comprises a fixed salary and a discretionary variable pay subject to individual performance.

Fringe benefits include annual leave, medical and dental benefits and insurance coverage.

We also grant staff retirement benefits by making MPF mandatory contributions for all staff and voluntary contributions for staff employed on continuous terms to enhance their retirement protection.

Pay and benefits reviews are conducted regularly to ensure competitiveness of MPFA.

We value the contributions of our staff and endeavour to foster a strong recognition culture in the workplace.

A structured Employee Recognition Framework is in place to promote appreciation of staff's contributions.

In 2017-18,

- A total of 90 individual staff and eight teams who have made good contributions and demonstrated MPFA's core values were recognized through different recognition awards.
- Long Service Awards were presented to 67 long-serving staff members with over 10 or 15 years of service at MPFA.



Externally, two staff members won The Ombudsman's Awards for Officers of Public Organizations in 2017, who were commended for the professional and excellent service they rendered to the public.

## Our Organization

### Training and Development

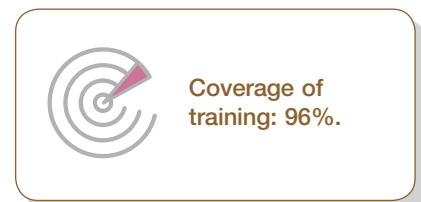
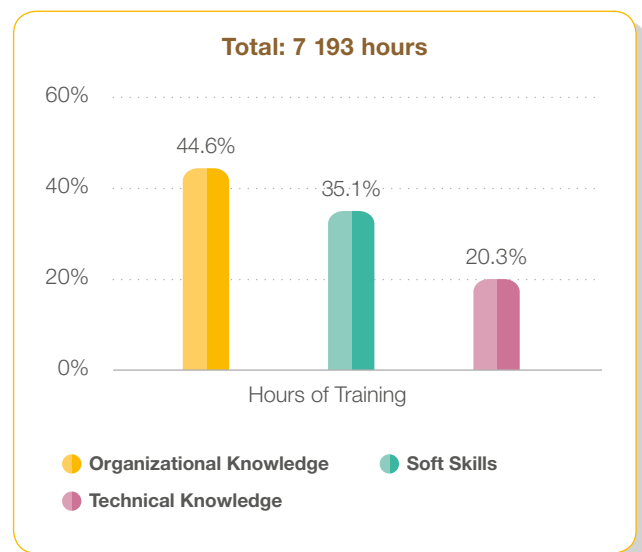
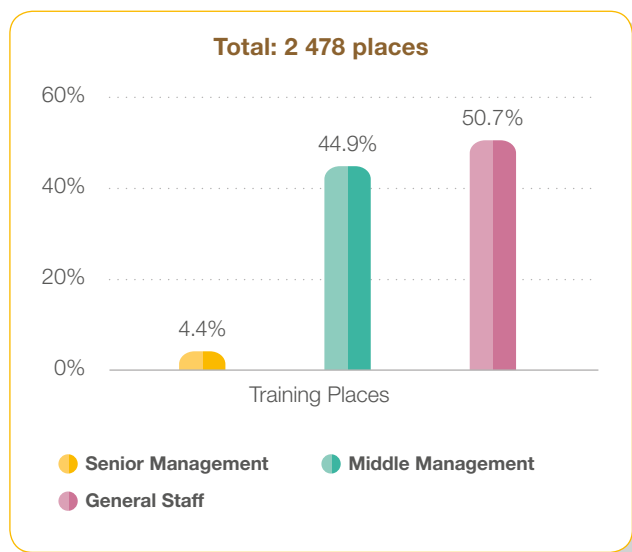
We offer training and development programmes responding to staff members' needs for technical and general skills to help maximize their performance.

Focuses in 2017-18 included technical training on enforcement and investigation, communication and people management.

Specifically, we offered a communication series covering public and cross-generation communication, and one-on-one and team coaching to hone the presentation skills of our staff. Workshops were also arranged on coaching skills and becoming more effective people managers.

Sharing sessions are organized regularly to keep staff updated on internal and external developments. Topics covered in the year included cybersecurity, the Apology Ordinance <sup>1</sup>, the eMPF initiative, and e-Enquiry of Personal Account (ePA) <sup>2</sup>.

Supporting staff to stay close to advancement in technology, we also made available training opportunities on FinTech, and other technology-related topics.



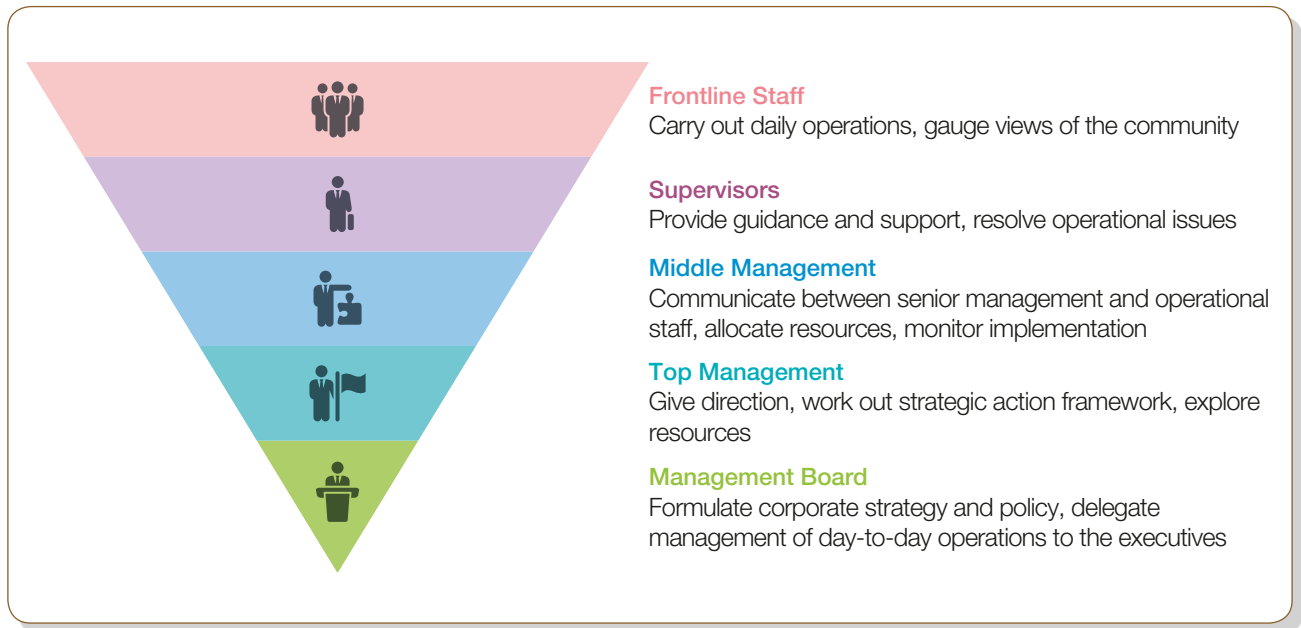
<sup>1</sup> Chapter 631, Laws of Hong Kong, took effect on 1 December 2017.

<sup>2</sup> ePA is a platform for scheme members who have registered for the service to obtain information about their MPF personal accounts easily for better account management.

## Our Organization

### Communicating with staff

We adopt an inverted pyramid management philosophy whereby the management supports the work of frontline staff by providing clear directions and securing for them the necessary resources and support to perform their duties.



We attach great importance to communication between management and staff. The work directions, strategies and goals of MPFA as set out in the corporate plan approved by the Management Board are cascaded to all staff members. Frontline staff, on the other hand, convey feedback from the community and give comments from the operational point of view to improve our work and services and help shape future corporate plans. Staff members set their work objectives to align with corporate objectives, and maintain communication with supervisors throughout the year to review the achievement of their work plans.

To facilitate understanding of organizational goals and how staff members can individually contribute to the success of the organization, we have a structured communication framework to cascade the corporate plan, corporate directions and developments and connect people within the organization. There is always a platform for everyone to share views and voice concerns and suggestions on corporate-wide issues.

## Our Organization


Communication channels	Participants	Frequency	Functions/Activities	Number of events in 2017-18
<b>Executive Directors' Meetings</b>	Executive Directors	Monthly	Identify strategic direction and projects, work out strategic plans	12
<b>Managing Director's Meetings</b>	Executive Directors and Heads	Every 1.5 months	Formulate action plans, monitor progress of implementation of the corporate plan	8
<b>Managing Director's Communication Sessions</b>	Managing Director and all staff members	Annually	Cascade the corporate plan, share views and suggestions on corporate-wide issues	31 group sessions covering all MPFA staff
<b>Executive Directors' Communication Sessions</b>	Executive Directors and their respective teams	Annually	Share views on management and operational issues	Individual sessions for 11 Divisions/ Departments/Units
<b>Divisional and Departmental Meetings</b>	Division/department heads and their respective teams	Periodically	Channel action plans, monitor work progress, align expectations, resolve operational issues	Individual meetings for 11 Divisions/ Departments/Units
<b>Divisional and Departmental Review and Planning Activities</b>	Division/department heads and their respective teams	Annually	Enhance organization awareness, build rapport, foster bonding, recognize the achievements and contributions of staff members, prepare staff for challenges ahead	Individual events for 11 Divisions/ Departments/Units
<b>Inter-departmental Liaison Meetings</b>	Executive Directors and managerial staff	Quarterly	Convey corporate directions, share experience, exchange views, share work progress, give suggestions, build rapport	4
<b>Corporate Bulletin</b> (an electronic publication)	For sharing among all staff	Quarterly	Highlight significant corporate events and projects	4
<b>Staff Newsletter</b> (an electronic publication)	For sharing among all staff	Quarterly	Highlight staff news	4
<b>Sharing and briefing sessions</b>	All levels of staff	Periodically	Share knowledge on job-related topics or latest developments in various areas of operations	11

## Our Organization

### Financial Resources

We operate on a self-financing basis with operations funded by statutory fees and investment income generated from a one-off Capital Grant of \$5 billion from the Government in 1998.

#### Income



		2017-18	2016-17
	%	\$ million	\$ million
Net investment income	92.3	225.5	160.1
Fees and charges	6.1	14.9	7.9
Interest income	1.1	2.8	2.3
Recoveries from MPF Schemes Compensation Fund <sup>3</sup>	0.5	1.1	1.1
<b>Total</b>	<b>100</b>	<b>244.3</b>	<b>171.4</b>


Annual registration fee on MPF schemes is intended to be a major source of recurrent income for MPFA, but the collection of the fee has been held in abeyance since 2000.

As a result, we rely heavily on the investment return on the Capital Grant to finance our operations.

In 2017-18, we posted an investment gain of \$225.5 million, benefiting from a favourable investment environment.

From 1 January 2018, we started collecting fees on ORSO schemes at revised levels and imposing application and annual registration fees on MPF intermediaries. \$8.5 million was recorded in these fees, accounting for the bulk of total fees and charges collected in 2017-18.

### Expenditure



		2017-18	2016-17
	%	\$ million	\$ million
Staff cost	69.2	341.2	341.9
Premises expenses	11.2	55.3	60.7
Other expenses	19.6	96.3	94.1
<b>Total</b>	<b>100</b>	<b>492.8</b>	<b>496.7</b>

Staff cost is the major expenditure item of MPFA. After removal of our office premises to Kwai Chung in 2016, premises-related expenditure was reduced and the proportion of staff cost to total expenditure increased in relative terms, amounting to 69.2% in 2017-18.

In addition to performing our ongoing functions, we deployed resources in support of the Government's blueprint announced in the Policy Address in January 2017, in particular the preparation for the eMPF project. These added to the total staff cost.

Following the launch of DIS, a publicity campaign was rolled out to raise public awareness and consumed considerable financial resources as well.

In face of the many demands on our resources, we will continue to exercise stringent fiscal discipline and make efforts in controlling our expenditure.

### Financial position

As at 31 March 2018, the capital and reserve of MPFA was \$3.37 billion. Details are set out in the audited financial statements of MPFA on pages 84 to 115.

Going forward, we will continue to explore steady income sources or other funding options so as to achieve a balanced budget in the long run.

<sup>3</sup> The MPF Schemes Compensation Fund is set up under the MPF legislation to compensate MPF scheme members or other persons who have beneficial interests in MPF schemes for any loss in MPF benefits attributable to misfeasance or illegal conduct committed by MPF trustees or any other persons concerned with the administration of those MPF schemes. Currently MPFA administers the MPF Schemes Compensation Fund and recoups the expenses incurred on a cost recovery basis.