



Mr Cheng Yan-chee
Managing Director

Managing Director's Review and Outlook

This year, we are particularly excited about the launch of the eMPF Platform (eMPF) in June 2024, a groundbreaking reform that centralizes and digitalizes the administrative processes of MPF schemes, allowing users to manage MPF online with ease. This significant reform highlights our commitment to bringing benefits to various stakeholders of the MPF System.

As we embrace this digital transformation, we remain focused on our commitment to putting scheme members' interest first and maintaining a resilient MPF System that meets the evolving needs of the working population in Hong Kong.

Member Protection

Recovery of Default Contributions

The objectives of the MPF System would not be achieved if scheme members' interests are compromised. Employers are obliged by law to enrol their employees in MPF schemes and make mandatory contributions for them. To safeguard scheme members' interests, we closely monitor compliance with the MPF legislation, handle complaints promptly, and take appropriate enforcement actions.

During the year, a total of 1 441 employment establishments were inspected, close to 400 000 payment notices were issued in respect of default contributions (DC), and \$191 million of DC were recovered for 108 400 employees. In close partnership with labour unions, we promptly got in touch with affected employees to offer assistance and explain to them their MPF rights.

The operation of eMPF makes it easier for employees to check employers' MPF contribution status and take prompt action as necessary to protect their own rights. Additionally, it will enhance the handling of suspected non-compliance cases and improve the efficiency of investigations and enforcement to better protect employees' MPF benefits.

Enhancement of Industry Standards

As the central party responsible for scheme management functions, MPF trustees play a crucial role in member protection. We expect trustees to maintain a high standard of governance to discharge their duties and act in the best interests of scheme members at all times.

As mentioned by Chairman in her statement, trustees are required to prepare an annual governance report, describing their governance frameworks, the results of value-for-money (VFM) assessments of their MPF schemes, and their sustainable investing strategies and implementation progress. These are available on both the MPFA website and the respective websites of trustees (or service providers), helping scheme members and participating employers understand how they have striven to bring better value to scheme members.

With reference to observations from the first batch of governance reports from trustees as required by MPFA, we issued a circular letter to trustees in July 2024 to provide guidance on enhancing governance of their boards of directors. Another circular letter was issued in December 2024 to provide further guidance on enhancing transparency of trustees' governance framework, comprehensibility of governance reports of MPF schemes, as well as implementation and disclosure of sustainable investing strategies. A set of templates on VFM assessment results was developed to enable trustees to present the results of their assessments in a more structured and reader-friendly manner.

MPF intermediaries¹ represent another group of key industry players providing services directly to scheme members and employers.

¹ There are two types of MPF intermediaries: principal intermediary and subsidiary intermediary. A principal intermediary is a business entity registered by MPFA as an intermediary for selling, marketing or giving advice on MPF schemes. A subsidiary intermediary is a person registered by MPFA as an intermediary for selling, marketing or giving advice on MPF schemes on behalf of the principal intermediary to which the person is attached.

To enhance their professional standards, further to increasing the minimum continuing professional development (CPD) hours required for subsidiary intermediaries from 10 to 15 hours for each reporting year with effect from early 2024, content of the CPD programmes was enriched. New core CPD training modules were developed during the year, covering conduct issues and updates on the eMPF project.

Work on “Anti-Scam”

MPFA regularly reminds the industry to strengthen measures against scams under the guise of MPF, further raise public awareness about fraud prevention and empower individuals to safeguard against digital frauds and scams.

Over the past two years, MPFA had issued six circulars to the industry, covering measures on regulating cold calls and requiring regular reviews, and enhancing anti-scam measures. In April 2024, MPFA invited all MPF trustees and major MPF intermediaries to join the Anti-Scam Consumer Protection Charter 2.0² under which they pledged not to send any instant electronic messages to scheme members with embedded hyperlinks to acquire MPF-related or personal information. In March 2025, a circular was issued to acknowledge that, as of February 2025, all MPF intermediaries ceased cold calling to prevent scams.

MPFA will continue to collaborate with the Anti-Deception Coordination Centre of the Police, other financial regulators, and major technology companies to strengthen fraud prevention, report suspicious posts on social media, and promote anti-scam education. Anti-scam tips and alerts of MPF-related scam cases will continue to be made available on MPFA’s “Beware of Scams” webpage.

Education, Publicity and Engagement

Scheme members’ interests will be better protected if they are aware of their rights and obligations. During the year, we organized extensive public education, publicity and engagement activities to continue to disseminate various important MPF messages to the community. A total of 135 sessions of customized MPF education programmes were held. Chairman and the senior executives participated in around 220 engagement and outreach activities with various stakeholder groups, including Legislative Council Members, labour unions, community organizations, business chambers and MPF industry organizations, and met with grassroots scheme members face to face. In addition to promoting MPF and relevant initiatives, we took the opportunity to listen to their views on MPF.

To pave the way for the launch of eMPF in June 2024, MPFA arranged 30 trial use/demo sessions from February to August 2024 to evaluate eMPF from users’ perspective and identify improvement opportunities to further enhance user experience for various stakeholder groups. Collection of feedback continued through a standing user group after the launch of eMPF. We will continue to promote the key features and major benefits of eMPF to the community and offer assistance to employers and scheme members to register with and make use of eMPF.



Managing Director attends a TV interview to talk about MPFA’s enforcement action against default MPF contributions and the key proposals of the public consultation on MPF full portability

² The Anti-Scam Consumer Protection Charter 2.0 was launched jointly by the Hong Kong Monetary Authority and the Hong Kong Association of Banks. Under the Charter, financial institutions and merchant institutions cooperate to help the public guard against scams and frauds and safeguard their bank, credit card, investment, insurance and MPF account and other key personal information. Participating Institutions span across different sectors, covering banking, insurance, MPF and securities and futures industries, food and beverage, logistics, transport, travel, retail, etc.

Promoting the MPF Story

As part of our engagement efforts, Chairman and I together with other senior executives spoke in over 70 public speaking engagement events organized by various organizations during the year to promote the latest MPF initiatives and eMPF.

Beyond Hong Kong, we continue to maintain close liaison with Mainland authorities and our counterpart in Macao to exchange views on latest developments in the pension space and pursue collaboration.

At the international level, our senior executives and I attended meetings and events to stay abreast of the latest international trends in regulating private pension systems and to present the latest development of the MPF System and major achievements in various aspects of MPF. During international meetings, both the eMPF project and default investment strategy received positive feedback, which were considered as successful showcases to solve the pain points of pension systems.

Corporate Development

While refining the MPF System, MPFA embraces a culture of continuous improvement and learning to prepare ourselves for emerging business trends.

In tandem with the launch of eMPF, we have continued to enhance our information systems and business processes to interface with eMPF and to ensure continuous and effective operations after the implementation of eMPF. As part of the ongoing quest for means to enhance work efficiency, an artificial intelligence (AI) platform for MPFA, AI Studio, with robust data security measures and comprehensive AI usage guidelines, was implemented in April 2025 after a pilot run since December 2024. This initiative aligns with the Government's emphasis on AI technology development and supports our efforts to streamline business operations, reduce manual processing, enhance colleagues' productivity and achieve cost control objectives.

Various training programmes and soft-training series were conducted to build up capacity for colleagues in various aspects. To enrich colleagues' understanding of national affairs and developments, further to the National Studies Programme implemented since 2022–23, sharing sessions were arranged and relevant information was provided to colleagues on a regular basis. In March 2025, we had the honour of the Vice Chairman of the National Committee of the Chinese People's Political Consultative Conference Mr Leung Chun-ying visiting MPFA, sharing with us the spirit of the Two Sessions held this year.



Managing Director engages in the tripartite conference with the Administration of Social Insurance Fund of Guangdong and the Social Security Fund of Macao SAR to identify cooperation opportunities in the pension space across the Greater Bay Area



Managing Director speaks at the Global Forum on Private Pensions in Indonesia, sharing the forward-looking and inclusive nature of the MPF System



Managing Director outlines the achievements of MPFA since the inception of the MPF System at the MPFA Alumni reunion event in early 2025

In terms of financial management, the MPFA team maintains strict control over resources. Following the Government's example and as in the 2024–25 financial year, MPFA has taken the initiative to cut down expenditure, including reining in headcount increase and cutting budget for some planned activities, not to mention implementing pay freeze for staff in 2025–26.

Despite the resources constraint, the team strives to accomplish the same amount of work or even more with less through leveraging alternative means, such as the use of technology and streamlined operations.

Outlook

As we embark on 2025–26, we are poised to further enhance the MPF System through improved industry standards, robust member protection measures, and smooth implementation of eMPF. These initiatives aim to empower the working population to grow their retirement savings.

Looking ahead, I am optimistic about the wealth of opportunities that awaits us. Our commitment to achieving full-scale operation of eMPF will remain a top priority, alongside the pursuit of other reforms such as supporting the Government to implement full portability of MPF benefits, reviewing the minimum and maximum levels of relevant income, etc.



Managing Director meets with CEOs of MPF trustees to discuss and exchange views on the latest development of eMPF

We will actively seek input from stakeholders and remain attuned to the changing needs of scheme members to ensure our strategies are relevant and useful. Internally, MPFA will focus on continuous organizational development, fostering a culture of innovation and resilience to support our future endeavours.

Vote of Thanks

I would like to extend my deep gratitude to our Chairman Mrs Ayesha Macpherson Lau for her steer in various programmes and her tireless efforts in engagement with a wide range of stakeholder groups, especially the grassroots.

I would also like to thank Members of the Management Board, committees and working groups for their valuable guidance and unwavering support of our work throughout the year. My heartfelt thanks go to the Government, MPF trustees and all business partners. I value our frequent communication and frank exchange which allow us to improve continuously.

The past year has been demanding for our colleagues, and I would like to recognize their exceptional commitment to member protection, outreach, and the implementation of eMPF. Their passion and teamwork have been instrumental in driving our success, and as we transition into 2025–26, I will continue to work with my colleagues to build on this momentum and create a positive impact for the working population in Hong Kong.

Handwritten signature of Cheng Yan-chee.

Cheng Yan-chee
Managing Director