

# Sustainability

## Sustainability Governance

Over the years, MPFA has been integrating sustainability considerations into its operations. Our commitment to sustainability is evident in various initiatives led by departments across the organization.

To oversee corporate social responsibility (CSR) initiatives and development in MPFA, a CSR Committee, chaired by the Chief Corporate Affairs Officer, had met regularly to promote CSR awareness among staff and implement organization-wide activities. With a view to stepping up and integrating our sustainability-related efforts into the CSR Committee's mandate, the CSR Committee has been re-constituted into a new CSR and Sustainability Committee (CSC) in April 2025 with a more comprehensive scope.

Chaired by the Managing Director with all heads of business units as members, CSC is responsible for overseeing the overall CSR and sustainability developments in MPFA. Supporting CSC are two dedicated working groups: the CSR Working Group and the Sustainability Working Group. The CSR Working Group, led by Chief Corporate Affairs Officer, advocates practices that promote environmental protection, community cohesion and staff wellness. Meanwhile, the Sustainability Working Group, led by Executive Director (Members and Supervision), focuses on strengthening collaboration with the MPF industry in sustainability development, and supervising the implementation of sustainability measures by MPF trustees.

## Facilitating MPF Industry Sustainability

MPFA has been working with the MPF industry to promote sustainable investing and improve sustainability disclosure. A symposium under the theme "Sustainability for MPF" was held in February 2025 to share with the MPF industry the latest trends and developments in sustainable investing. Through participating in the Green and Sustainable Finance Cross-Agency Steering Group (Steering Group), MPFA has supported the local adoption of the International Financial Reporting Standards Sustainability Disclosure Standards. Relevant information was shared with trustees to help the industry better understand the disclosure requirements.

More details on sustainability efforts in the MPF industry are reported in the chapter on Industry Supervision.

## Raising Scheme Members' Awareness

### Webpage on MPF Sustainable Investing

MPFA continues to maintain a dedicated Sustainable Investing [webpage](#), launched in January 2023, providing MPF scheme members with access to information on sustainable investing initiatives for MPF funds. The webpage includes:

- Circular letters issued by MPFA;
- Press releases issued by the Steering Group;
- A list of ESG-themed MPF funds showing main features of each fund, including investment theme and strategy;
- A frequently asked questions (FAQ) section; and
- Other useful website links for accessing sustainable investing related information.

## Corporate Sustainability

MPFA takes pride in building a sustainable organization. Through various measures, we take good care of our people, keeping them engaged to the level needed to deliver good outcomes. Our investment strategy balances prudent investing with ESG insights to make a positive impact on our world. Additionally, we deploy smart technology to optimize operations in tandem with an evolving business environment.

## Our People

### People Strategies

People are the key to our corporate sustainability, and robust people strategies drive MPFA's success. During the year, we focused on attracting and retaining talent while strengthening capabilities to meet corporate objectives and organizational needs.

### Two-Way Communication

We promote effective communication and transparency through diverse channels. We encourage open dialogue, allowing team members to voice their opinions and concerns. Regular town hall meetings and inter-departmental discussions provide platforms for top management to share corporate updates and engage in meaningful conversations. Additionally, periodic surveys gather feedback and suggestions, offering valuable insights to refine our people strategies.



Town hall meeting

## Rewards

MPFA provides a competitive remuneration package that includes a fixed salary and discretionary performance-linked variable pay, along with a comprehensive range of benefits, such as life insurance, annual leave, and voluntary MPF contributions.

Beyond financial rewards, our benefits support family well-being. These include medical and dental coverage for dependents, and compassionate leave to help navigate life's challenges. In January 2025, we refined the early release arrangement for festive occasions to further enhance work-life balance.

## Learning and Development

At MPFA, we are committed to fostering a culture of continuous learning and professional growth. During the year, we invested 16 140 hours (approximately 3.82 man-days per employee) in learning and development.

- **Soft skills:** We provided an array of programmes designed to strengthen essential soft skills like leadership and agility, along with tailored Putonghua workshops to enhance conversational proficiency in public inquiry services;
- **Corporate compliance:** Collaborating with the Immigration Department, we provided training on identifying fake identity cards, emphasizing features of the new smart identity card. We also partnered with the Equal Opportunities Commission to deliver anti-discrimination training to reinforce inclusivity across all staff;
- **Interdepartmental insights:** Keeping pace with developments across various business areas enhances organizational efficiency. We organized internal sharing sessions providing updates on MPF investment regulation, enforcement actions against MPF intermediaries and trustees;

- **Strategic learning:** MPFA embraces holistic people development. We hosted a series of lunchtime sharing sessions, featuring distinguished figures including prominent academics, CEOs from the travel industry and the food and beverage sector, and influential leaders from non-profit organizations. Topics included climate action, digitalization in corporate transformation, and innovation in philanthropy. These sessions enriched employees' perspective and encouraged critical thinking; and



Fireside chat between CEO of the Cathay Group Mr Ronald Lam and MPFA Chief Corporate Affairs Officer

- **National development:** We enriched online resources with expert-led discussions on topics such as the Spirit of the Two Sessions and the National Finance Strategy. These efforts deepened understanding of Hong Kong's role in the "One Country, Two Systems" principle, contributing to national progress.



Vice-Chairman of the National Committee of the Chinese People's Political Consultative Conference Mr Leung Chun-ying shares the key content of the Two Sessions and their significance to Hong Kong

## Recognition Programme

MPFA has established an annual recognition framework to celebrate colleagues with outstanding contributions and commitment. Highlights for the year include:

- **Exemplary Team Award:** Five cross-departmental teams were commended for their exceptional performance, collaboration, and embodiment of MPFA's core values in impactful initiatives; and



- **Long Service Awards:** 45 colleagues were honoured for their dedication, marking milestone anniversaries of 10, 15, 20 and 25 years of service.



## Our People in Figures

### Key Figures

	2024-25	2023-24	2022-23
Size of workforce	557	534	515
Average age	42.04	42.09	42.22
Average years of service	9.35	9.70	9.94
Turnover rate	10.3%	13.0%	19.6%
Staff cost over total expenditure	73.4%	72.3%	71.8%

### By Gender (31.3.2025)

	Male	Female	Total
Managerial/professional	60 (11%)	103 (18%)	163 (29%)
Supervisory/supporting	111 (20%)	283 (51%)	394 (71%)
Total	171 (31%)	386 (69%)	557 (100%)

### By Age Group (31.3.2025)

	Below 30	30-50	Above 50	Total
Managerial/professional	0 (0%)	93 (17%)	70 (12%)	163 (29%)
Supervisory/supporting	72 (13%)	261 (47%)	61 (11%)	394 (71%)
Total	72 (13%)	354 (64%)	131 (23%)	557 (100%)

As a three-term signatory of the Good Employer Charter organized by the Labour Department, MPFA receives a premium Good Employer logo for consistently implementing good human resource management practices.



## Our Investment

### ESG Principles in MPFA's Investment Decision

MPFA's own investment, managed by an external fund manager, adopts an ESG investment framework in its decision-making process. Investment in tobacco-related securities is strictly prohibited. In support of the Government's initiative in promoting green and sustainable finance in Hong Kong, MPFA increased its holdings of green bonds in 2024–25. Meanwhile, the in-house managed cash portfolio invested in green deposits, with these funds supporting projects in Green Building, Renewable Energy, Energy Efficiency, Pollution Prevention and Control, and Clean Transportation.

## Our Leverage on Technology

MPFA embraces digital transformation to foster an agile and paperless workplace and to optimize operations.

A total of 95 transformation initiatives ranging from IT system enhancement to streamlining operation and business process review have been identified. As at the end of March 2025, 56 initiatives (59%) had been completed, 34 (36%) were in progress, and 5 (5%) were set to start.

Notebook computers are provided to colleagues to enhance workplace mobility, ensure seamless access to electronic documents, and promote sustainability by enabling paperless meetings and reducing paper use.

In addition, we have achieved notable technology developments:

- **Artificial intelligence (AI) platform:** An AI platform, with robust data security measures and comprehensive AI usage guidelines, underwent a pilot run in December 2024 and has been formally implemented since April 2025 to enhance efficiency. It supports colleagues in various tasks such as document drafting and proofreading, translation, meeting notes generation, speech-to-text transcription, and idea generation, among others. Tailored-use cases such as internal knowledge base chatbots are under exploration;

- **Revamped service mobile app for MPF intermediaries:** This app has been upgraded to enhance its functionalities, including notification of changes and facilitation of electronic fee payments, and other improvements;
- **Enhanced chatbot:** The chatbot “Jack” on the MPFA website, which supports public enquiries about a broad range of subjects related to the MPF System, has been enhanced to better support enquiries related to ORSO schemes;
- **New Business Continuity Plans (BCPs) Database System:** This system is designed to ensure that MPFA can continue or quickly resume its key business functions in the event of a crisis situation, by providing a centralized platform for storage and retrieval of departmental BCPs; and
- **e-Procurement System:** This system has been introduced since March 2025 to process purchase requisitions using an electronic workflow.

The above underscores our commitment to leveraging technology to empower our workforce and drive efficiency.

## ESG Recognition

MPFA for its continuous efforts in promoting ESG and commitment to good governance receives an ESG certificate under the ESG Pledge Scheme organized by the Chinese Manufacturers' Association of Hong Kong and the Hong Kong Brand Development Council.

