Sustainability

Sustainability Governance

MPFA adopts an executive-led approach to steer its sustainability and corporate social responsibility (CSR) efforts, underscoring its commitment to supporting the social and environmental needs of both today and tomorrow. At the executive level, the Chief Operating Officer and Chief Corporate Affairs Officer of MPFA lead and oversee sustainability and CSR initiatives within their respective domains, supported by relevant departments and dedicated working groups, ensuring that such considerations are effectively integrated into MPFA's day-to-day operations and decision-making processes.

This approach has been further strengthened by the establishment of the CSR and Sustainability Committee (CSC). Chaired by the Managing Director of MPFA and comprising all heads of business units, CSC provides strategic oversight and organization-wide perspective on MPFA's sustainability and CSR priorities. It plays a central role in enhancing cross-departmental collaboration and driving a coordinated approach to deliver MPFA's commitments.

Promoting Sustainability in the Industry

Sustainable Investing and Sustainable Finance

MPFA has been actively collaborating with the MPF industry to promote sustainable investing and improve sustainability disclosure. In partnership with the Capacity-building Alliance of Sustainable Investment (CASI), MPFA co-organized a joint seminar on MPF and Sustainable Investing for MPF trustees and intermediaries in September 2025, allowing industry participants to deepen their understanding of sustainable investing practices and keep abreast of key developments in the field. MPFA also shares with the industry from time to time the latest developments in standards related to sustainable investing and sustainability disclosure.

Joint seminar on MPF and Sustainable Investing for MPF trustees and intermediaries co-organized by MPFA and CASI

MPFA continues to actively support Hong Kong's sustainable finance development through its membership in the Green and Sustainable Finance Cross-Agency Steering Group (CASG). Through this collaboration, MPFA contributes to advancing sustainability disclosure frameworks, promoting alignment with international standards, and fostering industry capacity building. It is committed to supporting the growth of a resilient and forward-looking sustainable finance ecosystem in Hong Kong.

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

Raising Scheme Members' Awareness

MPFA continues to maintain a dedicated Sustainable Investing webpage, 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 CASG;
- A list of environmental, social and governance (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

We take pride in building MPFA as 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

Our people are the foundation of MPFA's sustainability, hence effective people strategies are essential to MPFA's continued success. Throughout the year, we have focused on attracting and retaining talent while enhancing our people's capabilities to support the achievement of our corporate goals and meet evolving organizational needs.

Two-Way Communication

We are committed to fostering open and transparent communication through multiple channels, encouraging colleagues to share their views and concerns. Regular town hall meetings and inter-departmental discussions provide valuable opportunities for management to update our colleagues on corporate developments and engage in meaningful dialogue.

Town Hall meeting

Rewards

We value the contributions of our people and provide them with a competitive remuneration package that includes a fixed salary and discretionary performance-linked variable pay, along with a comprehensive range of benefits, such as medical and 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. To further promote family-friendliness at work, we introduced family leave in September 2025. As a caring employer, we are committed to supporting the diverse family needs of our people to help them fulfil their family obligations.

Learning and Development

We advance professional growth through continuous learning and equip our people with the skills and knowledge to meet evolving organizational needs. During the year, we invested 15 298 hours (approximately 3.6 man-days per employee) in learning and development, supported by improved digital delivery via an upgraded platform and expanded online content, alongside a stronger focus on Artificial Intelligence (AI) upskilling.

Digital Learning Experience:

We launched a Learning Management System to streamline training administration, improving efficiency and enhancing learners' experience.

Digital Upskilling and Reskilling:

To support our digital transformation, we delivered targeted digital skills and AI-focused workshops that aim to equip our people better for future challenges and to boost productivity and spark innovation.

Holistic People Development:

People development remains our priority. We tailored programmes to organizational needs, providing personalized development for individuals and delivering sessions to strengthen team cohesion and engagement. Sharing sessions with external experts further broadened our people's perspectives across various topics.

Colleagues joining a sharing session to deepen understanding of investment approach and essentials of planning for retirement protection

An accredited mediator demonstrating the mediation process through a practical mock case

National Awareness and Compliance:

Our National Studies Programme continued to deepen our people's understanding of the development in Chinese Mainland and national policies through expert-led sessions. The programme covered topics ranging from national direction to specific legal frameworks, enhancing our people's awareness and compliance readiness.

We were honoured to have Mr Leung Chun-ying, Vice-Chairman of the National Committee of the Chinese People's Political Consultative Conference, shared his insights on the Spirit of the Two Sessions and the National 15th Five-Year Plan for two consecutive years.

Beyond MPFA:

We extended learning and development beyond the organization by hosting a knowledge-sharing session with a peer regulator. We outlined our mandate, supervisory approach and digital initiatives, enabling counterparts to gain a deeper understanding of MPFA and draw practical insights from our experience.

Through these initiatives, we strive to cultivate a knowledgeable, agile and motivated workforce that is well-prepared to support our mission and cope with future challenges. Our ongoing dedication to fostering learning and development across the organization had enabled us to obtain accreditation as a Super Manpower Developer from the Employees Retraining Board in 2025.

SUPER MD MANPOWER DEVELOPER An ERB Credit

Recognition Programme

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

- **Exemplary Team Award:** Three cross-departmental teams were recognized for their outstanding performance, teamwork and exemplification of MPFA's core values through impactful initiatives; and

- **Long Service Awards:** 63 colleagues were honoured for their dedication, marking milestone anniversaries of 10, 15, 20 and 25 years of service.

Our People in Figures

Key Figures

	2025-26	2024-25	2023-24
Size of workforce	**583**	557	534
Average age	**42.01**	42.04	42.09
Average years of service	**9.05**	9.35	9.70
Turnover rate	**9.1%**	10.3%	13.0%
Staff cost over total expenditure	**73.2%**	73.4%	72.3%

By Gender (31.3.2026)

	Male	**Female**	**Total**
Managerial/professional	64 (11%)	105 (18%)	169 (29%)
Supervisory/supporting	120 (21%)	294 (50%)	414 (71%)
Total:	184 (32%)	399 (68%)	583 (100%)

By Age Group (31.3.2026)

	Below 30	**30 – 50**	**Above 50**	**Total**
Managerial/professional	0 (0%)	101 (17%)	68 (12%)	169 (29%)
Supervisory/supporting	64 (11%)	278 (48%)	72 (12%)	414 (71%)
Total:	64 (11%)	379 (65%)	140 (24%)	583 (100%)

As a three-term signatory of the Good Employer Charter organized by the Labour Department, MPFA continues to demonstrate commitment to being a responsible and supportive employer through sustained efforts in fostering a positive workplace culture.

好僱主約章 GOOD EMPLOYER CHARTER 2024

為你「家」「友」好僱主 SUPPORTIVE FAMILY-FRIENDLY GOOD EMPLOYER

Our Investment

MPFA's own investment, managed by an external fund manager, adopts an ESG investment framework in our decision-making process and has invested in green bonds in support of the Government's initiative in promoting green and sustainable finance in Hong Kong. Investment in tobacco-related securities is strictly prohibited. Meanwhile, the cash portfolio managed in-house is also investing 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.

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.

During the year, notable achievements include:

- **AI Platform:** An AI platform with robust data security measures and comprehensive AI usage guidelines 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-based chatbots are under exploration;

- **General Administration Service Request System (GASRS):** This system modernizes and enhances the efficiency of general administrative processes within the organization. By digitizing these processes, GASRS reduces manual handling, minimizes errors and improves overall productivity; and

- **Learning Management System (LMS):** This system facilitates training administration processes, provides employee self-service functionality, and offers a knowledge management library. As an e-learning platform, LMS enhances the diversity, accessibility and flexibility of our training solutions.

AI Champion Initiative

With ongoing commitment to innovation and digital transformation and to build a future-ready workforce, MPFA launched the AI Champion initiative to drive AI adoption and excellence across the organization. AI Champions are representatives from business units who advocate change, educate and mentor colleagues, identify valuable AI use cases aligned with business needs, and promote responsible and ethical AI practices. This initiative accelerates the adoption of AI technologies and strengthens our ongoing efforts in digital innovation.

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

ESG Recognition

In recognition of our continuous efforts in promoting ESG and commitment to good governance, MPFA received an ESG certificate under the ESG Pledge Scheme organized by the Chinese Manufacturers' Association of Hong Kong and the Hong Kong Brand Development Council.


2026
香港中華廠商聯合會
The Chinese Manufacturers' Association of Hong Kong
香港品牌發展局
Hong Kong Brand Development Council
編號 Number: ESG2026-000172
ESG 約章 Pledge
強制性公積金計劃管理局
Mandatory Provident Fund Schemes Authority
簽署約章和訂立行動承諾提升環境保護、社會責任及企業管治表現，為創建可持續未來而共同努力
having signed the pledge to make improvement in performance related to environment, social responsibility and governance by making action commitments and working together to create a sustainable future
獲審批參與「ESG 約章」
has been approved to join the "ESG Pledge".
27-Mar-2026
簽發日期 Issue Date
會長 盧金榮博士 BBS, 太平紳士
President Dr. Lo Kam Wing BBS, JP
香港中華廠商聯合會
The Chinese Manufacturers' Association of HK