



Corporate Functions

Overview

Corporate functions support the HKMA's operations with a high level of transparency, accountability, efficiency and professionalism. To enhance public understanding of our policies and operations, we communicate actively with the public through the media and various other channels.

Internally, the HKMA places strong emphasis on strengthening our workforce, maintaining rigorous financial discipline, and enhancing its digital capabilities. These efforts ensure that our policies and initiatives are implemented effectively, while keeping our organisation agile and well prepared for future challenges.

Transparency

Media relations and use of social media

The HKMA works closely with the media to enhance transparency and promote public understanding of its policies and operations. In 2025, we held or participated in a total of 266 events, which included 13 press conferences, seven media briefings, 12 stand-up interviews and 234 other public functions. We organised press conferences and media briefings to raise awareness of our key functions among local, Chinese Mainland and foreign media. Key topics included fintech, international financial centre development, and anti-scam initiatives, among many others. Throughout the year, we also arranged 22 media interviews, issued 796 bilingual press releases and responded to a large volume of media enquiries on a daily basis.

Media representatives actively participated in events organised by the HKMA in 2025, in particular the Global Financial Leaders' Investment Summit. The three-day event generated over 3,700 pieces of news coverage across local, Chinese Mainland and international media.



Mr Eddie Yue, Chief Executive, gives a live media interview at the 2025 Global Financial Leaders' Investment Summit



Mr Eddie Yue, Chief Executive, conducts a media stand-up at the Hong Kong FinTech Week 2025

Corporate Functions



Mr Arthur Yuen, Deputy Chief Executive, hosts a media workshop on the full launch of Money Safe



Mr Howard Lee, Deputy Chief Executive, hosts a press conference on "Fintech 2030"



Mr Darryl Chan, Deputy Chief Executive, gives opening remarks at the Treasury Markets Summit 2025

To enhance public engagement and broaden our audience base, the HKMA operates seven social media channels, including on Facebook, Instagram, LinkedIn, WeChat, X (formerly Twitter), YouTube, and the newly launched RedNote account. Together, these social media platforms have accumulated over 260,000 followers.

We craft innovative social media content by using a compelling storytelling approach and leveraging latest technologies, such as generative artificial intelligence. Insightful and thought-provoking narratives are delivered to professional audiences, while dynamic short videos and trendy content with appealing elements are produced for the general public. This differentiated approach helps disseminate information about the HKMA's initiatives to different audience groups more effectively.



Creative social media content effectively raises public awareness about HKMA initiatives

Corporate Functions

Public enquiries

The HKMA's Public Enquiry Service provides an effective channel for the public to gain a better understanding of key HKMA functions and operations.

In 2025, the Public Enquiry Service handled 9,005 enquiries (Chart 1), all within the response timeline outlined in the HKMA's performance pledge (Table 1). About half of these enquiries were related to consumer banking issues, financial infrastructure and debt market development, banking policies and regulations, as well as notes and coins (Chart 2). Common subjects of enquiries included banking products and services, the Coin Collection Programme, registration of relevant individuals, regulatory regime for stablecoin issuers, banking-related guidelines and circulars, as well as the Retail Bond Issuance Programme.

Chart 1 Total number of public enquiries

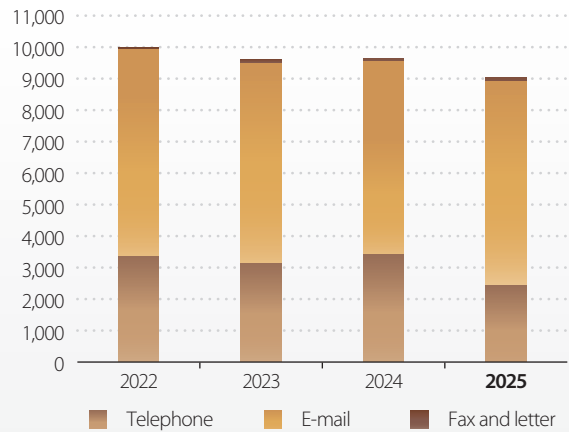
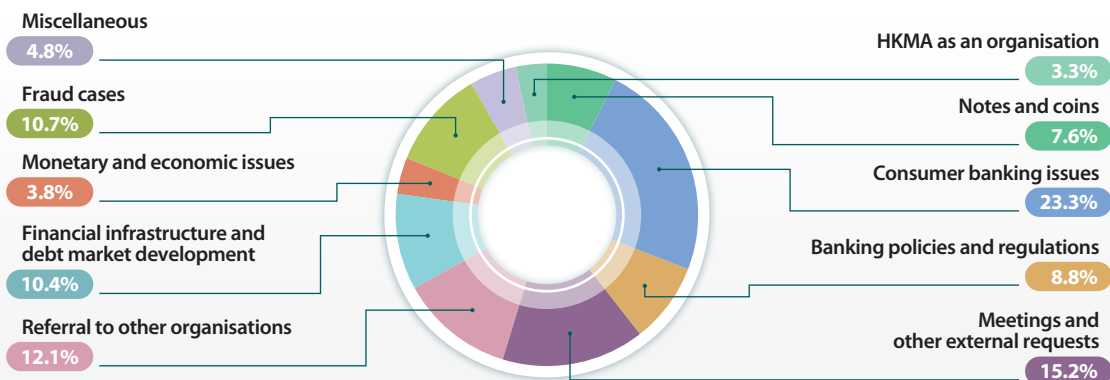


Table 1 Public enquiry service performance pledge and achievement rate

Service	Performance Pledge	Achievement Rate in 2025
Reply to enquiries	Answer or issue an interim reply within seven working days after the day an enquiry is received	100%

Chart 2 Nature of enquiries received in 2025



Corporate Functions

Publications

During the year, the HKMA published its *Annual Report 2024* and *Sustainability Report 2024*. The *Annual Report 2024* received the Bronze Award in the “Non-profit Making and Charitable Organizations” category at the Hong Kong Management Association’s 2025 Best Annual Reports Awards, while the *Sustainability Report 2024* won the ESG Special Mention Award in the “Public Sector/Not-for-profit Organizations (Large)” category of the Hong Kong Institute of Certified Public Accountants’ 2025 Best Corporate Governance and ESG Awards.

In 2025, we regularly updated our *Monthly Statistical Bulletin*¹ and published:

- ❑ two issues of the *Half-Yearly Monetary and Financial Stability Report*¹;
- ❑ four issues of the *Quarterly Bulletin*¹; and
- ❑ 20 *inSight*² articles.

Corporate website

The corporate website (www.hkma.gov.hk), with over 77,850 pages of content, is the public gateway to up-to-date information about the HKMA.

We have been releasing financial data and important information on our website via an Open Application Programming Interface (Open API) in phases since 2018. By the end of 2025, we had opened up 180 sets of Open APIs³, in line with our target schedule. For more information, please visit the HKMA’s Open API portal (<https://apidocs.hkma.gov.hk/>).

Information Centre

Located on the 55th floor of Two International Finance Centre, the HKMA Information Centre consists of an exhibition area and a library designed to introduce the work of the HKMA to the community and enhance public awareness of monetary and banking matters. The interactive exhibition area provides an overview of the HKMA’s work, as well as the development of the monetary and banking systems in Hong Kong. It includes useful information and exhibits that support the study of Hong Kong’s monetary, banking and financial affairs.

The library adjacent to the exhibition area houses over 26,000 books, journals and other publications on economics, finance and central banking topics.

Throughout the year, the Information Centre welcomed over 85,000 visitors. It also hosted more than 540 guided tours for schools and other groups.



Kindergarten students learn about the design of Hong Kong banknotes during a guided tour



Secondary school students participate in a guided tour to learn about the history of Hong Kong’s monetary, financial and banking systems

1 The *Monthly Statistical Bulletin*, *Half-Yearly Monetary and Financial Stability Report* and *Quarterly Bulletin* provide up-to-date and thematic information on and analyses of monetary, banking and economic issues in Hong Kong.

2 *inSight* is the HKMA’s official column, featuring articles written by senior executives to introduce major new policies, initiatives and topical issues.

3 Including data from the Hong Kong Economic History Database constructed by the Hong Kong Institute for Monetary and Financial Research, the research arm of the Hong Kong Academy of Finance, on its website (<https://www.aof.org.hk/research/HKIMR/publications-and-research/open-api>).

Corporate Functions

Hong Kong Financial Literacy Championship

To promote financial literacy among secondary school students, the HKMA co-organised the “Hong Kong Financial Literacy Championship” with various stakeholders. In 2025, the Championship was awarded the “Highest Student Participation Award” by the Education Bureau’s Business-School Partnership Programme, underscoring its growing influence.

The Championship featured two components. The first was an online quiz testing students’ knowledge of money management and current financial issues, which achieved a record participation of 19,801 students in 2025. The second was the Young Financial Talent Runway, a mentorship initiative that paired seasoned professionals from diverse fields with students to tackle a Design Thinking Challenge covering fintech, artificial intelligence and financial innovation.

Education board games

We continued to leverage our award-winning financial education board game “\$mart Money Management 321” to promote financial learning among the youth. We conducted trial workshops in community centres and primary schools, alongside a train-the-trainer session to equip secondary school teachers with the tools to integrate the game into the new “Citizenship, Economics and Society” curriculum for junior secondary students. Altogether, we delivered 33 workshops, reaching more than 3,000 students, parents, teachers and social workers in 2025.



Students benefit from the mentorship experience while tackling the Design Thinking Challenge as part of the Young Financial Talent Runway



Engaging activities to promote the financial education board game to teachers, kids and parents



**HKSDA 2025
SILVER
CORPORATE**

The “\$mart Money Management 321” board game receives both international and local design awards

Meanwhile, we continued to support the work of the Investor and Financial Education Council in promoting financial literacy and financial capacity in Hong Kong.

Corporate Functions

Public education seminar for secondary school students

In 2025, we organised a webinar for more than 800 students and teachers from 43 secondary schools to introduce the work of the HKMA, general monetary and banking concepts, new developments in the banking industry, and career opportunities within it.

Promotion of electronic lai-see and good-as-new banknotes

To support digital payments and promote a greener lifestyle, we encouraged the use of electronic lai-see and good-as-new banknotes for physical lai-see during Chinese New Year through social media and radio.



Financial disclosure

To maintain a high level of transparency, the HKMA adopts international standards in financial disclosure wherever applicable to central banking operations. These include the Special Data Dissemination Standard of the International Monetary Fund and the Hong Kong Financial Reporting Standards, in accordance with which the Exchange Fund's financial statements are prepared and presented. The HKMA also provides detailed disclosures and thorough analyses of budgetary and expenditure information in its *Annual Report*.

Accountability and controls

Risk management

One of the HKMA's most important tasks is to manage risks to the monetary and banking systems. Risk management is undertaken both at a working level in day-to-day operations, and at a higher level through strategic planning.

Two high-level committees, the Macro Surveillance Committee and the Risk Committee, operate under the HKMA's risk management framework. Both are chaired by the Chief Executive of the HKMA.

The terms of reference of the Macro Surveillance Committee are to:

- identify potential risks and threats to the monetary and financial system in Hong Kong and discuss possible measures to address such risks;
- review existing measures for managing risks in the monetary and financial system to identify possible gaps and ensure the adequacy of these measures; and
- encourage cross-departmental sharing of relevant information on macro surveillance with a view to enhancing the macro surveillance capability of the HKMA.

The terms of reference of the Risk Committee are to:

- identify potential risks and threats to the organisation and devise strategies to reduce the impact of such events;
- review the existing system for managing risks across different departments to identify possible gaps and significant risks and ensure the adequacy of measures to address them;
- harmonise the criteria and methods of risk measurement and prioritise the management of known risks to resources; and
- encourage a stronger risk management culture institutionally that promotes proper levels of authorisation and controls.

Corporate Functions

The HKMA maintains a robust risk management framework that addresses organisational risks at two levels: the entity level and the department level. Entity-level risks primarily relate to issues affecting the entire organisation over the medium term or those requiring a cross-departmental response. Department-level risks, including potential or emerging risks identified by business units, along with the adequacy of control measures and mitigating strategies, are reviewed and reported every quarter. This is supplemented by a top-down approach to manage entity-level risks, in which senior colleagues heading different business units actively identify risks of wider impact and propose mitigating measures. The Risk Committee discusses these assessments and determines appropriate follow-up actions.

Internal audit

The Internal Audit Division (IAD) reports functionally to the Audit Sub-Committee of the Exchange Fund Advisory Committee (EFAC), and administratively to the Chief Executive of the HKMA. Adopting a risk-based approach, the IAD conducts operational and information system audits to review areas of significant risk. In 2025, the IAD conducted 29 audits on reserves management, banking supervisory activities, monetary and financial development, information technology, and other corporate functions of the HKMA. These audits confirmed that adequate and effective control systems were in place to manage risks arising from the HKMA's operations. The IAD also advises on governance and controls for major projects and new business initiatives. It provides regular risk updates to the Risk Committee, and reports the progress of audits and key internal control matters to the Audit Sub-Committee and senior executives every quarter.

Budgeting and financial controls

In drawing up the annual budget, the HKMA follows a disciplined approach that takes into account its ongoing operations and strategic development, as set out in its Three-Year Plan approved by the Financial Secretary on the advice of EFAC. The budget process requires departments to assess their needs for the coming year and to review the possibility of making savings in staffing and expenditure by critically assessing the value and cost-effectiveness of their existing services and delivery methods. The Finance Division scrutinises all budget requests and discusses them with individual departments before submitting a consolidated draft budget for further review by senior management. The Governance Sub-Committee (GSC) of EFAC then deliberates on the proposed budget and recommends any changes it considers necessary, before sending the proposed budget through EFAC to the Financial Secretary for approval.

All expenditure items are subject to stringent financial controls that are governed by detailed procurement rules and guidelines. Compliance with these guidelines is subject to internal audit, and is also reviewed by independent auditors during the annual audit of the Exchange Fund. Expenses are analysed and reported to senior management regularly. The administrative expenditure in 2025 and the budgeted expenditure for core activities in 2025 and 2026 are shown in Table 2.

Table 3 shows other expenses that are not related directly to the HKMA's own operations. During 2025, we provided financial support (including support for premises and administrative costs) to international organisations whose presence in Hong Kong enhances the city's status as an international financial centre, as well as to certain regional bodies dedicated to setting global standards and promoting regulatory co-operation. We allocated funds to promote the healthy development and diversification of Hong Kong's capital markets, including through supporting green and sustainable finance, and fintech adoption. We also provided funding for financial infrastructure development (including spending to support the enhancement and daily operation of payment and settlement systems, such as the Faster Payment System) to enable Hong Kong's financial markets to function efficiently and securely.

Corporate Functions

Table 2 Administrative expenditure

HK\$ million	2025 Budget	2025 Actual	2026 Budget
Staff costs	2,043		2,093
Salaries and other staff costs		1,776	
Retirement benefit costs		142	
Premises expenses			
Rental expenses	96	96	93
Other premises expenses (including management fees and utility charges)	118	107	116
General operating costs			
Maintenance of office and computer equipment	288	268	320
Financial information and communication services (including trading, dealing terminals and data link charges)	119	94	110
External relations (including international meetings)	98	61	96
Public education and publicity	52	26	52
Professional, consulting and other services	198	127	155
Training	26	8	22
Others	36	19	31
Total administrative expenditure	3,074	2,724	3,088

Table 3 Additional expenses

HK\$ million	2025 Budget	2025 Actual	2026 Budget
Financial support to international financial organisations	63	63	81
Financial support to the Hong Kong Academy of Finance and the Hong Kong Institute for Monetary and Financial Research	114	74	108
Funding to promote the development of Hong Kong's capital markets	155	118	135
Service fees for financial infrastructure	222	119	239

Staff conduct and discipline

The HKMA places great importance on the integrity and conduct of its staff, expecting them to uphold exemplary standards of personal conduct and integrity while acting in the best interests of the organisation. The HKMA Code of Conduct provides guidance to staff on their ethical and legal responsibilities. We make dedicated efforts to remind staff of our conduct-related rules and regulations, including issuing email alerts to raise staff awareness of important conduct issues in areas such as the avoidance of conflicts of interest, prevention of corruption, personal data protection and anti-discrimination practices. Staff are required to take regular online tests to deepen their understanding of relevant policies, rules and regulations. The scope of the online tests was expanded in 2025 to cover topics including data governance and information technology security, with the aim of strengthening staff's understanding of important topics.

Corporate Functions

Efficiency

Information technology

The Information Technology (IT) Division supports the safe and efficient operation of the HKMA by maintaining a reliable, secure and resilient IT operational environment. In 2025, all our critical systems maintained full operational uptime, enabling the continuous functioning of all essential business processes.

Meanwhile, the IT Division continued to accelerate the adoption of digital technology including artificial intelligence across the organisation. We expanded with proper guardrails the range of artificial intelligence tools available in-house, including solutions for data analysis, knowledge discovery, workflow automation, document handling, and other day-to-day operational tasks. These tools were integrated into workflows through close collaboration between technology teams and business users, and their usage was governed by a strengthened framework that includes clear usage guidance, defined approval processes, and ongoing monitoring, to ensure the safe and responsible use of the tools.

In 2025, we broadened the scope of the Common Submission Platform (CSP) beyond banking returns and surveys. This expansion has improved data quality control and enabled more comprehensive market monitoring. We also expanded the CSP's capability to incorporate new e-signature solution.

Furthermore, we improved the employee experience by revamping corporate service applications and building a unified collaboration suite that seamlessly integrates disparate applications and data sources, thereby enabling our staff to work and collaborate more efficiently. We also stepped up support for remote collaboration by improving staff access to corporate applications on mobile phones and tablets. These transformations lay a robust foundation for future innovations.

In 2025, we prioritised the strengthening of our IT infrastructure and cybersecurity resilience. We have reviewed and enhanced our framework for managing risks arising from third-party service providers, aligning it with international standards. Key cybersecurity milestones in 2025 included further strengthening identity governance and administration to tighten identity lifecycle management and access controls; the deployment of an enhanced continuous monitoring system for the timely detection and remediation of cyber vulnerabilities; and wider deployment of privileged access management to increase the security of privileged account credentials.

To cultivate a strong security-conscious culture, we provided IT staff and other colleagues with regular trainings to enhance their cybersecurity knowledge and introduce practical measures they could adopt to protect the organisation from cyber threats. We also made efforts to improve our preparedness for cyberattacks by conducting regular technical system drills and participating in external cybersecurity exercises.



Mr Howard Lee (left), Deputy Chief Executive, gives a keynote speech at the Artificial Intelligence Developer Day

Corporate Functions

Administration

The HKMA periodically assesses its corporate resources, such as available workspace, to ensure they align with our operational requirements. Robust office security measures, including access controls, surveillance system and on-site security personnel, are in place to safeguard the premises, staff and assets. We are part-way through a multi-year project to implement an electronic record-keeping system for transitioning the records classification scheme from paper-based to an electronic one. We also promote a green and caring workplace, where more information can be found in the *Sustainable HKMA* chapter of our *Sustainability Report 2025*.

Legal support

The Office of the General Counsel (OGC) provides legal advice to the HKMA on all aspects of its functions. In 2025, the OGC worked alongside other HKMA departments on a range of matters. These included the investment management of the Exchange Fund; the commencement of the pilot phase of Project Ensemble; the facilitation of the Government's digital green bond issuance; the review of tokenisation initiatives, including tokenised deposits; the implementation of the Basel standards for cryptoasset exposures; and the preparation and implementation of legislation including the Stablecoins Ordinance, the amendment of the Banking Ordinance, and the Protection of Critical Infrastructures (Computer Systems) Ordinance.

OGC lawyers also provide legal support for the HKMA's participation in international working groups, and respond to consultations on legislative proposals and other matters which may affect the functions and operations of the HKMA.

Settlement services

The Settlement Section provides reliable and efficient operational support to the HKMA's reserves management, monetary operations and other initiatives. In 2025, the Settlement Section continued to maintain a high level of operational resilience and efficiency to meet ongoing and new settlement service demands through implementation of a new Investment Management Platform and a new Management Information Reporting system.

Professional workforce

Establishment and strength

The HKMA recruits, develops and maintains a highly professional workforce to support its policy objectives and to respond in an agile manner to changing work priorities. In 2026, we will maintain the same establishment as in 2025, i.e. at 1,133, even as we continue to deliver new initiatives and tackle increasing workload. Resource needs will be met through internal redeployment and efficiency savings.

Table 4 provides a breakdown of the establishment and strength of the HKMA.

Corporate Functions

Table 4 Establishment and strength of the HKMA on 1 January 2026

Department	Functions	Senior staff		Others	
		Establishment	Strength	Establishment	Strength
Senior Executives' Office	Top management of the HKMA	4	4	9	9
Banking Conduct	To take charge of payment systems oversight, licensing, and all supervisory and development functions relating to the business conduct of authorized institutions (AIs)	1	1	99	98
Banking Policy	To formulate supervisory policies for promoting the safety and soundness of the banking sector, enhance the capacity building of industry practitioners, and take charge of the deposit protection function	1	1	52	51
Banking Supervision	To supervise operations of AIs	1	1	204	195
Enforcement and Anti-Money Laundering	To investigate and, where appropriate, take enforcement action under relevant ordinances, supervise anti-money laundering and counter-terrorist financing systems, and handle complaints	1	1	110	109
Exchange Fund Investment Office	To manage reserves in line with established guidelines to achieve investment returns and enhance the quality of returns by diversifying investments into different markets and asset types	1	1	120	105
Risk and Compliance ^a	To oversee all risk-generating activities, including investment risks and non-investment-related corporate risks of the HKMA	1	1	44	40
External	To develop and promote Hong Kong as an international financial centre, foster regional monetary co-operation through participation in the international central banking and financial community, and promote the development of financial markets	1	1	69	64
Financial Infrastructure	To develop and enhance financial market infrastructure for maintaining and strengthening Hong Kong's status as an international financial centre	1	1	21	21
Monetary Management	To maintain financial and monetary stability through macro-financial surveillance and monitoring of market operations, license and supervise stored value facilities, designate and oversee important retail payment systems, develop thought leadership and implement policies in digital finance including regulatory regime for stablecoin issuers, take charge of the settlement function, and ensure an adequate supply of banknotes and coins	1	1	97	96
Research	To conduct research and analyses on economic and financial market developments in Hong Kong and other economies	1	1	44	42
Office of the General Counsel	To provide in-house legal support and advice	1	1	30	29
Corporate Services	To provide support in the form of administration, finance, human resources, information technology and secretariat services; handle media and community relations; and provide consumer education	1	1	192	176
Internal Audit Division	To evaluate and advise on the adequacy and effectiveness of the HKMA's governance, risk management and control processes	0	0	10	10
Resolution Office	To establish resolution standards, contribute to international resolution policy development, undertake local and cross-border resolution planning, develop operational capabilities to implement resolution, and execute the orderly resolution of a failing AI or a cross-sectoral group if needed	0	0	16	11
Total		16	16	1,117	1,056

a. Staff members overseeing investment risks are part of the Exchange Fund Investment Office set-up. For presentational reasons, they are grouped under the Risk and Compliance Department.

Corporate Functions

HKMA's core values

The HKMA is committed to promoting a sound corporate culture that underpins the effective delivery of its key missions: safeguarding financial and monetary stability, as well as strengthening Hong Kong's status as an international financial centre.

The core values of the HKMA are:



Integrity

We act with honesty, probity and impartiality



Professionalism

We pursue professional excellence, intelligent enquiry, innovation and continuous improvements



Collaboration

We respect and value our people and promote diversity of views and teamwork

Remuneration policies

The Financial Secretary determines the pay and conditions of service for HKMA staff on the advice of the GSC through EFAC, taking into account prevailing market rates and practices. Remuneration comprises a total cash package and a provident fund scheme, with minimal benefits in kind.

The cash package consists of monthly fixed pay (or basic pay) and variable pay that may be awarded to individual staff members as a lump sum once a year, depending on performance.

Pay for HKMA staff is reviewed annually by the Financial Secretary in light of recommendations made to him by the GSC, taking into account the GSC's assessment of the performance of the HKMA in the preceding year, findings of the pay surveys of the financial sector conducted by independent human resources consultants, and any other relevant factors. Special pay adjustments may be made from time to time to reward individual meritorious staff members and to maintain the competitiveness of their pay.

Any approved annual adjustments to fixed pay and any variable pay are awarded to individual staff members based on their performance. Investment staff members are subject to a variable pay system that seeks to strengthen the link between their investment performance and remuneration award. The pay adjustments and awards for individual staff members at the ranks of Executive Director and above are separately discussed and approved by the Financial Secretary on the advice of the GSC. The staff members concerned are not present at the meetings when their pay is discussed. Pay adjustments and awards for individual staff members at the ranks of Division Head and below are determined by the Chief Executive of the HKMA under delegated authority from the Financial Secretary.

Remuneration of senior staff members

The remuneration packages of senior staff members in 2025 are shown in Table 5.

Table 5 Remuneration packages of senior staff members in 2025^a

	Chief Executive	Deputy Chief Executive (average)	Executive Director (average)
Number of staff members ^b	1	3	14
(HK\$'000)			
Annualised pay			
Fixed pay	7,400	6,482	4,232
Variable pay	2,172	2,045	1,111
Other benefits ^c	911	730	538

- a. Except for annual leave accrued, the actual remuneration received by staff members who did not serve out a full year is annualised for the purpose of calculating the average annual package for the rank.
- b. The number of staff members in this table includes those who did not serve out a full year. The senior staff members include the Chief Executive Officer of the Hong Kong Mortgage Corporation Limited and the Deputy Chief Executive Officer of the Exchange Fund Investment Office.
- c. Other benefits include provident funds or gratuity (as the case may be), medical and life insurance, and annual leave accrued during the year. The provision of these benefits varies among senior staff members, depending on individual terms of service.

Corporate Functions

Staff development

The HKMA places a high priority on developing staff capabilities to cater for both the organisation's needs and staff's own development, which in turn enhances their ability to adapt to new challenges. A structured training curriculum tailored to the respective ranks of staff is established. Considerable efforts are devoted to training each staff member's vertical (job-specific) and horizontal (general) skills according to identified individual and organisational needs. We organised thematic talks on key work priorities and emerging trends for our staff, including topics such as "Fintech 2030", sustainable investment and renminbi internationalisation, to keep them abreast of the latest financial developments. We organised leadership training for senior staff to equip them with skills and insights for leading the organisation effectively. Additionally, we organised study trips to enhance staff members' understanding of the latest development in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA).



A workshop on assertive communication for general staff



A workshop on impactful presentation for senior managers



A workshop on crucial conversation in performance review for division heads



Study trips to GBA for managers

Corporate Functions

2025 Training Days: 4,407

- 3,225 days on vertical training
 - 1,182 days on horizontal training
- Average: **4.1** training days per staff

The HKMA's Continuous Capacity Development Programme aims to foster a culture of continuous learning and strengthen the competencies of its staff. We operate a training sponsorship scheme that supports staff members pursuing studies relevant to the HKMA's work, and reimburses membership fees for relevant professional bodies that support their work in the HKMA and professional development.

To enhance work exposure and promote cross-fertilisation of skills, we encourage staff members to rotate across different job areas, including postings to the HKMA's New York Representative Office and secondments to HKMA-related organisations, such as the Hong Kong Deposit Protection Board, Hong Kong FMI Services Limited and the Hong Kong Academy of Finance, and other regulatory authorities or the Government. We also arrange secondments to international organisations and peer regulatory authorities both in the Chinese Mainland and overseas to foster cross-border collaboration and knowledge exchange.

Opportunities for graduates and students to join the HKMA

Manager Trainee and Graduate Economist Programmes

The HKMA runs two trainee programmes designed to create a pool of young talents with sharp analytical minds, strong communication skills, high leadership potential, and good team spirit, who wish to pursue long-term careers in central banking: the Manager Trainee (MT) Programme and the Graduate Economist (GE) Programme. Each programme lasts for two years.

The MT Programme prepares young talents interested in central banking work for future key management roles within the HKMA, contributing to the financial stability and prosperity of Hong Kong. Each MT undergoes on-the-job training in two or three departments where they acquire hands-on experience in some of the HKMA's most important functions. The GE Programme, on the other hand, offers young graduates interested in economic research the opportunity to apply their research skills and contribute to the process of policy formulation in two or three departments.

Both programmes provide an all-round career development environment for trainees. Apart from receiving on-the-job training, the MTs and GEs also attend courses or briefings related to central banking, and participate in mentorship and buddy programmes, international events, special research projects and internal staff events. Upon successful completion of their programmes, MTs are offered appointments as Managers and GEs as Economists within the HKMA.

Career Prospects



Corporate Functions

Assistant Managers

Assistant Managers (AMs) are an important backbone of the HKMA's body of professional staff. Most AMs work in the banking departments, helping to preserve the safety and stability of Hong Kong's banking system. A small number of AMs work in other functional areas, where they provide analytical support and other forms of assistance. The AM position is a good career starting point for young graduates with a keen interest in banking supervision and regulatory work.



MTs and GEs at a career networking session

Internship programmes

We run summer and winter internship programmes for undergraduates, designed to equip them with practical work experience and insights into the roles of a central bank. The programmes include talks and visits that provide interns with an in-depth understanding of the functions and work of the HKMA.



An overseas central banking course for MTs and GEs



MTs and GEs chat with senior executives



A familiarisation talk on fintech for summer interns