HKRSA

BI-MONTHLY NEWS AND UPDATE
September 2026

LIMELIGHTER

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IN THIS ISSUE

LimeLighter Insights

Your Wellbeing Portfolio: Investing in Your Health for a Greater Career and Retirement

In busy Hong Kong, we often think of wellbeing as just exercise or the occasional day off. But a big change is happening. Smart companies now see their employees' overall health as their most important asset—key to success, keeping great staff, and helping them move happily into retirement.

We asked **Dr. Min Su**,, a doctor who specialises in using data to improve health, to explain this shift in simple terms. She compares looking after your wellbeing to managing a financial portfolio — it's about smart, long-term investment.

Q: Dr. Su, you've seen a big shift in how companies approach employee wellbeing. How are they changing their approach?

A: Before, companies just counted sick days. Now, they see health as the whole picture: your mind, body, social life, and even your finances are all connected. If you're stressed and tired, it affects your work, your spending, and your family.

Hong Kong staff are famously stressed and work long hours. Data shows these problems are linked. So, leading companies now measure things like stress levels, work-life balance, and a sense of connection at work. They're investing in real support, like making sure people can truly log off after work, or offering help for employees who are also caring for elderly parents.

Q: That makes sense. How can companies help people prepare for retirement in a way that supports their mental and physical health too?

A: Retiring shouldn't be like slamming on the brakes. Stopping work suddenly can be a shock to your system. The best time to start preparing is 5 to 10 years before you plan to retire.

The most helpful thing a company can do is offer a gradual transition. This could mean part-time work or a mentor role in the last few years. Companies should also run pre-retirement workshops that aren't just about money. They need to cover how to stay socially connected, find new purpose, and plan for staying physically active. This helps the employee stay healthy and happy, and it helps the company keep their valuable experience longer.

Q: You mentioned data earlier. How do companies actually know if their wellbeing spending is worth it?

A: We show management the numbers that matter. It's not about how many people join a yoga class. We track:

- **Are people getting healthier?** We see if fewer people are in high-risk groups for health problems.
- **Are employees more satisfied?** We link wellbeing scores with how happy employees feel about their jobs.
- **Are we keeping our best people?** We check if departments that support wellbeing better have fewer staff quitting.

In a competitive job market like Hong Kong, keeping one experienced employee from leaving can save much more money than a wellbeing programme costs.

Q: You've worked on digital health solutions. What's the next big tech tool for wellbeing at work?

A: The future is personalised and private tech that serves as an employee companion which gives them helpful hints. Think of an app that notices (with your permission) that your sleep has been poor and your calendar is packed. It wouldn't just say "sleep more." It might suggest a 5-minute breathing exercise, remind you to take a break, or prompt a chat with your manager about workload. It's like having a friendly, smart coach that helps you make better daily choices for your health.

Q: Finally, what's one simple thing a company can do right now to start building a healthier culture?

A: My top evidence-based tip is this: Train managers to have regular, casual "Wellbeing Check-Ins" with their team members. These chats are separate from work reviews and just focus on how the person is doing.

Research shows this one action builds huge trust. When employees feel their boss genuinely cares, their stress goes down and their energy and loyalty go up. Companies will see less burnout, fewer unexpected sick days, and stronger teams. It's the simplest, most powerful way to start building a healthier culture in Hong Kong's fast-paced environment.

We'd like to thank Dr. Min Su for generously sharing her expertise and practical wisdom. Her insights remind us that wellbeing is not just about exercise or days off — it's a strategic investment that benefits both employees and the organisations that support them.

健康投資組合：為精彩職涯與退休生活做好準備

在香港這個步伐急速的城市，我們常常將健康福祉簡單地理解為做運動，或者偶爾放一天假。但一場重大變革正在發生。有遠見的企業現在將員工的整體健康視為最重要的資產 — 這是企業成功的關鍵、留住優秀人才的要訣，也是幫助員工愉快邁向退休的基礎。

我們邀請了 **Dr. Min Su** — 一位專門運用數據改善健康的醫生 — 以淺顯易懂的方式為我們剖析這個轉變。她將照顧個人健康比作管理投資組合 — 關鍵在於精明、長期的投資

問：Dr. Su，您觀察到企業在對待員工健康的方法上出現了重大轉變。他們是如何改變做法的？

答：以往，企業只會計算病假天數。如今，它們將健康視為一個整體：你的思想、身體、社交生活，甚至財務狀況，全部環環相扣。如果你感到壓力和疲憊，就會影響你的工作、開支，以及家庭關係。

香港員工以壓力大、工時長見稱。數據顯示這些問題是相互關聯的。因此，領先的企業現在開始量度壓力水平、工作與生活平衡，以及職場上的歸屬感。它們正在投資於真正有意義的支援，例如確保員工下班後能夠真正「斷線」，或者為需要照顧年長父母的員工提供協助。

問：這很有道理。那麼企業可以如何協助員工為退休做好準備，同時兼顧他們的心理和生理健康？

答：退休不應像突然煞車一樣。突然停止工作，對身心來說都是一種衝擊。最佳的準備時間，是在計劃退休前的5 到 10 年。

企業可以做得最有幫助的事，是提供一個漸進式的過渡安排。這可以是退休前數年轉為兼職工作，或擔任導師角色。企業亦應舉辦退休前工作坊，內容不應只談金錢，還要涵蓋如何保持社交聯繫、尋找新的人生目標，以及規劃維持身體活躍的生活方式。這樣既能幫助員工保持身心健康愉快，亦能讓企業更長時間地保留他們的寶貴經驗。

問：您剛才提到了數據。公司實際上要如何知道在健康項目上的開支是否物有所值？

答：我們向管理層展示關鍵的數據。重點不在於有多少人參加了瑜伽班。我們追蹤的是：

- **員工是否變得更健康？** 我們會觀察處於高健康風險群組的人數是否減少。
- **員工的滿意度是否有所提升？** 我們會將健康評分與員工對工作的滿意度進行關聯分析。
- **我們能否留住最優秀的人才？** 我們會核實較重視與支援員工健康的部門，其員工離職率是否較低。

在香港這個競爭激烈的就業市場，成功留住一位資深員工所節省的成本，遠比一個健康計劃的開支為多。

問：您曾參與數碼健康解決方案的開發。下一波職場健康科技的重大工具會是什麼？

答：未來趨勢是個人化且具隱私保障的科技，作為員工的「數位夥伴」，為他們提供實用的提示。想像一下，有一個應用程式（在得到你的許可下）發現你的睡眠質素欠佳，而且日程排得滿滿的。它不會只說「多睡一點」。它可能會建議你做五分鐘的呼吸練習、提醒你稍作休息，或者提示你與主管討論工作量。這就像擁有一位友善、聰明的教練，幫助你每天為健康作出更好的選擇。

問：最後，企業現在可以立即採取哪一項簡單措施，開始建立更健康的職場文化？

答：我最推薦且有實證支持的建議是：培訓主管定期與團隊成員進行輕鬆的「健康關懷交談」（Wellbeing Check-Ins）。這些交流獨立於工作考核之外，純粹關注員工近期的個人狀態。

研究顯示，這一個簡單行動能建立巨大的信任。當員工感受到上司是真正關心自己時，他們的壓力便會下降，活力和忠誠度則會提升。企業將會看到更少的職業倦怠、更少的突發病假，以及更強大的團隊。這是在香港節奏急促的環境中，建立更健康文化最簡單、最有效的方法。

我們衷心感謝 Dr. Min Su 慷慨分享她的專業知識與實用智慧。她的見解提醒了我們，健康不單是運動或放假 — 這是一項策略性投資，能同時讓員工與支持他們的企業雙雙獲益。

From Ageing in Place to Continuum of Care
從居家安老到持續照顧

HR Roundtable Workgroup visit to The Tanner Hill on 14th July 2026

A heartfelt thank you to Ms Kelly Cheung of the Hong Kong Housing Society for coordinating the visit, and to Principal Ms Winny Fung for her insightful presentation and guided tour.

We were delighted to have over 20 HR professionals from diverse companies join us in this enriching experience, fostering dialogue on retirement, employee benefits, and elderly care.

The Tanner Hill is a premium senior housing project under the Hong Kong Housing Society. Completed in 2015, the development comprises three blocks offering a total of 588 units. Designed and built around five key pillars of ‘**Enjoying with Friends**’, ‘**Health is Happiness**’, ‘**Financial Independence**’, ‘**Better Family Relationship**’, and ‘**Worry-free Living**’, it provides a quality retirement lifestyle for tenants to enjoy a positive, active, cheerful and carefree life.

The New Longevity Mindset: Rethinking Retirement for a Longer Life

EVENT SUMMARY – Webinar 20th August 2026 (Manulife)

As people in Hong Kong live longer, expectations for retirement are evolving. Increasingly, retirement success is being defined not by leaving wealth behind, but by the ability to maintain independence, stay in control of personal choices, and avoid burdening family members. Yet significant gaps remain in retirement readiness. Our latest research reveals that Hong Kong residents expect to face 14 years of care dependency in later life and 17 years of financial dependency—the latter being the highest among markets surveyed in Asia. These findings underscore the urgent need for starting retirement planning early.

This webinar explored how increasing longevity is reshaping retirement planning across Asia and Hong Kong, drawing on findings from Manulife's latest Asia Care Survey. The session examined emerging trends in retirement readiness, including extended periods of financial dependency, evolving attitudes toward retirement, and the growing desire for financial independence and self-sufficiency. Discussions highlighted the importance of building sustainable retirement income through diversified investment strategies and strengthening both health and wealth capital to support a more resilient future. The value of early retirement planning, family conversations, and professional financial advice help individuals achieve greater confidence, preparedness, and quality of life in later years.

香港市民愈來愈重視退休後維持獨立自主，不成為家人負擔，但在健康管理、退休規劃及財務準備方面仍存在明顯落差。調查指出，港人預期晚年將有約**14年**需要照顧支援，更預計有長達**17年處於財務依賴期**，為亞洲受訪市場之冠，反映及早規劃的重要性。

本次研討會以宏利最新調查結果為基礎，探討長壽時代如何重塑亞洲及香港的退休部署。研討會探討新世代的退休準備，包括更長久的財務依賴期、退休觀念的轉變，以及市場對財務自主和自給自足日益增長的追求。會上亦深入討論如何透過多元化投資策略建立可持續的退休收入來源，同步提升健康資本與財財務資本，以增強面對未來的挑戰。及早規劃退休、與家人展開溝通，以及尋求專業理財意見，亦有助更有自信地為退休生活作好準備及提升生活質素。

Presentation | Video

How AI Will Shape the Financial Industry: Opportunities and Challenges

EVENT SUMMARY – Webinar 3rd August 2026 (Franklin Templeton)

Artificial Intelligence (AI) is rapidly becoming foundational infrastructure for financial services. As information becomes increasingly abundant, the ability to transform information into insight may emerge as one of the industry's most important sources of competitive advantage in the years ahead.

In a thought-provoking conversation, Ruby Fung and William Chang shared perspectives on how AI is reshaping the financial services industry, from investment research and portfolio management to compliance and client engagement. They explored how AI enables firms to scale analysis, enhance productivity and support more informed decision-making.

A central theme throughout the discussion was that while AI is expanding access to information and accelerating analytical capabilities, differentiated insight remains a lasting source of value. As technology plays a greater role in processing and synthesizing information, human judgement, experience and the ability to connect ideas across markets and industries become increasingly important.

The session also highlighted the importance of data quality, governance, transparency and trust as organizations embrace AI. The discussion reinforced a compelling takeaway: while AI is transforming how work gets done, the firms best positioned for the future may be those that successfully combine technological innovation with human expertise. We thank Ruby and William for sharing their valuable perspectives, and all participants for contributing to an engaging discussion on the future of financial services.

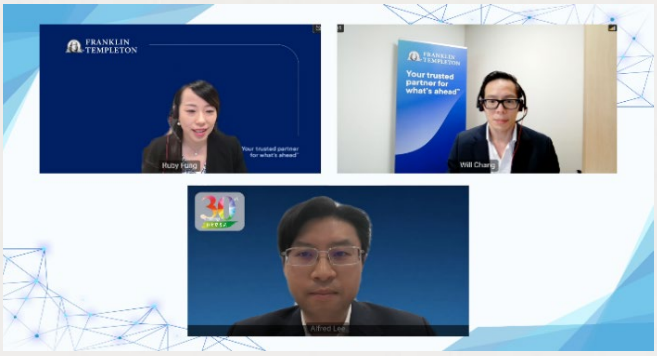
人工智能正逐步成為金融服務業不可或缺的核心能力。隨著資訊量持續增長，市場變化步伐愈來愈快，如何將大量資訊轉化為更具前瞻性的投資觀點，有機會成為未來金融機構最關鍵的競爭優勢之一。

在是次討論中，Ruby Fung 與 William Chang 分享了他們對人工智能如何重塑金融服務業的看法，涵蓋投資研究、投資組合管理、合規監管，以及客戶互動等多個範疇。他們探討人工智能如何協助機構更有效整合資訊，提升營運效率，並為決策提供更全面的視角。

討論亦帶出一項重要觀點：當人工智能愈來愈擅長處理資訊，真正的競爭優勢或許不再來自掌握更多資訊，而是來自更精準的判斷力，以及從複雜資訊中識別關鍵訊息的能力。隨著科技不斷提升資訊分析和整合能力，人類的經驗、專業知識，以及連繫不同市場和產業趨勢的能力，反而變得更加重要。

研討會亦探討了企業推動人工智能應用時需要重點關注的議題，包括數據質素、管治框架、透明度及信任。是次討論再次印證，隨著人工智能逐步融入金融服務業各個環節，未來能夠脫穎而出的機構，將會是那些善於結合科技創新與人類專業知識的企業。我們衷心感謝 Ruby 與 William 的精彩分享，亦感謝各位參加者積極參與討論，共同探討金融服務業未來發展的機遇與挑戰。

Presentation | **Video**



Rethinking core equity – in search of investment alpha

EVENT SUMMARY – Webinar 22nd July 2026 (Wellington Management)

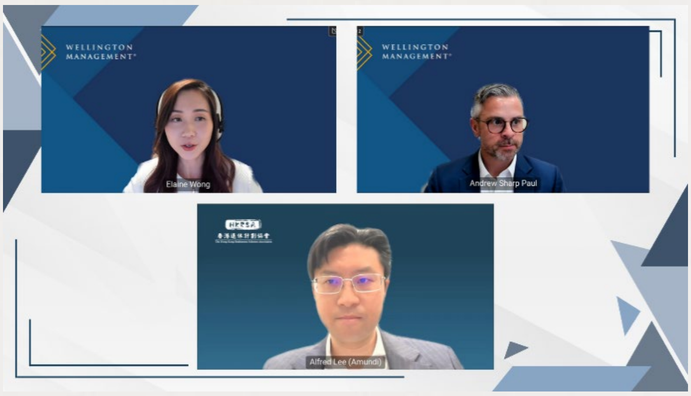
Today's equity landscape is shaped by concentrated index leadership, shifting factor regimes, and evolving client preferences between passive, quantitative, and fundamental approaches. In this session, Andrew had shared a practical framework for identifying where active management can still add value, and how investors can unlock those opportunities through more deliberate portfolio design. We will discuss how "core equity" is being rethought, why blending styles can improve portfolio resilience, and how portfolio construction tools and techniques can help allocate active risk more effectively, while remaining mindful of governance and implementation constraints.

The webinar was co-organized by the Hong Kong Retirement Schemes Association and Wellington Management. After the opening remarks by Wellington Management representative Ms. Elaine Wong, keynote speakers from Wellington Management, Mr. Andrew Sharp-Paul, shared valuable insights on respective topics. During the Q&A session, Ms. Elaine WONG posed audience questions for the speaker to address. Finally, Mr. Alfred Lee delivered closing remarks to conclude the meeting.

今日的股票市場格局，受到指數集中領漲、因子輪動轉換，以及客戶在被動式、量化與基本面策略之間偏好變遷所形塑。在本次會議中，Andrew 分享了一套實用架構，用以辨識主動式管理仍能創造價值之處，以及投資人如何透過更審慎的投資組合設計來發掘這些機會。我們將探討「核心股票」如何被重新思考、為何融合不同風格能提升投資組合的韌性，以及投資組合建構工具與技術如何協助更有效地配置主動風險，同時兼顧治理與執行面上的限制。

香港退休計劃協會與威靈頓投資管理合辦的網路研討會已圓滿結束。繼威靈頓投資管理代表Elaine Wong女士作歡迎辭後，再由威靈頓投資管理主講嘉賓Andrew Sharp-Paul先生就以上主題分享了寶貴的見解後,在問答環節為參與者提出問題與主講嘉賓作出適切回答，最後本會代表Alfred Lee先生以致謝辭結束本次會議。

Presentation | Video



AI and the future of financial services: Unlocking value while preserving trust

EVENT SUMMARY – Webinar 8th July 2026 (Fidelity International)

The webinar was co-organized by the Hong Kong Retirement Schemes Association and Fidelity International. After the opening remarks by HKRSA representative Mr. Vincent Chow, keynote speakers from Fidelity International, Mr. David Mundy shared valuable insights on their respective topics. During the Q&A session, Mr. Vincent Chow posed audience questions for the speaker to address. Finally, Mr. Vincent Chow delivered closing remarks to conclude the meeting.

The session was intended to explore how AI is reshaping the financial services value chain, focusing on key touchpoints across the client lifecycle - from fund selection and content to client relationship management, while emphasising the importance of maintaining trust. It will examine how AI supports investment decisions alongside human judgement, enhancing insight and consistency rather than replacing accountability.

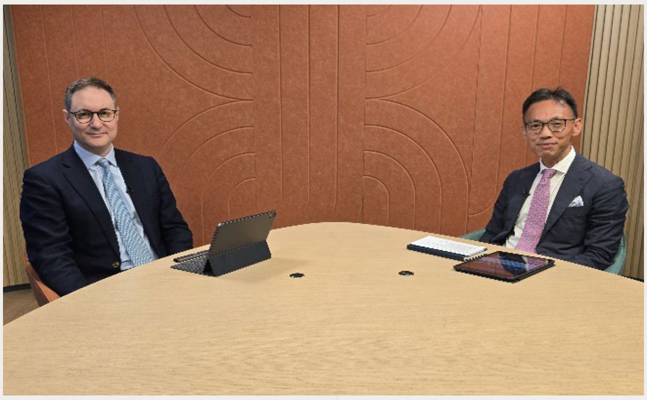
The discussion also addressed adoption trends, including the growing role of women in wealth management and the relatively low uptake of AI. Ultimately, the session will highlight how effective AI use hinges on disciplined application, governance, and its ability to deliver consistent and reliable outcomes.

這場網路研討會由香港退休計劃協會與富達國際共同主辦。繼本會代表周文堅先生作歡迎辭後，再由富達國際主講嘉賓David Mundy先生就以上主題分享了寶貴的見解後, 主持人周文堅先生在問答環節為參與者提出問題與主講嘉賓作出適切回答, 最後主持人以致謝辭結束本次會議！

本網路研討會旨在探討人工智慧如何重塑金融服務價值鏈，重點聚焦於客戶生命週期中的關鍵接觸點——從基金選擇、內容提供，到客戶關係管理，同時強調維持信任的重要性。會中將檢視人工智慧如何在投資決策中與人為判斷相輔相成，提升洞察力與一致性，而非取代問責機制。

討論亦涵蓋了採用趨勢，包括女性在財富管理領域日益重要的角色，以及人工智慧整體採用率相對較低的現象。最終，本次會議將強調，人工智慧的有效運用取決於嚴謹的應用、治理機制，以及其能否產出一致且可靠的成果。

Presentation | Video



About HKRSA 關於香港退休計劃協會

Established in 1996, the Hong Kong Retirement Schemes Association (HKRSA) is the leading non-profit, non-political industry voice dedicated to championing sustainable retirement outcomes across Hong Kong. As a trusted bridge between industry leaders, employers, and policymakers, HKRSA drives progress by empowering employers and individuals with essential planning tools, advocating for vital retirement policy enhancements, and sharing cutting-edge market insights across our key platforms, including HKRSA.org.hk and RetireHK.com.

香港退休計劃協會（HKRSA）成立於1996年，是香港領先的非牟利、非政治性行業代表，致力於推動可持續的退休成果。作為業界領袖、僱主與政策制定者之間值得信賴的橋樑，HKRSA透過為僱主及個人提供重要的規劃工具、倡導關鍵的退休政策改進，以及在我們的主要平台包括HKRSA.org.hk及RetireHK.com上分享前沿的市場見解，推動行業持續進步。

This year, we proudly celebrate the 30th anniversary of HKRSA. For three decades, we have been dedicated to guiding our members toward confident and secure retirement planning. We thank you for your trust and look forward to continuing to serve you with excellence and commitment in the years to come.

今年正值HKRSA三十週年誌慶。三十年來，我們始終致力於引導會員開展穩健而安心的退休規劃。衷心感謝各會員一直以來的信任與支持，未來我們將繼續以專業與熱忱，與您攜手共創豐盛安穩的未來。

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Premier Sponsor Column Thematic Article

Amundi

The Silver Horizon: The Social Dimensions of Responsible AI Deployment

責任投資: 人工智能應用在社會層面的考量

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The Changing Priorities of Longevity: Financial Self-reliance Becomes the New Safety Net

長壽時代的優先重點：財務自主能力成安全網

Mirae Global X

Rethinking Retirement Investing: Why AI May Be Essential for Long-Term Wealth Preservation

重新思考退休投資：為何 AI 可能成為長期財富保值的重要一環

UPCOMING EVENTS

HKRSA x Taikang

Topic: 大重構時代的AI雙引擎：港股估值修復與A股產業升級的共振之路
Date: 17th September 2026 (Thursday)
Time: 11:00 – 12:00
Language: Mandarin
Fee: Free
Register Here

HKRSA x Allianz

Topic: AI-Driven Insights for Pension Investment
Date: 29th September 2026 (Tuesday)
Time: 11:00 – 12:00
Language: English
Fee: Free
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