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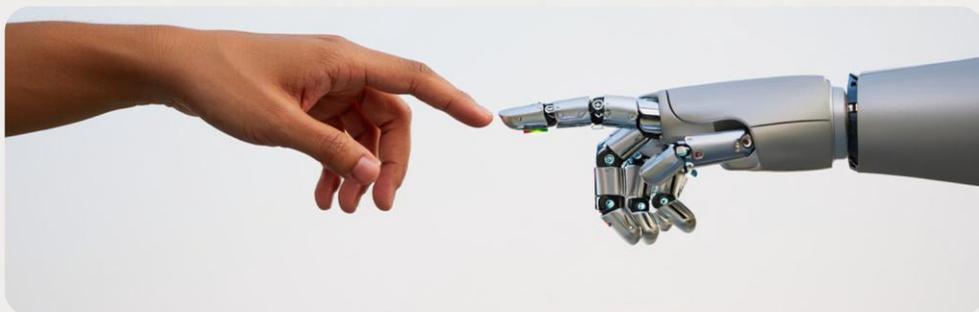
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by BU



HR Roundtable Insights

Humanizing AI: Reimagining HR in the Digital Age

At the HKRSA's 16th HR Roundtable on 4 February 2026, Professor Xu Huang, Chair Professor in Management and Associate Dean (Research & Impact) and Director, Centre for Human Resources Strategy & Development of HK Baptist University shared a compelling, practical vision for integrating AI into HR in ways that strengthen – not replace – human capability.



He emphasised that AI's true value lies in augmenting HR professionals, enabling them to refocus on strategic people leadership, elevate culture, help organization to thrive.

Beyond Automation

Professor Huang opened with a crucial reframe: AI's true value lies in freeing HR professionals from administrative burdens – screening CVs, writing reports, summarising surveys etc. that "AI can handle these tasks well," he emphasised, allowing us to return to the heart of our profession: growing people, growing organisation.

- **The creativity paradox:** While AI excels at refining existing ideas, breakthrough innovation remains uniquely human. A Hong Kong study found that although AI matches average human creative output, the most exceptional ideas still come from people.
- **The bias amplifier:** Left unchecked, AI can magnify human prejudices rather than eliminate them. Algorithms trained on historical data may perpetuate gender, racial, or age-related biases—a design and governance imperative, not merely a technical glitch.

Key Research Insights

Professor Huang shared three pivotal findings from global studies:



- **The human-in-the-loop principle:** Success depends on keeping human judgment central. AI should serve as a co-pilot, not an autonomous pilot, whether in performance feedback, interview analysis, or coaching.

Inspiring Case Studies

Professor Huang brought these concepts to life with compelling U.S. examples:

- **Amazon's intelligent recruiting:** An AI system that generates personalised responses to millions of job inquiries, suggesting alternative positions or locations and transforming a logistical challenge into a talent engagement opportunity.
- **U.S. Army Rangers' predictive edge:** Machine learning applied to a decade of soldier data, including enlistment essays, to decode motivational themes and predict which candidates will thrive in gruelling selection courses—enhancing both selection and retention.
- **Real-time wellbeing monitoring:** Voice analytics in **call centres** that detect employee distress during live calls, alerting supervisors to enable immediate, compassionate intervention before burnout occurs.



The Path Forward

For HR leaders, Professor Huang offered practical advice: **demand transparency in AI tools, invest in prompt engineering training, and build hybrid teams** combining psychological insight with data literacy. Most importantly, he reminded the audience that AI lacks human curiosity and imagination. "AI can mimic, but it cannot imagine like we can. Our responsibility is to steer this technology with human wisdom, ensuring it enhances not just efficiency, but dignity, fairness, and creativity at work."

The session closed with a powerful vision: **AI as HR's most significant collaborative partner — one that allows professionals to focus on the transformational while technology handles the transactional.**



The HKRSA HR Roundtable is a collaborative platform that gathers human resources professionals to share knowledge, tackle challenges, and explore best practices within the HR field. Its primary aim is to foster a strong community of HR peers by facilitating open dialogue and mutual support, helping members navigate the complexities of their profession and grow together.

If you are interested in joining this informative platform, please contact us at events@hkrsa.org.hk. We look forward to welcoming you at our next HR Roundtable meeting!

《人性化 AI：數位時代人力資源的新定位》



我們很榮幸在2026年2月4日邀請到香港浸會大學管理學講座教授及副院長（研究與影響）兼人力資源策略與發展中心主任黃旭教授擔任第十六屆HKRSA人力資源圓桌會議的主講嘉賓。黃教授在會上強調人力資源從業者需重新思考人工智能 — 不是作為人類人才的替代品，而是作為增強人才能力的強大工具。

超越自動化

黃教授首先提出了一個關鍵的重新定義，AI的真正價值在於將人力資源專業人員從日常的行政工作中解放出來 - 篩選履歷、撰寫報告、整理問卷調查等。他強調：「AI能夠妥善處理這些任務，讓我們回歸專業的核心：成就人才，推動公司成長。」

關鍵研究啟示

黃教授分享了來自全球研究的三項重要發現：

- 創造力悖論：雖然AI擅長改良現有想法，但突破性創新仍然是人類的獨有領域。一項香港研究發現，儘管AI的平均創意輸出與人類相若，但最頂尖的構想仍然來自人類。
- 偏見放大器：若缺乏適當監督，AI非但未能消除人類偏見，反而可能將其放大。基於歷史數據訓練的演算法可能會延續性別、種族或年齡相關的偏見 — 這不僅是技術問題，更是設計與治理的當務之急。

- 人本為軸原則：成功的關鍵在於將人類判斷置於核心位置。無論是表現反饋、面試分析還是員工培訓，AI都應擔任副駕駛，而非自動駕駛。

啟發性案例研究

黃教授通過美國的實際案例將這些概念具體呈現：

- 亞馬遜智能招聘：一個能夠為數百萬求職查詢生成個性化回覆的AI系統，主動推薦其他適合的職位或地點，將物流挑戰轉化為人才互動的機遇。
- 美軍遊騎兵預測優勢：應用機器學習分析長達十年的士兵數據（包括入伍文章），解構應徵者的動機主題，預測哪些人能夠完成嚴苛的選拔課程從而提升甄選準確度和留任率。
- 即時員工狀態關懷：客服中心引入語音分析技術，在通話中即時偵測員工的情緒困擾，即時通知主管介入，在員工耗盡前提供適時支援。

未來路向

黃教授為人力資源領袖提供了實用建議：要求AI工具保持透明度、投資提示詞工程培訓、建立結合心理學洞察與數據素養的複合型團隊。最重要的是，他提醒與會者，AI缺乏人類的好奇心和想像力。「AI能夠模仿，但無法像我們一樣想像。我們的責任是以人類智慧引導這項科技，確保它不僅提升效率，更能促進工作中的尊嚴、公平和創造力。」

講座以一個充滿願景的總結作結：AI是人力資源領域最重要的協作夥伴 — 讓專業人員能夠專注於具變革性的工作，而將事務性工作交給科技處理。



香港退休計劃協會的人力資源圓桌工作小組會議是一個協作平台，匯聚人力資源專業人士，共同分享知識、應對挑戰，並探討人力資源領域的最佳實務。其核心目標是建立緊密的同儕社群，透過開放對話與相互支持，協助會員駕馭行業的複雜性，實現共同成長。

若您有興趣加入此資訊豐富的互動平台，請即聯絡我們 events@hkrsa.org.hk。我們期待及歡迎您加入我們下次的圓桌小組！

The Global Implication of Artificial Intelligence Investment Boom

人工智能對全球投資的影響

EVENT SUMMARY – Webinar 5 Feb 2026



Since the launch of ChatGPT, artificial intelligence (AI) has become a central theme in global investment. Over the past three years, AI has advanced rapidly, showing diversification beyond a handful of technology giants. Major corporations are committing capital expenditure on an unprecedented scale, with spending projected to exceed USD 4 trillion between 2026 and 2030, driving growth across semiconductors, memory, high speed networks, power equipment, cooling systems, and data centres.

Demand is equally strong. Global user numbers and token consumption are rising sharply, while enterprise adoption has surpassed 90%. Applications now extend into finance, energy, communications, healthcare, and retail, positioning AI as a mainstream tool for efficiency gains and cost optimisation. Compared with the dot com bubble of 2000, today's AI ecosystem is supported by stronger fundamentals: leading firms demonstrate robust profitability, ample cash flow, and lower systemic risk.

Investment strategy has entered a new phase. Reliance on mega cap technology stocks alone is no longer sufficient to outperform. Diversification is key: regionally, opportunities extend across Europe and Asia; sectorally, investment is broadening into traditional industries; infrastructure demand is intensifying with rising electricity needs; and within technology, innovation and capital spending are set to create new leaders. AI is not a short-term cycle but a long term, structural transformation.

人工智能 (AI) 自 ChatGPT 問世以來，已成為全球投資焦點。三年間，AI 發展迅速，並呈現多元化趨勢，不再局限於少數科技巨頭。大型企業正以前所未有的規模投入資本開支，預計 2026 至 2030 年間，總額將超過 4 萬億美元，推動半導體、記憶體、高速網絡、電力設備及數據中心等供應鏈全面增長。

需求端同樣強勁。全球用戶數量與Token消耗量急速攀升，企業採用率超過九成，應用已擴展至金融、能源、通訊、醫療及零售等多個行業，成為提升效率、降低成本的普遍工具。與 2000 年科網泡沫相比，現時 AI 生態更為穩健，龍頭企業盈利能力強、現金流充裕，系統性風險相對較低。

投資策略已進入新階段。單靠科技巨頭難以跑贏大市，多元化成為關鍵：區域上，美國以外的歐洲及亞洲市場表現亮眼；產業上，投資版圖由科技擴展至傳統行業；基礎設施方面，電力需求激增推動能源與配電投資；科技內部則因創新與資本支出熱潮，將催生新一代明星企業。AI 不只是短期熱潮，而是一場長期、結構性轉型。



Presentation:

https://www.hkrsa.org.hk/image/catalog/BU_Presentation%20deck.pdf

Video:

<https://www.youtube.com/watch?v=4hvf9G49jUs>

External Events



The theme of this year's **Hong Kong Money Month 2026 (HKMM)**, driven by the Investor and Financial Education Council (IFEC), is **“Invest in Yourself for Greater Rewards”** (投資自己回報最高). This year's theme emphasizes the most rewarding investment one can make is in their own financial knowledge.

- Download and use the IFEC [“Money Tracker App”](#) for effective budget planning and goal setting
- Do not trust scammers

Be a smart investor by learning through the [IFEC](#) website and its digital resources.

More information can be found on [HKMM website](#)

Four Key Messages



Continuous Education & Skills: Encouraging the acquisition of new skills to improve financial well-being and adapt to evolving economic landscapes.



Proactive Planning & Habits: Promoting early financial planning, including budgeting, saving, and investing across all life stages.



Risk Management & Security: Educating the public to identify investment scams and strengthening digital financial literacy to avoid fraud.



Long-Term Investment Mindset: Utilize compound interest by starting early with consistent investments and diversifying portfolios.

About HKRSA 關於香港退休計劃協會

The Hong Kong Retirement Schemes Association (HKRSA) was established in 1996 to promote the interests and best practices of retirement schemes in Hong Kong including provident and pooled retirement funds. The HKRSA is a not-for-profit, non-political association, which represents retirement schemes and their members, providing a forum for discussion of issues of current and topical interest.

香港退休計劃協會(HKRSA)於1996年成立，旨在香港推廣退休計劃（包括公積金及匯集退休基金）的利益和最佳做法。香港退休計劃協會是一個非牟利、政治中立的協會，我們為香港的退休計劃及其成員提供一個平台去探討任何當前及熱門的話題。

退休規劃不應僅限於財務方面，還應讓每一天都更加充實。

Retirement planning should go beyond just finances to make everyday more fulfilling.



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。

Premier Sponsor Column

China AMC:

[Navigating Global Bond Markets: 2026 Outlook and Allocation Strategy](#)

[2026年全球債券市場展望與配置策略](#)

HSBC AM:

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[2026年投資展望：「角色逆轉」](#)

T. Rowe Price:

[2026 Global Market Outlook: From hype to hard returns: AI enters a new phase](#)

[2026年環球市場展望：由投機至實質回報：人工智能進入新階段](#)

UPCOMING EVENTS

HKRSA x EFund

Topic: Global Investment Outlook

Date: 19 Mar 2026 (Thursday)

Time: 4:00 – 5:00 pm

Language: English

Fee: Free

[Register Here](#)



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