

# LIMELIGHTER

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LimeLighter Insights

## Beyond the Brochure: Building a Mentally Resilient Workplace

In our last issue of LimeLighter Insights, we explored retirement finances. But a successful retirement isn't built on numbers alone. Mental wellbeing is equally critical, and employers play a crucial role in building resilience – which also drives productivity and retention. In this issue, we speak with **Hilleke van Osch, Managing Director of the City Mental Health Alliance Hong Kong.**



**Q: Hilleke, many companies think they're supporting mental health just by having an Employee Assistance Programme in place. What does a truly mentally healthy organization look like beyond that?**

**A:** Successfully embedding mental wellbeing requires raising awareness across the entire employee group at every level. This includes how managers interact with direct reports and how senior executives role model mentally healthy behavior.

Companies need a targeted strategy that is regularly evaluated for effectiveness. Key areas to assess include manager participation in training and whether they feel comfortable using those skills. Senior leader engagement in mental health activities also demonstrates endorsement from the top.

Above all, seek feedback through surveys to identify stress points and ask employees what they need from leadership.

**Q: Beyond high workload, what are the more systemic, often unaddressed stressors impacting professionals in high-stakes sectors?**

**A:** For those with caregiving responsibilities, juggling work and family commitments is a significant stress point. Missing children's events or being unable to support elderly parents due to work conflicts creates resentment, sadness, and guilt. Managers who take time to understand individual team members' needs – both professionally and personally – are better equipped to support them. Leaders who establish trusted relationships find that team members contribute more fully and feel confident asking for support when needed.



**Q: That makes sense. So for managers who want to foster psychological safety but don't know where to start, what are 2-3 practical techniques they can use right away?**

**A:** Psychological safety means employees feel safe to speak up without fear of being shamed or ignored. Research shows it significantly impacts team productivity. Managers can establish it by:

- Leading by example:** Encourage everyone to contribute during meetings and ensure quieter individuals are not overwhelmed.
- Responding encouragingly:** Consider all contributions, ask for more detail when needed, and thank employees for their input.
- Being aware of power gradients:** Notice interpersonal dynamics and provide opportunities for each team member to lead discussions and build confidence.



**Q: You've mentioned data before. Beyond tracking absenteeism, what indicators should organizations actually measure to see if their mental health initiatives are working?**

**A:** Leading indicators provide early signs of psychological risk. Pulse surveys measuring self-reported stress, burnout, and manager support are valuable. Utilization rates of Employee Assistance Programmes and wellbeing apps also signal that employees are seeking support. Qualitative feedback on workload satisfaction and confidence to speak up about mental health offer additional early indicators. Lagging indicators include presenteeism – employees showing up while unwell – voluntary turnover, mental health related medical claims, and error rates or safety incidents that reflect declining cognitive load and emotional resilience. Linking these indicators provides powerful insights and validates wellbeing strategies.

**Q: Looking ahead, what is the single most important strategic shift organizations need to make to future-proof their workforce's mental resilience?**

**A:** The most important shift is moving from relying on individual employees to cope with stressors to building system-level resilience. This requires redefining how we work, establishing a leadership structure that recognizes and supports psychological safety, and providing clarity on performance expectations that protect mental health. Leaders who recognize that mental wellbeing is supported by how work is structured – rather than seeing it as the personal responsibility of employees – will foster a culture where employees can thrive.



**Q: Finally, what is your advice for employers who want to better support employees as they approach retirement?**

**A:** Employers should recognize that retirement is not just an administrative transition but a significant life event that can impact an employee's sense of purpose and identity. Supporting mental wellbeing in the years leading up to retirement – through open conversations, flexible work arrangements, and access to resources – helps employees prepare psychologically for this next chapter. Organizations that treat retirement as a gradual transition rather than an abrupt exit will find that employees leave with greater satisfaction, and institutional knowledge is more effectively preserved.

We'd like to thank **Hilleke van Osch** for generously sharing her expertise and practical wisdom. Her insights remind us that mental wellbeing is not a standalone initiative but a strategic foundation—one that supports employees through every stage of their careers, including the critical transition into retirement.

## 超越宣傳單張：建立具心理韌性的職場



上期Limelighter Insights我們探討了退休財務規劃。但成功的退休生活不能只靠數字。心理福祉同樣關鍵，而僱主在建立心理韌性方面扮演著重要角色 — 這同時能提升生產力與留任率。今期，我們邀請到香港職場互助聯盟董事總經理 **Hilleke van Osch** 分享見解。

**問：Hilleke，很多公司以為只要有「員工支援計劃」就等於支援心理健康。在您眼中，一個真正心理健康的機構，還具備哪些特質？**

**答：**要成功將心理福祉融入機構文化，需要在每個層級提升全體員工對心理健康的認知。這包括管理層如何與下屬互動，以及高層行政人員如何以身作則，展現有利心理健康的行為。企業需要一套有針對性的心理福祉策略，並定期評估其成效。評估重點包括中層管理人員參與培訓的程度，以及他們是否有信心運用所學技能，主動與團隊成員展開心理健康對話。高層領導積極參與心理健康活動，亦能表明管理層對此的重視。最重要的是，透過問卷調查收集意見，找出壓力點，了解員工對領導層和機構的真正需要。

**問：除了工作負荷過重之外，在您觀察中，還有哪些較為系統性、但經常被忽略的壓力來源，正在影響高壓行業的專業人士？**

**答：**對於有照顧家庭責任的員工來說，平衡工作與家庭承諾是一個重大的壓力點。因為工作衝突而錯過孩子的活動，或無法陪伴年長父母就醫，都會產生怨恨、悲傷和內疚感。願意花時間了解團隊成員個人及專業需要的管理者，會更有能力支援他們。能夠建立信任關係的領導者，會發現團隊成員能更全面地投入工作，並在有需要時有信心尋求支援。

**問：有道理。那麼對於想建立心理安全感但不知從何入手的管理者，您有哪兩三個實用技巧可以讓他們立即採用？**

**答：**心理安全感是指員工在提出意見時，不怕被羞辱或忽視。研究顯示，心理安全感對團隊生產力有顯著影響。管理者可以透過以下方式建立心理安全感：

- **以身作則：**鼓勵每位成員在會議中發言，確保較安靜的同事不會被聲音較大的成員淹沒。

- **積極回應：**重視所有貢獻，有需要時要求對方進一步解釋，並感謝員工的意見。

- **留意權力差異：**注意團隊中的人際動力，為每位成員提供主持討論的機會，幫助他們建立信心。

**問：您之前提到數據的重要性。除了追蹤缺勤率之外，機構應該實際量度哪些指標，來評估心理健康措施的成效？**

**答：**領先指標能夠及早顯示員工正面臨的心理風險。包含自評壓力、倦怠感、管理層支援等問題的快速問卷調查甚具價值。員工支援計劃及健康應用程式的使用率，也能反映員工正在尋求支援。有關工作量滿意度及敢於談論心理健康的信心等質性反饋，同樣是重要的早期指標。

落後指標則包括「假性出席」（員工帶病上班但效率低落）、自願離職率、與心理健康相關的醫療索償，以及反映認知負荷和情緒韌性下降的錯誤率或安全事故。將領先與落後指標結合分析，能提供有力的洞察，並驗證心理健康策略的成效。

**問：展望未來，機構要為員工的心理韌性做好準備，最關鍵的策略轉變是什麼？**

**答：**最關鍵的轉變，是從依賴員工個人應對壓力，轉向建立機構層面的系統性韌性。這需要重新定義我們的工作方式，建立一套能夠識別並支援心理安全的領導架構，並清晰訂立能夠保護心理健康的績效期望。領導者需要認識到，心理福祉取決於工作的結構與方式，而不是員工個人的責任 — 只有這樣，才能建立一種讓員工茁壯成長的文化。

**問：最後，對於希望更好地支援臨近退休員工的僱主，您有什麼建議？**

**答：**僱主應認識到，退休不單是行政上的過渡，更是影響員工人生目標和身份認同的重大人生事件。在退休前數年，透過開放的對話、靈活的工作安排及適當的資源支援，幫助員工在心理上為人生下一章做好準備。將退休視為漸進過渡而非突然終止的機構，會發現員工離職時更滿意，而機構的知識傳承亦更有效。

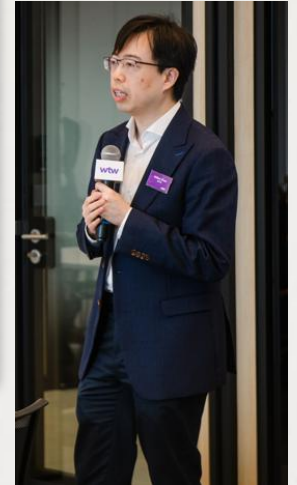
我們衷心感謝 **Hilleke van Osch** 慷慨分享她的專業知識與實用智慧。她的見解提醒我們，心理福祉並非一項孤立的措施，而是策略的基石 — 它支援員工走過職業生涯的每一個階段，包括邁向退休這個關鍵的轉折點。

## Highlights of Spring Luncheon on 6 Mar 2026





## Highlights of ORSO Roundtable on 23 April 2026



## Global Investment Outlook 環球市場展望

EVENT SUMMARY – Webinar 19 Mar 2026



The webinar examined the transition from the post World War II “Old World Order” to what was described as an “Age of Scarcity.” In the past, global growth benefitted from deep globalization, US dollar dominance, relatively stable geopolitics, and highly efficient, just in time supply chains. More recently, this framework has been increasingly challenged by two factors: geopolitical shifts and technological disruption. These changes are occurring at a pace that exceeds the world’s physical capacity to adapt, resulting in growing scarcity and systemic constraints across economies and markets. The presentation suggested that the investment environment is moving into a new phase that may persist over the coming years, with changing conditions influencing how opportunities and risks are assessed. Investors were encouraged to pay closer attention to areas where constraints or scarcity may emerge, while remaining mindful of business models that could be more vulnerable to disruption. In this context, maintaining flexibility, openness, and adaptability was highlighted as increasingly important.

The webinar concluded with closing remarks by Ms. Hayly Leung, Member of the Executive Committee and Chairman of the Marketing & Communication Sub committee of HKRSA. Overall, the session offered participants a thoughtful framework for considering current global developments and their potential long term investment implications.

由香港退休計劃協會及易方達資產管理（香港）有限公司（「易方達香港」）聯合舉辦的環球市場展望網絡研討會，探討了持續的地緣政治與結構性發展如何影響全球投資格局。活動首先由易方達香港香港機構業務副總監李峻璋先生致歡迎辭，隨後由易方達香港首席投資官（國際權益）李劍鋒先生發表主題演講。

研討會深入分析了全球正由第二次世界大戰後的「舊世界秩序」過渡至所謂的「匱乏時代」。過往，全球增長受惠於深度全球化、美元主導地位、相對穩定的地緣政治，以及高度高效、即時化的供應鏈。然而，近年來此一框架正日益受到兩大因素的挑戰：地緣政治變化與科技顛覆。這些轉變的速度已超越全球在實體層面上的調適能力，導致各經濟體與市場中出現日益嚴重的匱乏與系統性約束。演講指出，投資環境正進入一個可能於未來數年內持續的新階段，其間不斷變化的環境因素將影響投資機會與風險的評估方式。投資者被鼓勵更密切留意可能出現約束或資源匱乏的領域，同時亦須審慎看待那些可能較易受到顛覆性影響的商業模式。在此背景下，保持靈活性、開放態度及適應能力被視為日益重要。

研討會最後由香港退休計劃協會行政委員會成員兼市場推廣及傳訊小組委員會主席梁小玲女士致閉幕辭。整體而言，本次活動為與會者提供了一個具啟發性的分析框架，以思考當前全球發展趨勢及其對長期投資的潛在影響。



### Presentation:

[https://www.hkrsa.org.hk/image/catalog/HKRSA\\_E%20Fund\\_Webinar\\_Global\\_Investment\\_Outlook.pdf](https://www.hkrsa.org.hk/image/catalog/HKRSA_E%20Fund_Webinar_Global_Investment_Outlook.pdf)

Video: <https://www.youtube.com/watch?v=cj2cF6AAf7c>

## Preparing for Tomorrow: Building a Robust Retirement Portfolio Today 為未來做好準備：今天打造更穩健的退休投資組合

EVENT SUMMARY – Webinar 20 Apr 2026



In the webinar, we bring together global and local perspectives on resilient retirement portfolios.

The keynote speaker Fabiana Fedeli shared her global perspective on the complex market environment we are faced with currently, where traditional safe havens are no longer behaving as we might have expected in the past. She cautioned that reacting to short-term market noise can undermine long-term outcomes, emphasizing the need for diversification, discipline and patience when investing for retirement.

The importance of taking an active approach to asset allocation are:

- Maintaining a diversified, dynamic mix of assets across the savings journey
- Staying invested through short-term 'noise' and volatility rather than trying to time the market
- Monitoring and adapting portfolios across different life stages as risk tolerances change and growth and income needs evolve
- Considering an allocation to private assets to improve return potential and diversification without taking on additional risk
- Allocating to long-term structural themes such as infrastructure, low-carbon solutions and innovation including AI, to enhance portfolio resilience
- Ensuring geographical diversification to capture a breadth of opportunities: diversifying beyond the US, with Asia standing out as an attractive source of diversification, alongside Europe.

This global perspective was complemented by local insights from Asia-based Fixed Income Investment Director, Pierre Chartres. Pierre observed that many Asian portfolios remain overly skewed towards income and US assets, cautioning that an excessive focus on yield can lead to capital erosion. He underscored the importance of compounding, position sizing, and geographical diversification.

Both speakers agreed that successful retirement portfolios balance discipline with adaptability, focusing on long-term objectives rather than short-term headlines.

此次網絡研討會，從全球及本地視角，深入探討如何建立更具韌性的退休投資組合。

在研討會中，英卓投資管理股票、多元資產及可持續投資首席投資總監Fabiana Fedeli，就當前複雜多變的市場環境分享其全球觀點。她指出，傳統被視為避險工具的資產，如今的表現未必如以往般符合預期，投資者若因應短期市場雜音而作出反應，或會影響長線投資成果，因此在退休投資中，分散配置、投資紀律及耐性尤其重要。

Fabiana亦強調，資產配置應採取更主動的方式，包括：

- 在整個退休儲蓄歷程中，維持多元且靈活的資產配置
- 面對短期市場「雜音」及波動時，保持投資，避免試圖捕捉市場時機
- 因應人生不同階段、風險承受能力，以及增長與收益需要的變化，持續檢視並調整投資組合
- 考慮配置私募基金，以提升回報潛力及分散投資風險，同時毋須承擔額外風險
- 配置基建、低碳解決方案，以及人工智能等長線結構性主題，以提升投資組合韌性
- 透過地域分散把握更廣泛的投資機會；除美國市場以外，亞洲及歐洲同樣具吸引力，值得關注

除了全球觀點外，駐亞洲的固定收益投資總監Pierre Chartres亦分享了貼近區內市場的觀察。他指出，不少亞洲投資組合仍然過度偏重收益型資產及美國市場，並提醒投資者，若過分追求收益，可能導致資本受損。他亦強調複利效應、倉位管理及地域分散的重要性。

Fabiana及Pierre一致認為，成功的退休投資組合關鍵在於紀律與靈活應變之間取得平衡，並應聚焦長線目標，而非受短期市場消息所左右。



**Presentation:** [https://www.hkrsa.org.hk/image/catalog/HK\\_RSA\\_MG\\_Webinar\\_20%20Apr.pdf](https://www.hkrsa.org.hk/image/catalog/HK_RSA_MG_Webinar_20%20Apr.pdf)

**Video:** <https://youtu.be/4m5IINZYWYI>

External Events



**HKIFA 19th Annual Conference – enroll now**

**Date: Monday, June 22nd, 2026**

**Venue: JW Marriott Hong Kong**

You are cordially invited to enroll into the Hong Kong Investment Funds Association (HKIFA) 19th Annual Conference, which will be held at JW Marriott Hong Kong on Monday, June 22nd, 2026. This flagship gathering of the fund management industry will spotlight the theme: “Propelling the New Paradigm: Shaping the Decade Ahead”.

We are honored that Mr. Paul Chan, Financial Secretary of the HKSAR Government, will once again deliver the opening remarks, underscoring his steadfast support for the industry and the HKIFA Annual Conference.

**Conference Highlights**

- Exclusive Insights – Hear directly from policymakers, regulators, industry leaders, and leading experts on the forces shaping the next decade.
- Practical Strategies and CPT/CPD hours – Gain actionable takeaways on innovation, investor expectations, and regulatory developments; and learn from leading practitioners with CPT/CPD accreditation.
- Networking Opportunities – Connect with peers and stakeholders during sessions and post-conference drinks.
- Strong Participation – Last year’s conference was a full house with 400+ participants, and this year is expected to be equally well attended.

For more event details and registration: [www.plus-concepts.com/hkifa2026/](http://www.plus-concepts.com/hkifa2026/)

**Enrollment fee:**

<b>Members of HKIFA / Endorsing Organizations / Other Fund Associations / Staff of other Fund Associations</b>	<b>HK\$4,100 per person</b>
<b>Standard Fee</b>	<b>HK\$5,900 per person</b>

Members of HKIFA and endorsing organizations can enjoy the member rate to attend the conference.

\* The fee includes the conference cost, lunch, refreshment and conference documentations.

10% discount will be offered for 10 or more enrollees from the same firm.

1. Online registration: <https://plus-concepts.com/hkifa2026/register.html> or
2. Group registration form can be downloaded from here.

Enquiry: [hkifa@plus-concepts.com](mailto:hkifa@plus-concepts.com) / (852) 3983 2315

Join us at the HKIFA 19th Annual Conference to shape the future of fund management!

## 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 Sponsors 2026



## Premier Sponsor Column

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[Look no further than Asia for diversified sector opportunities](#)  
[亞洲股市展現多元化投資機遇](#)

**Taikang Asset:**  
[Is China a Safe Haven as Geopolitical Risks Rise?](#)  
[地緣局勢緊張，中國股市能否成為避風港？](#)

## UPCOMING EVENTS

### HKRSA x CAMC

**Topic:** 黃金及其他ETF能助您升級強積金?  
**Date:** 19 May 2026 (Tuesday)  
**Time:** 4:00 – 5:00 pm  
**Language:** Cantonese  
**Fee:** Free  
Register [Here](#)



### HKRSA x AMUNDI

**Topic:**  
**Date:** 29 May 2026 (Friday)  
**Time:** 10:30 – 11:30 am  
**Language:** Cantonese  
**Fee:** Free  
Register [Here](#)

