



香港城市精神健康聯盟

**City Mental Health  
Alliance** HK



# ANNUAL REPORT 2022/2023

**CREATE MENTALLY HEALTHY WORKPLACES**  
INSPIRE HEALTH CREATION IN BUSINESSES

in association with

**MindForward**  
Alliance

# CONTENTS

Message from the Chair.....	1
Message from the Managing Director.....	2
Our Members.....	3
Our Strategic Vision.....	4
CMHA HK 2022/2023 Activity.....	6
Research & Data.....	8
Resources.....	9
Training.....	10
Events.....	12
Communication & Thought Leadership.....	14
CMHA HK Board.....	16
Advisory Panel.....	17
Financials.....	18
Looking forward.....	20

## WHO WE ARE

City Mental Health Alliance Hong Kong is a not-for-profit membership organisation. We are an alliance of businesses working together with mental health experts and partner organisations to achieve our vision that every workplace will protect, support and create positive mental health for their people.

We believe workplaces should be places where mental health and wellbeing:

- is no longer stigmatised
- is a boardroom priority
- are part of the solution to mental health issues faced globally



## MESSAGE FROM THE CHAIR

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The past year has been one of transition, as businesses continue to adapt to new ways of working in the post-pandemic world. Moving into its sixth year of operation, I believe the City Mental Health Alliance Hong Kong (CMHA HK) continues to play a vital role in championing the topic of workplace mental health both locally and on an international level.

CMHA HK research conducted this year found that 40% of employees in the professional services sector experienced mental health issues in the last 12 months. This is a significant increase when compared with results from previous research (27% in 2020 and 23% in 2018). Whilst this is perhaps not surprising given the challenges that Hong Kongers faced during the past 3 years of social, travel, education and work restrictions, it highlights more than ever the importance for companies to continue to deliver on their people agendas and facilitating better workplace mental health.

CMHA HK has continued to leverage the international network and resources of the MindForward Alliance to operate as part of a collaborative, business-led alliance on a global scale. This is complemented by CMHA HK's focus to provide Hong Kong businesses with local expertise to develop and implement effective mental health strategies that address specific cultural needs.

We see strong evidence that workplace mental health is increasingly recognised by industry leaders as a key management issue and a strategic business priority, both as a duty of care for employees and as part of good business practice. While the roles of senior leaders remain integral to pushing the topic of mental health forward within organisations, companies are increasingly combining a top-down and bottom-up approach to target all levels of the organisation. This is demonstrated by increased normalisation of mental health conversations, training of Mental Health First

Aiders, establishment of employee resource groups and engagement of employees across functions to take ownership of workplace mental health.

I congratulate the members of the Alliance for making notable strides in their work to build and promote healthier and happier workplaces, as shown by the results of our annual Thriving at Work Assessments. As a member-led organisation, CMHA HK looks forward to continuing to provide targeted support to employers on their journey to creating environments that enable employees to thrive.

It is with great pleasure that we present the 2022/23 Annual Report, which captures the activities, initiatives and finances for CMHA HK over the past financial year. I would like to thank and acknowledge the support and insightful contributions of the members of the Board and the Advisory Panel. I would also like to express my sincere gratitude to the CMHA HK executive team for their passion and dedication towards crystallising our mission. A particular thanks goes to Hannah McLeod, our outgoing Managing Director, who stepped into the role at short notice and carried the team through a period of transition, maintaining the focus and drive needed to continue this important work, and to her successor Hilleke van Osch who has so seamlessly taken up the mantle of leadership.

This report provides a brief snapshot of the hard work that they collectively contribute to serving the organisation and its members. Looking forward, I have no doubt that CMHA HK will continue to thrive and support both our members and the wider business community as we carry on our collective journey to create and foster mentally healthy workplaces.

**Edward Moncreiffe**  
Chair, CMHA HK Board

## MESSAGE FROM THE MANAGING DIRECTOR



The start of this reporting period saw Hong Kong coming out of the 5th wave of the Covid pandemic, which tested employees and their families as well as businesses. Rapid changes in the corporate workplace over the last three years, combined with surges of external pressures and uncertainty, has shown the role CMHA HK can play to support members of the Alliance build networks and to share our insights with the broader Hong Kong corporate community.

In 2022/23, we continued our mission to create mentally healthy workplaces that inspire health creation through the core areas of Research & Data, Training, Resources, Events, and Thought Leadership. The members of the Alliance continue to implement innovative solutions to workplace challenges. Their willingness to share their experience with the wider membership allows all members to enhance knowledge and grow expertise.

For World Mental Health Day we hosted an in-person panel discussion of CMHA HK members sharing how they support employee wellbeing. Members, community partners and non-members were invited providing us an opportunity to reconnect. The Insurance Innovation Challenge in November was an interactive in-person workshop to uncover how companies can provide a wider range of mental health services to employees through insurance. Sponsored by two member companies, the 3-hour workshop brought together member and non-member insurance companies and brokers, health service providers, mental health practitioners, and the Hong Kong Department of Health. The challenges identified were further distilled during roundtable discussions in February to guide the research phase. At an industry level, we held a roundtable discussion with our legal members to identify workforce challenges facing employees in the legal workplace. These innovative projects allow us to work with members to uncover obstacles that impact on the development of mentally healthy workplaces and find ways in which these can be addressed.

Our employee wellbeing research continued in July with 13 members participating in the Employee Wellbeing survey. The survey found an increase in mental health

issues, particularly among administration staff, and uncovered a general lack of awareness of employer-provided resources. On the employer-side, results from the Thriving at Work Assessment survey showed members are improving their workplace culture to be more mentally healthy. Our thanks to members who completed this self-audit survey which provides CMHA HK with valuable insights into how companies are shaping workplaces. The 2022 Employee Wellbeing report was released in March 2023 and included analysis of data from both the Employee Wellbeing survey and the Thriving at Work Assessment - showing CMHA HK is in a unique position to investigate and report on both sides of this important equation.

The year also saw changes in the CMHA HK Executive Team with Managing Director Hannah McLeod relocating to Australia with her family and stepping down from the role at the end of 2022. On behalf of the team, I thank Hannah for her enthusiasm and clear-sightedness in steering CMHA HK through a year of transition and I am grateful for her on-going advice and friendship.

Finally I'm enormously grateful to our members for their continued support and commitment to making the change they want to see; to our Board Members for their contributions and the time devoted to their role, particularly our Chair, Ed Moncreiffe, for his guidance and generous involvement; and to our Advisory Panel and Trainers, for their insights, advice and support for the work that we do.

Our relationships with colleagues, managers and leaders play a significant role in the lives of those who work in the Hong Kong professional services sector, whether office-based or remotely. It is these relationships, and the underlying organisational culture and working environment, that lie at the core of the change CMHA HK members are pursuing, as they create workplaces that enhance employees' wellbeing. It is our privilege to work alongside them in this endeavour.

**Hilleke van Osch**  
Managing Director, CMHA HK

## OUR 2022/23 MEMBERS

Our membership group comprises the following companies:



HEALTHIER, LONGER,  
BETTER LIVES

ALLEN & OVERY

AON



BANK OF AMERICA



CLIFFORD  
CHANCE



Goldman  
Sachs

HKEX  
香港交易所



J.P.Morgan

KING & WOOD  
MALLESONS  
金杜律師事務所



Linklaters

MAYER | BROWN

Morgan Stanley



Schroders  
施羅德投資



SLAUGHTER AND MAY



WELLINGTON  
MANAGEMENT

In 2022-23 CMHA HK welcomed the following companies to the Alliance:



We are also grateful for the support of our past members.



## OUR VISION

EVERY WORKPLACE WILL PROTECT, SUPPORT AND  
CREATE POSITIVE MENTAL HEALTH FOR THEIR PEOPLE.

## STRATEGIC VISION 2022-2024

In 2021, we established our Key Business Objectives and Key Performance Indicators (KPIs) to guide our work practices. These led us to identify four Key Pillars which underpin our 2022-24 work streams allowing us to meet our Business Objectives and KPIs. This Annual Report sets out our 2022-23 work streams under these Key Pillars.

### CMHA HK Business Objectives & KPIs

CMHA HK is a leading organisation on workplace mental health in Hong Kong

All member companies make demonstrable efforts towards excellence in workplace mental health

CMHA HK is a provider of high quality workplace mental health training in Hong Kong

CMHA HK plays a role in ensuring good mental health across the wider business community in Hong Kong

### How do we hold ourselves accountable?

Our services remain relevant to member companies as evidenced by a 90% annual membership renewal rate

75% of CMHA HK member companies contribute workplace insights and data by completing the Thriving at Work Assessment survey\* and participating in the Employee Wellbeing Survey every two years

\*100% of companies completing the Thriving at Work Assessment reach at least the level of 'Committed' and 50% reach an overall level of 'Achieving'

Employee evaluation of our training consistently achieves a Net Promoter Score >40\*\* Where possible, training is recognised for professional development by local professional bodies

\*\*a metric that measures the likelihood that the participants will recommend our training to someone they know

We provide resources in English and Chinese and make a wide selection publicly available through the CMHA HK website. We collaborate with likeminded organisations (locally and internationally) and participate in public events to extend the reach of our organisation

# CMHA HK KEY PILLARS: ADDRESSING OUR KPIs TO SUPPORT MEMBERS

1

## Produce evidence-based research and data about the state of workplace mental health in Hong Kong

When CMHA HK was established in 2017 limited data existed about the mental health of employees in the Hong Kong professional services sector and little attention was paid to the impact of workplaces on employee wellbeing. CMHA HK and our members are proud to have been at the forefront of credible and impactful research to bring evidence and data to the Hong Kong business community. Throughout we have been guided by an Advisory Panel of experts in mental health, counselling, general practice and academia.

### How this translates to our 2022-2024 strategy:

- Conduct an annual Thriving at Work Assessment survey enabling companies to track and benchmark their workplace mental health and wellbeing efforts
- Further refine the CMHA HK Guide to Thriving at Work
- Continue our Early in Careers work stream to tackle a recognised area of workplace stress
- Conduct bi-annual Employee Wellbeing surveys
- Produce a series of industry-specific research papers
- Create a suite of member-only How-to Guides providing guidance on the implementation of key initiatives in workplace mental health
- Launched our Insurance / EAP Project to meet member requests for information in this area

2

## Support the development and implementation of workplace mental health strategies through education and practical recommendations to corporate stakeholders

Our training modules and resources are developed with input from members and mental health experts to address the needs of employees in corporate workplaces. We strive to educate and increase understanding, confidence and skills across the corporate workforce by offering training which supports leaders, managers, HR professionals and general employees.

### How this translates to our 2022-2024 strategy:

- Create education modules suitable for all levels of an organisation to provide a comprehensive workplace mental health training program for companies
- Deliver the certified Mental Health First Aid (MHFA) course to companies (virtually and in-person)
- Offer training in English, Cantonese and Mandarin
- Conduct 1:1 review and strategy meetings with Operational and Senior Leaders to discuss their individual Thriving at Work Assessment report and provide practical recommendations on how the company can progress their workplace strategies

3

## Bring together and share best practice among CMHA HK members

A key role for CMHA HK is to create opportunities which bring companies together to collaborate and share best practice within the HK Alliance, our global CMHA network, and the wider community. Our goal is to ensure that senior leaders of Hong Kong companies recognise that the topic of workplace mental health should be included on all boardroom agendas.

### How this translates to our 2022-2024 strategy:

- Regularly host member-only and public events to facilitate sharing of strategies and initiatives that support and promote workplace mental health
- Present the work and objectives of CMHA HK at conferences and panels
- Publish case studies showcasing the achievements of CMHA HK members
- Collaborate with the CMHA / MindForward Alliance to share best practice across our global network
- Regularly share the latest updates, key events and topical research with members and the business community through newsletters and bulletins

4

## Support the wider business community in Hong Kong

We aim to ensure that strategic initiatives undertaken by CMHA HK members are shared with the wider business community in Hong Kong to inform and build awareness of the importance of creating mentally healthy workplaces across all companies.

### How this translates to our 2022-2024 strategy:

- Create relevant and timely resources and make these publically available on the CMHA HK website
- Ensure we are relevant to the wider Hong Kong business community by making our key resources available in English and Chinese
- Provide thought leadership on topics related to workplace mental health
- Partner with likeminded organisations to extend the reach of our vision
- Work with industry bodies to initiate discussions on workplace mental health within their sector

# ACTIVITY 2022 – 2023

## A snapshot of our impact



Training delivered to 38 companies



161 hours of mental health training delivered



2,947 employees trained



9 CMHA HK events held



14 mental health toolkits and resources created



16% overall improvement in Thriving at Work Assessment scores



179 Mental Health First Aiders trained



1,171 subscribers to our newsletter

## Key themes:



What follows is an overview of our key areas of work and the milestones achieved during the reporting period: 1 April 2022 to 31 March 2023.



# Supporting HK organisations during uncertain circumstances

As Hong Kong continued to deal with the pandemic, CMHA HK focused on providing resources for members and the broader HK corporate community to help employees adjust to the associated uncertainty around working and social environments.

While many member companies had introduced flexible work practices, remote working and quarantine support, CMHA HK provided publicly available resources to widely promote mental health and wellbeing practices.

To achieve this, we created a series of Factsheets on topics such as information for new graduates adjusting to what was for many a virtual corporate workplace, resources to highlight support available for suicide prevention and burnout, and during the holiday season information on managing associated stress. Increasingly our resources are being provided in both Traditional Chinese and English to ensure our information is accessible to all Hong Kong employees.

Through public events we promoted the work done by CMHA HK and our member organisations. On World Mental Health Day we held a senior leader panel discussing the importance of senior leaders championing workplace mental health and released a public research paper based on the 2022 Thriving at Work Assessment data.



## TOP TIPS FOR TRANSITIONING TO THE WORKPLACE

The City Mental Health Alliance Hong Kong and Mind HK partnered to host a storytelling event for new graduates and individuals in the early stages of their careers. The panel explored topics such as loneliness and challenges in transitioning to the workplace, especially in light of the pandemic.

In recent years, graduates have had to navigate through unprecedented times. On top of existing challenges of transitioning to the workplace – such as picking up new skills, getting accustomed to work colleagues and adopting new routines – new graduates have also had to manage the uncertainties of working from home (WFH), deal with the volatile business climate and navigate these challenges without the usual support structures and face-to-face interactions with colleagues and managers.

Big transitions and sustained periods of stress and uncertainty can negatively impact our mental health. Below are a few practical tips to support graduates and those early in their careers on their journeys as they transition to the workplace.

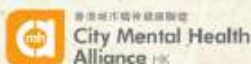
### 1. FOSTER A GROWTH MINDSET

Our careers and personal journeys will always come with twists and turns, especially in the context of the pandemic. Be patient with yourself and know that, despite any setbacks, more opportunities will come your way. Understand that, as a recent graduate, you are still learning and will make mistakes. Practice letting go of rigid expectations and allow things to unfold, while reframing your mindset to view each setback as a learning opportunity.

### 2. LEARN TO SET BOUNDARIES

As a new joiner, you may want to work extra hard to prove your abilities and impress your team from the get-go. This may be exacerbated through WFH arrangements, where it becomes even more difficult to make an impression with your colleagues. While it's

### 3. BUILD HEALTHY RELATIONSHIPS WITH COLLEAGUES



## 節日減壓小貼士

迎接節假日的到來總是讓人興奮不已，但也可能是導致壓力和焦慮的一大源頭。無論是大型家庭聚會的邀約和相互衝突的活動安排，亦或是加劇的孤獨和寂寞感——節假日都或多或少會觸發一些負面情緒。隨著農曆新年的來臨，我們該如何在這段時間內照顧好自己呢？

### 1) 拒絕的力量

在節日期間，應邀出席各種社交活動和家庭聚會可能讓人難以抗拒。不過太緊密的安排會讓我們感到沮喪、疲憊和情緒低落。要明白你有權設定界限，決定如何安排你的時間，在社交活動中要與誰見面，逗留多久和邀請什麼人來家中做客。

### 2) 保持健康的習慣

雖然我們都喜歡偶爾享受美好的睡醒，但要記住保持你的健康習慣。注意自己的食物和酒精攝入量，並在這一時期盡可能保持一些健康的、有益於身心的睡食。擠出時間做一些運動，每天適量活動會使你的身體能夠釋放壓力荷爾蒙，並使你的頭腦平靜下來。

### 3) 專注於你能控制的事

生活中唯一不變的就是變化。無論是接待

### 4) 向情緒致意

僅僅因為現在是節日，並不意味著你應該強迫自己變得快樂和善於交際。記住，不開心的也沒關係。如果你正在經歷一段困難的時期，無論誰處理哀傷還是身體疾患，允許自己感受這些具有挑戰性的情緒，並聆聽你真正的需要。

### 5) 預留休息時間

優先考慮自我照顧的活動，為自己預留充分休息的時間——到大自然中散步，嘗試做一些手工藝，聽喜歡的音樂或閱讀一本好書——不管是什麼，只要能幫助放鬆，讓你感到活力充沛和重新獲得能量的活動。

### 6) 戒除社交媒體

隨著朋友和聯繫人分享他們在國外度假、精心策劃派對和親密聚會的片段，社交媒體在這段時間可能會變得相當紛擾。儘量遠離



## FACTSHEET: SPOTLIGHT ON BURNOUT

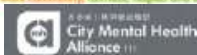
### WHAT IS BURNOUT?

The World Health Organisation (WHO) defines burnout as "a syndrome conceptualised as resulting from chronic workplace stress that has not been successfully managed". It is characterised by three dimensions:

- **Feelings of energy depletion or exhaustion.** As emotional resources are depleted, the individual feels they are no longer able to contribute to their work at a psychological level.
- **Increased mental distance from one's job.** The individual becomes disengaged, developing negative feelings or cynicism related to their job and their clients.
- **Reduced professional efficacy.** There is an increased tendency for the individual to evaluate themselves negatively, particularly regarding their work. They may feel unhappy about themselves and dissatisfied with their accomplishments in their jobs.

### WHY IS BURNOUT RELEVANT FOR BUSINESSES?

Burnout has negative long-term health implications on an employee's physical and mental health and negatively impacts many business priorities. This includes employee productivity and retention, taking sick leave and absenteeism. To prevent burnout, businesses must seek to understand the chronic job stressors employees face and how to alleviate them. Interventions should be focused on improving job conditions and providing employees with: **sustainable workload, choice and control, voice work contentedly, fairness, respect and social justice, meaningful work, clear values**



## WHAT ARE HONG KONG COMPANIES DOING TO SUPPORT EMPLOYEE WELLBEING?

AN ANALYSIS OF COMPANY SELF-ASSESSMENT RESULTS

Every year the City Mental Health Alliance Hong Kong (CMHA HK) invites member companies to undertake an assessment of their workplace mental health initiatives, providing an opportunity to audit their mental health and wellbeing activities against the Standards of the CMHA HK Guide to Thriving at Work.

The Guide to Thriving at Work is the layperson document for CMHA HK, setting out 8 Standards which underpin the development and implementation of an effective workplace mental health strategy, each of which comprises a set of key initiatives, spanning 12 categories, to achieve these Standards. The document is based on the CMHA HK Guide and was developed in partnership with CMHA HK founding members to reflect the corporate business culture of Hong Kong. The standards and initiatives of the HK Guide are the basis for the questions of the CMHA HK Thriving at Work Assessment.

In 2021 CMHA HK introduced quantified assessment analysis, allowing us to make year-on-year comparisons of results across the cohort and for individual companies who completed the survey in these five years. These comparisons help to provide insights into how implementation of mental health strategies is progressing across different companies and corporate sectors in Hong Kong. In 2022, over 80% of CMHA HK member companies completed the survey and

CMHA HK has 29 member companies of whom 8 joined within the 24 months leading up to the assessment period of April to May 2022. In this report those are referred to as 'new' members whilst those with a membership period > 2 years are referred to as 'long-term' members and include our 10 founding members.



### Results

The average score for the 2022 CMHA HK Thriving at Work Assessment was 178 out of 200, or 89%, showing an overall improvement of

## Research & Data

We strive to ensure that our work is guided by data and evidence. To drive effective change it is important to understand the efforts made by employers as well as the experience of employees so that workplaces can create environments that are supportive to good mental health and help to reduce the stigma associated with mental ill-health.

### Employee Wellbeing Survey

CMHA HK again undertook the Employee Wellbeing Survey, inviting all member companies to share the survey link with employees and providing access to an independent workplace mental health and wellbeing survey. The survey was conducted during June-July 2022 with the support of 13 CMHA HK members, across all sectors and with 396 completed employee responses. The survey found that 40% of employees had experienced mental health problems over the last 12 months, up from 27% in 2020 and 23% in 2018. The greatest increase was among Administration staff, a dramatic increase to 40% from 15% in 2020. Administration staff also reported the highest rates of depression, and ranked role clarity, hours worked and relationships with colleagues as their highest sources of work-related stress.

The findings were reported in the [CMHA HK research report: Mental Health and Wellbeing in the Workplace – Survey of Hong Kong Employees](#) which this year included an analysis of findings from the Thriving at Work Assessment surveys. Access to both data sets gives CMHA HK a unique ability to include both employee reported wellbeing and company delivered initiatives to create mentally healthy workplaces. While many member companies are providing mental health resources, 68% of administration staff and 53% of junior staff did not access these.



#### Communication is key

**43% of employees are unaware of services in their employer medical insurance package**

**38% of employees are uncertain how to access these services**



#### Top 3 employment stressors

**Number of hours worked (40%)**

**Lack of career progression (34%)**

**Job nature (32%)**



#### Over 50% of employees experienced symptoms associated with mental health problems

**Anxiety (40%)**

**Depression/ lack of interest (34%)**

**Inability to stop worrying (32%)**

### Thriving at Work

The 2022 CMHA HK Thriving at Work Assessment was released in April with reports sent to members in June 2022. 23 member companies completed the 2022 survey with one member commissioning a second survey to report separately on their regional operations. Of the companies completing the survey, 13 (58%) scored above the CMHA HK average and 8 were new members completing the survey for the first time. The Research team produced 24 reports and conducted 1:1 consultation meetings with 22 member companies. These meetings give Operational Leads and Senior Sponsors the opportunity to discuss in greater detail the findings of the report with the CMHA HK team and examine obstacles so that potential strategies can be discussed and planned for the coming year.

In October, to highlight workplace mental health on World Mental Health Day, we released our annual research paper providing key insights into the aggregate data of the CMHA HK Thriving at Work data. A copy of the research paper: [What are Hong Kong Companies doing to Support Employee Wellbeing](#) is publicly available on the CMHA HK website.



#### Thriving at Work Assessment 2022 - Key highlights

- 79% of members (23 companies) completed the TAW Assessment survey
- 1 company reached Enhanced (first time)
- 38% (9) companies reached Excelling
- 46% (11) companies reached Achieving
- 74% had completed the Assessment in 2021
- 16.8% increase in scores year on year, 2021 to 2022

CMHA HK provides comprehensive toolkits, practical guides, resources and information to support companies in their efforts to improve workplace mental health. We strive to ensure that all our resources are relevant and appropriate to the Hong Kong and regional context.

### 2022/2023 Highlights



4 How-to Guides



3 member case studies



5 factsheets



>1,100 subscribers to bulletin

During this reporting period, CMHA HK produced 16 resources in response to the needs of our members.

### Member-only resources

We released a series of detailed [‘How-To Guides’](#) for our members, including on the use of data to inform mental health strategy, how to develop a workplace mental health strategy, ideas for initiatives and campaigns for World Mental Health Day 2022 and how to prevent employee burnout.

### Factsheets

Factsheets are public resources which highlight a range of topics under our key themes. This reporting year, we created five factsheets on a variety of topics, including:

- [Top Tips for Transitioning to the Workplace](#)
- [World Suicide Prevention Day 2022 Resource](#)
- [Managing Holiday Stress](#) ([English](#) and [Chinese](#))
- [Spotlight on Burnout](#)

### Member case studies

The [member case study series](#) aims to showcase creative and impactful workplace mental health initiatives, projects and campaigns to support and inspire organisations in Asia on their journey to creating mentally healthy workplaces.

### Summary articles

Finally, we produced four summary articles to capture latest CMHA HK initiatives and key takeaways at CMHA HK and Affiliate panel events, including for the:

- [2022 Thriving at Work Assessment Survey Results](#)
- [Wellbeing@Work Panel - Rethinking Mental Health at Work: The What, Why and How](#)
- [AmCham Men’s Mental Health Panel - The Power of Vulnerability](#)
- [World Mental Health Day 2022 Senior Leader Panel](#)





## Training

To uphold the principle that our work is led by members and guided by experts, our training modules are developed in collaboration with members and with input from organisations, our expert trainers, and members of our Advisory Panel.



Training for the Hong Kong Club Managers' Association

### Training strategy

During the reporting period we designed a training roadmap to reach employees throughout the lifecycle and drive behavioural change from top to bottom. The roadmap will be launched in Q4 2023 and will include the following training modules:

- revised General Mental Health Awareness
- revised Successful Transition to the Workplace
- revised and expanded Manager Training
- new Leadership Training

To promote early intervention, the training now takes a proactive opportunity-based approach to building mentally healthy workplaces, rather than a reactive risk-based approach. We've also included an extended focus on participant mental health to increase self-awareness and self-compassion to build empathy and compassion for others and reduce stigma.

**"Kim (trainer) is so brilliant. This has been the best mental health session I have ever attended. Thank you!" -**  
BNY Mellon training participant

### Content development

Manager Training now focuses on the importance of building a culture of psychological safety at work to encourage open and honest discussions about employee wellbeing. This approach promotes:

- collaborating with employees to support work-life balance
- creating an open and safe space within your teams so that those in need of support feel comfortable asking for help before they become mentally unwell

As part of CMHA HK being member-led, and to ensure our new leadership training module addresses the issues faced by members, we conducted interviews with leaders to understand the demand and appetite for leadership training and will begin development of this module in Q3 2023.

### Participant experience

Training modules have been updated to include more interactive components, scenario-based role-plays and new media assets in the form of demo videos and audio clips.



## 2022/2023 Highlights



15 modules



95 sessions delivered



43.5 Net Promoter Score



38 companies trained



2,947 participants



8.4 out of 10 training rating

Training topics include: General Mental Health Awareness, Manager training, Building Resilience, Successful Transition to the Workplace and Managing Stress. All are delivered in English, Cantonese and Mandarin.

**"Well paced and great tips, especially on shared vulnerability."** - King & Wood Mallesons training participant



**"I enjoyed the session and it was great to be reminded of certain things in life regarding mental health that I usually ignore or take for granted."** - Haymarket training participant



**"Very useful for learning what resilience is about."** - Aon training participant



### Events

Events are designed to assist members and the wider corporate community gain the knowledge, information and support they need to enable them to make and sustain change in their workplaces. The CMHA HK events strategy includes member, affiliate, and global events.

#### CMHA HK Events

We organised nine CMHA HK events in the past year to bring our members together to share best practice, hear from experts and discuss key topics. A few event highlights include:

- **Early in careers panel:** A panel of experts and recent graduates explored, amongst other topics, the theme of loneliness and challenges in transitioning to the workplace (especially in light of the pandemic).
- **Mental health in the legal industry:** We brought together members in the legal industry to identify and discuss key challenges facing employees working in the sector. This is the first in our series of events focussing on mental health in the legal sector.
- **Awareness and culture:** This Member Insight & Exchange Session focused on Standards 2&3 of the CMHA HK Guide to Thriving at Work. We delved into how organisations can foster a culture of openness and communicate the support and resources available whilst respecting cultural norms and preferences.
- **Spotlight session on burnout:** This sharing session gathered expert speakers to explore the causes of burnout, prevention methods and what employers can do to better support employees.
- **WMHD senior leader panel:** To mark World Mental Health Day 2022, we brought together senior leaders to share their views on the importance of championing a workplace mental health strategy.

#### Global Events

- **MindForward Alliance senior leader roundtable:** Senior leaders from across the global MindForward Alliance community came together for an important conversation on how to make mental health a boardroom priority.
- **Global summit:** CMHA HK participated in the inaugural MindForward Alliance workplace mental health summit and engaged members to share case studies and stories from the Thriving at Work journey.

#### 2022/2023 Highlights



**9 member events**



**385 attendees**  
(in-person and virtual)



**>23 companies**  
attended the senior leader event for World Mental Health Day



**7 affiliate events**

#### Insurance Innovation Challenge

CMHA HK Innovation Projects leverage our membership and community network to address challenges that require a new approach and critical mass, in order to drive change. We brought together a diverse group of stakeholders (insurance companies and brokers, health service providers, mental health practitioners, and a representative from the Hong Kong Department of Health) to explore the general challenge statement: 'how might we come together to tackle the barriers to providing more extensive mental health coverage in corporate insurance packages?' We ran the workshop using a systems thinking framework and arrived at specific challenge statements to be solutioned by working groups.

Working Group 1, which included Bupa, HSBC Life, Pacific Prime, KPMG, Matilda Hospital, Central Minds, met to discuss Challenge Statement 1 in February 2023 and agreed that a data collection pilot would be the best approach to solving the challenge statement. We look forward to continuing our Innovation Projects in the next financial year.



World Mental Health Day Senior Leader Panel 2022



Legal Sector Roundtable 2022

**"I found this event extremely useful because we have all the stakeholders within the ecosystem in the same room trying to come up with a solution together."** - Dr. Wing Chan, Chief Medical Affairs, HSBC Life at the CMHA HK Insurance Innovation Challenge



Insurance Innovation Challenge 2022



### Communication & Thought Leadership

As a membership-based organisation, the needs of members drive our operations. A key role of the CMHA HK is to share lessons learned and ensure that companies and individuals are kept informed of developments and new evidence on workplace mental health initiatives.

In 2022-23 we continued to share workplace mental health strategies and programs with our members and provided best-practice research, innovation and initiatives from our global CMHA partners and external agencies. Through this, we aim to support and inspire workplace and community development.

We continued to circulate a monthly member email providing updates on upcoming events, new resources, key findings from our research, and developments in assessments and training. We also regularly share our latest news and resources with the business community via LinkedIn.

#### Affiliate Events

Since April 2022, CMHA HK has participated in six external conferences, panels and events to share with the wider community what we and our members have learned with regard to workplace mental health. Our aim is to ensure that the lessons from experience and research are shared widely, thereby further promoting the importance of supporting employee mental health through workplace strategies.



香港保險業聯會  
The Hong Kong Federation of Insurers



As we continue our efforts to raise awareness of workplace mental health within the Hong Kong community, CMHA HK has been featured across a wide selection of the media.



#### Supporting Organisation

We were delighted to be a supporting organisation of the following events:

- The Hong Kong Institute of Bankers' Annual Banking Conference
- "Journey to Racial Equality" conference hosted by The Zubin Foundation
- Mind HK "Move it for Mental Health" campaign
- The Weez Walk 2023

#### Newsletters and Bulletins

Our periodic newsletters and bulletins are distributed to a database of over 1100 subscribers. Each edition spotlights a key theme, including:

- Early careers: transitioning to the workplace
- Suicide prevention resources
- Mental health and ESG

#### LinkedIn

Our CMHA HK LinkedIn page provides an additional channel to connect with the business community and raise awareness of the importance of workplace mental health. In the period covered by this report, we saw followers of our LinkedIn page grow by over 50% bringing our total followers to over 1,500 people.



## 'He shared with me his experience with stress – that was really helpful': why men should face mental health issues head on and talk about them

- 'Being able to be vulnerable shortens the distance between ourselves and everyone around us,' a Men's Health Week panel meeting on mental health hears
- With men three times as likely as women to die by suicide, business executives and experts describe the benefits of opening up about stress, anxiety, depression

Wellness

+ FOLLOW



Kate Whitehead

+ FOLLOW

Published: 9:15pm, 18 Jun, 2022



Print Email Text A A



Next

## Onus shifting to managers to lead positive changes for employee mental health

Some employees still feel that opening up to managers about mental health challenges may end up negatively impacting future opportunities at the company

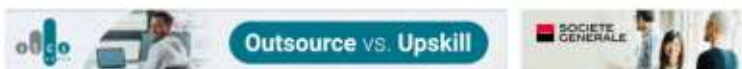
By Karen Lai | March 29, 2023

Three years of social restrictions, lockdowns and Covid-related anxieties have impacted the mental wellness of Asia's fund sector employees, who often already have to bear high levels of mental strain.

Experts say the onus is increasingly on senior management in fund companies to create an environment that encourages more conversations about mental health, but broaching such challenging topics and opening up to colleagues can be just as hard for managers.

HR Magazine

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### Thriving at Work Survey 2022 – Mayer Brown Excels again

By Poppy Lai on 8 August 2022 in APAC News, health & wellbeing, HR News, Public, Slider



Mayer Brown was awarded an 'Excelling' performance rating in the Thriving at Work Survey of the City Mental Health Alliance Hong Kong (CMHA HK) for the second consecutive year. The Survey, introduced in Hong Kong in

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China News Society Innovation HK/Macao Cross-Strait Cover Story Photo

Home / China / GBA focus

## Distressing times

By Ao Yulu | HK EDITION | Updated: 2022-09-23 11:29

f t in +

COVID-19 has created a mental health crisis among Hong Kong people, with more workers getting stressed. Experts are worried, urging employers to offer their staff adequate and professional counseling services. Ao Yulu reports from Hong Kong.



Having been haunted by the thought of suicide for several days, Eunice Yang registered for a therapy service via the company she worked for as an intern. Overwhelmed by anxiety and pressure of workloads, the young graduate who was struggling to secure a full-time job offer

## CMHA HK BOARD

Our Board is made up of representatives from across our group of member companies. It exists to drive the strategic direction of the CMHA HK, ensuring its purpose to be member-led and support the needs of businesses in Hong Kong. This reporting period saw changes among our Board members as we welcomed Peter Picton-Phillipps from EY to the Board in June, expanding the representation of our membership and broadening the expertise among Board members. We farewelled Gilbert Li who had been an active member of the Board since mid-2020 and we thank him for his contribution to the organisation. We are grateful to all our Board members for their dedication and constancy; and their support and enthusiasm for the work we do.



Clockwise from top left: Mark Saunders, Peter Picton-Phillipps, Ed Moncreiffe, Sammi Cho, Peter Reynolds, Nikki Williams, Jennifer Tam.

### MARK SAUNDERS

Head of Client Partnerships, Asia Pacific, JLL

### PETER PICTON-PHILLIPPS

Senior Partner, EY Greater China

### ED MONCREIFFE - CHAIR

CEO, HSBC Insurance (Asia) Limited

### SAMMI CHO

Chief Executive, BNY Mellon

### PETER REYNOLDS

Partner Head of Greater China, Oliver Wyman

### JENNIFER TAM

Partner, Mayer Brown

### NIKKI WILLIAMS

Associate Director - HR, Allen & Overy



## ADVISORY PANEL

CMHA HK is member-led and expert guided. To achieve this, our work is reviewed and informed by professionals from a range of healthcare and other sectors to ensure our messaging and resources on mental health are factually accurate and appropriate for our audience. We are fortunate to have worked with a dedicated team of professionals who have been with us throughout the entire CMHA HK journey. The members of the Advisory Panel span psychology, counselling, general medical practice, education and academic research and generously contribute their time and expertise. We are grateful for their support.



**DR CHARLES BRANTLY**

General Practitioner,  
Central Health Medical  
Practice



**DR HANNAH REIDY**

Clinical Psychologist  
and CEO, Mind HK



**DR SHARMEEN SHROFF**

Founder and Clinical  
Psychologist, Central  
Minds Hong Kong



**JONATHAN TENNANT**

Director, Knowledge  
Translation, The Black  
Dog Institute Australia



**DR OLGA (OLYA) ZAYTS**

Professor, Centre for the  
Humanities and Medicine,  
University of Hong Kong



**KIMBERLY HO**

Counselor, Central  
Health Medical  
Practice



**DR ZOË FORTUNE**

Adjunct Assistant  
Professor, University  
of Hong Kong

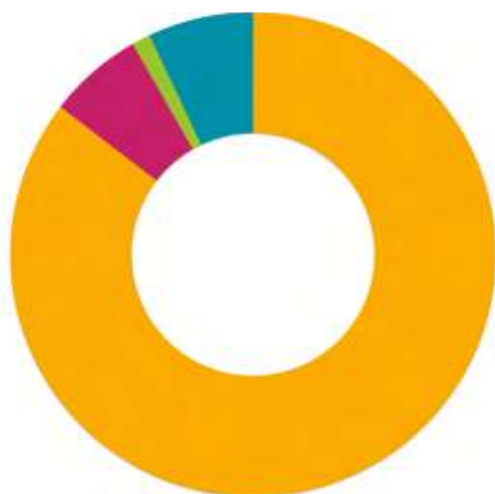
# FINANCIALS

Our audited accounts for the period 1 April 2022 to 31 March 2023 are provided below.

**City Mental Health Alliance Hong Kong Ltd.**  
**Income Statement for the period 1 April 2022 - 31 March 2023**

	<b>HKD</b>
<b>Revenue</b>	3,007,850
Cost of service	(121,826)
<b>Gross profit</b>	<u>2,886,024</u>
<b>Other revenue</b>	
Bank interest income	4,422
Sponsorship income	100,000
	<u>104,422</u>
<b>Administrative and other operating expenses</b>	
Accounting fee	-
Audit and tax fee	29,000
Bank fees	1,280
Business registration fee	150
Company secretarial fee	2,065
Consultancy fee*	2,313,826
Donation	25,875
Exchange loss	101
Office expenses	1,500
Online tools subscription	39,795
Printing and stationery	14,599
Rent	91,200
Sundry expenses	3,753
Trainer fees	171,450
Travel - national	803
Website development fee	13,527
	<u>(2,708,924)</u>
Surplus before income tax	281,522
Income tax expense	<u>(16,869)</u>
<b>Surplus for the period</b>	<u>264,653</u>

\*All CMHA HK staff are employed on contractor terms, hence staff costs are classified as Consultancy Fee.



### Allocation of expenses

- Staff and contractors
- Office accommodation and resources
- Management and administration
- Trainer fees

### City Mental Health Alliance Hong Kong Ltd. Statement of Financial Position at 31 March 2023

Current assets	HKD
Bank balances	2,138,907
Accounts receivable	101,500
Deposits	30,000
Prepayments	-
Income tax payable	2,004
	<u>2,272,411</u>
<b>Current liabilities</b>	
Accruals and other payables	216,631
Unearned revenue	1,237,500
Income tax payable	-
	<u>1,454,131</u>
<b>Net assets</b>	<u>818,280</u>
<b>Fund</b>	
Accumulated fund	<u>818,280</u>

## LOOKING FORWARD

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Our role moving forward continues to be one of support, research and resourcing, to highlight the work of members and share international best practice which informs mentally healthy workplace practices. A key focus remains supporting those coordinating change within their companies, providing opportunities for leaders and managers to connect across organisations and sectors, sharing ideas which can multiply across our corporate community.

We aim to expand our membership to include more Hong Kong headquartered companies, sharing member best practice which addresses workplace challenges and providing bilingual resources and training in Cantonese, Mandarin and English to service the needs of these Hong Kong companies.





香港城市精神健康聯盟

**City Mental Health  
Alliance** HK

The City Mental Health Alliance Hong Kong (CMHA HK) is a not-for-profit membership organisation. We are an alliance of businesses, working together with mental health experts and partner organisations, to achieve our vision that every workplace will protect, support and create positive mental health for their people.

We provide training, events, resources, research and practical support for companies wishing to create mentally healthy workplaces.

[www.cmhahk.org](http://www.cmhahk.org)

## CONTACT

For more information, please email: [info@cmhahk.org](mailto:info@cmhahk.org)

Website: [cmhahk.org](http://cmhahk.org)

LinkedIn: [City Mental Health Alliance Hong Kong](https://www.linkedin.com/company/city-mental-health-alliance-hong-kong/)