



香港城市精神健康聯盟

City Mental Health
Alliance HK

Wellbeing @ Work: Mental Health & Wellbeing Leadership

Moderator



Sammi Cho

Asia Pacific Chief
Administrative Officer,
Hong Kong Chief
Executive of BNY Mellon
& City Mental Health
Alliance HK Board
Member

As part of the Wellbeing @ Work Summit Asia on 28 April 2021, City Mental Health Alliance Hong Kong co-hosted a Mental Health & Wellbeing Leadership Panel.

In the past year, leaders across the globe have been navigating and leading through uncertain circumstances. This period has shone a spotlight on the way in which organisations have been supporting the mental health and wellbeing of employees and their families. The panel brought together APAC senior leaders, who shared their perspectives on the challenges they are facing, how their own organisations are prioritising this topic and what the future holds. **Sammi Cho, Asia Pacific Chief Administrative Officer, Hong Kong Chief Executive of BNY Mellon & City Mental Health Alliance Board Member**, moderated the panel.

Panellists



Julia Leung

Deputy Chief Executive
Officer and Executive
Director, Intermediaries
of the Securities and
Futures Commission

Challenges faced by organisations and how these are being tackled

As the city's financial regulator, the Securities and Futures Commission's (SFC's) priority is to carry on business as usual - but COVID has been disruptive to both markets and operations, noted **Julia Leung, Deputy Chief Executive Officer and Executive Director, Intermediaries of SFC**. There is also significant disruption to family life, with daily routines and support structures shaken up by the pandemic. Leung noted that coping with stress both at work and at home was tough for many. Senior management should prioritise work to focus on critical functions during difficult times to relieve anxiety on the part of staff.

As a matter of priority, the SFC promptly expanded IT infrastructure support to enable employees to work remotely and in split teams. It also enhanced medical coverage and provided a trial period of clinical psychologist counselling service with unlimited visits for staff members. This is supplemented by a comprehensive EAP (Employee Assistance Programme) for staff to make use of.



Peter Picton-Phillipps

Partner at EY, Market
Leader Financial Services
Hong Kong and Sponsor
of Mental Wellbeing

Peter Picton-Phillipps, Partner at EY, Market Leader Financial Services Hong Kong and Sponsor of Mental Wellbeing, shared that many clients had restricted access to their



Gregory Roath

Former Managing Director,
Country Manager & Head
of Client Management
APAC at BNY Mellon

offices during COVID, creating a big impact on the working arrangements of EY staff. This had the most notable impact on junior staff, who benefited most from working in a team setting and often did not have ideal home-working environments.

To support the wide range of anxieties and attitudes towards COVID within the team, EY offered flexibility and “trusted people to do what is right for them”. They also asked certain teams to prioritise working from home where possible to make space for junior staff to work in the office at 50% capacity. “One of the longer-term benefits of these arrangements is that everybody has now learned to trust in the flexible working model,” noted Picton-Phillipps.



Jeffery Tan

General Counsel, Chief
Sustainability Officer, Director,
Legal & Corporate Affairs and
Company Secretary at Jardine
Cycle & Carriage

In addition, EY has recently launched a global wellbeing strategy focusing on (i) organisational enablement, (ii) developing leadership competency (including how to lead by example taking into account mental and physical wellbeing factors) and (iii) individual experiences - including mental and emotional, physical, financial and social considerations.

Focusing on managers

Corporates are doing their part to destigmatise the topic of mental health and provide different avenues of support. However, for larger corporations, it is important to also better equip middle managers with skills to approach and support employees on these issues.

“More awareness around the topic and how it relates to management skills is key,” said **Gregory Roath, Former Managing Director, Country Manager & Head of Client Management APAC at BNY Mellon.**

Cho added that it is important to demonstrate vulnerability and to enable staff to have the ability to trust one another with these topics.

Senior leaders need to lead by example and understand that “it’s OK to talk about your own struggles, to give employees the comfort to discuss mental health challenges in the workplace without fear of stigma,” said **Jeffery Tan, Group General Counsel, Chief Sustainability Officer, Director, Legal & Corporate Affairs and Company Secretary at Jardine Cycle & Carriage.**

Looking to the future

“Continuing to have empathy as a leader and to think about the wellbeing of the people you lead - bringing that to the forefront of everything you do.” – Peter Picton-Phillipps, Partner at EY, Market Leader Financial Services Hong Kong and Sponsor of Mental Wellbeing

“More conversations around the topics of communication, vulnerability and inclusive leadership. Corporations are looking for teams that perform and we need mentally healthy teams to achieve that.” – Gregory Roath, Former Managing Director, Country Manager & Head of Client Management APAC at BNY Mellon

“Emphasising that people can have downtime to recalibrate and to get themselves centred. We may not all be mental health professionals, but we can all lend a supportive ear to team members within our organisations.” – Jeffery Tan, Group General Counsel and Chief Sustainability Officer at Jardine Cycle & Carriage

“We all invest in building the resilience of our system infrastructure but it is just as important to invest in building resilience in our people.” – Julia Leung, Deputy Chief Executive Officer and Executive Director, Intermediaries of SFC



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Alliance** HK

The City Mental Health Alliance Hong Kong is a collaborative venture founded by city businesses. Championed by senior leaders, the Alliance is business led and expert guided and aims to create a culture of good mental health for workers in Hong Kong, share best practice and increase mental health understanding.