

## Talent Exchange: Unscripted – Episode 5

**Speaker 1: Ed Moncreiffe, CEO, Insurance**

**Speaker 2: Ben Lok, Business Development Manager, Team Head, HSBC Life**

**[On-screen text]**

Ben Lok, Business Development Manager, Team Head, HSBC Life

Ed Moncreiffe, CEO, Insurance

**[Speaker 1]** Good morning. I'm here with Ben, Team Head in our Business Development unit at HSBC Life Hong Kong. Ben, congratulations on hitting 10 years at HSBC Life Hong Kong. When you speak with clients and colleagues, what are the biggest changes you've seen over those 10 years? What key things do we have today that we didn't have 10 years ago?

**[Speaker 2]** There have been a lot of changes, especially in customer needs. Back then, many customers focused on short-term financial management. They preferred structured products or shorter-tenure insurance—three or five years. Now, with the ageing population, customers are more concerned about retirement and legacy planning. I tell my colleagues, clients, and partners that we need to stay focused and find the right solutions for their needs, that's how we keep growing the business.

**[Speaker 1]** So it's really the long-term view—retirement in an ageing population—and transferring accumulated wealth to the next generation. That's what we're here to do.

**[Speaker 2]** What's one thing employees often overlook when trying to grow their career in a large organisation like HSBC?

**[Speaker 1]** I see a lot of people too focused on today and tomorrow, and not enough on where they want to be in five, 10, or 15 years. Long-term career planning matters—similar to conversations with clients about retirement and legacy.

We're naturally geared to the next opportunity and what we need to do tomorrow. As an employer, we should spend more time guiding our talent to plan their future, and to build the skills and experiences they need now and tomorrow to get there. Long-term career planning is super important.

Ben, you were also one of our winners—on the short list of global icons—at the HSBC Circle of Excellence in Danang, Vietnam. What does it mean to be recognised as one of our global champions?

**[Speaker 2]** It was really interesting. I met a colleague from Singapore in life insurance, focused on high net worth. He shared ways to reach high net worth customers, the challenges he faced, and how he overcame them. That benefited me a lot. It's hard to have a specific solution for high-net-worth customers, but learning from elites around the world is very useful.

Last question—an easy one. We know you speak Spanish very well. In Hong Kong, many of us hope you'll speak Cantonese too. Are you currently training in Cantonese?

**[Speaker 1]** Thanks for the feedback. I've spectacularly failed to learn Cantonese over the past 10 years—partly because you all speak English to me and don't let me learn. Other than the occasional "lai dai" performance, my Cantonese is pretty rudimentary. I'll focus on optimising for now.

**[Speaker 2]** All good. We'll look forward to a surprise.

**[Speaker 1]** Ben, what does retirement look like for you? Do you think about it? Are you saving for it? Are you preparing for it?

**[Speaker 2]** Yes. I discussed it with my wife a few months ago. We'd like a nomadic lifestyle - living in different places for a few months at a time: Thailand, Taiwan. Even a cruise ship could be better.

Also, I want to be a horse owner and enter racing competitions. That involves a lot of money, so I have to start saving now.

**[Speaker 1]** Best of luck acquiring that horse. Once you have it, let me know and I'll be sure to back it at the races. Ben, it's been a pleasure.

**[Speaker 2]** Thanks for having me.

**[On-screen text]** HSBC Life | Opening up a world of opportunity