



WORKWELL  
LEADERS

# 2025 ANNUAL REPORT

For financial year ended 31 Dec 2025

**From belief to evidence,  
from evidence to practice**



BE WELL . LEAD WELL

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# About Us

Good leaders know organisational wellbeing matters.

Yet many workplace wellbeing efforts remain focused on programmes, benefits and interventions that sit apart from the way work is designed, led and governed. While often well-intentioned, these efforts may improve awareness without addressing the conditions that most strongly influence how people experience work and perform at work.

WorkWell Leaders Ltd. (WWL or WorkWell Leaders) exists to change that.

WorkWell Leaders is a Singapore charity and Institution of a Public Character dedicated to advancing organisational wellbeing as a leadership, business and societal priority. Through a unique community of CEOs, senior leaders, wellbeing partners, researchers and practitioners, WWL champions evidence-based approaches that help organisations create healthier workplaces to strengthen performance.

Since its conceptualisation in 2018, WWL has worked from a simple but demanding belief: leaders must Be Well to Lead Well. What began as a small community of CEOs committed to supporting one another has evolved into a growing movement focused on leadership, organisational wellbeing and sustainable performance.

Today, WWL brings together leaders across the private, public and people sectors to learn, practise and advocate for healthier ways of leading and working.



Leaders engaging in peer learning and discussion to advance organisational wellbeing and performance.

## Vision

Every leader to be well to lead well, so their people and teams work well, and organisations and societies do well.

## Mission

To activate leadership communities, practices and evidence-based insights that enable senior leaders to integrate wellbeing into how they lead, driving healthier organisations and stronger performance.

## Values



### Courage

Change requires courage. Vulnerability is necessary for strong human-centred leadership and psychologically safe workplaces.



### Compassion

Be firm and compassionate. They are not mutually exclusive. Self-care is part of compassion.



### Commitment

We are what we repeatedly do as leaders. Wellbeing must be practised, not merely promoted.



### Clarity

Clarity in purpose, communication and decision-making provides stability, inspires hope and creates meaning.



# Overview of Charity

WorkWell Leaders is Singapore's only non-profit collective of CEOs and senior leaders singularly focused on advancing organisational wellbeing as a driver of leadership effectiveness, organisational performance and societal wellbeing.

WWL began in 2018 as an informal community of CEOs seeking to support one another in navigating the increasingly complex demands of leadership. The community was formally incorporated as a company limited by guarantee in August 2021, became a registered charity in November 2022 and was recognised as an Institution of a Public Character in February 2025.

Since its inception, WWL has sought to challenge a common misconception: that wellbeing and performance are competing priorities. Instead, our work has consistently pointed towards a different conclusion. Organisations perform better when people experience healthier workplaces. People experience healthier workplaces when leaders create the conditions for them to thrive.

The release of the WorkWell Leaders Impact Measure in 2025 provided the strongest evidence to date that this relationship is real, measurable and actionable.

## Key numbers and impact as of 31 December 2025

<b>104</b>	<b>320</b>	<b>&gt;220,000</b>	<b>≈6%</b>	<b>12</b>	<b>21</b>	<b>3</b>
<b>Contributing organisations</b>	<b>CEOs and senior wellbeing partners</b>	<b>Employees supported</b>	<b>of Singapore's workforce</b>	<b>CEO Dialogues</b>	<b>Learning Sessions</b>	<b>Luminary Series</b>

### Unique Entity Number

202128242C

### Bankers

DBS Bank Ltd

### Registered Address

25 International Business Park  
#04-103L, German Centre  
Singapore 609916

### Auditor

Tan, Chan & Partners

### Other Advisers

Agarwood Corporate Services Pte Ltd



# Chairperson's Message

In 2018, WorkWell Leaders began with a simple belief: leaders must Be Well to Lead Well.

In 2025, we gained the strongest evidence yet that this belief is true.

The launch of the WorkWell Leaders Impact Measure marked a significant milestone not only for WorkWell Leaders, but also for the wider conversation on leadership, organisational wellbeing and performance in Singapore.

For years, many leaders intuitively sensed that wellbeing mattered. The Impact Measure helped answer a more important question: What matters most? More importantly, it strengthened our belief with evidence, giving leaders, boards and organisations greater confidence to move beyond good intentions towards informed action.

For WorkWell Leaders, this represents a defining milestone. For years, our community has advocated that workplace wellbeing is not merely an HR initiative, employee benefit or wellness programme. It is fundamentally a leadership issue and a business issue. The evidence gives us greater confidence in that belief, but it also gives us greater responsibility.

What encouraged us most in 2025 was not simply the attention the study received, but the willingness of leaders to ask deeper questions.



How do we build healthier organisations?

How do we create workplaces where people can thrive? How do we sustain performance without sacrificing wellbeing?

These questions remind us that evidence alone does not create change. Lasting change happens when leaders translate insight into action, organisations embed wellbeing into the way they lead, and workplaces create the conditions for both people and performance to flourish.

Throughout the year, we continued creating spaces for leaders to learn, reflect and support one another.

As we listened to leaders across different sectors, one message came through consistently:

While research and evidence matter, lasting change ultimately happens through trusted relationships, shared learning, reflection and leadership in practice.

As an Institution of Public Character, and this status is renewed for a further three years in early 2026, we remain mindful that this work extends beyond our membership community. Organisational wellbeing is not only a workplace issue; it is a societal one. When leaders create healthier organisations, the positive impact extends to families, communities and society as a whole.

Looking ahead, our task is no longer simply to build the evidence. It is to help leaders and organisations translate that evidence into practice. Through our community, partnerships and programmes, we will continue supporting leaders to strengthen leadership capability, build healthier organisations and contribute to a more resilient and thriving society.

If there is one lesson from 2025, it is this: the conversation has moved beyond awareness. Our collective challenge now is to turn evidence into action, and conviction into lasting organisational change.

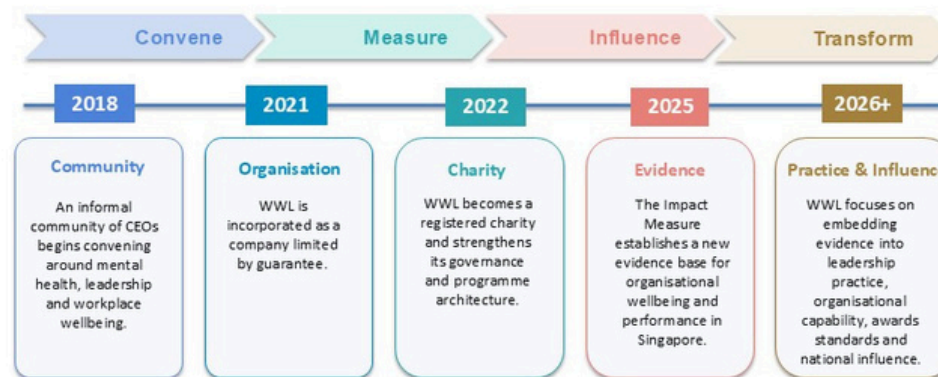
I am deeply grateful to our Board, members, partners, funders, volunteers

and executive team for their commitment to this work. Most of all, I am grateful to the leaders in our community who continue showing up with courage, compassion, commitment and clarity.

Together, may we continue to be well, lead well and build organisations where both people and performance can flourish.

**Anthea Ong**  
Chairperson, WorkWell Leaders Ltd.

# The Evolution of WWL



## 2025: From Belief to Evidence

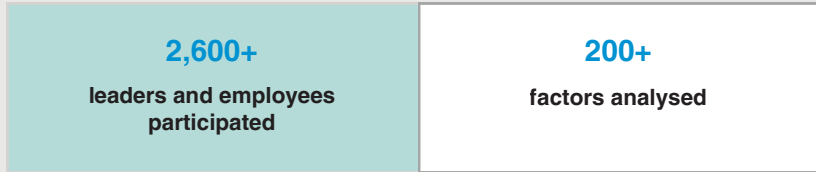
Some years are about growth. Some years are about consolidation. For WorkWell Leaders, 2025 was a year of validation.

Since our founding in 2018, we have held a simple belief: leaders must Be Well to Lead Well. We have argued that organisational wellbeing is not a wellness programme, a HR initiative or a collection of employee benefits. We believed that it is fundamentally a leadership issue, a business issue and increasingly, a societal issue.

In 2025, we gained the strongest evidence yet that this belief is true.

The launch of the WorkWell Leaders Impact Measure marked a significant milestone not only for WWL, but for the wider conversation on leadership, organisational wellbeing and performance in Singapore.

For years, many leaders intuitively sensed that wellbeing mattered. The Impact Measure helped answer a more important question: what matters most?

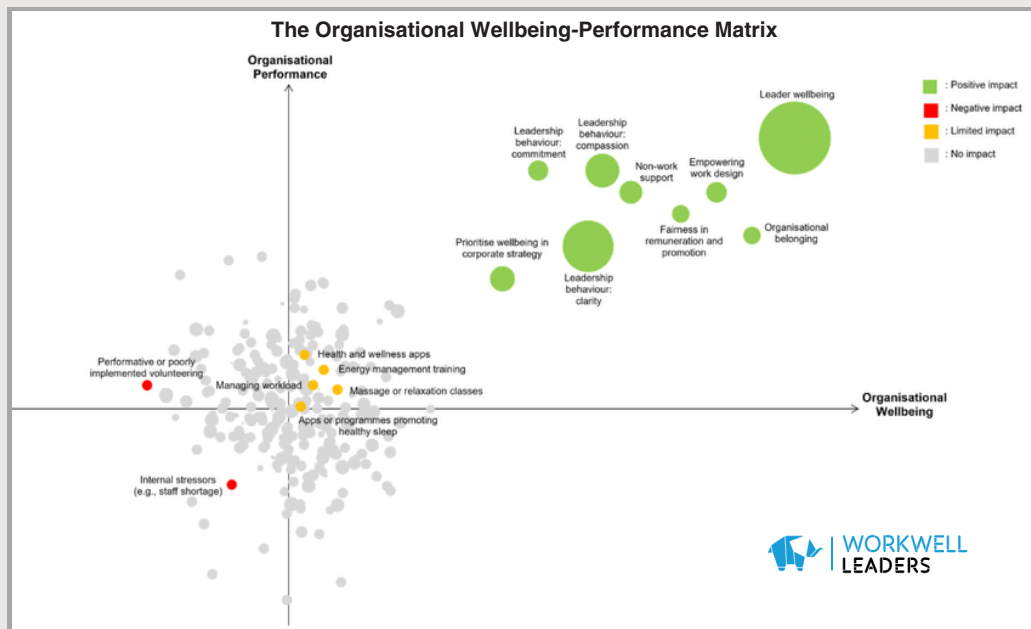


The implications are profound. How leaders experience work shapes how organisations experience work.

These findings point leaders to a deeper truth. The most powerful drivers of wellbeing and performance are often embedded within leadership behaviours, organisational systems and everyday workplace experiences.

The challenge before organisations is therefore not simply to do more wellbeing. It is to build healthier organisations.

# The WorkWell Leaders Impact Measure



The WorkWell Leaders Impact Measure White Paper was released as scheduled in 2025. This marked the transition of the study from research undertaking to public resource, giving leaders a clearer, evidence-informed view of what drives organisational wellbeing and performance.

The Impact Measure analysed the relationship between organisational wellbeing and performance through a large-scale study involving leaders and employees across sectors. Rather than treating wellbeing as an individual concern alone, the study examined the organisational conditions, leadership behaviours and workplace experiences that shape wellbeing at scale.

The study also strengthened WWL's founding philosophy. It confirmed that leader wellbeing is not peripheral to organisational performance. It is the most critical primary condition that makes healthy, high-performing organisations possible.

### WHAT WE LEARNED

- Organisational wellbeing is the #1 predictor of performance.
- Leader wellbeing is the #1 predictor of organisational wellbeing.
- Work design matters more than workload management.
- Fairness matters more than bonuses.
- Belonging matters more than bonuses.
- Leadership actions matter more than stated intent.

## Why This Matters

For decades, organisational wellbeing has often been treated as a workplace issue. The Impact Measure suggests it may be something larger.

If organisational wellbeing is the strongest predictor of organisational performance, then organisational wellbeing is not merely a people issue. It is an economic issue.

If leader wellbeing is the strongest predictor of organisational wellbeing, then leader wellbeing is not merely a personal issue. It is a leadership issue.

And if organisations influence how millions of people experience work, stress, belonging, fairness and meaning every day, then organisational wellbeing is also a societal issue.

This is why the findings matter. Not because they validate WWL, but because they help leaders focus their attention on the conditions that matter most.

# From Research to Roadmap

Research alone does not create change. Leaders need practical guidance on how to translate insight into action.

To support this, WWL launched the Impact Framework and Impact Roadmap alongside the White Paper. The framework translates the study's findings into an actionable model for organisations. Together, these represent an important step towards helping organisations move from intention to implementation.

Rather than treating wellbeing as a standalone initiative, the framework encourages leaders to examine the conditions that shape how people experience work. The findings show that **organisational wellbeing is the #1 driver of organisational performance**, and **leader wellbeing is the #1 driver of organisational wellbeing**, making it the most critical of the six drivers identified by the study.

## WorkWell Leaders Impact Framework

The 6 top drivers of organisational wellbeing, prioritised by their impact.



Impact ratios are based on relative predictive strength within the Impact Measure dataset and comparisons against commonly used workplace interventions. Ratios should be interpreted as directional indicators of relative leverage rather than absolute effect sizes.

# The Findings Travelled

One of the most encouraging outcomes of the Impact Measure was the response it generated beyond WWL's immediate community. Despite the limited reach of a small working team, the findings travelled across sectors and geographies.

- Public Service** Referenced by the Head of Public Service at the Public Sector Leaders' Conference, bringing the findings into Singapore's largest employer.
- Education** Shared by the Ministry of Education to school leaders, to explore how the findings could shape leadership, culture and leadership team development.
- Academia** The study is adopted by a leading university in the Netherlands, at the forefront of executive leadership training.
- Healthcare** Leadership and organisational development teams within the UK's National Health Service applied the Impact Framework to leadership renewal.
- Legal Sector** WWL became a founding partner of the Mindful Business Movement, supporting sector-wide conversations on sustainable leadership and wellbeing in the legal profession.
- Corporate Sector** Used by leading global advisory firms to support leadership development and organisational transformation with some of the world's largest multinational organisations.
- Media and Public Conversation** The findings were featured across mainstream, business and workplace wellbeing media, expanding public understanding of organisational wellbeing as a leadership issue.

These developments reinforced an important insight. The challenges organisations face today are increasingly shared. Questions about leadership, wellbeing, culture, belonging, trust, performance and purpose are being asked across sectors, professions and geographies.

**The shift in 2025**  
The national conversation moved beyond awareness. How do leaders take care of themselves, redesign work, strengthen belonging, build fairer organisations and create conditions where both people and performance thrive?

# Building Leader Wellbeing

At the heart of WorkWell Leaders is a simple conviction: organisational wellbeing begins with leader wellbeing.

Leaders shape culture. Leaders influence how work is designed, how decisions are made, how trust is built and how people experience work. Yet leaders themselves often operate under immense pressure, navigating uncertainty, complexity and competing demands while carrying responsibility for the wellbeing and performance of others.

This is why WWL's work begins with helping leaders Be Well. Throughout 2025, our programmes created space for leaders to reflect, learn, connect and renew.

## Key activities for leaders' wellbeing in 2025

<b>2</b> CEO Dialogues	<b>1</b> Luminary Series	<b>24</b> CEO Connect Groups	<b>72</b> CEOs in peer support groups	<b>1</b> CEO Breathe Retreat
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## CEO Dialogues

*Building peer learning, trusted conversations and leadership reflection among senior leaders navigating increasingly complex leadership challenges.*

CEO Dialogues remain the cornerstone of the WWL community. Designed as confidential, peer-level conversations, these gatherings enable leaders to learn from one another and explore the realities of leadership in an increasingly complex world.

In May 2025, WWL held its 11th CEO Dialogue, hosted by HSBC Singapore CEO Wong Kee Joo and

featuring Ravi Menon, Chairman of the Global Finance & Technology Network and former Managing Director of the Monetary Authority of Singapore. The discussion explored how leaders close the gap between organisational values and organisational culture, and examined the role of boards, middle managers and leadership behaviours in shaping workplace experiences.



*Ravi Menon sharing candid reflections on leadership, culture and the responsibility of leading people through change.*

In October 2025, WWL convened its 12th CEO Dialogue in a townhall format. Hosted by Singtel CEO Ng Tian Chong, the townhall brought together leaders from across the community to reflect on the future direction of WWL, the findings of the Impact Measure and the challenges they face as leaders.



*A townhall-style conversation on leadership, belonging and sustainable performance.*

## Luminary Series

The Luminary Series provides a closed-door, peer-level forum where distinguished guest speakers share candid reflections on leadership, wellbeing, purpose and the realities of leading through change.

On 13 November 2025, WorkWell Leaders hosted Mr Hsieh Fu Hua at Nomura Singapore, bringing together 27 senior leaders from across the community. Moderated by Founder and Chairperson Anthea Ong, the session also featured Professor Dame Carol Black, a leading global voice on health, work and wellbeing.

Drawing on his leadership journey across DBS Bank, Singapore Exchange and Temasek Holdings, Mr Hsieh shared reflections on purpose, resilience and the human side of leadership. The discussion reinforced that sustainable organisational performance begins with leaders who are able to lead with clarity, resilience and wellbeing.



*Insights on purpose, resilience and leadership from Mr Hsieh Fu Hua*

### Why the CEO Townhall mattered

The CEO Townhall marked a subtle but important evolution for WWL. For many years, WWL focused on convening and curating conversations for leaders. The Townhall signalled a growing commitment to listening as carefully as we speak. As the community matures, understanding what leaders need may be as important as providing answers.

## CEO Breathe and CEO Breathe Retreat

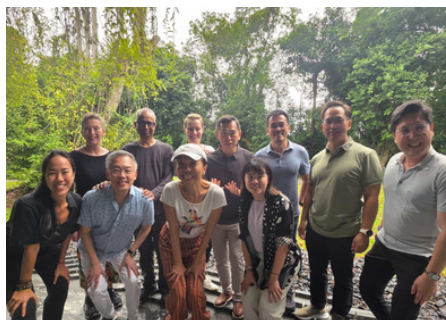
*Strengthening peer relationships and addressing leadership isolation by connecting leaders with a trusted community of fellow CEOs and senior executives.*

Leadership today often rewards speed, urgency and constant activity. Yet many qualities required for effective leadership, including clarity, presence, self-awareness and wise judgement, emerge not from constant action but from intentional reflection.

CEO Breathe was created to support this practice. Held monthly throughout the year, CEO Breathe provides leaders with a dedicated space to pause, reflect and reconnect with themselves amidst the demands of leadership.

In November 2025, WWL deepened this practice through its inaugural full-day CEO Breathe Retreat, generously supported by Banyan Tree. For many participants, taking an entire day away from operational responsibilities represented a significant commitment in itself.

The retreat invited leaders to slow down, reconnect with their purpose and reflect more deeply on the inner foundations of leadership through the 4Cs of Courage, Compassion, Commitment and Clarity.



*CEOs gathered at the inaugural CEO Breathe Retreat for a day of reflection, connection and renewal.*

## CEO Connect and CEO Commit

Leadership can be lonely. CEO Connect was established to address this reality.

Through structured peer support groups, leaders are connected with fellow CEOs and senior executives who understand the unique challenges and responsibilities that leadership entails. In 2025, WWL supported 24 CEO Connect groups involving 72 leaders under a refreshed peer-support model.

Together with CEO Dialogues and CEO Breathe, CEO Connect and CEO Commit form part of WWL's commitment to helping leaders strengthen their own wellbeing as a foundation for leading others well.

# Building Organisational Wellbeing Capability

If Be Well focuses on the leader, Lead Well focuses on the organisation.

Throughout 2025, WWL continued working closely with senior HR, wellbeing and operational leaders to translate leadership intent into organisational practice. The release of the Impact Measure sharpened this work considerably.

Rather than asking whether wellbeing matters, the conversation increasingly shifted towards how organisations can create the conditions that support wellbeing and performance. The challenge is no longer awareness. The challenge is implementation.

### Peer learning for operational leaders in 2025

<b>3</b> Learning Sessions	<b>86</b> CHROs and Wellbeing Partners	<b>1</b> National Training Session	<b>40</b> HR practitioners trained
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## Learning Sessions

*Building organisational capability by helping leaders and organisations translate evidence into practical leadership and organisational practices.*

WWL's Learning Sessions provide a platform for senior wellbeing partners and organisational leaders to exchange ideas, explore practical challenges and learn from emerging evidence and best practices.

As the Impact Measure findings emerged during 2025, Learning Sessions increasingly focused on the organisational drivers identified by the study, including leadership behaviours, psychological safety, work design, organisational culture and employee wellbeing in an era of technological disruption.

### 19th Learning Session: AI Adoption and Employee Wellbeing

Hosted by McKinsey & Company Singapore.

*Senior HR leaders exploring the impact of AI adoption on employee wellbeing and organisational culture.*



## 20th Learning Session: Driving Wellbeing Through Behaviour

Hosted by SingHealth.



*Dr Reuben Ng sharing the findings of the Impact Measure to help organisations drive lasting change and wellbeing outcomes.*

*knowledge, tools and resources to implement leadership and organisational wellbeing practices.*

WWL continued partnering with knowledge and community partners to provide practical resources and capability-building opportunities.

One notable example was the Return-to-Work Training Session for HR practitioners and managers. Conducted alongside the launch of the Return-to-Work Guide for Mental Health Reintegration developed by the National University of Singapore and the Beyond the Label Collective, the initiative provided practical guidance for supporting employees returning to work following mental health challenges.

The programme reflects a broader principle underpinning WWL's work. Organisational wellbeing is strengthened not only through leadership commitment but through organisational capability.

## WorkWell Leaders Recommended Action Partners (WRAPs)

Members have access to the WorkWell Leaders Recommended Action Partners (WRAPs). Based on independent research commissioned by WWL, WRAPs identifies recommended Employee Assistance Programme (EAP) and workplace mental wellbeing service providers, mapping their capabilities across the employee wellbeing spectrum from prevention to recovery. This provides members with practical guidance in selecting partners that best support their organisational wellbeing needs.

## 21st Learning Session: Unpack the Most Powerful Drivers of Organisational Wellbeing

Hosted by First Abu Dhabi Bank.



*Participants exploring practical pathways to stronger organisational wellbeing and performance.*

## Training and Implementation Support

*Equipping leaders and organisations with practical*

## From insight to practice

*Translating the Impact Measure findings into practical guidance, enabling organisations to focus on the leadership and organisational drivers that matter most.*

The launch of the Impact Roadmap marked a significant evolution in WWL's approach. For many years, organisations have recognised the importance of wellbeing but struggled to identify where to focus their efforts.

The Impact Measure now provides a clearer answer. As a result, WWL's future capability-building work will increasingly focus on the six drivers shown to matter most: leader wellbeing, empowering work environments, belonging, whole-person needs, fairness and values in action.

This represents an important shift from programme-centred wellbeing towards organisation-centred wellbeing. The goal is not simply to help organisations do more wellbeing. It is to help them build healthier and better performing organisations.

# Raising The National Standard

Recognition matters. Not because organisations need awards, but because standards shape behaviour.

The WorkWell Leaders Awards were established to celebrate organisations and leaders that are demonstrating what good organisational wellbeing looks like in practice. In 2025, the Awards evolved into something more. They became a platform for raising the national standard.



*Minister Ong Ye Kung at Awards & Gala 2025 pre-dinner dialogue.*

**Recognition is the visible outcome.**

**Raising standards is the real purpose.**

# From Research to National Conversation

## Leadership Dialogue with Minister Ong Ye Kung

One of the most significant moments surrounding the launch of the inaugural WorkWell Leaders Impact Measure took place ahead of the WorkWell Leaders Awards Gala, where senior leaders engaged in a pre-dinner dialogue with Mr Ong Ye Kung, Minister for Health.

The conversation explored the growing importance of organisational wellbeing in Singapore, and the role leaders play in shaping healthier workplaces, stronger organisations and better outcomes for society.

The dialogue reinforced an important theme emerging from the Impact Measure findings: wellbeing is not solely a workplace concern. It is increasingly linked to leadership effectiveness, organisational performance and broader societal wellbeing.



*Minister Ong Ye Kung in dialogue with CEOs on leadership, resilience and organisational wellbeing.*

As organisations continue to navigate workforce transformation, changing employee expectations and growing mental wellbeing challenges, leaders are being called upon to rethink how work is designed, how cultures are shaped and how people are supported to thrive.

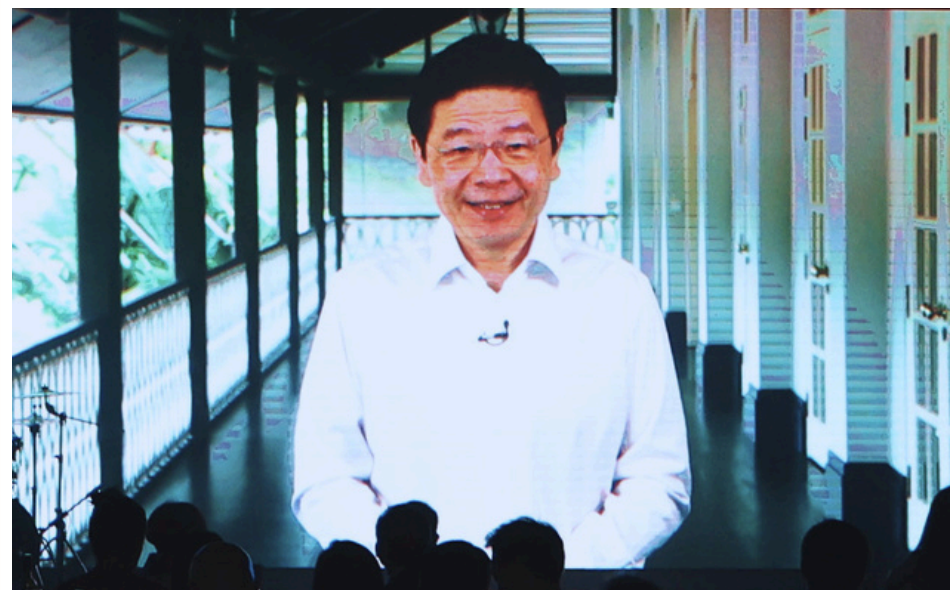
The inclusion of organisational wellbeing in conversations involving government leaders, business leaders and community stakeholders reflects the growing recognition that this is not simply a HR issue, but a leadership and national priority.

Organisational wellbeing is not just about helping people feel better at work. It is about creating the conditions for people and organisations to thrive together.

# WorkWell Leaders Awards 2025

Held on 24 April 2025 at Conrad Singapore Orchard, the third WorkWell Leaders Awards Gala brought together approximately 400 CEOs, senior leaders and organisational teams committed to advancing organisational wellbeing.

The event featured a special video message from Prime Minister Lawrence Wong. It also provided the platform for unveiling key findings from the WorkWell Leaders Impact Measure.



*Prime Minister Lawrence Wong in a video message, reaffirmed that culture starts with leadership.*

“ Wellbeing at work isn't just about policies and laws. It is also about the everyday things we do, checking in on a colleague, being respectful and creating a culture where people feel supported. Small actions can make a big difference. Leaders in particular play a key role... When leaders foster a positive work environment, the whole organisation benefits. ”

This reflected an important shift. The Awards are no longer only about recognising good practice. They are also about sharing evidence, accelerating learning and inspiring action.



Board Members celebrating with winners of the WorkWell Leaders Awards 2025.

## Singapore's Inaugural Top Impact Employers

A major milestone in 2025 was the launch of Singapore's Top Impact Employers. Twenty-five organisations were recognised for demonstrating meaningful commitment and progress in creating healthier workplaces.

The significance of this initiative extends beyond the organisations recognised. Top Impact Employers establishes a benchmark for organisational wellbeing in Singapore. It signals that wellbeing is no longer a peripheral concern but a leadership and organisational priority worthy of recognition and accountability.

As WWL continues to evolve the Awards framework using insights from the Impact Measure, organisations will increasingly be encouraged to demonstrate not only programmes and policies, but measurable progress in creating healthier organisational conditions.

### Key numbers for Awards 2025

<b>25</b> Top Impact Employers recognised	<b>400</b> Leaders at the Gala	<b>S\$380,200</b> Net proceeds raised	<b>3-stage</b> Independent judging process
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The 2025 winners and Top Impact Employers were recognised not only for their initiatives, but for demonstrating leadership commitment, organisational culture and workplace practices that support healthier, higher-performing organisations. Their achievements reflect the principles underpinning the WorkWell Leaders Impact Measure and provide examples for other organisations to learn from.

## Top Impact Employers

Listed in alphabetical order

- Agency for Science, Technology and Research (A\*STAR)
- AIA
- Alliance 21 Group
- Animal & Avian Veterinary Clinic (AAVC)
- Aon
- AstraZeneca
- Berge Bulk
- Changi General Hospital
- DBS Bank
- Excel Precast
- Highway International
- Income Insurance
- Khoo Tech Puat Hospital & Yishun Community Hospital
- Marsh McLennan
- Mitsubishi Electric
- National Heart Centre
- National Neuroscience Institute
- National University of Singapore
- Oliver Wyman
- Otis International Asia Pacific
- Rajah & Tann
- SBS Transit
- Singapore Land Group
- Singapore Pools
- SingHealth

## 2025 Award Winners



### Wellbeing Organisation of the Year

Demonstrating outstanding leadership in embedding wellbeing into organisational culture and performance.

#### Winner: Berge Bulk

Embedding wellbeing into its ESG strategy and extending mental health support across both shore and sea-based operations.

### Wellbeing Innovation Award

Developing an innovative approach to advancing employee wellbeing.

#### Winner: DBS

Developed Health Wallet, a personalised platform that encourages healthier habits and reduces mental health stigma.





**Corporate Culture Award**

Cultivating a workplace culture where people feel valued, supported and able to thrive.

**Winner: Excel Precast**

Building a people-centred culture through leadership, peer support and employee-driven initiatives.

**Organisational Wellbeing Strategy Award**

Embedding wellbeing as a strategic driver of long-term organisational performance.

**Winner: Berge Bulk**

Positioning wellbeing as a core business and ESG strategy through its YouMatter framework.



**CEO's Wellbeing Partner**

Recognises HR leaders who champion leadership behaviours and organisational practices that strengthen workplace wellbeing.

**Winner: Vinita Menon, Senior Director, HRBP Southeast Asia, Otis Elevator Co.**

Embedding leadership accountability through a comprehensive five-pillar wellbeing framework.



**Winner: Debbie Ng, Senior Director People & Culture, Singapore Pools**

Integrating holistic wellbeing into the employee experience while advancing strategic people outcomes.



**Wellbeing CEO**

Recognises CEOs who champion wellbeing as a strategic leadership priority and role model healthy leadership behaviours.

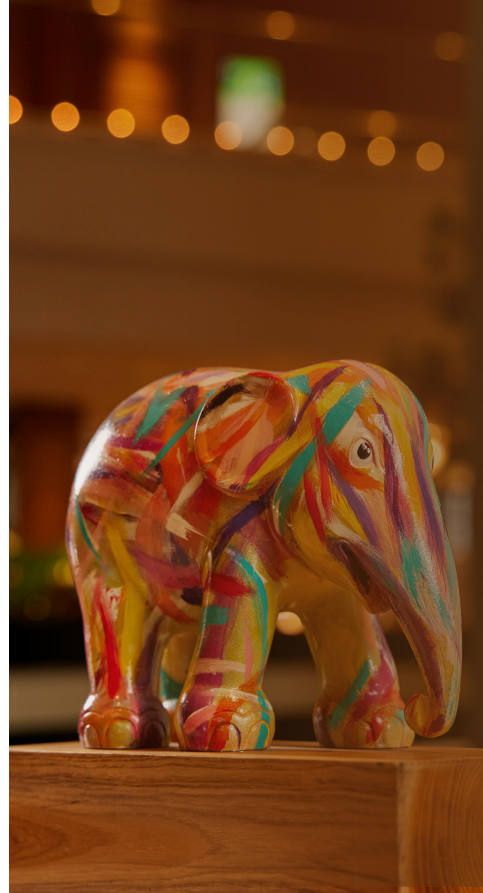
**Prof. Au Wing Lok, CEO, National Neuroscience Institute**

Championing compassionate, people-centred leadership that strengthens organisational culture.



**Winner: Prof. Chua Hong Choon, Khoo Teck Puat Hospital & Yishun Community Hospital**

Making wellbeing a strategic organisational priority through visible and consistent leadership.



The WorkWell Leaders Awards & Gala would not have been possible without the generous support of:

**Champion Partner:** AIA

**Venue Partner:** Pontiac Land

**Leading Partners:** Bank of Singapore, embecta, National University of Singapore, Otis International Asia Pacific, and Singapore Pools

**Supporting Partner:** DBS Bank

**Knowledge Partners:** Aon, Intellect, and Agency for Integrated Care

**Community Partner:** National Council of Social Service

**Official Media Partner:** Mediacorp

**Wine Partner:** Small Story

# Shaping National Conversations

WWL was founded as a leadership community. Increasingly, it is also becoming a platform for national and global conversations on organisational wellbeing.

Throughout 2025, WWL engaged leaders across government, business, academia, healthcare, professional services and civil society. These engagements reflected growing recognition that organisational wellbeing is not merely a workplace issue. It is an economic, leadership and societal issue.

## A growing movement

What began in 2018 as a small community of CEOs has evolved into a growing movement reframing organisational wellbeing as a leadership, performance and societal imperative.

## Advancing the conversation

- IMPACT Week 2025 Panel Discussion
- Mental Health Festival 2025 Keynote
- Mindful Business Movement Kick-Off
- Singapore International Chamber of Commerce CEO Dialogue
- Singapore FinTech Festival Panel Discussion
- Workplace Safety and Health Council Handbook on Supporting Employees' Mental Health

## IMPACT Week 2025 Panel Discussion

At IMPACT Week 2025, WWL Founder and Chairperson Anthea Indira Ong was featured as a panellist in a discussion on leadership, wellbeing and social impact. Grounded in WWL's philosophy that organisational wellbeing starts with leaders, she emphasised that personal wellbeing is not separate from organisational success, but a critical foundation for effective leadership, resilient organisations and sustainable impact.



Founder and Chairperson Anthea Ong sharing the importance of personal wellbeing as a foundation for effective leadership.

## Mental Health Festival 2025 Keynote

At the Mental Health Festival 2025, themed Building What Matters, Anthea delivered a keynote highlighting insights from the WWL Impact Measure study, examining the relationship between leadership, organisational wellbeing and performance. She also shared the Impact Framework, which translates the study's findings into a practical guide for leaders seeking to embed wellbeing as a driver of sustainable organisational performance.



From research to action: the Organizational Wellbeing-Performance Impact Framework.

## Singapore International Chamber of Commerce (SICC) CEO Dialogue

In conjunction with World Mental Health Day, WWL partnered with the Singapore International Chamber of Commerce to share insights from the WWL Impact Measure.

Anthea presented findings from Singapore's first science-backed study on the drivers of organisational wellbeing and performance, highlighting the critical role of leader wellbeing in shaping organisational outcomes. The session featured a leadership dialogue with Ng Tian Chong, CEO of Singtel, and Professor Carole-Anne Upton, CEO of James Cook University Singapore, who shared perspectives on the relationship between leadership, culture and sustainable performance. Together, the discussions reinforced the growing recognition that wellbeing is a strategic driver of organisational success.

## Mindful Business Movement Kick-Off

A significant milestone during the year was WorkWell Leaders becoming a founding partner of the Mindful Business

Movement for Singapore's legal profession. This initiative reflects a growing recognition that organisational wellbeing is a shared responsibility, with challenges such as burnout, psychological safety and sustainable performance requiring collective action across entire industries.

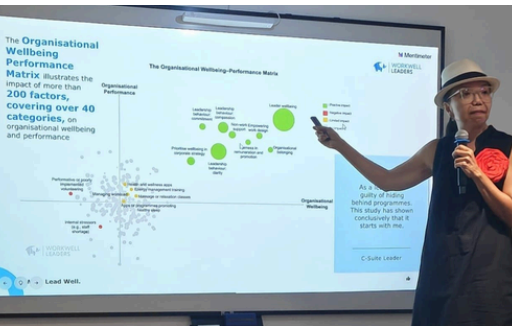
WWL is proud to contribute its expertise in advancing evidence-based organisational wellbeing and looks forward to supporting similar cross-sector collaborations that help build healthier workplaces and stronger leadership cultures over time.

At its launch, Anthea shared the Impact Measure findings and facilitated a dialogue on the future sustainability of the legal profession.

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The session featured a leadership dialogue with Ng Tian Chong, CEO of Singtel, and Professor Carole-Anne Upton, CEO of James Cook University Singapore, who shared perspectives on the relationship between leadership, culture and sustainable performance.

Together, the discussions reinforced the growing recognition that wellbeing is a strategic driver of organisational success.



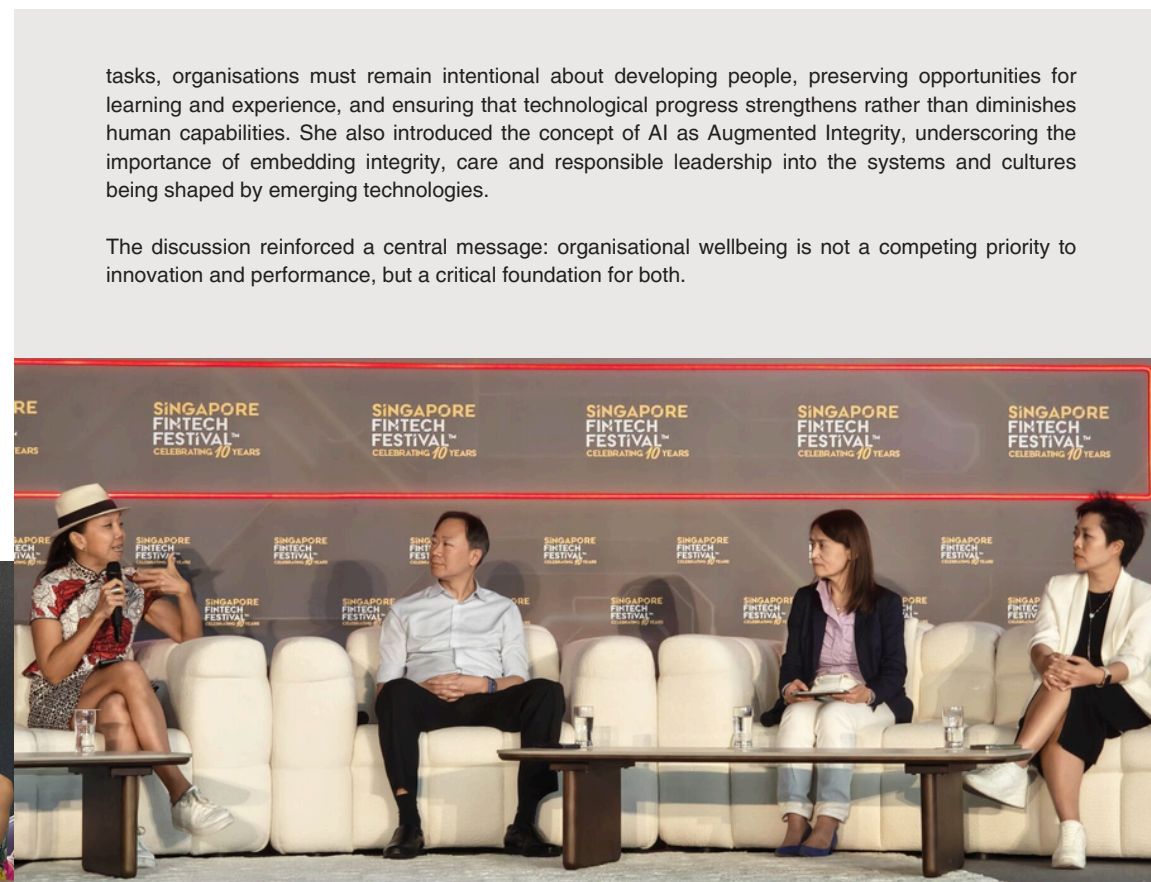
From research to action: the Organisational Wellbeing-Performance Impact Framework.



Leaders in conversation on wellbeing, culture and performance.

### Singapore FinTech Festival Panel Discussion

At the Singapore FinTech Festival 2025, Anthea shared WorkWell Leaders' perspectives on organisational wellbeing as a featured panellist in a discussion on Prioritising Organisational Wellbeing in the Age of Machines. Drawing on insights from the Impact Measure and the community, Anthea emphasised that as technology takes on more



tasks, organisations must remain intentional about developing people, preserving opportunities for learning and experience, and ensuring that technological progress strengthens rather than diminishes human capabilities. She also introduced the concept of AI as Augmented Integrity, underscoring the importance of embedding integrity, care and responsible leadership into the systems and cultures being shaped by emerging technologies.

The discussion reinforced a central message: organisational wellbeing is not a competing priority to innovation and performance, but a critical foundation for both.

Singapore FinTech Festival Panel Discussion: examining the human side of technological transformation.

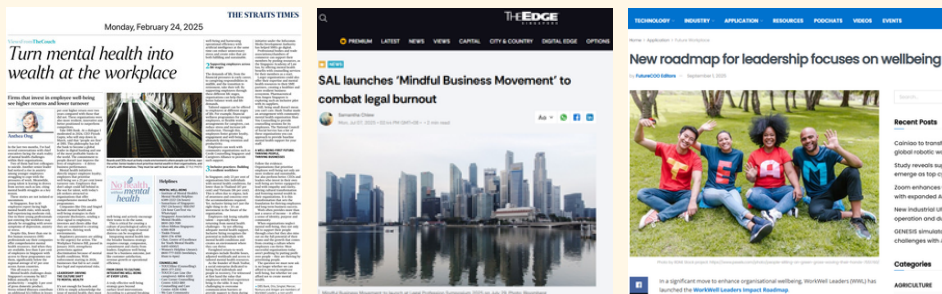
### Workplace Safety and Health Council Handbook on Supporting Employees' Mental Health

WWL contributed to the development of the Handbook on Supporting Employees' Mental Health through its participation in the Workplace Safety and Health Council's Mental Wellbeing Committee. This collaboration reflects a shared commitment to advancing workplace mental wellbeing and strengthening the role of leaders and organisations in creating healthy, resilient and high-performing workplaces.

# Media and Thought Leadership

Media coverage, stakeholder engagement and public interest in the Impact Measure significantly expanded WWL's reach during the year. Media coverage spanned mainstream, business and international platforms.

- **The Straits Times:** *Turn mental health into wealth at workplaces*, 24 Feb 2025
- **World Economic Forum:** *Why prioritising employee well-being is good for business*, 28 Mar 2025
- **MotherShip:** *DBS, S'pore Pool, & NUS among S'pore's Top 25 employers for excellence in workplace wellbeing: WorkWell Leaders*, 25 Apr 2025
- **The Straits Times:** *Khoo Teck Puat Hospital among employers lauded for fostering workplace mental well-being*, 25 Apr 2025
- **Independent SG:** *Study finds leader well-being drives organisational well-being and performance*, 28 Apr 2025
- **The Straits Times:** *It's time to replace work-life balance with work-rest rhythm*, 21 Jul 2025
- **The Edge Singapore:** *SAL launches 'Mindful Business Movement' to combat legal burnout*, 29 Jul 2025
- **HRD Asia:** *Leaders told to 'take ownership' of wellbeing*, 8 Aug 2025
- **Singapore Business Review:** *Leader wellbeing drives better decisions and safer workplaces: study*, 8 Aug 2025
- **People Matters:** *Singapore's first science-backed roadmap for wellbeing is here*, 18 Aug 2025
- **FutureIoT:** *New roadmap for leadership focuses on wellbeing*, 1 Sep 2025
- **HRM Asia:** *When wellbeing moves to the boardroom: Rethinking leadership for sustainable performance*, 10 Sep 2025
- **The Straits Times:** *The best example leaders can set at the Singapore workplace is well-being*, 8 Oct 2025



WWL's LinkedIn following grew by 5.8% year-on-year. More importantly, WWL achieved more than 382,000 impressions, a 135.6% increase from the previous year, reflecting growing public interest in organisational wellbeing as a leadership and performance issue.

# Governance and Stewardship

A growing movement requires strong stewardship. In 2025, WWL strengthened the organisation behind the mission through Board renewal, executive transition, IPC renewal, financial sustainability and a refreshed strategic direction.

In February 2026, shortly after the reporting period, WWL's IPC status was renewed for a further three years. This renewal is a mark of public trust and a reminder of public responsibility. As an Institution of a Public Character, WWL has a responsibility to serve beyond its immediate membership community and to steward resources for public benefit.

## Board Strategic Refresh

In December 2025, the Board undertook a strategic refresh to review WWL's direction, sharpen how it adds value to the community and ensure its work remains relevant to the needs of leaders and organisations.

The refresh included a review of WWL's vision and mission statements, community value proposition and programme direction. The Board agreed that WWL's purpose remains unchanged, but that programme design should evolve to more directly address the key drivers identified in the Impact Measure.



## Governance Evolution

During the year, WWL undertook a governance refresh which included the dissolution of the Global Advisory Council. With the dissolution, Professor Dame Carol Black joins Mr Hsieh Fu Hua as an Honorary Advisor to the Board. We thank Professor Niki Ellis for her contribution and look forward to her continued support as a member of the WorkWell Leaders Impact Measure Working Group, and one of the key international judges of our Wellbeing Organisation of the Year award.

## Board and Leadership Transitions

Koh Khai Yang stepped down from the Board as Treasurer and Chair of the Finance on 12 August 2025, and continued serving as an advisor until 24 October 2025. He completed the full term of four years per the Charity Code of Governance. As a founding Board member, he played a pivotal role in establishing the governance, stewardship and financial discipline that enabled WWL to grow from an informal movement into a registered charity and Institution of a Public Character (IPC).

Lam Chee Weng joined the Board and assumed the role of Treasurer and Chair of Finance on 13 August 2025. His extensive leadership experience and commitment to purpose-led organisations will be invaluable as WWL enters its next phase of growth, governance and accountability.

Bob Grove stepped down as Executive Director on 6 October 2025. The Board extends its appreciation for his leadership and service to WWL.

Gerald Tan was appointed Assistant Director on 2 September 2025 and Acting Executive Director on 2 December 2025, before being appointed Executive Director on 1 February 2026. As demand for WWL's work grows, the organisation plans to strengthen and grow the executive team in 2026.

## Honorary Advisors



**Hsieh Fu Hua**



**Professor Dame Carol Black**

## Board Members



**Anthea Ong**  
Chairperson

Founder, WorkWell Leaders; former Nominated Member of Parliament; social entrepreneur; Executive Chairperson, Anagami Impact; Strategic Advisor, Intellect; Chair, Cedar Girls Secondary School.



**Sam Kok Weng**  
Deputy Chairperson/  
Chair, Audit and Risk

Partner, PwC Singapore; Trustee, PwC Business Trust; Board member across health, arts and professional bodies.



**Stephane de Montlivault**  
Chair, Nomination

President, Otis Asia Pacific; Executive Officer, Otis Worldwide Corporation; Representative Director and Chairman, Nippon Otis Elevator Company.



**Lam Chee Weng**  
Treasurer /  
Chair, Finance

CEO, Singapore Pools; Cerebral Palsy Alliance Singapore Co-opted Member; iShine Cloud Limited, Deputy Chairman; Asia Pacific Lottery Association Limited, EXCO Chairman of APLA; World Lottery Association, Asia Pacific Region Representative and Audit Committee Chairman; United Lotteries for Integrity in Sports, Executive Committee Member



**Peta Latimer**  
Chair, Programmes

President, Asia, Mercer; Governor, The American Chamber of Commerce in Singapore; Director across Mercer entities; Human Resource Committee Member, Sentosa Development Corporation



**Tay Choon Hong**  
Chair, Human Resources

CEO, Health Promotion Board; Board member, Sports Singapore; Member at Workplace Safety & Health Council; Chairman, International Network of Health Promotion Foundation



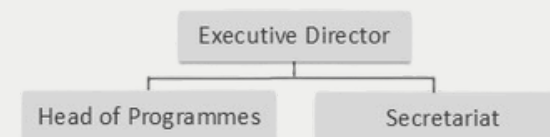
**Kelvin Ho**  
Chair, Membership

CEO, Nomura Singapore; Director, Nomura Asia Investment and Nomura Securities Malaysia.

## Executive Team



**Gerald Tan**  
Executive Director



# Contributing Members

Contributing member organisations support WWL's work with an annual fee of \$5,000.

During 2025, 12 new member organisations joined the WWL community, demonstrating continued leadership interest and commitment to organisational wellbeing. We thank all our members for their contributions to this community and their ongoing support of organisational wellbeing.

## Founding Members

- ABR Holdings
- Agency For Integrated Care
- DBS Bank
- Dell Global B.V. (Singapore Branch)
- Edelman Singapore
- Johnson & Johnson
- McKinsey & Company Singapore
- Mercer Singapore
- National Council of Social Service
- National Healthcare Group
- National University of Singapore
- Nomura Singapore
- Otis International Asia Pacific
- Pfizer
- PwC Singapore
- Rajah & Tann Singapore
- Standard Chartered Bank (Singapore)
- Wood Mackenzie Asia Pacific



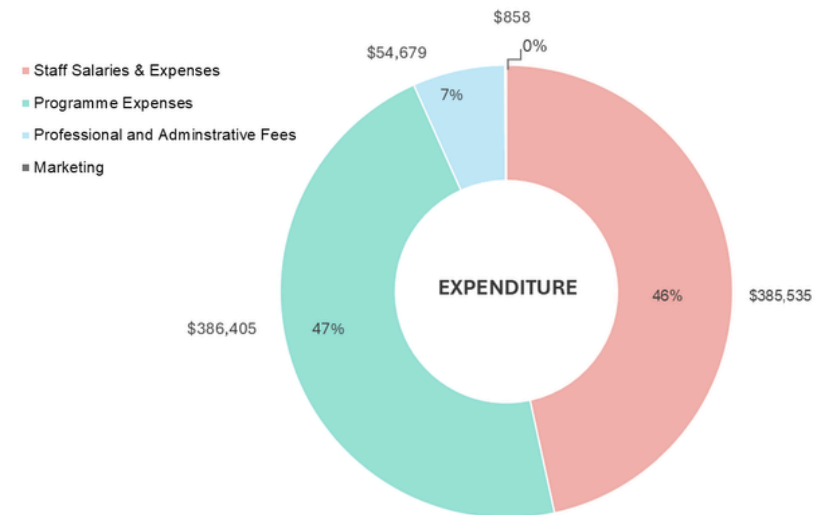
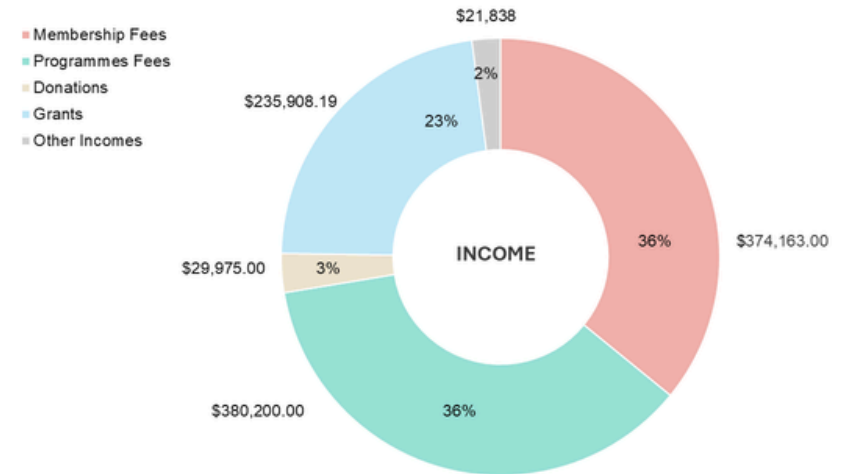
## Contributing Members

- Aberdeen Investments
- Accountant-General's Department
- ADDX
- AETOS Holdings
- AIA Singapore
- Allen & Gledhill LLP
- American Chamber of Commerce (Singapore)
- Amgen Singapore Manufacturing
- Aon Singapore
- AstraZeneca Singapore
- AWWA
- Axis Communications (S)
- B. Braun Singapore
- Bank of Singapore
- Banyan Tree Holdings
- BlackRock (Singapore)
- BNP Paribas Singapore Branch
- BondEvalue
- bp Singapore
- BW Offshore Holdings
- Care Corner Singapore
- Carrier Transcold
- Center for Creative Leadership
- Certis Cisco Security
- Changi Airport Group
- Cigna Europe Insurance Company
- Deutsche Bank AG, Singapore Branch
- Eastspring Investments (Singapore)
- embecta Singapore
- ENGIE South East Asia
- Farrer Park Hospital Singapore
- FIL Investment Management (Singapore)
- First Abu Dhabi Bank
- Fullerton Healthcare Group
- Gardens by the Bay
- Hanbaobao (Licensee of McDonald's)
- Health Management International
- Health Promotion Board
- Health Sciences Authority
- Howden Singapore
- HSBC Singapore
- iGlobe Partners (II)
- IHH Healthcare Singapore
- Income Insurance
- James Cook University
- Jardines MINDSET
- Julius Baer & Co.
- Khaitan & Co LLP (Singapore Branch)
- Lockton Companies (Singapore)
- Lumen Technologies Singapore
- Macquarie Group Services (Singapore)
- Mediacorp
- Menzies Aviation
- MOH Office for Healthcare Transformation
- Nanyang Academy of Fine Arts (NAFA)
- National University Health System
- OKX SG
- Oshkosh AeroTech
- Pacific International Lines
- Pavilion Capital International
- Pontiac Land Group
- Ren Ci Hospital
- Resilience Collective
- Samaritans of Singapore
- Schroder Investment Management (Singapore)
- ServiceNow
- Seviora Holdings
- Sidley Austin Singapore
- Singapore Business Federation
- Singapore Health Services
- Singapore Institute of Management Group
- Singapore Institute of Technology
- Singapore Management University
- Singapore National Employers Federation
- Singapore Pools
- Singapore Telecommunications
- Singapore University of Social Sciences
- SIRVA Worldwide Relocation & MovingThomson Medical
- Taylor and Francis Asia Pacific
- Thomson Medical
- Timeo-Performance
- TOUCH Community Services
- Trust Bank
- Wong Partnership
- WorldQuant (Singapore)
- XCL Education

# Financial Performance Summary

Reporting period 1 January 2025 to 31 December 2025

Total Income: S\$1,042,084  
 Total Expenditure: S\$827,478  
 Surplus before taxation: S\$214,606



In FY2025, WWL received donations, grants and partnership support that enabled the release of the WorkWell Leaders Impact Measure White Paper and Roadmap, the continued development of member programmes, and the strengthening of national advocacy on organisational wellbeing.

# Looking Ahead

The launch of the Impact Measure answered an important question: what matters most? The next challenge is helping organisations act on the answer.

In 2026, WWL's work will focus on these priorities.

- 1** **Embedding the Impact Measure across programmes**

All major WWL programmes will increasingly align with the drivers identified through the Impact Measure, ensuring greater coherence between evidence and practice.
- 2** **Strengthening organisational capability**

WWL will continue developing practical tools, resources and learning opportunities that help organisations implement healthier ways of working.
- 3** **Raising standards through the Awards**

The Awards framework will continue evolving to reflect emerging evidence and encourage organisations to demonstrate measurable progress in organisational wellbeing.
- 4** **Growing influence and impact**

WWL will continue engaging leaders, organisations, policymakers and partners locally and globally to advance organizational wellbeing as a leadership, business and societal priority.
- 5** **Growing the executive team**

As demand for WWL's work grows, the organisation plans to strategically grow the executive team in 2026 to deliver its mission sustainably.

# Governance

The Board governs in a manner consistent with WWL's objectives and in accordance with the terms of its governing instruments, and relevant laws and regulations. The Board has overall oversight of the administration of WWL and is responsible for all key strategic decisions.

- Review and approve the annual budget, operating statements and financial statements of WWL
- Approve major disbursements from WWL, in line with its key objectives.
- Guide management in putting in place systems and processes for the proper administration of resources.
- Provide strategic guidance and advice to management on WWL programmes, fundraising and partnerships.
- Ensure there is a process to identify, monitor and review WWL's key risks.
- Ensure reputational considerations are assessed before partnerships and joint-business relationships are entered into.
- Ensure adequate documented procedures for Board Directors and staff to declare potential conflicts of interest in a timely manner.

2025 answered an important question: what matters most? The challenge before us now is simpler, and harder. Whether we are willing to act on what we know. WorkWell Leaders began with a belief. Today, that belief is supported by evidence. The next chapter is practice.

## Board Meetings and Attendance

	18th Meeting on 24 Jan 2025	19th Meeting on 25 Mar 2025	20th Meeting on 29 May 2025	21st Meeting on 25 Jul 2025	22nd Meeting on 25 Sep 2025	23rd Meeting on 21 Nov 2025
Anthea Ong	✓	✓	✓	✓	✓	✓
Kok Weng Sam	✓	✓	✓	✓	✓	✓
Koh Khai Yang (retired 12 Aug 2025)	✓	✓	✓	✓		
Kelvin Ho	✓	✓	✓	✓		✓
Peta Latimer	✓		✓	✓	✓	✓
Stephane de Montlivault	✓		✓		✓	✓
Tay Choon Hong	✓	✓	✓	✓	✓	
Lam Chee Weng (appointed 13 Aug 2025)		✓		✓	✓	✓

## Annual remuneration

Annual Remuneration	Number of Staff
Between S\$100,000 to S\$200,000	0
Above S\$200,000	0

## Financial Statements

The following statements are extracted from the audited financial statements for the financial year ended 31 December 2025.

### WorkWell Leaders Ltd.

#### STATEMENT OF FINANCIAL ACTIVITIES For the Financial Year Ended 31 December 2025

Note	Unrestricted Fund	Restricted Fund	Total Funds	Total Funds
	General Fund	WWL Impact Measure Fund		
	2025	2025	2025	2024
	\$	\$	\$	\$
<b>Income</b>				
9	532,340	10,000	542,340	321,220
10	374,906	123,000	497,906	476,762
11	1,838	-	1,838	16,336
<b>Total income</b>	<b>909,084</b>	<b>133,000</b>	<b>1,042,084</b>	<b>814,318</b>
<b>Less: Expenditures</b>				
12	1,733	294,000	295,733	126,951
13	93,383	-	93,383	89,502
14	438,362	-	438,362	411,891
<b>Total expenditures</b>	<b>533,478</b>	<b>294,000</b>	<b>827,478</b>	<b>628,344</b>
<b>Net (loss)/income before taxation</b>	<b>375,606</b>	<b>(161,000)</b>	<b>214,606</b>	<b>185,974</b>
<b>Taxation</b>				
2.11	-	-	-	-
<b>Net (loss)/income</b>	<b>375,606</b>	<b>(161,000)</b>	<b>214,606</b>	<b>185,974</b>
<b>Reconciliation of fund</b>				
Total funds brought forward	409,347	21,831	431,178	245,204
<b>Total funds carried forward</b>	<b>784,953</b>	<b>(139,169)</b>	<b>645,784</b>	<b>431,178</b>

WorkWell Leaders Ltd.  
STATEMENT OF FINANCIAL POSITION  
As at 31 December 2025

	Note	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Non-current asset</b>			
Plant and equipment	4	-	3,978
<b>Current assets</b>			
Prepayments		2,012	359
Trade and other receivables	5	108,954	97,288
Bank balance	6	783,101	705,551
		<u>894,067</u>	<u>803,198</u>
<b>Total assets</b>		<u>894,067</u>	<u>807,176</u>
<b>LIABILITIES AND FUNDS</b>			
<b>Non-current liability</b>			
Deferred income	7	23,042	20,583
<b>Current liabilities</b>			
Deferred income	7	203,935	242,937
Trade and other payables	8	21,306	112,478
		<u>225,241</u>	<u>355,415</u>
<b>Funds</b>			
<u>Unrestricted Fund</u>			
General Fund	15	784,953	409,347
<u>Restricted Fund</u>			
WWL Impact Measure Fund	16	(139,169)	21,831
		<u>645,784</u>	<u>431,178</u>
<b>Total liabilities and funds</b>		<u>894,067</u>	<u>807,176</u>

# Governance Evaluation Checklist

Completed in accordance with the Code of Governance for Charities and Institutions of a Public Character applicable to WWL.

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
<b>Principle 2: The charity has an effective Board and Management.</b>				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation
7	<p>Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:</p> <p>a. Audit b. Finance</p> <p>* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.</p>	2.3	Yes	
8	<p>Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.</p>	2.4	Yes	
9	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.</p>	2.5	Yes	
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes	
<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>				
15	<p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>	3.1	Yes	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p>	3.2	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation
	a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.			
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.4	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.5	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.6	Yes	
<b>Principle 4: The charity is well-managed and plans for the future.</b>				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:  i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	For (g) Investment is currently work-in-progress.
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
<b>Principle 5: The charity is accountable and transparent.</b>				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
<b>Principle 6: The charity communicates actively to instil public confidence.</b>				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance	Work in progress



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