



ACES SUMMIT

BALI 2025

Conference Report
Reflections, Insights & Call to Actions



27-28th November

SUSTAINABILITY & FUTURE READINESS

Technical Deep-Dives

Anchored on deep-dive strategic conversations around building future-ready organisations. Explored how organisations can embrace ESG innovation and resilience to thrive in a disruptive business environment, while staying focused on what truly matters - planet, people, and performance. A forward-thinking platform, reimagining leadership for a sustainable tomorrow.

A woman with dark hair and glasses, wearing a light-colored blazer over a dark top, is speaking into a microphone. She is holding a small object in her left hand. The background is a blurred image of a large apple.

Keynote Opening

Leading in the Age of ESG and Disruption

Underscored the complexity of an era where everything unfolds at once, creating uncertainty, overlap, and confusion in leadership decision-making. The address called for a shift from transitional thinking to transformative action, positioning cooperation, innovation, and ecological boundaries as the foundation for future-ready economies. ESG was presented not as compliance, but as a strategic compass for breakthrough leadership in a disrupted world.

Dr. Jayanthi Desan

Chief Consultant and Partner, Aubrens

Moderator

SPOTLIGHT MOMENTS

Short, high-value case stories showcased bold ideas and scalable solutions that organisations can adapt and replicate ambitious ESG goals into real-world impact

Ir. Dr. Tonny Gultom

Director of Health, Safety and Environment, Harita Nickel

Ir. Dr Tonny highlighted Harita Nickel's dedication to sustainability and responsible operations since starting nickel mining in Obi Island in 2010. Harita Nickel's focus is encapsulated in its commitment to ESG, with specific actions ranging from biodiversity protection and waste management to community development, securing Free, Prior and Informed Consent, and maintaining ethical conduct. A key aspect of its circular economy approach is the extensive reuse of nickel slag, a smelting byproduct, for construction and the development of the New Kawasi Village, which features 259 housing units and public facilities, as well as for creating artificial reef cubes and improving soil for land reclamation.

Francis L. Chiu

First Vice President and Head of Consumer Banking Applications, BDO Unibank

Francis reflected on his personal leadership journey, often characterised by the label “the nice guy.” His message underscored the importance of balanced leadership, knowing when empathy drives progress, and when firmness is necessary to lead with clarity and conviction.

Sonali Verma

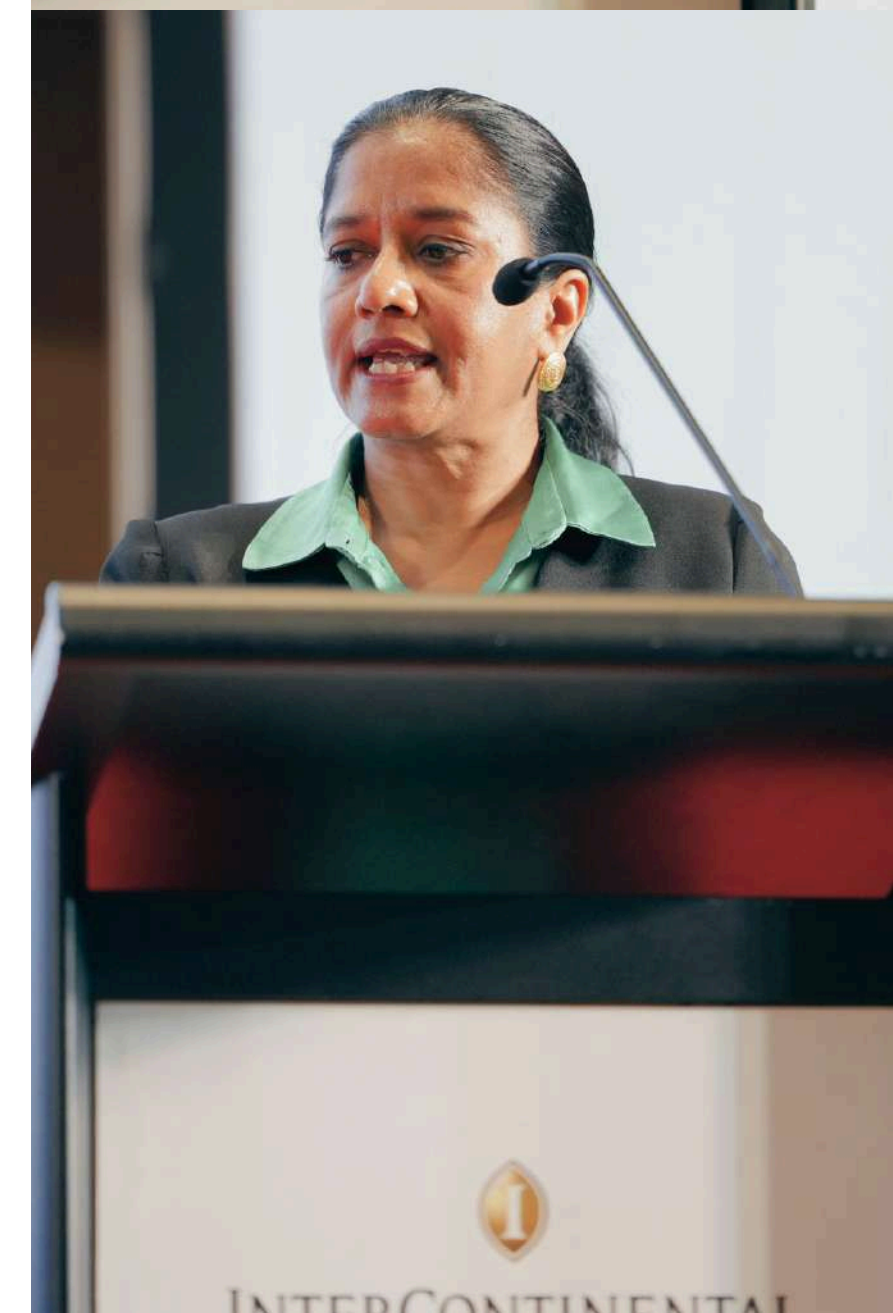
Chief Marketing Officer, Manulife Philippines

Ms Verma smoothly lit the room with Manulife's purpose — to make decisions easier and lives better — reframed through longevity as living better across health, wealth, and nature. The spotlight highlighted Manulife's Impact Agenda, with initiatives like Peso Smart and the Haribon Foundation partnership driving health equity, economic inclusion, and environmental resilience. A defining moment was the launch of the Manulife Longevity Institute, a USD 350M commitment to research, innovation, and community partnership. The narrative further showcased Manulife Impact Forests, powered by veritree technology to restore ecosystems, sequester carbon, and support local livelihoods.

Johnny Yu

Advisor to the Chairman and Head of Sustainability, Henderson Land

Johnny Yu set the tone with a compelling showcase of Henderson Land Group's GIVE 2030 Sustainability Vision, a strategy anchored in ambitious Net Zero targets and a 42% reduction in Scope 1 and 2 emissions by 2030. He highlighted how this vision is already materialising through flagship developments like The Henderson, which has secured top-tier green and smart building certifications, while advancing digital twin technology, energy efficiency, and industry-first ESG partnerships.



SPOTLIGHT MOMENTS



Martin Antonio Zamora

President and CEO, Nickel Asia Corporation

"In the footsteps of My Dad." With this deeply personal anchor, Martin led the room on a journey through time, tracing Nickel Asia's early beginnings and the legacy of a father who believed business should uplift the communities it touched. He painted vivid imagery of Rio Tuba's transformation from the 1970s to today, a story not just of mining, but of development, livelihoods, and place-building. Martin's chapter of leadership saw the organisation join the UNGC, have its first sustainability manager, establish a sustainability committee, and embedding policies on anti-corruption, anti-bribery, and DEI. The session resonated as both a tribute to heritage and a testament to purposeful leadership.



Christoph Dörn

Founder and CEO, Free The Sea

A masterclass— at least, that's how the moderator described it — unfolded as Christoph brought a thoughtful quiet into the room, breathing life into the origins and founding experiences of Free The Sea (FTS), a non-profit organisation tackling the plastic pollution crisis at its root. He illustrated how FTS works hand in hand with local communities, placing equal value on household waste — including low-value sachets and wrappers that are most likely to leak into the ocean. By rewarding waste collection, connecting households to proper waste management, and cultivating lasting behaviour change, FTS is building a preventive system that stops plastic long before it reaches the sea.



Atty. Roel S. Espiritu

Vice President for Quality, Sustainability and Resiliency and Chief Sustainability Officer of Maynilad Water Services

Mr. Roel delivered a compelling narrative of Maynilad's journey from limited coverage and high water losses to becoming one of the Philippines' largest and most forward-looking water utilities. Backed by a groundbreaking P15-billion Blue Bond and recognized with the country's first Green Equity Label, Maynilad is scaling innovation — from AI-driven leak reduction and resilient Laguna Lake treatment facilities to bio-brick circularity, watershed regeneration, and renewable energy adoption. With service coverage now at 94.8% and NRW nearly halved, the company is pushing toward climate neutrality by 2037.

ROUNDTABLE OUTCOMES



The session aimed to spark meaningful exchange. Guided discussions took shape in group clusters, where participants mapped insights across four lenses/quadrants - workplace, marketplace, environment, and community - reflecting the breadth of ESG’s real-world impact. Conversations revolved around three thought-provoking prompts: “What’s uniquely yours?” “Beyond Reporting: The real ESG story,” and “Turning points: Hard wins and resilience”.

WORKPLACE

Health, Safety & Well-being

Meat-free Mondays, mental health support via external psychologists, dedicated time for employees to talk to superiors, reducing LTIs

Diversity & Inclusion

Gender-neutral facilities, gender balance targets, “Best Place to Work” recognition, inclusive circle programs for LGBT members, transgenerational employment (no age discrimination).

Employee Engagement & Culture

Empowering employees as ESG “heroes,” fostering unity, project-based engagement for ownership, cross-functional teams, sustainability councils.

Flexibility & Efficiency

Work-from-home options reducing carbon footprint, digital upskilling, and skills-based assessments.

MARKETPLACE

Circular Economy & Waste Management

Convert byproducts into bio-bricks; Divert waste from landfills; Finance solid waste management; Achieve full diversion of post-consumer plastic waste.

Clean Energy & Carbon Reduction

Invest in solar farms and EVs; Explore hydrogen energy; Implement carbon sequestration via watershed protection.

Watershed Protection & Reforestation

Programmes for watershed rehabilitation, erosion control, and biodiversity; Mountain reforestation projects.

Technology & Efficiency

Use AI and satellite tech for water leak detection; Digital platforms for resource monitoring; Reduce paper use through digitalization.

ENVIRONMENT

ESG-Linked Finance

Banks using ESG-linked KPIs for loans to fund green and social projects.

Sustainable & Affordable Products

Fortified instant noodles with vitamins, affordable healthcare for low-income families, green-certified socialized housing.

Circular Economy & Green Development

Repurposing products, green real estate development using LEED/BED standards, linking investors to energy sector players.

Supply Chain & Vendor Partnerships

ESG criteria in vendor selection, including anti-modern slavery measures.

COMMUNITY

Livelihood & Social Support

Income opportunities for indigenous people via environmental services; Support for children’s education and basic needs; Spaces for interaction among low-income families.

Inclusiveness & Partnerships

Early community involvement in projects; Collaborations with farmers, fishermen, and NGOs; Financing rural hospitals; CSR programs for school infrastructure in affected areas.

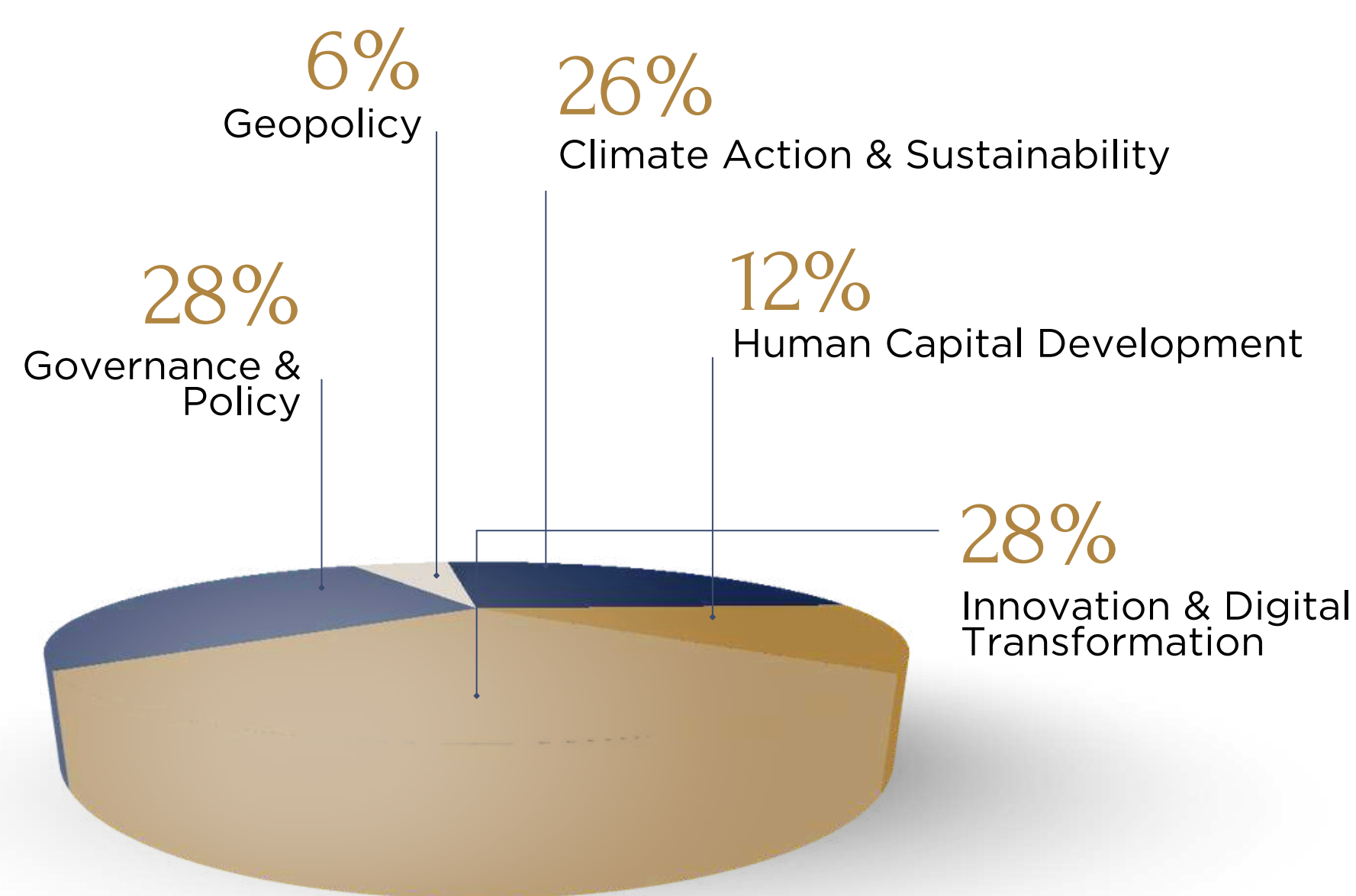
Waste & Environmental Education

NGO-supported waste collection equipment from recyclables; Training trainers on waste management; Digital platforms for rural education.

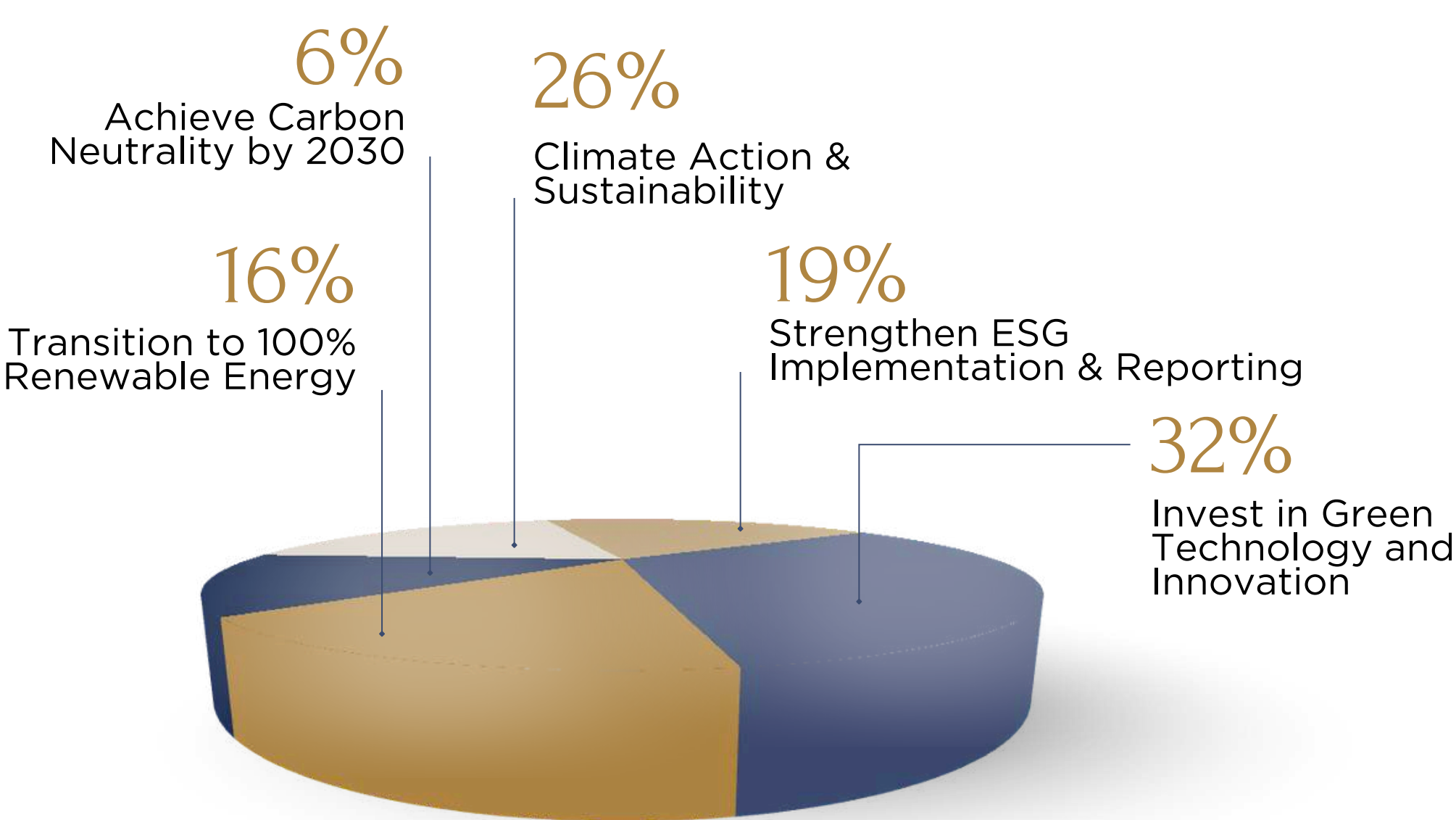
OPINION POLLS

FROM THE LENSES OF ASIA'S BEST

Which do you believe will have the greatest impact on ASEAN’s future readiness?



If you could implement one bold sustainability initiative in your organisation tomorrow, what would it be?



We know change begins in baby steps,
HAVE YOURS STARTED TO WALK?
TAKE A LOOK AT WHAT YOU PLEDGED

<div>SHARED IMPACT & KNOWLEDGE EXCHANGE</div> <div>21%</div> <div><ul style="list-style-type: none">• Cross benchmarking• Share what works• Learn from each other• Bring summit ideas home</div>	<div>MULTI-STAKEHOLDER ENGAGEMENT</div> <div>10%</div> <div><ul style="list-style-type: none">• People as the engine• Empowerment unlocks potential• Leadership through participation</div>
<div>TECH-ENABLED SUSTAINABILITY & DIGITAL ACCELERATION</div> <div>13%</div> <div><ul style="list-style-type: none">• Use tech to solve old problems• Automate systems• Innovate with purpose</div>	<div>ESG-SPECIFIC COMMITMENTS</div> <div>56%</div> <div><ul style="list-style-type: none">• Environmental sustainability• Circular economy• Strategies & execution• Workforce transformation• Community empowerment and shared action</div>

ESG COMMITMENTS

Environmental Sustainability & Circular Economy	Plastic reduction, biodiversity, clean energy, net zero pathways	18%
Strategy & Execution	Commitment, integration, measurement, accountability	18%
Workforce & Culture Transformation	Upskilling, employee engagement, workplace safety	27%
Community Empowerment & Partnerships	Shared action, local involvement, social impact	36%

PEOPLE, CULTURE AND SUSTAINABLE LEADERSHIP

Summit Day 2 created a human-centred platform. Explored how organisations can cultivate inclusive cultures, strengthen team cohesion, and invest in talent as a core organisational driver. Focused on leadership that empowers rather than instructs; building capability, resilience, and shared ownership at every level.

Opening Remarks

Superheroes in Suits: The Responsibility of Leadership

Luis opened with a reminder that leadership is both power and responsibility; like superheroes, leaders are defined by the example they set. Acknowledging the loneliness of leadership, he positioned the summit as a space of belonging — a place to connect, learn, and realise you are not alone. His closing charge was simple: "Leave not with answers, but with the right questions to take back and solve with your teams"

Mr Luis Bueno Nieto

Board Director of Castorama France and
Advisor to the ACES Council

Adam Carabetta

Co-Founder and Director, Formative
Moderator



SPOTLIGHT MOMENTS

Leaders took turns to share how culture is more than values on paper - it's about systems people trust and live by, embedding psychological safety, fairness, inclusion, growth, and recognition.

Dr Ricarte Gapuz

President and CEO, International Center for Advanced Review and Training

Dr Gapuz shared his 30-year journey of building IICART with his father, mother and 3 students into a system now present in 36 countries and credited with helping over 100,000 licensed nurses. He linked leadership to planetary stewardship, warning that progress cannot survive if the environment does not. His three sustainability pillars, digital learning to reduce paper, flexible learning to withstand climate disruption, and emissions-reducing preventive maintenance, reflect leadership grounded in awareness and action.

Deven Lim

CEO, Lockton Singapore

Deven brought out something unique as he explored Sustainable Leadership and the Rise of the Millennials, highlighting the shift leaders must make — from resilience, which reacts to stress, to sustainability, which builds systems where people can thrive. His final challenge addressed the bamboo ceiling: although East and Southeast Asians make up nearly a third of the world's population, they hold only 2% of global leadership roles. For Devon, now is the moment for Asian leadership to rise, speak, and shape the future together.

Christoph Dörn

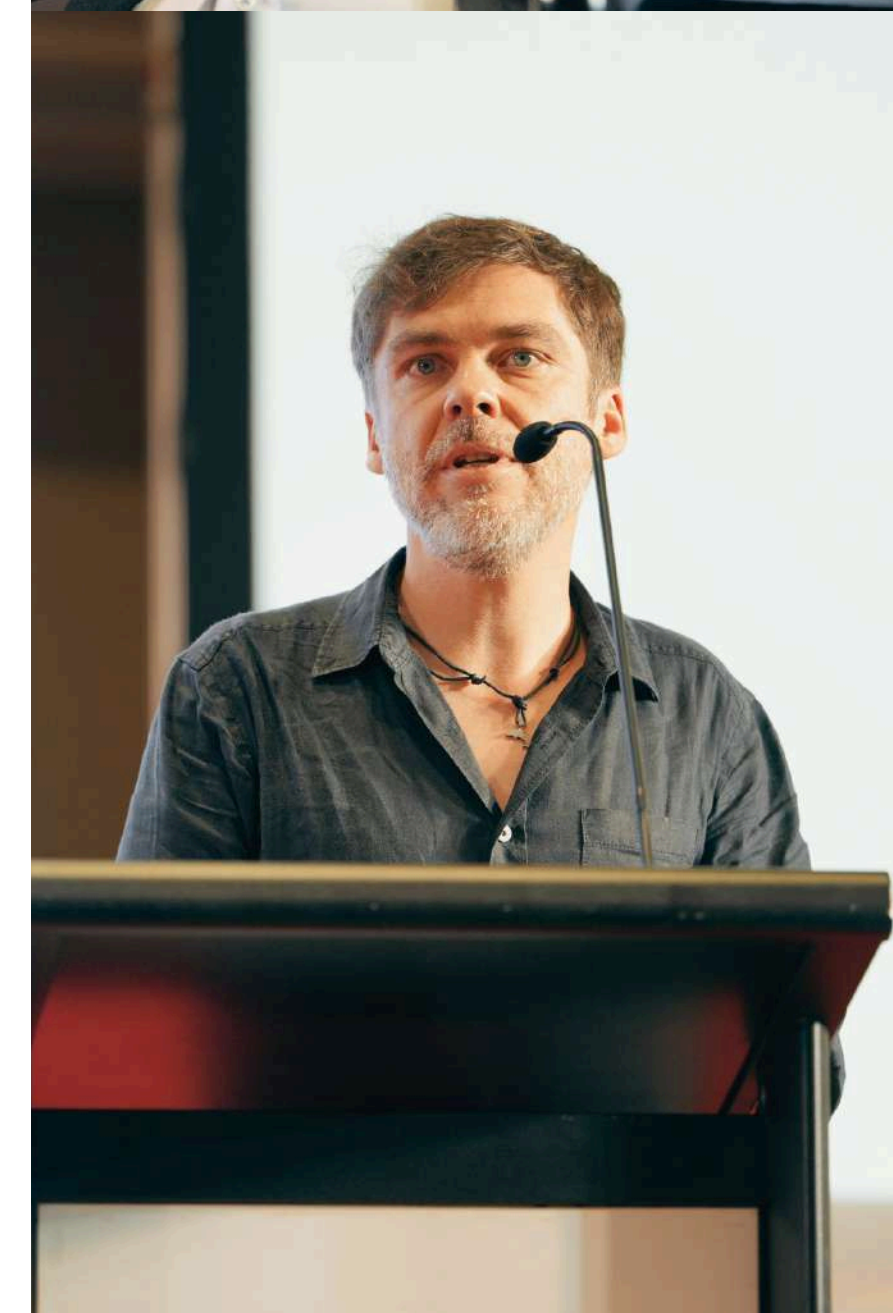
Founder and CEO, Free The Sea

Dörn spoke about leadership that begins not with strategy, but with a purpose that is felt. His call to leaders was both confronting and hopeful, to be brave enough to risk comfort for a future worth inheriting. The question wasn't whether sustainability is hard, but whether we dare to act before the planet forces us to. Because leadership, as he framed it, is not performance, it is purpose made real.

Nico Bambao

Vice President of People Experience, Globe Telecom

Culture changes, but purpose keeps it human, connected, and alive. In a smoothly delivered showcase address, Nico compared culture to an iPhone, one shared device, personalised by every user, reminding the room that culture evolves, but purpose is the operating system that endures. Nico distilled purpose into three truths: purpose builds trust, as shown when Globe put people before profit during crises; purpose fuels inclusion, allowing five generations to live culture in their own way — even mobilising 1,600 non-sales staff to sell broadband out of belief, not obligation; and purpose keeps innovation human, with EVA automating tasks so people can focus on work that requires judgement, care, and empathy.



SPOTLIGHT MOMENTS



Willy Lim

Vice President of HR, Marketing and Talent Acquisition for the Philippines, China, and Malaysia, Foundever

Willy tackled one of today's toughest workplace truths: that people aren't just leaving companies; many are staying disengaged. With a younger workforce, distracted attention, and talent underutilised while AI steals the spotlight, he argued that retention now rests on connection, not headcount. His solution came in three moves: listen deeply, not just digitally, valuing employee voices across the entire lifecycle. Act on feedback, because surveys without follow-through only exhaust people. And finally, show the change by communicating what was done and why, turning feedback into visible progress.



Dato' Kim Lee Bock

Senior VP of Backend Operations, SanDisk Malaysia

In a delivery later echoed during the ACES Awards Gala Dinner by ACES President Dr Shanggari Balakrishnan, Dato' spotlighted the RESET mindset, but a strategic discipline Sandisk has used over time to drive efficiency, solve problems at pace, and evolve a once issue-receiving department into a future-ready one. RESET (Reimagine, Empower, Simplify, Excel, Transform) was presented not as a slogan, but as a rhythm for progress, a shift in thinking that fuels disruptive innovation, elevates workforce performance, and prepares the organisation for what's next.



Ms Loreann E. Villanueva

Country Manager of Takeda Healthcare Philippines

In her showcase highlight, Ms Loreann emphasised how Takeda anchors success on the 3Ps — purpose, people, and patients. Internally, capability development is strengthened through systemic coaching, mentoring, talent reviews, and a digital evolution supported by AI, reducing manual workload and allowing teams to deliver higher-value care. With recognition as a Great Place to Work and an ACES Inspiring Workplace, Takeda demonstrates how keeping purpose and patient outcomes at the core builds an engaged workforce, operational excellence, and lasting impact in healthcare.

ROUNDTABLE OUTCOMES

The session aimed to spark meaningful exchange. Guided discussions took shape in group clusters, where participants mapped insights across three thematic areas i.e. team cohesion, people development and mentorship.



PEOPLE DEVELOPMENT

Grow skills and careers

Provide training, coaching, and digital skills.

Support employees

Wellness programmes, onboarding, and resources.

Plan for the future

Identify and prepare talent for leadership roles.

Communicate openly

Encourage feedback and transparency.

Invest in growth

Allocate budget for training and workshops.

Recognise contributions

Reward and celebrate achievements.

TEAM COHESION

Build trust and safety

Create a safe environment for people to speak up.

Work as one team

Align on shared goals and values.

Resolve conflicts openly

Use clear communication and shared KPIs.

Keep everyone aligned

Reinforce shared purpose and vision.

Engage teams

Team-building activities and offsite sessions.

Follow up consistently

Maintain alignment and accountability.

MENTORSHIP

Create a safe space

Encourage asking for help without fear.

Equip mentors

Train mentors to guide effectively.

Adapt mentorship style

Match approach to mentee needs.

Make mentorship structured

Combine informal check-ins with formal programmes.

Close skill gaps

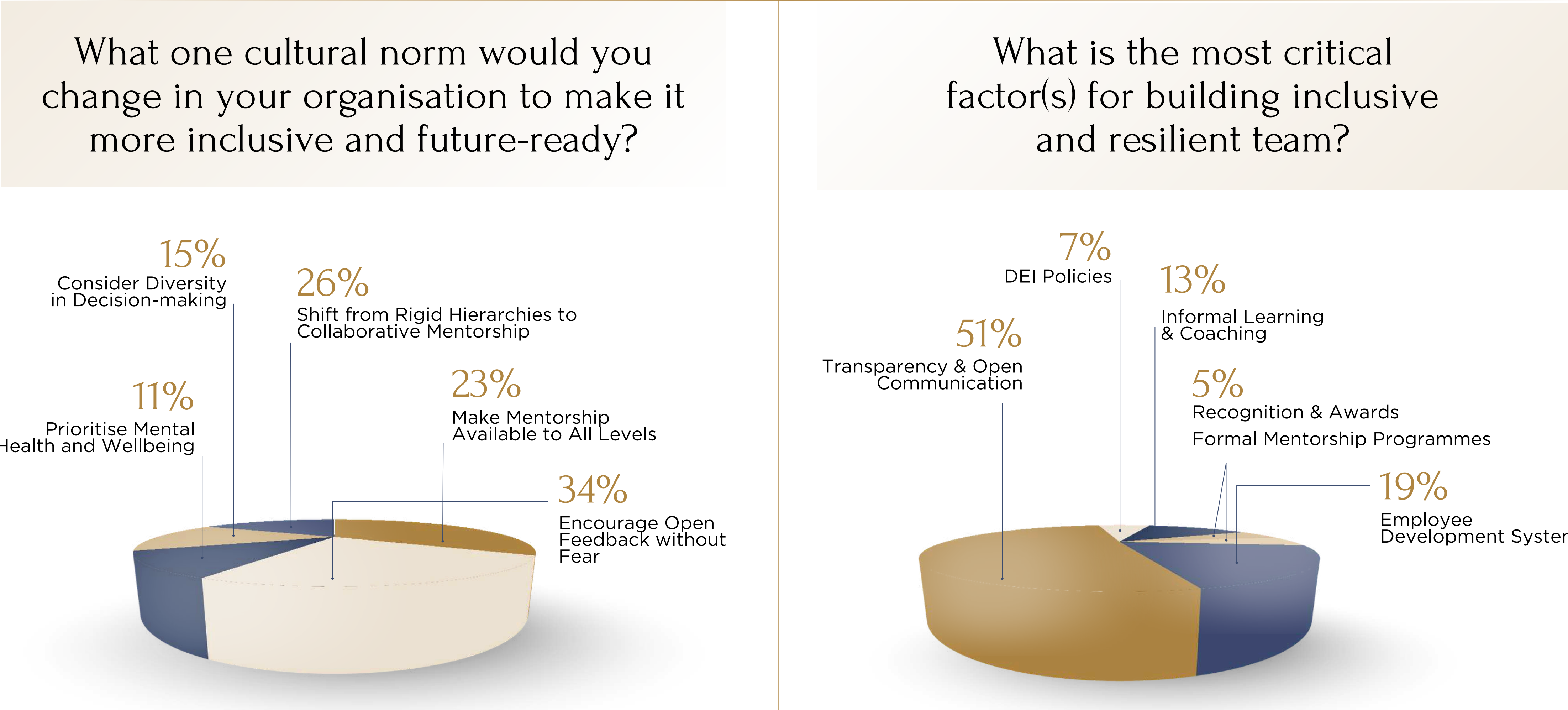
Identify and address development needs.

Commit leadership support

Leaders actively champion mentorship.

OPINION POLLS

FROM THE LENSES OF ASIA'S BEST



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<div>HIGH-TRUST, EMPOWERED TEAMS</div> <div>40%</div> <div><ul style="list-style-type: none">Safe spacesTrust & transparencyEmpower voicesStronger togetherUpskill for growth</div>	<div>PURPOSE-LED, ALIGNED LEADERSHIP</div> <div>28%</div> <div><ul style="list-style-type: none">Purpose firstCommunicate clearlyLead by exampleStay authenticPrioritise what matters</div>
<div>MENTORSHIP</div> <div>16%</div> <div><ul style="list-style-type: none">Grow leadersBuild successionReverse mentorship</div>	<div>SUSTAINABILITY & ENVIRONMENTAL RESPONSIBILITY</div> <div>16%</div> <div><ul style="list-style-type: none">Sustainable leadershipAct responsiblyShare and scale impact</div>

OUR TAKE

Why ACES Summit 2025

This prestigious event brought together leaders from diverse backgrounds: different industries, stories, experiences and cultures, yet united by one shared purpose: to make a positive and lasting contribution to the communities and people they serve and the spaces they operate. On the two days, their pledges made this commitment unmistakably clear. We are not standing at the edges of constant transition; rather, we are actively transforming our organisations in this very moment, shaping them for a better and more sustainable future despite the noise, the chaos, and volatility surrounding us.



ACES
INSTITUTE

THE 3Rs OF ORGANISATIONAL EXCELLENCE (RESILIENCE, READINESS, AND RESPONSIBILITY)

AN ASEAN BUSINESS PERSPECTIVE

PRELIMINARY FINDINGS

Dr Fandy Tjiptono

Associate Professor
School of Marketing and International Business
Victoria University of Wellington, New Zealand

Ager Freddy

Research Strategist
ACES Institute

Timothy Benson

Senior Researcher
ACES Institute

Dr Chong Yit Sean (Esther)

Senior Lecturer
School of Business
Monash University, Malaysia

INTRODUCTION

As part of an ongoing study on responsible leadership, the ACES Institute conducted a thematic analysis of 113 ASEAN organisations participating in the ACES Awards 2025 campaign to obtain their perspectives on leadership, organisational dynamics, and sustainability. Our preliminary findings reveal how organisations are navigating a highly volatile business environment shaped by geopolitical tensions, supply chain disruptions, regulatory changes, and rapid technological advancements. Post-pandemic realities are influencing workplace practices, compelling leaders to prioritise employee well-being while adapting to new business models.

On ESG considerations, environmental practices largely align with the principles of the 5Rs (Refuse, Recycle, Reduce, Reuse, Repurpose). However, most organisations lacked tangible data and measurable targets across the three pillars. The social pillar received greater emphasis, with diversity, empowerment, and inclusion (DEI) practices gaining traction. Conversely, governance appeared weaker, focusing primarily on transparency while neglecting critical aspects such as anti-corruption measures and stakeholder compensation.

ORGANISATIONAL RESILIENCE

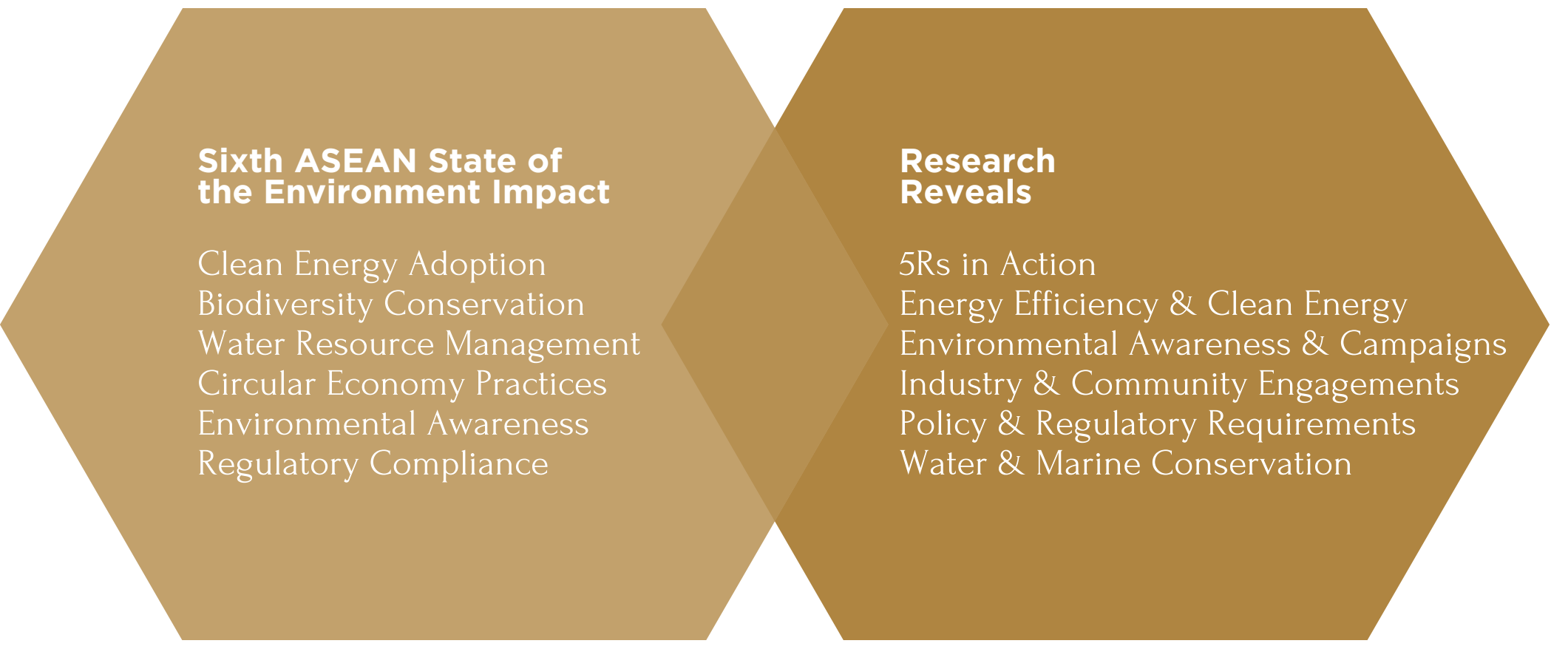
The World Economic Forum (WEF) outlines six key drivers of organisational resilience that leaders should leverage in the current volatile business landscape (World Economic Forum, 2024). Here is a side-by-side comparison of their findings with the insights of the ASEAN organisations.

WEF: Resilience Drivers	Our Study: Strategies to Organisational Resilience	Synthesis
Climate and sustainability readiness	Instituting compliance, ethical and sustainability practices	Strong overlap: On decarbonisation and climate transition. Our study adds ethics/compliance as explicit enablers; WEF also frames this theme to include energy and food systems resilience.
Digital and data capabilities	Embracing data & research, digital transformation, AI and emerging technologies	Full alignment: Secure digital core, AI/analytics for sensing and response, and cyber/data governance as resilience foundations.
Supply Chain Robustness	Positioning through strategic adaptation and market engagement	Strong overlap: On multi-sourcing, visibility, and risk mapping. Our lens is broader (market positioning & geopolitics), while WEF treats this under trade & supply chain exposure.
Financial resilience	Evolving products and services	Varied approach: WEF focuses on balance-sheet & capital buffers as cross-cutting resilience levers while we focus on excellence in terms of service delivery, market ready products, and operational agility that keeps the organisations competitive in the market.
Collaborative ecosystems	Forging partnerships and collaborations	Full alignment: Multistakeholder collaboration and PPP “machinery” are core to scaling resilience solutions and sharing risk.
Organizational resilience	Human capital development and organisational capacity building Ensuring operational and systemic excellence & resilience	Strong overlap: On building, leadership mindset, and governance are central. WEF also calls for formal assessment/measurement of resilience status; Both address operating-model agility (process redesign, incident playbooks, dashboards).

ESG READINESS

Organisational efforts to protect the environment, reduce carbon footprints, and embed sustainability into routine operations are central to the ESG transformation journey. This aligns with the Sixth ASEAN State of the Environment Report, which identifies six priority areas for member states: clean energy adoption, biodiversity conservation, water resource management, circular economy practices, environmental awareness, and regulatory compliance (ASEAN & IGES, 2023).

Our analysis reflects these priorities, revealing six dominant themes that shape environmental action within organisations: Energy Efficiency & Clean Energy, Environmental Awareness & Campaigns, Industry and Community Engagement, Policy and Regulatory Requirements, the 5Rs in Action, and Water & Marine Conservation. Among these, the 5Rs (Reduce, Reuse, Recycle, Recover, Refuse) emerged as the most prominent. This is mainly due to its adaptability, as some organisations focus primarily on recycling. In contrast, others emphasise reduction or reuse, allowing each to act within its capacity while contributing to a broader sustainability agenda.



Environmental priority areas for ASEAN vs. Our Findings on Environmental considerations

RESPONSIBLE LEADERSHIP

In today’s dynamic and interconnected business environment, leadership is no longer defined solely by authority or decision-making power. It is measured by the ability to act responsibly, inspire trust, and create sustainable value for organisations and society. Our analysis explores responsible leadership in action, highlighting how organisational leaders not only demonstrate strategic acumen but also embrace practices that shape current and future-ready leaders.



1.0 Investing in People for Sustainable Organisational Impact

Knowledge-Sharing and Growth Opportunities

This involves structured pathways for career development and internal mobility, initiatives such as cross-functional training, exchange programs, and experiential learning opportunities. Organisations are investing heavily in technical upskilling, leadership development, and AI literacy programmes to ensure employees remain relevant in a rapidly evolving digital landscape. Knowledge-sharing platforms, ranging from seminars, workshops, and discussion forums to podcasts and publications, are institutionalised to foster thought leadership and innovation.

Instilling a Culture of Ownership and Accountability

Beyond technical competence, organisations are building a culture where employees feel empowered to take initiative and contribute meaningfully to organisational goals. This culture is reinforced through transparent communication, trust-building, and opportunities for employees to lead projects and represent the -

organisation externally. Most leaders encourage employees to take responsibility for outcomes, fostering a sense of pride and accountability in their work. Reflection on both successes and failures is institutionalised to ensure continuous improvement and resilience; individuals, therefore, feel trusted and recognised for their contributions, and are then transformed from being passive participants into active drivers of growth and innovation.

2.0 Mentorship and Coaching

There is a blend of formal mentorship programs, complemented by informal approaches, that ensure inclusivity and accessibility across all levels of the organisation. Leadership development initiatives aligned with expansion goals prepare future leaders for complex challenges, while hands-on learning opportunities, supported by experienced mentors, aim at accelerating skill acquisition and confidence. Beyond technical expertise, there is coaching on strategic thinking, conflict resolution, and innovation fosters holistic leadership capabilities. Some organisations also encourage employees to engage in external knowledge sharing through speaking engagements, contributing to publications, and volunteering for industry events. We see two types of mentorships:

Aspect	Institutionalised Mentorship	Relational Mentorship
Structure	Formal, organised, embedded in organisational systems	Informal, flexible, based on personal interactions
Delivery	Structured programs: leadership training, onboarding tracks, talent incubators, client-shadowing apprenticeships	One-on-one engagements, casual conversations, storytelling, experiential learning
Focus	Systematic skill development, career progression	Trust-building, accessibility, personalised support
Duration	Often long-term, tied to organisational processes	Variable, depends on relationship dynamics
Goal	Pipeline creation for leadership and talent	Mutual growth and knowledge exchange between senior and junior staff
Examples	University partnerships, paid internships, targeted bootcamps	Reverse mentoring, collaborative learning, decision-making involvement

3.0 Performance-Based Recognition and Rewards

Recognition is revealed as a powerful lever for reinforcing desired behaviours and sustaining employee engagement that goes beyond traditional reward systems to embrace performance-based recognition that aligns with organisational values and growth objectives. Internal recognition platforms that celebrate individual and team achievements are the most common practice, complemented by merit-based promotions and bonuses in some organisations. Varied avenues of recognition include multi-level appreciation, ranging from formal awards to informal acknowledgements, aimed at creating a culture where effort and excellence are visible and valued.

4.0 Nurturing Supportive and Safe Workplaces

People-Centred & Relational Leadership

People-centred leadership is evident in practices such as leading with empathy during transitions, advocating for integrity, and fostering meaningful connections that inspire trust and loyalty. Leaders emphasise collaboration and shared growth, and create an environment where individuals feel respected and motivated to contribute. This relational approach transforms leadership from authority-driven to purpose-driven, reinforcing the belief that organisational success is inseparable from the well-being and empowerment of its people.

Developing Effective Avenues for Handling Conflicts

Even in well-structured organisations, conflicts are inevitable; what matters is how these conflicts are managed to prevent disruption and foster growth. We see leaders adopting various proactive strategies that emphasise early intervention to prevent escalation and mitigate resentment. To some, encouraging quick pauses and reflection before attempting solutions, ensuring that issues are understood thoroughly before action is taken. In others, it is objective with leaders gathering facts and discouraging emotional reactions, while maintaining calm and neutrality. Practices such as keeping conflict logs, conducting personal check-ins, and fostering open dialogue help create transparency and trust.

5.0 Alignment to Organisation Values, Vision, and Goals

We see core values, principles embedded into performance evaluations, and top people understand the weight of their stature and lead by example with empathy, transparency, and accountability. There is alignment that ensures vision is not just aspirational but actionable, blending long-term goals with measurable outcomes, fostering trust, and uniting people for a common good, whether it is organisational excellence or global challenges like climate change.

6.0 Promoting Team Coherence

Most leaders referred to fostering environments where active listening, structured conversations and open feedback loops are the norm. Some encourage transparency through avenues such as regular forums, town halls, and consistent updates, while creating informal communication channels to keep teams connected beyond formal structures. Collaboration is strengthened through cross-functional projects, co-learning initiatives, and solution-focused discussions that prioritise respect and mutual understanding.

Promoting Psychological Safety and Well-being

Leaders are fostering psychologically safe environments through open communication, active listening, and structured dialogue that focuses on issues rather than individuals. Practices such as encouraging transparency, valuing diversity, and ensuring all voices are heard create a culture of trust and inclusion. Beyond psychological safety, we see well-being as a strategic imperative. Strategies that include implementing health and wellness programs, mental health breaks, and stress management initiatives to support employees’ physical and emotional health. Flexible work arrangements and work-life balance policies are becoming standard, alongside employee welfare programs that extend to educational scholarships and long-term empowerment opportunities. Some organisations are leveraging data-driven HR practices, such as engagement monitoring and stress risk evaluation, to proactively address well-being concerns.



KEY REFERENCES

ASEAN. (2023). *Sixth ASEAN State of the Environment Report*.

World Economic Forum. (2024, January 12). *Building a Resilient Tomorrow: Concrete Actions for Global Leaders*. World Economic Forum.