

## A wellbeing impact metric, study and roadmap: implications for executive leaders

WorkWell Leaders 2025, [WorkWell Leaders Impact Measure White Paper](#), v2.0 Organisational Wellbeing & Performance Study, July 2025, Singapore

### Introduction

WorkWell Leaders (WWL) are a Singapore based charity and Institution that brings together “forward-thinking C-suite leaders across multinational companies.” As a community it represents over 185,000 employees in Singapore alone, and it is “dedicated to transforming workplace culture” by placing mental health and employee wellbeing at the core of business leadership.

Working with the National University of Singapore, WorkWell Leaders have:

1. Developed an international best practice [metric](#) for worker wellbeing which promises to deliver “data-driven actionable priorities” for leaders “to move beyond well-meaning but ineffective initiatives” (known as the WorkWell Leaders Impact Measure)
2. Used the metric to conduct a [study](#) that examined over 200 factors to pinpoint the specific drivers of organisational wellbeing (published as a white paper)
3. Created a [roadmap](#), based on the results of the study, which is an action plan for CEOs and Boards (known as the WorkWell Leaders Impact Roadmap).

These resources and study are the subject of this month’s Knowledge Digest.

### 1. WorkWell Leaders Impact Measure

To measure wellbeing, this metric was developed as:

1. A systems-based framework with three levels: individual, team and leader.
2. Each level corresponds to one of the components of the PERMA+4 framework from the field of Positive Psychology. These are: positive emotions, engagement, relationships, meaning, accomplishment, physical health, mindset, environment, and economic security.

This approach was designed to address a key gap in existing scholarship: the lack of systems-level frameworks that account for the multidimensional nature of wellbeing in the workplace.

### 2. Results from a study that used the WorkWell Leaders Impact Measure

The WorkWell Leaders Impact Measure 2025 is a study, that used the tool to:

- Develop a survey organised into five sections. In total, over 200 factors across more than 40 categories that considered workplace wellbeing and performance were examined. Appendix 2 of the white paper contains additional information on the constructs covered.



- A total of 2,481 employees were surveyed, drawn from nationally representative samples that closely mirrored national distributions across age, gender, and race. Participants represented a diverse range of workplace contexts—including large corporations, small and medium-sized enterprises, and organisations employing both blue-collar and white-collar workers. Respondents spanned various management levels, industry sectors, and included employees from companies with both local and international operations. A detailed breakdown of organisational and demographic characteristics is provided in Appendix 3.

The study investigated three questions:

1. Does enhancing organisational wellbeing lead to tangible improvements in organisational performance?
2. What are the most influential drivers—whether at the individual, leadership, organisational or external level—of organisational wellbeing?
3. Which leadership factors have the greatest impact on organisational wellbeing?

A summary of results can be found in Annex A, as a bubble graph.

## Key Findings and Insights:

Leader wellbeing is the most significant factor that impacts organisational wellbeing, which in turn is the strongest predictor of business performance. Leader wellbeing was found to be:

- Eleven times more impactful than stress management or resilience programmes
- Four times more effective than wellbeing apps in improving organizational outcomes

Additional findings:

- Inclusive cultures dramatically boost wellbeing: A sense of belonging has 9 times more impact than traditional bonuses.
- Work design matters: Job variety, autonomy, and feedback are key to overcoming low engagement.
- Leadership accountability gap: While leaders are expected to "walk the talk," only 1 in 6 C-suite executives take primary responsibility for their wellbeing—despite its proven strategic value.

The key insights were:

- The individuals responsible for cultivating healthy workplaces are themselves vulnerable to mental health challenges. When leaders face such issues, their cognitive and emotional capacity can be compromised—undermining their ability to lead with clarity, empathy, and effectiveness, and diminishing their capacity to foster a positive, high-performing environment for their teams.
- Leadership behaviours and not programs/apps drive organisational wellbeing and performance.
- Typical wellbeing programs aren't as effective as investing in leader wellbeing



- CEOs and leaders must re-think their leadership principles to truly impact both their teams and business outcomes, especially since organisational wellbeing is the strongest driver of organisational performance.

### 3. WorkWell Leaders Impact Measure and Roadmap

The roadmap outlines actionable priorities based on the key findings of study. Specifically, it is an action plan for supporting the wellbeing of senior managers and executives and at the centre, is the ‘Organisational Wellbeing–Performance IMPACT Framework’, made up of six evidence-based levers proven to have the greatest impact on organisational wellbeing and performance. These are:

1. **I**nvest in Leader Wellbeing
2. **M**ake Work Empowering
3. **P**romote Belonging
4. **A**ddress Whole-Person Needs
5. **C**hampion Fairness
6. **T**urn Values into Actions

The roadmap provides extra information for how CEOs and Boards can measure impact and modify the roadmap for smaller organizations.

### Discussion

Previous Knowledge Digests have examined the effectiveness of workplace wellbeing interventions and consistently found limited impact, a key reason being that these initiatives place the burden of fixing wellbeing on individual employees. This approach overlooks the systemic organisational factors that are often the root causes of workplace stress. This latest Digest reinforces our knowledge that organisational culture and workplace design are critical determinants of both wellbeing and productivity. Most notably, it identifies leader wellbeing as the single most powerful driver of organisational wellbeing—which, in turn, is the strongest predictor of overall business performance.

While multinationals in Singapore differ significantly from Victorian emergency management organisations, the implications of this study are highly relevant to our sector. As *Answering the Call* (Beyond Blue 2018) has shown, the pressures faced by first responders stem more from organisational stressors than operational ones. The findings from the WorkWell Leaders Impact Measure reinforce a universal truth: in every organisation—whether corporate or public—wellbeing cascades from the top down. To meaningfully enhance workforce wellbeing and performance, this work suggests that the most effective investment is to approach the wellbeing of leaders with greater intention and confidence.



## Annex A: Intersection between Organisational Wellbeing and Performance

