Board Paper

Title	President's report + progress update
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Type of Paper	A discussion paper
Summary of paper	This paper outlines: • Progress over year one and reflections of year 2 of my term as President. • Different ways of working so we can create space and make best use of the time together.

Purpose	**The President's report is a periodic summary of APFHRM's achievements based on our work plan. This report will be shared on the website and with WFPMA.**
Key Issues	At the March Board meeting, we, as a Board, signed off on the Strategy for 2026 – 2029. It felt momentous and got me reflecting and taking stock. I am in the second year of my term as president. Year two has been defined by a deliberate choice to develop strategy before we accelerate: to get the foundation right, even when that meant taking more time than anticipated. The conversations we have had along the way have been robust, sometimes uncomfortable, and genuinely substantive. These are exactly the kind a maturing organisation should be having. They are evidence that this Board takes the direction of APFHRM seriously and is not simply ratifying the loudest voice. We now have a strategy, a body of work, and an agreed workplan. What the period ahead requires is all of us leaning in. In my last report, I asked myself the questions • What is it that I can do to build on what has been done before me? • What value can I add as President of APFHRM? • What would APFHRM be uniquely known for, on the global stage? I noted that my job was to create space for us to be able to do this very important work, by three ways[1]. I would like to summarise where we are.
Progress on Strategy	Sometimes you need to slow down to go fast. From October through to March, the Board has been engaged in developing APFHRM's strategy and workplan. Six months is longer than a first look might suggest is necessary, but it reflects the seriousness with which this Board has approached the work. What has emerged is a coherent strategy, a defined set of priorities, and a workplan that sets us up well for the future. What is needed now is active participation from all members. The working groups are where this strategy will be realised. I want to acknowledge and thank the members who have served in previous working groups the groundwork you laid is what we are now building on. Looking ahead, I would ask that each member organisation give serious thought to where they will contribute. The working groups will only be as strong as the engagement they receive.

Progress on Governance	**Meetings** Last year I wanted to introduce more discipline and streamline our meetings so that we were spending the time at the Board meetings productively. Our agenda is starting to reflect the progress we have made on this aspect. More time on the agenda has been spent on strategic matters. We have initiated a conversation about expectations from Board members in meetings. There has been more collaboration between the members. The Regions are meeting regularly – some more active than others. The VP role has been strengthened, and the Regional Collab council (Vice Presidents and President) meet regularly to progress matters and ensure regional voices are being, In the June meeting, we will present the **Board cadence**. This is an important foundational aspect of ensuring that there is coherent and timely flow of information. **By-laws** The Handbook and the bylaws are another important foundation of governance. What standards we hold ourselves accountable for and how we function – these are important to review against the strategy and direction we have set ourselves. It is part of what will be reviewed (red project) over the next months and brought to the Board for approval. **Membership Growth** APFHRM's membership has been growing, and I want to set aside time at this meeting for an initial discussion about what that means for capacity, for positioning, and for the obligations that come with a larger and more diverse membership base. This is a conversation worth having well.Option 1 would require investment in additional meetings for the whole Board. It could mean more effort and maybe funds to be set aside so we can do a good job. The actual financial implications will be detailed once we agree on a way forward.
Operations	**Secretariat** I want to formally acknowledge the contribution of the outgoing Secretary General, Himali Dasanayake. The Secretariat's work is largely invisible to the wider membership, and that invisibility is itself a mark of how well it runs the organisation functions because people are doing the work in the background. That contribution deserves recognition. I am pleased to welcome the incoming Secretary General, Dhammika Fernando, and look forward to working closely together in the period ahead. Coming Up: **Digital Infrastructure and Cyber Risk** The Secretariat is currently progressing two important foundational pieces of work: the website upgrade, and work on improving administrative and operational rigour (including cyber security). This work is being done at no cost to APFHRM and is a very generous contribution from CIPM Sri Lanka – both in terms of effort and cost and I am grateful for that support The progress on these items that I am sharing with Board members for awareness: First, shared folders will be established to ensure that documents and records are accessible to all Board members in a consistent and secure way. Second, APFHRM email addresses will be set up for Board members, enabling us to correspond in our Board capacity rather than through personal or organisational accounts. Both of these changes are partly about efficiency, and partly about managing cyber risk responsibly. The Board will be briefed further on APFHRM's cyber risk posture as this work progresses.
Other Board matters[2]	BCG Survey & Creating People Advantage report The survey has been completed, The Creating People Advantage summary report is available. BCG has prepared a APAC centric report, benchmarking Asian results

	from the significant participants. Based on the response volumes, BCG has sufficient sample sizes to support meaningful country-specific webinars for: Hong Kong, India, Japan. For the remaining countries, the sample sizes are more limited, and the insights are therefore best interpreted through the regional overview in case of a webinar. BCG has been running webinars across all other continents so participants get a comprehensive walk-through of the results. These have been very successful based on feedback from other continental participants. They have offered sessions for interested APFHRM members. In addition, BCG has offered a webinar for the Board on one of these days, at APAC friendly timings. I am keen for us to select a date which most of us can attend. Wednesday 1 Jul: 8:30-10:30am CET | Thursday 2 Jul: 8:30-10:30am CET | Tuesday 7 Jul: 8:30-10:30am CET I encourage all Board members to attend that session and also to indicate if they would like a session for their national bodies, where BCG will host a webinar to their national membership. In-Person Board Meeting As APFHRM continues to develop as an organisation. We have adapted well in the virtual mode (one of the most significant pieces of work – strategy development – has been achieved operating in virtual mode. However, there is real value in the Board meeting face to face for the quality of conversation and for relationship-building. I would like to open the floor to expressions of interest: would any member country be willing to host an in-person APFHRM Board meeting. I welcome any initial indications at this meeting, with details to follow. WFPMA - Planning Ahead With the WFPMA World Congress taking place next year, I want to flag this now so that member organisations can begin planning. As a region with strong representation in WFPMA, there is an opportunity to show up with purpose. More specific details and coordination will follow, but I want it on the radar now.

Notes

1. Enable value creation at APFHRM by:

- *Leveraging and strengthening the sub-regional hubs as collaboration hubs. We do this by boosting the Vice-President (VP) role.*
- *Streamlined Board meetings and an agreed workplan. This will reduce the governance routine burden during the meeting and enable more time for more time for information sharing and collaboration.*
- *For us to have a small set of goals that we as a collective Board own and that support our overall strategy and objectives.*

2. Other Board matters – to be deleted before publishing on the website as it is Board administrative and not relevant for public consumption.