

“What if love became infrastructure?”

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AT ONE IMPACT WEEK 2026 | Singapore Returns to Build the Architecture of a Well-being Economy

- Themed **“What if Love Became Infrastructure?”**, AT ONE IMPACT WEEK 2026 | Singapore asks what our institutions, investments and communities could look like if care and coherence were built into the way they function and turns that question into practical action.
- Convened by [TPC \(Tsao Pao Chee\)](#) and [NO.17 Foundation](#), the five-day gathering brings together a **Forum and Festival**: the Forum asks how we build the Well-being Economy; the Festival asks who we must become to build it.
- For the first time in Singapore, the week debuts [AT ONE - all is well](#), a Well-being Festival that turns the theme from idea into lived experience.
- AT ONE IMPACT WEEK is organised as an **architecture**, four ecosystems of transformation and four enabling infrastructures that advance TPC’s six investment-focused pillars for the Well-being Economy, alongside flagship sessions, partner-led programmes and collaborative experiences.
- Taking place across **8–12 September 2026**, AT ONE IMPACT WEEK is a five-day convening in Singapore, bringing together private bilateral and closed-door multilateral sessions alongside a three-day public-facing Well-being Economic Forum and Festival at **Suntec Singapore Convention & Exhibition Centre from 9–11 September**. The week features more than **450 speakers**, from over **100 partner organisations** offering north of **180 programmes and exploration sessions**. It will also feature 25+ partner-led events with partners individually unique convenings running concurrent or within the AT ONE IMPACT WEEK.

SINGAPORE, Wednesday, 9 September 2026 — Climate instability, biodiversity loss and social fragmentation are not separate crises. They are symptoms of a deeper incoherence: an economy that rewards extraction over stewardship, and measures growth even as the foundations of life erode. **AT ONE IMPACT WEEK 2026 | Singapore**, brings together leaders, practitioners, organisations and communities across sectors to address these interconnected challenges and explore how a Well-being Economy can serve the flourishing of people and planet.

Convened by **TPC (Tsao Pao Chee)** and **NO.17 Foundation**, the **five-day gathering runs from 8 to 12 September 2026**, bringing together private bilateral and closed-door multilateral sessions alongside the public-facing Well-being Economic Forum and Festival at **Suntec Singapore Convention & Exhibition Centre** from 9–11 September. Under this year’s theme, **“What if Love Became Infrastructure?”**, AT ONE IMPACT WEEK asks what our institutions, investments and communities could look like if care, responsibility and coherence were built into the way we function, and how that intention can move from idea to action, and ultimately into the systems that shape economies and culture of how we live.

For TPC, the question is not simply what business should believe, but what business is prepared to do. The work reflected across AT ONE IMPACT WEEK, from leadership and human consciousness, to East–West exchange, to capital, nature and community, is grounded in the belief that **business must step up to drive change**, and that this requires new ways of leading, new bridges between perspectives, and new forms of collaboration.

Here, love means *coherence*, the alignment between how we see the world and how we act within it.

Through dialogue, shared experience and practical collaboration, AT ONE IMPACT WEEK moves the Well-being Economy from belief into built reality, guided by *the Earth Systems Agenda*, the organising narrative that treats humanity, nature, economy and technology as one interconnected system.

"I can only be well if everything around me is well. Just as a house needs a structure, impact needs architecture. That is what we have designed: a theory of change, six impact investment pillars, and their integration to meet all 17 United Nations Sustainable Development Goals. Within the architecture, we build place-based ecosystems where the goals are prototyped in real-world situations so that people can see the vision, copy it, improve on it, or evolve from it. And it needs platforms. AT ONE IMPACT WEEK is one, holding space for people on the journey of life and coordinating with others to build a global partnership network for impact investing. Love is not a sentiment. It begins as intention and becomes care in action — and it must be built into infrastructure, so it can hold us all, codified into how capital flows, how decisions are made, and what endures. We must move from exploring themes to building living economic systems. Business must lead this, with government and philanthropy. Come as builders."

— Chavalit Frederick Tsao, Chairman, TPC (Tsao Pao Chee)

"This is a critical moment for global leadership in solving the climate crisis. As people around the world experience the worsening impacts of a warming planet, we need to reinvigorate ambition around climate solutions and rebuild our connections to the planet, to future generations, and to one another. The Climate Reality Project is in Singapore because it is a hub for action and collaboration. I am thrilled that our partnership with Chavalit Frederick Tsao from TPC and NO.17 Foundation means that the advocates and leaders we are training here in Singapore will be part of the broader network of family enterprises, investors, and institutions gathered for AT ONE IMPACT WEEK 2026. By pairing climate advocates with the stewards of the patient capital this transition requires, we can mobilize action at the scale this crisis demands. "

— Al Gore, Founder and Chairman, The Climate Reality Project

A Forum and a Festival

AT ONE IMPACT WEEK is deliberately built as two halves of one question. The **Forum** asks: how do we build the Well-being Economy? It convenes the dialogue, capital and coalitions required to

redesign systems. **The Festival, AT ONE - all is well** asks the other half of the question: who must we become to build it?

Together, they follow TPC's *I-to-We* pathway: from individual awareness, to relational responsibility, to institutional stewardship, to building for the wider system.

The combination reflects a central belief behind the week: systemic change requires both **new ways of thinking and leading, and new ways of working together**. The Forum focuses on the systems; the Festival creates space to explore the human foundations needed to change them.

The architecture of a Well-being Economy

AT ONE IMPACT WEEK, is built as an architecture, not an agenda. Transformation becomes visible across **four ecosystems** and is enabled to scale through **four infrastructures**, together advancing TPC's **six investment-focused pillars** for the Well-being Economy.

Four ecosystems of transformation

- **Urban:** reimagining cities as living systems
- **Rural:** regenerating landscapes and livelihoods
- **Ocean:** restoring the foundations of life
- **Human Consciousness:** transforming the inner foundations of leadership

The **Human Consciousness** ecosystem reflects the recognition that systems change begins with how leaders see, think and act. It connects to the wider work around new approaches to leadership and management, including the development of programmes, learning and knowledge designed to help leaders see beyond the immediate and lead with greater awareness of the systems around them.

Four infrastructures of enablement

- **Capital:** structuring capital to serve regeneration
- **Energy & Nature:** aligning economic activity with planetary systems
- **Human Development:** cultivating leadership and well-being
- **Community & Culture:** enabling stewardship and collaboration

Together, these infrastructures recognise that transformation cannot happen through capital alone. The partnerships, platforms, leadership, communities and conditions that enable capital and solutions to work together are equally important.

TPC's six investment-focused pillars

These are the six investment-focused pillars through which TPC directs capital to advance the architecture of the Well-being Economy, given programmatic life across the week's ecosystems and infrastructures:

- **Well-being:** learning, living and human development
- **Climate & Nature:** regenerative environmental systems
- **Energy Transition:** community-centred, low-carbon systems
- **Food Systems:** regenerative, nourishing and place-based models

- **Circular Economy:** converting waste to value
- **Human Construct:** sustainable industrialisation and the built environment

Building bridges across East and West

A central thread running through AT ONE IMPACT WEEK is the opportunity to bring East-West perspectives into greater dialogue, not as opposites, rather as complementary sources of knowledge and practice.

The week creates a platform for this exchange across business, leadership, capital, technology, culture and human development, reflecting a broader effort to build bridges between different systems of thought and ways of seeing the world.

Through convenings such as **China at Scale**, alongside conversations on East–West relations, participants will explore how different experiences, capabilities, and traditions can be integrated into the development of the Well-being Economy.

A programme of dialogue, experience and action

AT ONE IMPACT WEEK 2026 features a multidisciplinary programme bringing together business, finance, government, philanthropy, science, climate, health, education, culture and civil society. The week will include:

- Main-stage plenaries and conversations
- Cross-sector roundtables and working sessions
- Partner-led programmes
- Private bilateral and closed-door multi-lateral dialogues
- Community and cultural experiences
- Experiential installations and showcases
- Leadership development and learning journeys
- Networking and collaboration sessions
- Announcements, launches and commitments

Each part of the programme is designed to connect ideas with action and encourage new forms of collaboration across sectors, disciplines and communities.

The breadth of the gathering is itself part of the proposition: **no single organisation, sector or discipline can build a Well-being Economy alone**. AT ONE IMPACT WEEK creates the space for these different forms of capital, expertise and experience to meet and work together.

Programme highlights

Over the week, leaders, practitioners, organisations and communities will bring together more than **180 programmes and experiences** to explore interconnected challenges and opportunities across **climate, ocean, nature, energy transition, cities, philanthropy, storytelling, systems change and human development**. The programme includes plenaries, dialogues, masterclasses, training

sessions, immersive experiences and learning journeys, creating opportunities for participants to exchange perspectives, build relationships and move from ideas towards action.

The programme brings together **international and regional partners** across different sectors, disciplines and forms of capital, reflecting the breadth of collaboration needed to build a Well-being Economy.

View the whole [programme line-up](#) for AT ONE IMPACT WEEK 2026.

The public programme will open with a plenary on East–West relations and close with a session bringing together the themes and commitments emerging across the week:

[Opening Ceremony & Plenary: A New Generation of East–West Relations](#)

[9th September, 09:30 – 11:45 AM]

The week opens with a programme exploring the evolving relationship between East and West and the opportunities for greater exchange, collaboration and shared understanding. The session brings together perspectives from across regions and sectors, setting the tone for a week focused on building bridges and creating new possibilities for a Well-being Economy.

[Closing Ceremony & Plenary: When Love Becomes Infrastructure — From Inner Awareness to the Earth System Agenda](#)

[11th September, 2:15 – 4:30 PM]

The week concludes by bringing together the themes explored, moving from inner awareness and individual responsibility towards collective action and the wider Earth system agenda, with a focus on carrying commitments and collaboration beyond the event. **Key announcements and agreements will also be shared during the Closing Ceremony**, marking a transition from dialogue to action.

[Global and regional voices](#)

The Opening Ceremony will be graced by Guest of Honour Ms Grace Fu Hai Yien, Minister for Sustainability and the Environment, Singapore.

AT ONE IMPACT WEEK 2026 includes more than 450 speakers from over 100 organisations. Those anchoring the week's plenary moments include:

- **Chavalit Frederick Tsao**, Chairman, TPC (Tsao Pao Chee)
- **Al Gore, Former U.S. Vice President** Founder and Chairman, The Climate Reality Project
- **Peter Thomson**, UN Secretary General's Special Envoy for Ocean
- **Sylvia Earle**, President & Chairman, Mission Blue
- **Tan Sri Dr Jemilah Mahmood**, Executive Director, Sunway Centre for Planetary Health
- **Stephen Badger**, Board Member, Mars

View the whole [speaker's line-up](#) for AT ONE IMPACT WEEK 2026.

Partners contributing to the wider week

AT ONE IMPACT WEEK 2026 brings together a wider network of organisations and communities contributing programmes, expertise and perspectives across the week.

AT ONE IMPACT WEEK is a convening for partnerships. Its Ecosystem Partners are **National Geographic and the World Economic Forum**. The Co-Creation Partner is **Temasek Foundation**. They are joined by the **NO.17 Foundation Coalition partners** and by more **100 partner organisations and contributors** working across climate, ocean, nature, cities, philanthropy, storytelling, systems change and human development. A full list can be found [HERE](#).

From conversation to collective action

AT ONE IMPACT WEEK is a **platform for building collective action** and co-creating social economic ecosystems for impact. We bring economic actors, leaders, and communities together to connect ideas, build relationships and identify opportunities for collaboration across sectors and disciplines.

The week creates space for participants to move from common understanding to shared purpose that drives practical action, connecting people, perspectives and resources around the challenges and opportunities of building a Well-being Economy.

The ambition is for the conversations and connections formed during the week to continue beyond September, through new collaborations, investment, initiatives and commitments to co-create the Well-being Economy.

Building a community beyond September

AT ONE IMPACT WEEK in Singapore is part of the transformation journey to a better future. It forms part of a wider effort to bring together capital, enterprise, philanthropy, knowledge and community around a shared mission: **to serve the well-being of life and create wealth at the same time**.

The work reflects a shift from ownership to stewardship, from asking “*what do I own?*” to asking “*what am I here to enable?*” For those with the resources, networks and patience to invest in long-term change, the opportunity is not simply to fund individual solutions, but to help create the conditions in which those solutions can connect, grow and endure.

NO.17 Foundation’s approach reflects this principle through its investment in convening, systems and collaboration, alongside direct philanthropic initiatives such as Restore Nature. The aim is to help create models that can move beyond individual projects and contribute to wider systems of change.

The relationships, ideas and commitments developed during the week will be carried forward through continued dialogue, collaboration and practical initiatives beyond September 2026.

"Empathy that lives only in a person is fragile. It moves with mood, tenure and market cycle. Infrastructure is what keeps working when goodwill runs out. So love, in our vocabulary, moves through three stages: it begins as intention, is expressed through action in how we lead, decide and take responsibility, and must ultimately be built into systems so it can scale, endure and outlast any individual. This is not love as a soft value. It is an organising principle for designing businesses and economies where the well-being of people, society and nature is inseparable from long-term prosperity."

— Sook Yee Tai, Chair, NO.17 Foundation

AT ONE — all is well

For the first time in Singapore, AT ONE IMPACT WEEK will also present **AT ONE - all is well**, a Well-being Festival that brings the theme *"What if Love Became Infrastructure?"* into lived experience.

Co-curated by OCTAVE and The Wolfpack, the Festival is rooted in the philosophy of OCTAVE Living. **AT ONE is the practice; all is well is the possibility.** The Festival explores the inner foundations of well-being and leadership through experiences that encourage participants to nurture, discover, practice and connect, moving from *I → We → All Life*.

Across the Festival, participants can engage with the **Eight Living Habits**: Breathing, Moving, Eating, Sleeping, Stillness, Worldview, Middleway and Celebration of Life, alongside curated experiences, conversations and practices designed to foster greater awareness, connection and collective flourishing.

The Festival offers another dimension of the week's central proposition: that changing the systems around us also requires us to consider the people within them, and the ways we lead, relate and live.

For more information on AT ONE — all is well and the full programme, visit:

<https://events.humanitix.com/at-one-all-is-well-2026>

Event information

AT ONE IMPACT WEEK 2026

- **Dates:** 8–12 September 2026
- **Venue:** Suntec Singapore Convention & Exhibition Centre
- **Website:** <https://impactweek.com>

AT ONE — all is well

- **Dates:** 9 – 11 September 2026
- **Venue:** Level 3, Suntec Singapore Convention & Exhibition Centre
- **Website:**
 - <https://events.humanitix.com/at-one-all-is-well-2026>
 - <https://impactweek.com/#programmes>

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APPENDIX

About AT ONE IMPACT WEEK

AT ONE IMPACT WEEK is a global platform hosted by TPC and NO.17 Foundation, convening leaders to build the architecture of a Well-being Economy. Taking place in Singapore, it marks a shift from ideas to systems — where ecosystems are activated, infrastructures are shaped, and partners come together as builders. In 2026, anchored by the question, “What if love becomes infrastructure?”, AT ONE IMPACT WEEK is where the Well-being Economy moves from belief into built reality.

About NO.17 Foundation

NO.17 Foundation is the nexus of capital, consciousness, and collaboration in the Well-being Era — the philanthropic heart of TPC (Tsao Pao Chee). Rooted in SDG 17: Partnerships for the Goals, NO.17 unites values-aligned funders, partners, and changemakers to catalyse systemic transformation. Through trust-based giving, regenerative coalitions, and strategic ecosystem building, we activate new forms of capital — financial, social, cultural, spiritual, institutional, ecological, and human — as a force for collective flourishing. <https://17foundation.org/>

About TPC (Tsao Pao Chee)

TPC (Tsao Pao Chee) is a fourth-generation family business holding company headquartered in Singapore that is committed to empowering the Well-being and Happiness economy. TPC does this by supporting global connectivity and resilience through its supply chain and logistics activities, and well-being-focused activities aimed at fostering individual and collective growth. TPC’s purpose-led well-being business ecosystem comprises IMC Industrial, OCTAVE, and multiple non-profit organisations, including NO.17 Foundation, OCTAVE Institute, and Restore Nature Foundation, operating in unity to add value to life, with corporate offices in the People’s Republic of China, Thailand, Indonesia, and Japan. <https://tsaopaochee.com/>

The Wolfpack

The Wolfpack is a brand and IP company that builds, grows and scales community-led brands across content, experiences and consumer products through an integrated media and commercial ecosystem. Its portfolio includes GastroBeats, @themeatmenchannel, the EPIC World Championship, and now, AT ONE - all is well.

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