



Changi
General Hospital



TEMASEK
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Singapore's First Psychological Resilience Programme for Businesses Launched

- *The Stay Prepared - Business Psychological Resilience Programme ("B-PREP") aims to help businesses prepare employees for the psychological impact of emergencies, crises, and threats*
- *A Temasek Foundation Cares-led initiative to establish a model and praxis before being implemented in the wider business community*

Singapore, 7 September 2016 – Temasek Foundation Cares, together with Changi General Hospital and the Singapore Business Federation, has launched Singapore's first psychological resilience programme for businesses. Mr K Shanmugam, Minister for Home Affairs and Law, was the Guest-of-Honour at the launch event.

The Stay Prepared – Business Psychological Resilience Programme ("B-PREP") aims to establish a model and praxis for psychological resilience, which companies in Singapore can adopt to help manage the psychological and emotional impact of emergencies, threats and crises.

Mr Lim Boon Heng, Chairman of Temasek, said: "Almost two-thirds of the population are in the workforce. When critical incidents happen, employers have to manage the impact on victims and their families. That may include employees, customers, partners and the general public."

From large scale disasters or crises to emergencies and accidents at the workplace, B-PREP aims to help employees develop core skills and competencies to manage and respond to emotionally stressful situations. Businesses will also learn to implement appropriate processes for coordinated response, and share their knowledge and best practices with one another.

Mr Lim added: “We see B-PREP contributing to the Government’s important programmes in this area, such as SGSecure and Total Defence – to be vigilant and prepared for any crisis. A security incident can happen at any time. So it is important that businesses and employees are well-prepared.”

A B-PREP Steering Committee was set up to drive this initiative forward. Members include Changi General Hospital, Institute of Mental Health, KK Women’s and Children’s Hospital, Singapore Business Federation and Temasek Foundation Cares. Early supporters and members of the programme are Temasek and its portfolio companies – CapitaLand, Keppel Corporation, Mapletree, SATS, Sembcorp, Singapore Airlines, Singapore Power, SMRT and ST Engineering.

Temasek Foundation Cares Chairman, Mr Richard Magnus, said: “Temasek Foundation Cares invited the Temasek portfolio companies to pilot the B-PREP programme as they have the expertise to contribute to this initiative. Their business models engage the public and have a relatively higher risk of operational incidents. Healthy workplaces deliver greater productivity, improve workforce participation and increase social inclusion. It’s important to get this right because the consequences are profound.”

He added, “Chaired by our Board Member Mr Koo Tsai Kee, the Steering Committee intends to develop a resilience framework. We aim to interface B-PREP with SG Secure and other government emergency preparedness initiatives. Once the model and praxis have been developed and tested, the Singapore Business Federation will help to implement with business community in Singapore.”

Mr Koh Tat Liang, Assistant Executive Director of Singapore Business Federation, said: “People are at the heart of all businesses. They are the ones who execute business continuity plans and ensure that their organisations are able to remain operational during disruptions and crises. The B-PREP is a timely initiative to build business and employee resilience as it is synergistic for SBF to promote companies’ adoption of business continuity management.”

Leveraging its expertise in delivering such programmes, Dr Lee Chien Earn, Chief Executive Officer, Changi General Hospital, said: “We believe in the importance of a supportive work environment to enable all employees at Changi General Hospital to give their best for patients. Our PEER Network is a peer support system where volunteer staff are trained to assist colleagues experiencing emotional crises. The volunteers provide emotional first aid and refer colleagues to sources of professional help where needed. The network fosters a culture of

mutual care and concern – ‘heartware’ that enables employees to find joy and meaning at home, at work, and in the community. We are privileged to be able to tap on our experiences in building corporate resilience to support Temasek Foundation Cares in the delivery of B-PREP.”

Phase 1 of the three-year B-PREP will consist of a baseline study and consultation, conducted by Changi General Hospital, with Temasek and its nine participating portfolio companies. The study and consultation will help inform the Steering Committee in its work to establish a working model and praxis. Initial feedback has been encouraging (see Appendix A for anecdotes from participants).

Phase 2 will consist of the implementation of the framework and set up of platforms for intra-sharing of knowledge and practices. Once the model is fine-tuned, it will be available through the Singapore Business Federation for adoption by local businesses.

The Stay Prepared – B-PREP is a ‘Stay Prepared’ initiative. It complements other ‘Stay Prepared’ initiatives such as the Stay Prepared – Trauma Network for Children, SMRT-Temasek Foundation Cares AED on Wheels, and programmes to distribute face masks to households and vulnerable segments of the community. ‘Stay Prepared’ programmes are funded by the Temasek Emergency Preparedness Fund (T-PREP), which was initiated by Temasek and currently managed by Temasek Foundation Cares.

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For media enquiries, please contact:

Weber Shandwick

Karen Yap, +65 6825 8068, kyap@webershandwick.com

Samuel Chee, +65 6825 8077, schee@webershandwick.com

About Changi General Hospital

Changi General Hospital (CGH) is an award-winning public hospital with over 1000 beds serving a community of 1.4 million people in eastern Singapore. CGH offers a comprehensive range of medical specialties and services, helmed by a highly experienced and skilled team of healthcare professionals who consistently deliver excellent health outcomes and care for patients. CGH is a key partner and resource for the Eastern Health Alliance, the regional health system for eastern Singapore. CGH has been JCI (Joint Commission International) accredited since 2005.

About Singapore Business Federation

As the apex business chamber, the Singapore Business Federation (SBF) champions the interests of the business community in Singapore in trade, investment and industrial relations. Nationally, SBF acts as the bridge between the government and businesses in Singapore to create a conducive business environment. Internationally, SBF represents the business community in bilateral, regional and multilateral fora for the purpose of trade expansion and business networking.

For more information, please visit www.sbf.org.sg.

About Temasek Foundation Cares

Temasek Foundation Cares is a Singapore-based non-profit philanthropic organisation that funds and supports meaningful and innovative community-based programmes for the benefit of Singaporeans. It aims to contribute to the well-being, dignity and livelihood of needy individuals, families and communities by building people, building communities, building capabilities and rebuilding lives.

In addition to its existing endowment, Temasek Foundation Cares also manages three others – the Balaji Sadasivan Endowment for healthcare capability building, the Ee Peng Liang Endowment for social services capability building and the Temasek Emergency Preparedness (T-PREP) Fund for enhancing community emergency resilience and preparedness.

Temasek Foundation Cares is a member of the Temasek Philanthropic Platform, which was established by Temasek to better serve the evolving needs of the wider community, reinforcing its approach to sustainable giving. Since its inception in 1974, Temasek has established 17 endowments, which focus on building people, building communities, building capabilities and rebuilding lives.

For more information on the Temasek Philanthropic Platform, please visit www.temasekfoundation.org.sg.

For more information on Temasek Foundation Cares, please visit www.temasekfoundation-cares.org.sg.

Appendix A – Quotes from B-PREP Participants

<p>CapitaLand</p>	<p>Mr Tan Seng Chai, Group Chief Corporate Officer, CapitaLand Limited:</p> <p>CapitaLand is pleased to partner Temasek Foundation Cares on B-PREP. CapitaLand has in place a holistic business continuity framework that addresses geopolitical, environmental and other risks to our global operations. We also periodically review our risks and strengthen our practices at the Group and property levels. Beyond putting in place robust risk mitigation and management frameworks, it is critical to fortify the psychological resilience of our stakeholders, particularly our employees.</p> <p>We believe in the importance of equipping our employees with the skills and training to detect potential security risks, to manage crises should they occur, and to recover from the disruption when the threat is over, and B-PREP is an excellent platform for us to do so. We have also participated in and supported counter-terrorism exercises conducted by the Home Team as part of our preparedness training. CapitaLand stands shoulder to shoulder with the rest of the business community in safeguarding Singapore’s normal way of life against security threats.</p>
<p>Mapletree</p>	<p>Mr Wan Kwong Weng, Head, Group Corporate Services and Group General Counsel, Mapletree Investments Pte Ltd:</p> <p>As a leading real estate and capital management company, Mapletree has a robust business continuity framework in place. We further support efforts to boost psychological readiness for our staff through the Stay Prepared – Business Psychological Resilience Programme (B-PREP) as it will enhance our readiness to handle unforeseen events, respond promptly and manage situations more effectively.</p>
<p>SATS</p>	<p>Mr Alex Hungate, President and Chief Executive Officer, SATS Ltd:</p> <p>Psychological resilience is a crucial aspect of business continuity planning and sustainability. SATS operates in a highly fast-paced and operationally-intensive environment, and it is important for us to be mentally prepared in the event of emergencies. The long-term success of SATS lies in the hands of our people, and we need to ensure that we care for their well-being. The B-PREP initiative will complement our existing crisis management plan, and provide us with the essential competencies to build psychological resistance and resilience as well as training on providing emotional support to help our people recover from any psychological and emotional impact that may arise.</p>
<p>Sembcorp</p>	<p>Mr Tang Kin Fei, Group President & CEO, Sembcorp Industries Ltd:</p> <p>Crisis preparedness is an essential part of business planning for any company. Aside from making sure our operations, organisations and brands are strong to weather the unexpected, it is important to make sure that employees are also armed with the tools to help them stay calm, clear-minded and resilient. The launch of B-PREP is timely and complements what we are already doing in this regard. B-PREP would provide useful resources and networks for sharing of best practice, to help</p>

	<p>us increase awareness of the importance of psychological readiness amongst our staff, support and equip them, and enhance our preparedness as a Group.</p>
Singapore Airlines	<p>Mr Christopher Cheng, Senior Vice President Human Resources, Singapore Airlines Limited:</p> <p>Singapore Airlines is pleased to be a partner in B-PREP. We are glad to have the opportunity to share and learn more about psychological readiness, building greater community resilience at the same time. We recognise the importance of our employees' psychological and emotional welfare, and we encourage our employees to reach out for assistance when they experience a traumatic situation. We look forward to the launch of B-PREP, and hope that all companies in Singapore can benefit from this initiative.</p>
Singapore Power	<p>Ms Jeanne Cheng, Chief Risk Officer, Singapore Power:</p> <p>Singapore Power supports the B-PREP programme by Temasek Foundation Cares. At Singapore Power, it is mission critical to respond to emergencies swiftly, safely and effectively. This readiness enables us to power every household and business in Singapore with world-class reliability, round the clock. We would like to encourage emergency preparedness among the community, so that it becomes second nature to everyone.</p>
SMRT	<p>Mr Desmond Kuek, President and Group CEO, SMRT Corporation Ltd:</p> <p>In SMRT, we recognise that psychological resilience is a critical element in crisis management and business continuity. B-PREP is a timely initiative to equip our employees with the necessary skills and competencies to cope with the psychological and emotional impact arising from a crisis. Our public transport network is both a workplace and a public facility, with millions of people moving through the system each day. Through coordinating responses and sharing best practices, we look forward to strengthening our readiness, resilience and response in the face of emergencies and threats.</p>
ST Engineering	<p>Mr Vincent Chong, President & CEO (Designate), Singapore Technologies Engineering Ltd:</p> <p>Crisis intervention often involves the management of psychological reactions in a crisis and helping our employees cope with the after effects of a major incident. At ST Engineering, we believe that building psychological resilience helps to strengthen overall business resilience against major crises, ensuring business continuity. B-PREP is a timely initiative to equip our employees with necessary skills and competencies to cope with psychological and emotional impact arising from a crisis.</p>

Appendix B – B-PREP Framework

The framework of the programme comprises two components according to Figure 1:

1. Internal environment
2. Network environment

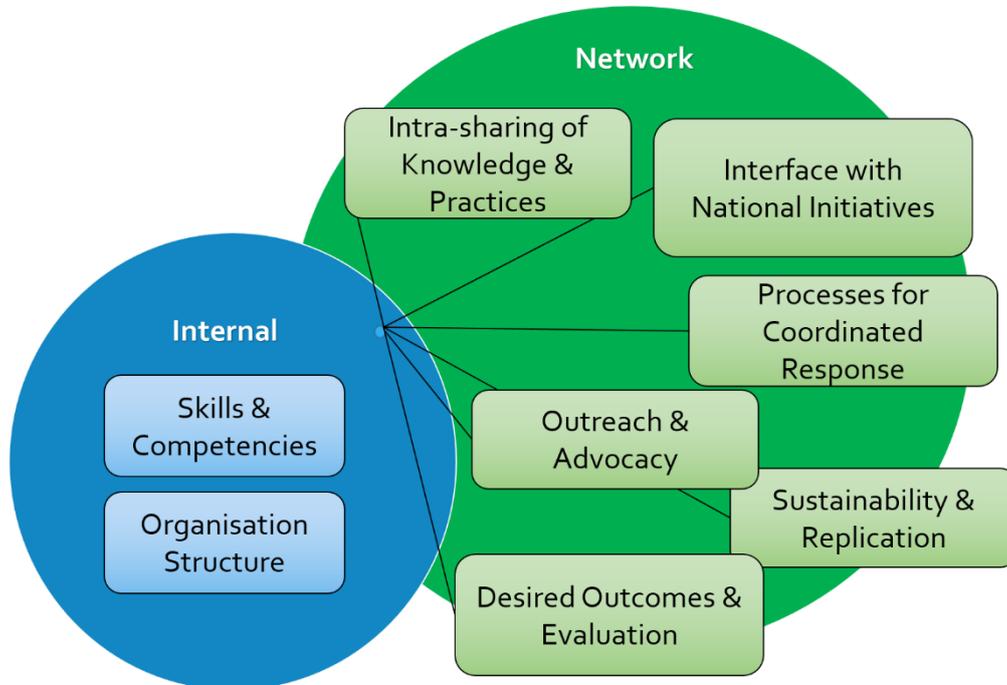


Figure 1: Framework for Stay Prepared – B-PREP

1. Internal Environment

(Objective: Establish the core skills, competencies and processes which companies need to cope with the psychological and emotional impact of crises)

The internal environment is concerned with a company's psychological resilience in the context of its business continuity plan. An expert team from CGH will gather data and conduct interviews at each company in order to conduct an assessment of its psychological readiness in terms of skills and competencies, as well as its organisation structure. The team will then give recommendations on any training needed. If any adjustments in ownership and implementation structure for enhancing psychological resilience is necessary in the company, the team will also recommend and assist the company to embed this as a priority within its management hierarchy.

Following an assessment of Temasek and its nine portfolio companies, the expert team will be able to set a baseline of the skills and competencies necessary for psychological resilience and share at the Network level.

2. Network Environment

(Objectives: Establish a common platform for coordinated response to crisis and intra-sharing of knowledge and practices; Interface with national resilience frameworks such as SG Secure)

As each company makes progress in psychological resilience and emergency preparedness, it also joins a network of companies which are each at different stages of preparedness but linked by common goals. The network of businesses will facilitate intra-sharing of knowledge and best practices in times of peace.

From the assessments of the companies' internal environments, the resultant baseline of competencies and common language framework will be applied at the Network level to other companies. The beginning network of the founding TPC members will serve as an incubator for the framework and a model for other companies as the framework gains traction in the business community through joint outreach and advocacy efforts.

In times of crises that affect more than one company, the network facilitates the sharing of resources and a coordinated response from the business community.

Given its scope and nature, one of the aspirational goals of the network is to interface with and lend resources to national resilience initiatives such as SG Secure and the National Care Management System (NCMS), as well as existing mental health networks on a community level.