SGSECURE

![SGSECURE — STAY ALERT. STAY UNITED. STAY STRONG.]

SGSECURE
@WORKPLACES
Guide for Retail and F&B

A Collective Partnership

ntuc
National Trades Union Congress

SNEF

MINISTRY OF MANPOWER

MINISTRY OF HOME AFFAIRS

POLIS

SINGAPORE PRISON SERVICE

CSA SINGAPORE

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Introduction

Today, terrorism poses a real and rising threat to our way of life. A single attack at a mall, tourist attraction or busy public location would have the potential to cause great devastation, not just to individual lives and businesses, but also to our long-term stability and prosperity.

We must act today to minimise the impact of a terror attack by ensuring that businesses can prevent, respond and recover from them.

We had launched the SGSecure Guide for Workplaces in 2017 to equip organisations with general preparatory measures to kick-start their efforts against terrorism. To provide more industry-specific guidelines and deepen preparedness, we have developed the SGSecure Guide for Retail and F&B businesses. The guide is the result of research and consultations with partner agencies, domain experts and industry players such as yourself. Within it, you will find answers to questions such as:

- **How big a risk do terror attacks pose to your business?**
- **What actions can you take today to protect property, data and lives?**
- **What should you or your employees do when a crisis strikes?**
- **How can you create a business continuity plan to recover from an attack?**

Also included are training tools and resources to help you equip your colleagues and stakeholders. You may wish to refer to the online version of this guide at **www.mom.gov.sg/sgsecure** for latest updates that may have taken place after this publication went to print.

We look forward to your continued commitment to prepare your workforce, protect your workplace and partner your community against the terror threat.

Contents

1 SGSecure & You

THE THREAT TERRORISM POSES TO YOUR INDUSTRY

1.1 A Growing Threat to Retail and F&B Businesses

The impact of terrorism has been felt around the world, and no country, including Singapore, can be said to be completely secure.

As attacks aim to create fear on a wide scale, crowded public spaces that many Retail and F&B businesses occupy are especially at risk. **These can include shopping malls, mass transit areas and popular tourist spots.**

Consequences of Terrorism:
- Loss of lives amongst your employees and customers
- Disruptions to your supply chains
- Destruction of your physical stores
- Damage to your brand's image and reputation
- Falling profits as customers avoid public places such as malls

GLOBAL AND REGIONAL ATTACKS

A **Jakarta, Indonesia**
Explosions and gunfire near Sarinah Shopping Mall (2016)

One blast occurred in a Burger King restaurant outside the mall.

8 killed, 23 injured

B **London, England**
Terror attack at London Bridge and Borough High Street (2017)

Attackers in a van hit pedestrians, then stabbed bystanders near shops and cafes.

8 killed, 48 injured

C **Melbourne, Australia**
Stabbing at Bourke Street Mall (2018)

A restaurant owner was stabbed to death.

1 killed, 2 injured

D **Sydney, Australia**
Hostage crisis at Lindt Café (2014)

Ten customers and eight employees were held hostage.

3 killed, 4 injured

TERRORISM AT HOME 🇸🇬

In 2016, members of an ISIS-linked cell planned to orchestrate an attack on Marina Bay Sands from Batam.

In 2018, 3 Malaysian work permit holders who were arrested for suspicions of involvement in terrorism-related activities were repatriated.

In 2019, 3 radicalised Indonesian domestic workers were detained under the ISA.

E 🇹🇷 **Istanbul, Turkey**
Nightclub shooting in the neighbourhood of Ortaköy (2017)

Clubs, restaurants and coffee shops in Ortaköy experienced a significant fall in patrons.

3 killed, 4 injured

SINGAPORE

1.2 Common Misconceptions About Terrorism

A 2018 Survey conducted by the Ministry of Home Affairs found that close to 6 in 10 respondents recognised Singapore as a target for terror attacks, but only 1 in 5 felt that the threat is imminent and that an attack might occur here within the next five years.*

This line of thinking can be dangerous.

By convincing ourselves that no urgent threat exists, we are less likely to prepare, and more likely to be severely affected when an attack eventually occurs.

Some say...

It's too difficult for individual businesses to prepare for the terror threat.

Preparing against the terror threat need not be complex. Simple day-to-day measures such as housekeeping and store maintenance can help in uncovering suspicious articles.

For more tips and suggestions, see page 28!

Some say...

Incidents must result in many casualties to count as terror attacks.

Casualties are the most obvious consequence of a terror attack. However, terror attacks can also leave social consequences such as tension and distrust amongst employees, that can hinder the recovery of affected businesses.

Factsheet on SGSecure Public Perception Survey Findings (https://www.mha.gov.sg/newsroom/ press-release/news/singapore-terrorism-threat-assessment-report-2019)

Some say...

We should be suspicious of foreigners among us.

Anyone (local or foreign), is at risk of being radicalised. Isolating foreigners because they are 'unlike us' can create feelings of discrimination, which may escalate into extremism. Social ties may also be weakened, which may affect the ability to recover after an attack.

Consider how you can enhance bonding with employees, tenants and neighbours from all nationalities, to create a supportive and resilient workforce. Together, we can detect potential terror threats early.

Some say...

During an attack, there's nothing people can do but run.

Actually, depending on your job role, you may take different actions during a crisis. Frontline employees can protect themselves while also evacuating customers.

Other actions include performing first aid, coordinating an emergency response, and assisting authorities.

Some say...

Terrorists are all radical Islamists.

Though groups like ISIS exist, terrorists can come from any race or religion. For instance, the Christchurch mosque shooting in March 2019 was fuelled by Islamophobia and far-right extremism.

Some say...

A terror attack is a bomb attack.

At present, bombings are featured prominently in media coverage due to the scale of their damage.

However, terror attacks can also take other forms such as knife or weapon attacks, vehicle ramming attacks or even biological attacks.

1.3 Being Prepared Saves More Than Lives

Singapore is a small, densely connected country, and the impact of a terror attack would affect multiple businesses at once. Being well-prepared for an attack not only minimises loss of lives, but also helps your business bounce back to normalcy.

On the other hand, being complacent and unprepared may lead you to be overwhelmed by the after-effects of an attack, including tensions at the workplace, damage to property, loss of back-up suppliers. This would delay business recovery and affect your profits.

Which would you want to be?

1.4 How You Make a Difference

Whether you are a company owner, shop manager, employee and/or building manager, you play an important role to prepare your workplace in the event of crises.

In the Retail and F&B industry, each individual can take on single or multiple roles and tasks. For example, a franchise owner of a restaurant not only makes decisions for business operations but may also need to help out in the restaurant at times.

With roles and responsibilities overlapping, no single group can be tasked to be solely responsible for taking actions to prevent against terror attacks. In the Retail and F&B industry, everyone has a part to part to play in preventing crises.

On the next page, you can see some examples of where certain jobs would fall. Given your duties, which stakeholder are you?

Everyone Has a Role to Play:
- A store employee is best placed to detect suspicious persons, articles, or behaviours.
- A business owner would have the authority to put in place measures to improve company training policies.
- A building owner or management employee can conduct evacuation exercises.

Only by combining our efforts and resources can we create a safe and secure work environment.

Roles and Responsibilities

Shop Managers and Employees

- Works in stores on a daily basis
- Deals most directly with the public
- Includes part-timers and store managers

Operations Manager of stand-alone Retail and F&B buildings

Restaurant Owner-Operators

Franchise Owner

Operations Manager

Building and Property Managers

- Monitors overall security and visitors
- Conducts regular building maintenance
- Set safety protocols and evacuation procedures

Food Court Managers

Owners of stand-alone Retail and F&B shops

Company and Business Owners

- Sets organisational culture and company policies
- Responsible for hiring and training
- Leads and makes business decisions

Examples of overlapping roles

1.5 Terror Preparedness Action Plan:

After understanding the different roles and responsibilities, there are steps that you can take to prevent, respond and recover from attacks. This section provides a checklist of action plan that you can implement in your respective role. Be sure to read the later chapters of this guide for more suggestions and resources to raise preparedness levels of your workplace.

1.5.1 Building and Property Managers

Building and property managers directly manage the malls or buildings that Retail and F&B shops reside in. Your tenants and shoppers are depending on you to coordinate building security measures that will be the first line of defence against potential attacks.

Download printable versions of these action plans to share with your employees and colleagues

PREVENTION

Prepare Your Workforce

☐ *Improve Emergency Preparedness Skills and Knowledge*
- ○ Download the SGSecure mobile app
- ○ Utilise resources on the SGSecure@Workplaces website
- ○ Put up "Run-Hide-Tell" and "Press-Tie-Tell" posters
- ○ Conduct regular table-top exercises
- ○ Conduct regular lockdown drills
- ○ Conduct regular evacuation exercises
- ○ Organise lunch talks to share information

☐ *Empower People to Address Threats of Terrorism*
- ○ Form a Company Emergency Response Team (CERT)
- ○ Formulate an Emergency Response Plan (ERP)

Protect Your Workplace

☐ *Physical Measures*
- ○ Install bollards at building exterior
- ○ Implement security clearance at entrances
- ○ Install sufficient working CCTVs
- ○ Install forced-entry resistant doors
- ○ Install hardened shelters to hide in during an attack
- ○ Put up signage indicating that premises are protected

☐ *Operational Measures*
- ○ Stay vigilant for suspicious persons, articles and activities
- ○ Create feedback channels for tenants
- ○ Maintain good housekeeping in malls and buildings
- ○ Increase frequency of patrol by security officers
- ○ Set up biometric or card access to sensitive sites
- ○ Develop dynamic lockdown protocols
- ○ Create a risk management plan
- ○ Regularly review security policies
- ○ Get bizSAFE recognition

☐ *Cybersecurity Measures*
- ○ Lead by example
- ○ Practise good cyber hygiene by adopting CSA's four cyber tips
- ○ Support the company in adopting CSA's Be Safe Online Essentials & Measures (see page 36)
- ○ Prepare an Incident Response Plan, then communicate it and train your team to use it

☐ *Business Continuity Management*
- ○ Create and review business continuity plans regularly

Partner Your Community

☐ *Employees Bonding and Cohesion*
- Communicate regularly with tenants
- Organise tenant engagement activities

☐ *External Networks and Stakeholders*
- Prepare a list of contractors to support mall operations after an attack
- Participate as a member of the Safety and Security Watch Group (SSWG) Scheme

☐ *Crisis Communication Plans*
- Create and maintain an authoritative source of mall information
- Refer only to authoritative sources of information
- Create and update employee and next-of-kin call directories
- Create a list of individuals to contact during a crisis
- Establish procedures to disseminate information to tenants, employees, and colleagues
- Organise a building crisis response team
- Appoint a mall or building spokesperson

RESPONSE

Terror Attacks

☐ *Activating Teams and Response Protocols*
- Activate Emergency Response Plans and CERT Team
- Inform tenants and shoppers through alarms, PA systems, or other means
- Access the Fire Command Centre
- Activate building lockdown procedures

☐ *Inform Others of the Attack*
- Call 999 or SMS 71999 to inform the police
- Submit information through the SGSecure App
- Alert tenants and neighbouring buildings of the attack

☐ *Evacuate the Premises*
- Coordinate building evacuation with the CERT Team
- Conduct a security sweep if assembly areas must be used as they are vulnerable to secondary attacks

☐ *Provide Information*
- Provide authorities with information such as floor plans or location of CCTVs that may assist them

☐ *Assist Others*
- Use Press, Tie, Tell for improvised first aid
- Assist the police with investigations

Cyber Attacks

☐ *Responding to Cyber Incidents*
A cyber incident is an event that indicates harm or the attempt to do harm to a company's system.

○ Identify how the breach occurred
○ Determine what data was exposed
○ Decide on appropriate response measures
○ Disconnect computers from the internet
○ Change login credentials
○ Inform affected tenants, employees, and customers

RECOVERY

Supporting Employees and Colleagues

○ Rally employees, tenants, and contractors together
○ Assist tenants and contractors in their recovery efforts
○ Set up support groups for affected employees
○ Perform Psychological First Aid on traumatised employees

Discerning Between Information Sources

○ Execute pre-established crisis communication plans
○ Check and verify information about the attack from official sources before notifying tenants, business owners, and contractors
○ Do not share videos or photos which may fuel rumours
○ Address potential cases of discrimination or shunning among tenants and contractors

Pooling Resources Together

○ Activate business continuity plans
○ Contact contractors and suppliers to assist in continued operations and recovery
○ Engage tenants and contractors to coordinate reopening of businesses
○ Discuss learning points from incidents with tenants, contractors, and employees

1.5.2 Company Management and Business Owners

As company management and business owners, you play a crucial role in encouraging preparedness initiatives during peacetime. You have the capability to create a security-focused workplace culture, and implement business continuity plans.

Download printable versions of these action plans to share with your employees and colleagues
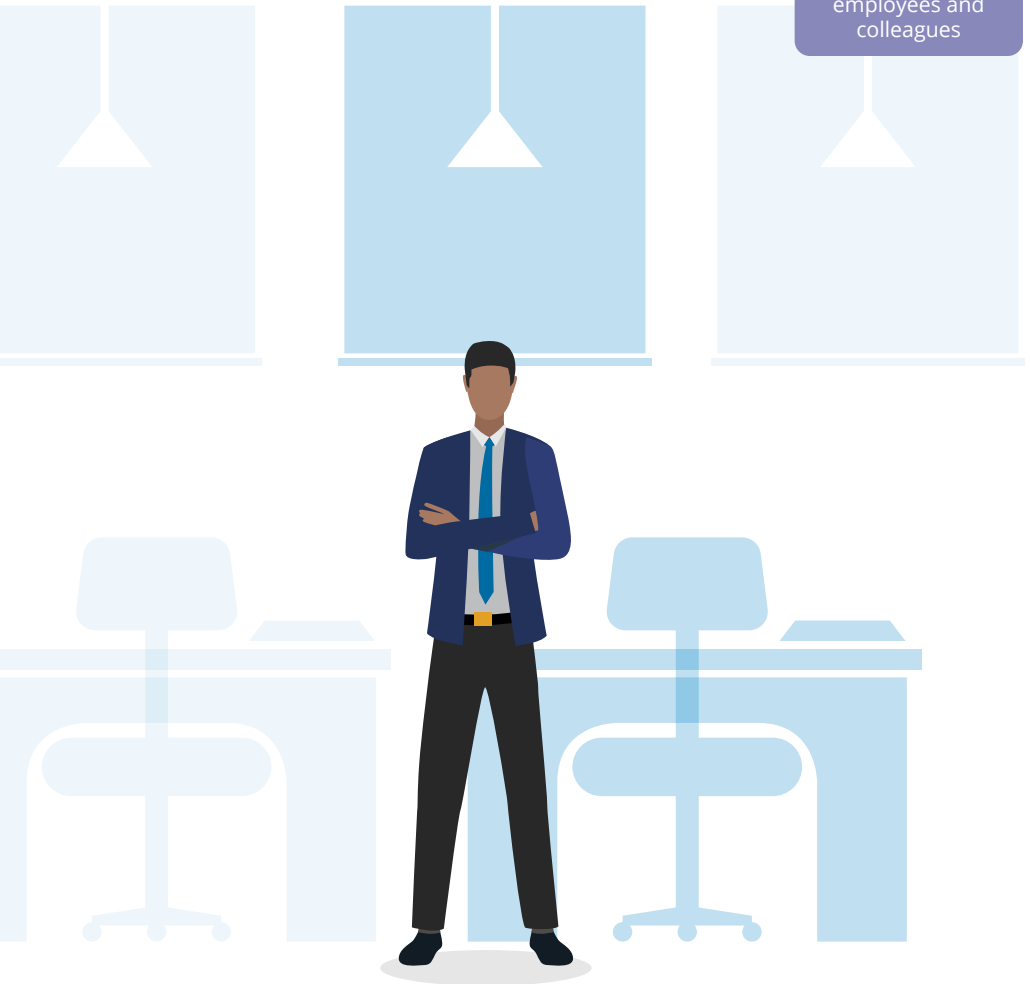
PREVENTION

Prepare Your Workforce

☐ *Improve Emergency Preparedness Skills and Knowledge*

○ Download the SGSecure mobile app

○ Utilise resources on the SGSecure@Workplaces website

○ Put up "Run-Hide-Tell" and "Press-Tie-Tell" posters

○ Send frontline employees for emergency skills training

○ Incentivise employees who participate in drills and exercises

○ Frequently test and remind employees about emergency and safety procedures

☐ *Empower People to Address Threats of Terrorism*

○ Appoint and register an SGSecure Rep

Protect Your Workplace

☐ *Physical Measures*

○ Install functioning CCTVs in shops

☐ *Operational Measures*

○ Create a risk management plan

○ Regularly review security policies

○ Hire third-party auditors to conduct cross checks

○ Hold post-audit meetings with stakeholders

○ Get bizSAFE recognition

○ Establish HR guidelines to support employees after an attack

☐ *Cybersecurity Measures*

○ Use application control software

○ Check computers regularly and inspect emails

○ Record where sensitive data is stored

○ Back up data periodically

☐ *Business Continuity Management*

○ Create and review business continuity plans

○ Participate in the Corporate First Responder (CFR) Scheme

RESPONSE

Partner Your Community

Employees Bonding and Cohesion
- Organise team-building activities for employees
- Communicate regularly with frontline employees

External Networks and Stakeholders
- Prepare a list of business partners (including unions, where applicable) who can support business operations after an attack

Crisis Communication Plans
- Create and maintain an authoritative source of company information
- Refer only to authoritative sources of information
- Create and update employee and next-of-kin call directories
- Create a list of individuals to contact during a crisis
- Establish procedures to disseminate information to employees and colleagues
- Organise a company crisis response team
- Appoint a company spokesperson

Terror Attacks

Activating Teams and Response Protocols
- Assemble your Crisis Response Team
- Inform the police, employees, and neighbouring tenants of the attack

Inform Others of the Attack
- Call 999 or SMS 71999 to inform the police
- Submit information through the SGSecure App
- Alert other nearby outlets of the attack
- Prepare a media release and factsheet

Evacuate the Premises
- Cooperate with CERT Team in evacuation procedures

Provide Information
- Coordinate communication between outlets and employees

Assist Others
- Use Press, Tie, Tell for improvised first aid
- Assist the police with investigations

Cyber Attacks

☐ *Responding to Cyber Incidents*
A cyber incident is an event that indicates harm or the attempt to do harm to a company's system.

○ Execute roles and responsibilities spelt out in the company's Incident Response Plan, which may call for people to do the following:

○ Contain:
  • Keep track of the company's incident handling process (e.g. walk-through the pre-prepared Incident Response Plan to ensure that steps are executed, information is gathered, etc.)
  • Limit the impact of an incident by acting fast on the course of action (e.g. notifying the right personnel, isolating the infected or compromised system, etc.)
  • Report the incident to the relevant authorities or organisations (e.g. if monetary loss is involved, lodge a police report and alert the bank immediately)

○ Eradicate:
  • Resolve the issue (e.g. removing malware, patch machines with the same potential vulnerability, etc.)
  • Complete forensic analysis and keep logs

○ Recover:
  • Restore business functions (e.g. setting up a new system, restoring from clean backups)
  • Monitor the recovered system to be certain that incident has been fully resolved
  • Gather the lessons learnt and improve the company's Incident Response Plan

RECOVERY

Supporting Employees and Colleagues

- Rally employees and colleagues together
- Set up support groups for affected employees
- Perform Psychological First Aid for traumatised employees
- Provide access to professional support for employees who require it
- Update employees on measures taken to safeguard their well-being
- Execute pre-established HR guidelines to manage fallout

Discerning Between Information Sources

- Activate pre-established crisis communication plans
- Check and verify information about the attack from official sources before informing employees and concerned family members
- Refrain from, and prohibit the sharing of videos or photos which may fuel rumours
- Address potential cases of discrimination or shunning among employees

Pooling Resources Together

- Activate business continuity plans
- Contact contractors and suppliers to assist in business operations and recovery
- Get in touch with key partners such as unions, where applicable
- Work with the building manager to coordinate reopening of businesses
- Discuss learning points from incidents with employees and colleagues
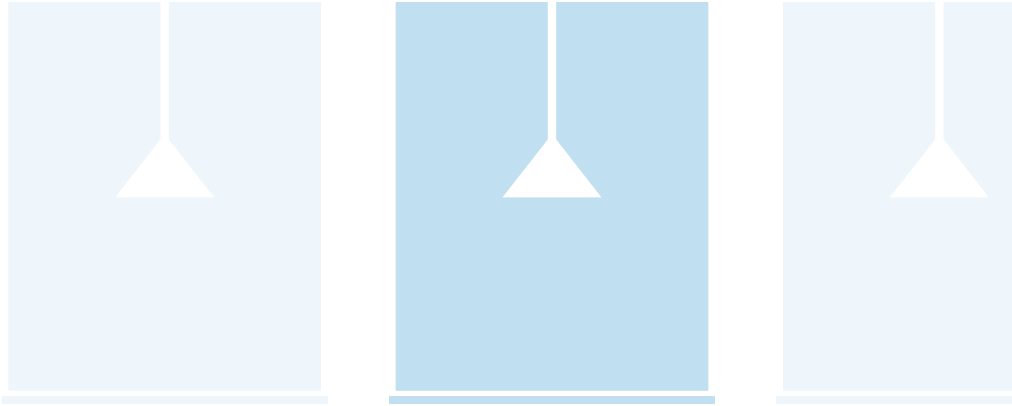
1.5.3 Store Managers and Employees

As frontline employees, you are at risk of being hurt in the event of a terror attack. Having the right preparedness measures in place could determine the difference between life and death.

Download printable versions of these action plans to share with your employees and colleagues
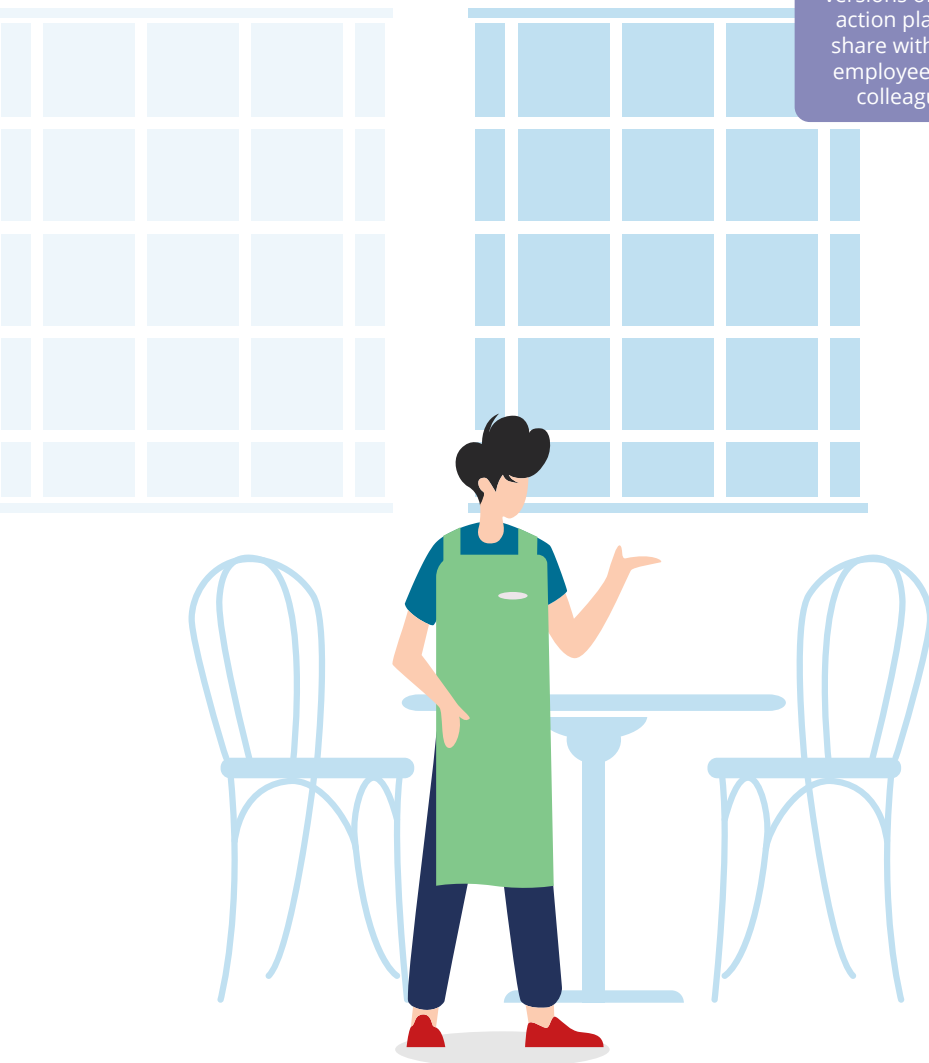
PREVENTION

Prepare Your Workforce

☐ *Improve Emergency Preparedness Skills and Knowledge*

○ Download the SGSecure mobile app

○ Utilise resources on the SGSecure@Workplaces website

○ Put up "Run-Hide-Tell" and "Press-Tie-Tell" posters

○ Participate in trainings, drills and exercises

○ Delegate sufficient trained employees to be in each shift

☐ *Empower People to Address Threats of Terrorism*

○ Actively support your SGSecure Rep

Protect Your Workplace

☐ *Operational Measures*

○ Stay vigilant for suspicious persons, articles and activities

○ Maintain good housekeeping in shops

○ Follow mall or building security guidelines

○ Proactively flag out security lapses to building management

○ Regularly review security policies

☐ *Cybersecurity Measures*

○ Practise good cyber hygiene by adopting CSA's four cyber tips

○ Support the company in adopting CSA's Be Safe Online Essentials & Measures (see page 36)

○ Be familiar with the company's Incident Response Plan; know what to do if a cyber incident occurs

☐ *Business Continuity Management*

○ Know your roles and responsibilities in executing business continuity plans

Partner Your Community

☐ *Employees Bonding and Cohesion*
- ○ Befriend neighbouring shops and tenants
- ○ Initiate communication channels with other tenants
- ○ Organise ground-up cohesion initiatives

☐ *External Networks and Stakeholders*
- ○ Prepare a list of suppliers to support shop operations after an attack

☐ *Crisis Communication Plans*
- ○ Refer only to authoritative sources of information
- ○ Update your information in employee and next-of-kin call directories
- ○ Create a list of individuals to contact during a crisis
- ○ Establish procedures to disseminate information to employees and colleagues

RESPONSE

Terror Attacks

☐ *Activating Teams and Response Protocols*
- ○ Lockdown your shop to keep both employees and customers away from danger
- ○ Facilitate evacuation if possible

☐ *Inform Others of the Attack*
- ○ Call 999 or SMS 71999 to inform the police
- ○ Submit information through the SGSecure App
- ○ Inform security if you observe suspicious activities
- ○ Communicate information of the attack through pre-established channels like work group chats

☐ *Evacuate the Premises*
- ○ Run, hide, and tell immediately
- ○ Cooperate with CERT Team in evacuation procedures

☐ *Provide Information*
- ○ Report missing individuals and colleagues to authorities on-site
- ○ Update company management about ground situation

☐ *Assist Others*
- ○ Use Press, Tie, Tell for improvised first aid
- ○ Use AED on casualties, if necessary
- ○ Assist the police with investigations

Cyber Attacks

☐ *Responding to Cyber Incidents*
A cyber incident is an event that indicates harm or the attempt to do harm to a company's system.

○ Execute roles and responsibilities spelt out in the company's Incident Response Plan, which may call for people to do the following:

○ Undergo training to know how to identify cyber incidents (e.g. tell-tale signs)

○ Identify the type and severity of the incident

○ Inform the company management on the cyber incident to choose the best course of action from the predetermined plan

RECOVERY

Supporting Employees and Colleagues

○ Rally employees and colleagues together
○ Set up support groups for affected individuals
○ Perform Psychological First Aid for traumatised individuals

Discerning Between Information Sources

○ Assist in executing pre-established crisis communication plans
○ Check and verify information about the attack from official sources
○ Do not share videos or photos which may fuel rumours
○ Address potential cases of discrimination or shunning

Pooling Resources Together

○ Assist in executing business continuity plans
○ Discuss learning points from incidents with employees and colleagues

2 Prevention

BEFORE CRISES STRIKE

A terror attack can produce widespread effects. Not only will it result in loss of lives, disruption to Retail and F&B businesses can result in job losses and impact the economy negatively. To cushion such impacts, it is important that businesses put in place comprehensive preventive measures.

Having such measures can prevent an attack from taking place, or lessen the damage caused should one occur.

There are a wide range of preventive measures that businesses can employ. This section will focus on three different areas where they can be strengthened, which are:

1. Preparing Your Workforce
2. Protecting Your Workplace
3. Partnering Your Community

2.1 Preparing Your Workforce

Given the growing risks of terrorism, it is important to add to the skills your employees have. This ensures that your workforce is prepared and ready to manage potential risks to the business.

Every member of the company, from part timers to senior management, should have the capability to identify potential threats and prevent attacks from occurring. It is also critical to ensure that every employee is equipped with relevant lifesaving skills to respond quickly and appropriately during an emergency. This is so that damages can be reduced during and after a crisis, and your business' potential downtime can be minimised.

Preventive measures that anyone with overlapping roles can undertake:

○ **Utilise SGSecure resources**
  - Encourage all employees and colleagues to download the SGSecure mobile app
  - Conduct short, informal training sessions before shifts in your shops using the training resources from the SGSecure@Workplaces website

○ **Display the 'Run-Hide-Tell' and 'Press-Tie-Tell' posters prominently**
  - Noticeboards in the staff backroom are a good place to start since employees often already refer to them for important information like duty rosters

Scan QR codes to download the posters

'Run-Hide-Tell'   'Press-Tie-Tell'

Building & Property Managers

Form a Company Emergency Response Team (CERT)
- The CERT team can help control and mitigate emergencies prior to SCDF's arrival

Formulate an Emergency Response Plan (ERP)
- You may refer to SCDF's printable template below

Scan QR code to download template

Conduct regular lockdown drills and evacuation exercises
- Encourage tenants to send at least one representative to participate in these exercises
- Conduct them during non-peak periods to help tenants manage manpower shortages

Conduct regular Table-Top Exercises with your stakeholders
- Utilise existing resources such as the TTX Guide for Workplaces to facilitate the exercises

Organise lunch talks to share information on terrorism and preparedness
- Discuss various issues with your tenants (e.g. proper procedures to manage employees with grievances)

Participate in Counter Terrorism Seminars organised by the Police

Incorporate safety and security briefings into employee induction programmes

Company Management & Business Owners

Appoint and register an SGSecure rep to champion SGSecure in peacetime and be the point of contact for authorities during crises
- You may register an SGSecure rep below, and also find out more about their roles and responsibilities

Scan QR code to register your SGSecure rep

Send frontline employees for emergency skills training
- Basic firefighting, CPR-AED procedures, basic first aid, and psychological first aid are some of the skills that could keep employees and customers safe during an attack
- Ensure flexible deployment of employees to minimise operational disruptions when employees are out on training
- Longer-serving employees could be given priority when selecting employees to attend courses

Encourage or incentivise employees who participate in drills and exercises
- Emphasise to unmotivated employees that knowledge of evacuation routes could save both their lives and the lives of customers in an emergency

Issue frequent reminders and briefings about emergency and safety procedures
- Briefings before shifts, during induction programmes, or other internal company communications (e.g. WhatsApp groups) are useful avenues
- Systematically reminding employees about safety on a regular basis helps reinforce their knowledge, and ensures newer members are informed even in stores with high turnover

Store Managers & Employees

○ **Participate proactively in trainings, drills, exercises or lunch talks organised by the management**
  - Knowledge can be shared with colleagues and employees through informal conversations in store
  - Workplace leaders (e.g. shift supervisors) should participate in such initiatives to set a positive example for the rest of your frontline employees

○ **Delegate suitable numbers of trained employees to be on duty across shifts**

○ **Support your SGSecure Rep by participating when they spearhead preparedness initiatives**
  - Contact your reps for more information and resources disseminated by MOM

2.2 Protecting Your Workplace

A poorly-protected workplace can result in injuries and the loss of lives in the event of a terror attack. Sabotaged IT systems and disrupted supply networks are just some of the factors that could affect your business operations. Costs to businesses can also come in the form of rebuilding costs, insurance pay-outs, drop in profits, loss of investor confidence and fall in employee morale.

Hence, it is important to take steps to enhance the security of the workplace to prevent and minimise these impacts of terror attacks.

Protective measures that anyone with overlapping roles can undertake:

○ **Install CCTVs to monitor shop or mall premises closely**

○ **Put up prominent signage to indicate that the premises are protected:**
  - This can include signs indicating that CCTV cameras are in operation. Doing so may deter potential attacks because attacking a well-guarded mall may be deemed as too risky

○ **Decide and prioritise the assets that need to be protected during an attack**
  - For example, power supply rooms or control rooms within malls may need to be more closely guarded

○ **Test and review security policies regularly**
  - Update employees, tenants and other stakeholders of changes, if any

○ **Identify business risks and create a business continuity plan to address the risks**
  - For in-depth tips on creating a business continuity plan, refer to MOM's educational resources on page 66
  - Business continuity plans should account for the possibility of supply chain breakdown in the event that suppliers are affected by terror attacks

○ **Stay vigilant against suspicious articles, activities, or persons**
  - A safe workplace works to the advantage of all employees, so beyond your shop, you should also keep an eye out for suspicious happenings in common corridors

○ **Making good housekeeping practices within malls and individual stores**
  - The workplace should be well-lighted and have minimal clutter. This is to facilitate evacuation during crises and to make it easier to detect suspicious activities

○ **Ensure cybersecurity measures are in place**
  - Refer to page 36 for more information

Building & Property Managers

○ **Develop a dynamic lockdown protocol**
  - Continue to test and refine these procedures during lockdown drills

○ **Implement physical protection measures for the building**
  - Implement security clearances at mall entrances
  - Install forced entry resistant doors
  - Integrate vehicle anti-ramming elements on your premises (e.g. put up bollards to demarcate pedestrian and vehicular pathways on the exterior of malls)
  - Install hardened shelters within the mall for tenants and customers to hide in during an attack
  - Set up biometric or card access to sensitive sites like fire command centres or air handling units
  - Increase frequency of patrol by well-trained security officers

○ **Create a Risk Management Plan to identify threats to your building or mall**

○ **Create feedback channels for tenants to report security lapses and suspicious activities**
  - Report directly to higher-ups, or via work group chats
  - Encourage tenants to provide feedback
  - Provide assurance to tenants and employees that their feedback will be seriously considered, and that follow-up to their feedback will be provided

Company Management & Business Owners

○ **Establish a Business Continuity Plan to identify threats to your business**
  - For example, one should consider how the business would be sustained if the shop needs to shut down for renovations due to damage inflicted by an attack
  - Store managers and employees could be redeployed to support other branches if one needs to be closed for renovations due to damage sustained from a terror attack

○ **Hire third party auditors to conduct checks on risks**

○ **Hold post-audit meetings with frontline employees and security personnel**

○ **Encourage frontline employees to work closely with building management and to report security lapses**

○ **Create an open culture where providing feedback is encouraged at the workplace, and adopt grievance-handling procedures to resolve issues before they escalate**

Store Managers & Employees

○ **Proactively flag out security lapses and suspicious activities to building management and employers through feedback channels**
  - You serve as the eyes and ears of the mall as frontline employees, and you are best placed to notice suspicious happenings

○ **Follow building security guidelines closely and/or implement security guidelines from the building management and the company**

Cybersecurity Measures

Besides physical attacks, terrorists can also attack businesses by undermining critical infrastructure via data security breaches. Strengthen your organisation's cyber defence by adopting the 6 Essentials from Cyber Security Agency (CSA)'s Be Safe Online Essentials & Measures.

Read CSA's Be Safe Online Handbook to find out more about the 6 Essentials to help companies enhance cyber defence capabilities
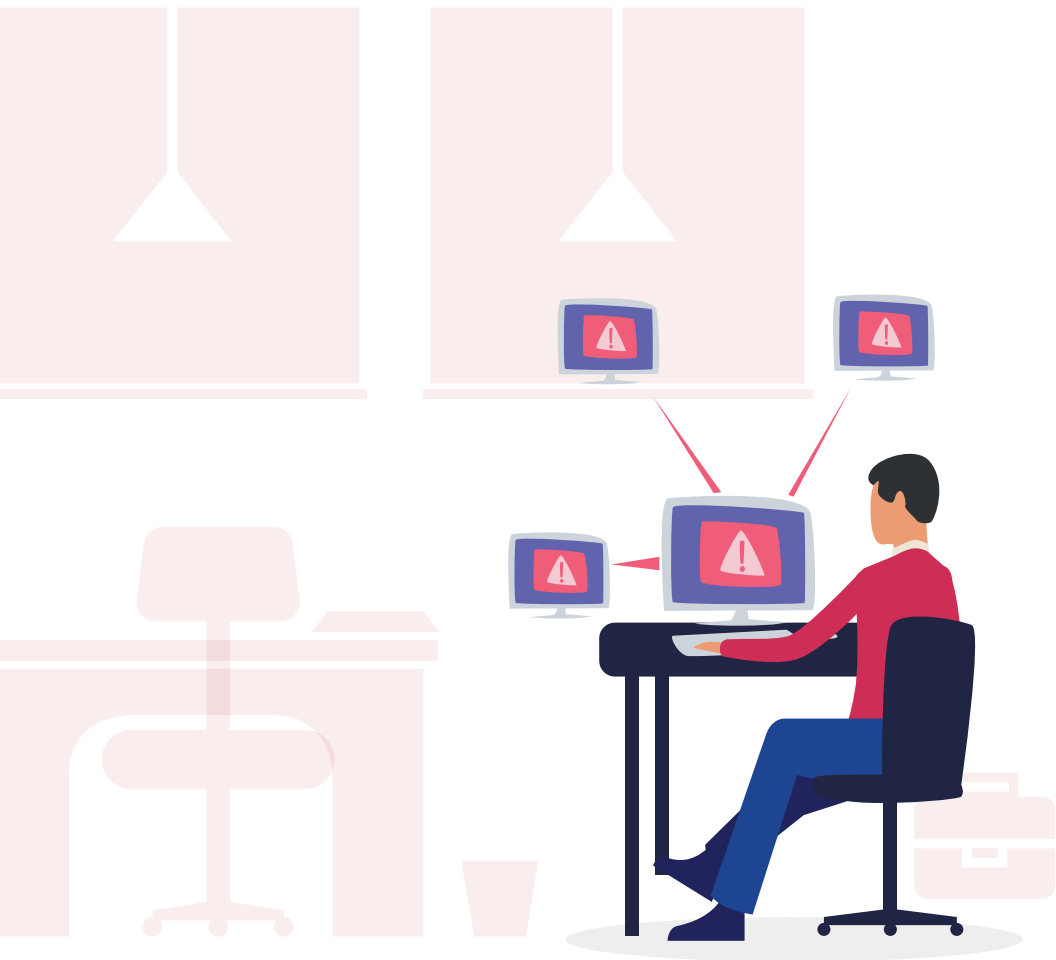
Cyber Security Agency's 6 Essentials to Be Safe Online Essentials & Measures:
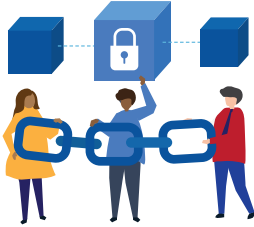
1 Know what your cyber assets are

2 Allow only authorised software to work

3 Patch and update in a timely manner

4 Be selective when granting admin account privileges

5 Detect breaches promptly

6 Control access via multi-factor authentication

2.3 Partnering Your Community

A strong community partnership allows for better coordination and flow of information between building management, business owners, store employees and the authorities. All stakeholders can respond quickly and decisively in times of emergency and minimise disorder in times of crises.

For these reasons, it is important for stakeholders to form strong bonds with each other, and for businesses to take steps to strengthen both internal and external communication channels.

Building & Property Managers

○ **Join the Safety and Security Watch Group (SSWG) for your neighbourhood**
- The SSWG is a useful avenue to network with the police and other building managers in local threat assessment and security enhancement
- Find out more on the Singapore Police Force website

Scan QR code for more information on the Industry SSWG

○ **Incorporate safety and security briefings into employee induction programmes**

○ **Promote a harmonious work culture through employee bonding and cohesion activities**
- Organise tenant engagement activities (e.g. conduct tenant networking sessions, get-together sessions, dinner and dances) to promote a vibrant mall community
- Communicate regularly with tenants through informal face-to-face interactions or other feedback channels

○ **Create, maintain and regularly update tenant call directories and email addresses**
- Use the contact details provided to disseminate information and check on the safety of on and off-site employees in the event of an attack

Company Management & Business Owners

○ **Create, maintain and regularly update employee and next-of-kin call directories**
- Use the contact details provided to disseminate information and check on the safety of on and off-site employees in the event of an attack

○ **Promote a harmonious work culture through team-building activities for employees within and across outlets**
- Organise welfare activities such as an employee retreat, or dinner and dances
- For smaller Retail and F&B businesses, consider smaller-scale activities such as festive lunches or birthday celebrations
- Allocate welfare funds to frontline employees to propose and organise store-level team-building activities

○ **Communicate regularly with frontline employees through informal face-to-face engagements or other feedback channels**

○ **Conduct annual town hall meetings as part of the company's communication strategy to allow employees to make requests, raise points and voice concerns**

○ **Implement grievance-handling procedures to allow aggrieved workers to seek help**
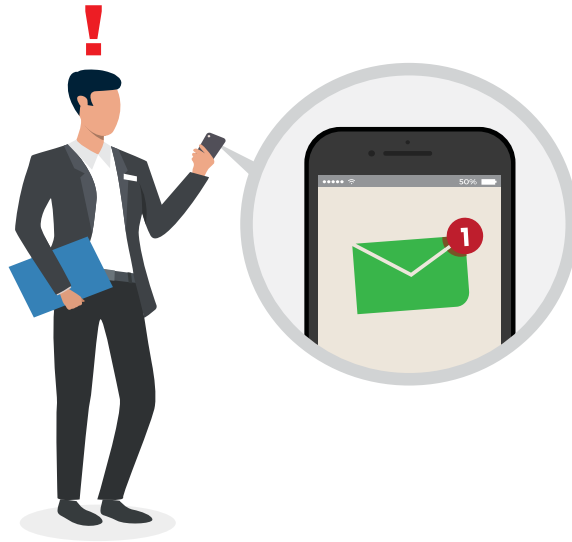
Store Managers & Employees

○ **Familiarise yourself with the following people who share the same workspace:**
- Befriend colleagues in the security, human resources and facilities department to ensure that you know who to approach to report workplace discrimination and lapses in security
- Get acquainted with neighbouring tenants, as you can alert each other to suspicious happenings in and around the building, and support each other during times of crisis

○ **Be proactive in participating in and organising ground-up initiatives**
- Smaller-scale initiatives such as post-work suppers are common platforms for bonding amongst employees

○ **Establish communication channels to disseminate and circulate accurate information amongst neighbouring tenants and co-workers**
- Common means of communication such as WhatsApp groups are useful platforms for employees to flag out safety and security concerns

Crisis Communications

Every company is vulnerable to crises such as terror attacks, which may be difficult to anticipate and can strike at any moment. During a crisis, a company's reputation is at stake, and a damaged image may be of concern to stakeholders. There may be a risk of falling employee morale, and loss of trust in the company.

Having an effective crisis communications plan allows your company to release timely information. It also helps to manage public sentiments by reducing potential falsehoods about the company.

The following suggested measures can help your company handle crisis communications in the workplace.

Building & Property Managers

Company Management & Business Owners

○ **Organise a building or company crisis communications team with roles clearly defined. An effective crisis communications team should have the following personnel:**

A **spokesperson** to front the media. The spokesperson should ideally be someone from senior management. The appointed spokespersons should be sent for crisis communication courses in order to be more effective in managing the media.

A **media team** to handle media queries, monitor news relevant to the crisis and/or the company, and prepare materials for the media.

A **service representative** to ensure that accurate replies are provided to customer response teams.

○ **Draft FAQs in advance**
Pre-empt questions and concerns that may arise in response to the crisis and try to draft replies to them in advance. For example, employees may ask if they should report to work, and customers may want to know if they will receive any compensation for delays. Preparing a set of answers beforehand will ensure that you can respond in a timely way. This will serve to reassure your stakeholders after a crisis.

○ **Create, maintain and regularly update stakeholder contact details**
Compile a contact list of stakeholders you will need to reach out to during a crisis. Stakeholders can include building management, tenants, employees, news media, government officials, suppliers, and shareholders.

○ **Create and maintain an authoritative source of mall or company information**
Provide constant updates to members of the public on the crisis situation through social media channels (e.g. Facebook) and official websites. Doing so ensures an accurate source of information for stakeholders and customers.

Store Managers & Employees

○ **Refer to authoritative sources of information, such as the SGSecure mobile app and official website:**
  - Avoid speculating or spreading rumours as doing so can erode our social fabric

○ **Familiarise yourselves with the FAQs**
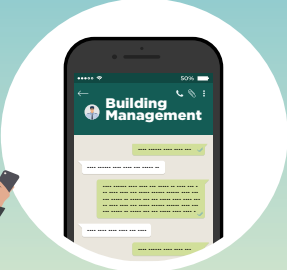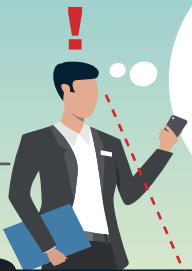 - This is to facilitate answering customers should you be questioned in the shop
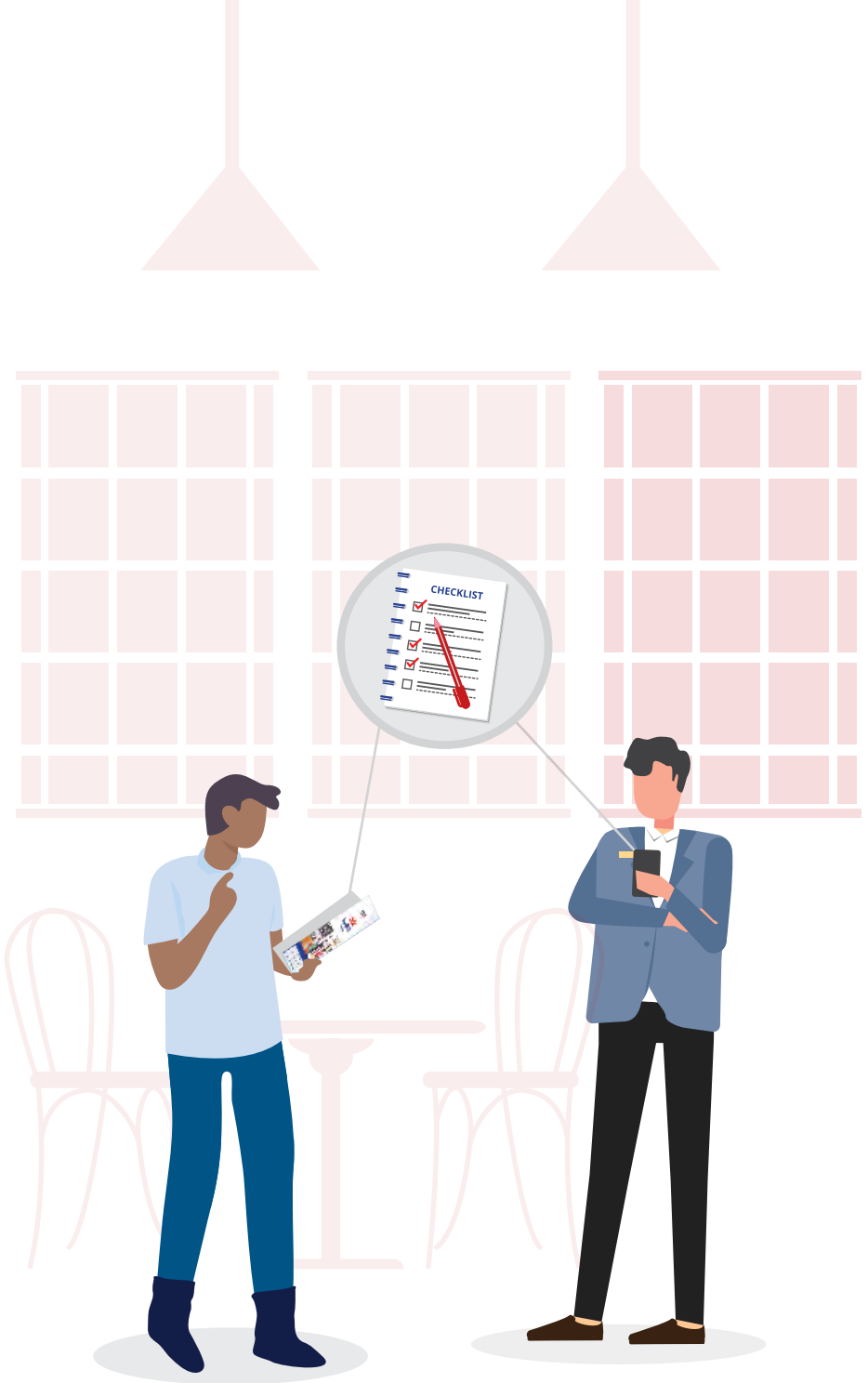
PREVENTING TERROR ATTACKS TOGETHER
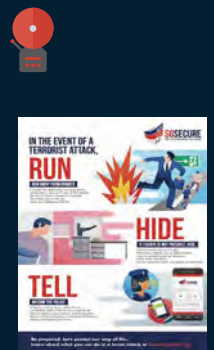
Members of the public should remain vigilant and alert security to potential threats.

Building management can facilitate communication between tenants by introducing chat groups, e.g. WhatsApp groups, etc.

Building management should install CCTV cameras and fire alarms.

IN THE EVENT OF A TERRORIST ATTACK.

RUN

HIDE

TELL

ABC Clothing Store

STAFF ONLY

NOTICE BOARD

Staff on
First Aid/CPR/AED
Course

1. Ahmad
2. Beng Choon
3. Chandra

PRESS

TELL

Employees to put up SGSecure posters for awareness.

Tenants to send employees for training in Emergency Preparedness skills such as basic first aid, CPR-AED procedures and basic fire-fighting.

123 Café

Tenants to display bizSAFE certification at their shopfront.

Store managers can brief employees on upcoming drills or exercises, and inform employees on how they can use the SGSecure app during emergencies.

3 Response

IMMEDIATE ACTIONS DURING CRISES

3.1 Responding in the Event of a Terror Attack

In the event of a terror attack, knowing how to respond swiftly and decisively amidst the chaos can make the difference between life and death. Building managers, in particular, play a crucial role in coordinating response protocols in the workplace.

Apart from conventional terrorism, cyberterrorism is also a cause for concern. While the effects of cyberterrorism may be less overt, they can still be devastating for businesses.

This section will cover how you and your fellow stakeholders in the Retail and F&B industry can contain threats and alert stakeholders to mitigate the damage from such attacks.

Response measures that anyone can undertake in the event of a terror attack:

○ **Run, Hide, and Tell immediately**
  • Refer to the Run, Hide, Tell poster on the following page for more details

○ **Perform Improvised First Aid (IFAS): Press, Tie, Tell**
  • Refer to the Press, Tie, Tell poster on the following page for more details

○ **Cooperate with the CERT team as they evacuate tenants and customers**
  • If attackers are on the loose, do not gather at fixed assembly points, as they are vulnerable to further attacks
  • Instruct tenants, employees and customers to run as far as possible from the site of attack
  • Find remote ways to check on the safety of employees (e.g. update on safety status via group chats)

○ **Provide the police and authorities with any relevant information to facilitate investigations**

○ **Avoid circulating internal information, photos, or videos onto social media, as doing so may create unnecessary panic and misinformation**
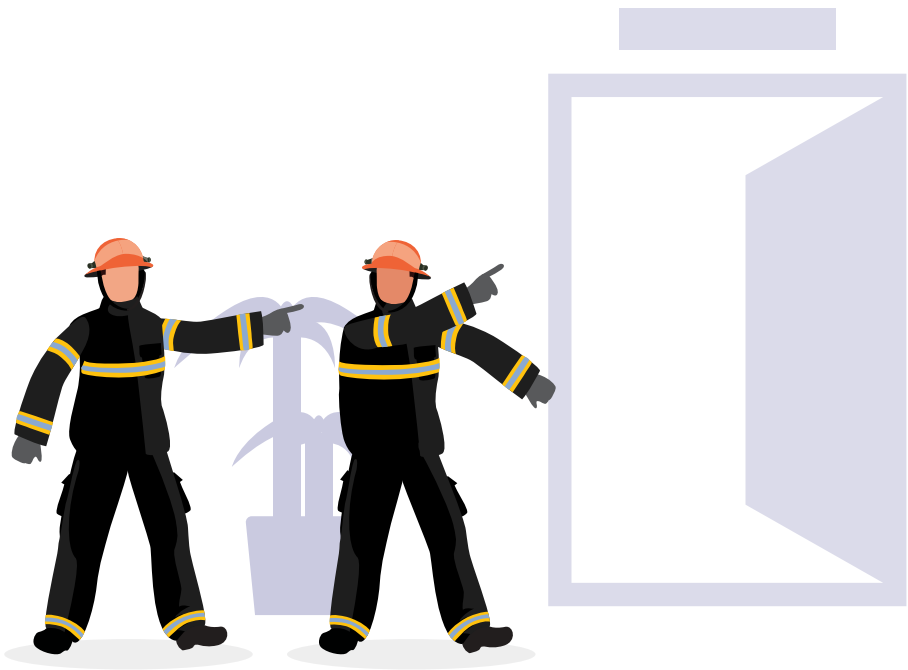
IN THE EVENT OF A TERRORIST ATTACK,

RUN

RUN AWAY FROM DANGER

Consider the safest route and move quickly and quietly to stay out of view of the attackers. Do not surrender or attempt to negotiate. Insist others leave with you. Leave your belongings behind.

HIDE

IF ESCAPE IS NOT POSSIBLE, HIDE.

Find cover and stay out of sight. Place heavy objects such as tables behind doors to prevent access by attackers. Move away from doors. Be very quiet and switch your phone to silent mode.

TELL

INFORM THE POLICE

When it is safe to do so, tell the Police. Call 999 or SMS 71999 if it is not safe to talk. Provide details on your location and the attackers. Use the SGSecure app to provide more information, photos and videos to the Police.

SGSECURE
STAY ALERT. STAY UNITED. STAY STRONG.

Be prepared. Let's protect our way of life.
Learn about what you can do in a terror attack at www.sgsecure.sg

IN THE EVENT OF A TERRORIST ATTACK,

Hide from danger.
If you encounter someone who is bleeding profusely while hiding, carry out Improvised First Aid Skills without drawing attention to yourself.

PRESS

PRESS DIRECTLY ON THE WOUND

To stop the bleeding, press on the wound using items such as a handkerchief or cloth.

TIE

TIE ABOVE THE WOUND

Using items such as a neck tie, belt or sling of a bag, tie above the wound to stop excessive bleeding.

TELL

TELL THE SCDF

Tell the SCDF Emergency Responders about the injury and the time when you attended to the wound.

**Be prepared. Let's protect our way of life.
Learn about what you can do in a terror attack at www.sgsecure.sg**

Building & Property Managers

○ **Activate your Emergency Response Plans (ERP) and Company Emergency Response Team (CERT)**

○ **Utilise pre-existing communications channels such as alarms or the PA system to inform tenants and shoppers**

○ **Ensure ready access to the Fire Command Centre**

○ **Prepare key information such as contingency plans, ground layout, floor plans, and locations of fire exits, EHA, CCTV, AED, fire hoses and means of communication (e.g. walkie-talkies), and hand these over to authorities if needed**

○ **Activate building lock-down procedures to protect occupants who are in close proximity to an immediate threat**

○ **Conduct a security sweep of assembly areas to ensure that there are no risks present, as they may be vulnerable to secondary attacks**

○ **Assist authorities by providing information**
  • Informing first responders about mall floor plans and the locations of exit points can assist in their navigation of the mall to tackle the threat

○ **Alert neighbouring buildings of the attack so that precautionary measures can be taken**
  • Pre-empt neighbours to activate their contingency plans, if necessary

Company Management & Business Owners

- **Assemble your Crisis Response Team (CRT)**
- **Coordinate communication between all outlets and employees**
  - Provide updates to all employees and urge everyone to remain calm
- **Alert nearby outlets and/or neighbouring shops of the attack**
  - Pre-empt nearby outlets and/or neighbouring shops to prepare for lockdown and to activate evacuation procedures, if necessary
- **Activate crisis communications plan; prepare a media release and factsheet about the attack**

Store Managers & Employees

- **Inform store managers or building security immediately if you see any suspicious persons, activities or articles**
- **In the event where you are unable to evacuate on time, lockdown the outlet to keep attackers out:**
  - Pull down shutters, lock doors, switch off lights and hide quietly
  - Seek refuge in nearby shops if your shop lacks shutters or locks
  - Pull customers into the stores to protect them from the attackers
- **Report missing individuals and colleagues to authorities on-site**
- **Update company management about the terror attack situation**

3.2 Responding in the Event of a Cyberattack

Apart from physical attacks, terrorists can also make use of data security breaches to weaken businesses and undermine critical infrastructure. Taking appropriate steps as soon as a breach is detected can alleviate damaging consequences, and limit financial or data losses.

IT departments or individuals in managerial positions can perform the following in response to a data breach:

- **Identify how the data breach occurred**
  - Payment systems and cloud-based storage of customers' data (e.g. from loyalty programmes) are common points of attack in the Retail and F&B sector
- **Determine the scope of data breached**
  - For businesses that own e-commerce platforms, the personally identifiable information and payment details of customers may be targeted
- **Take back control of the system or account**
  - For example, if the corporate banking account has been illegally accessed, report the incident to the bank and change the password immediately
- **Perform a security check on all affected systems accounts**
- **Ensure that all 6 essentials (listed on page 36) have been thoroughly implemented**
- **Report the incident to the relevant authority or organisation**
  - Lodge a police report if there is monetary losses
  - Report the incident to the Singapore Computer Emergency Response Team (SingCERT)
- **Broadcast relevant information to affected customers, colleagues or tenants**
  - Address their concerns about how the breach occurred, and explain to them the steps that are being taken to safeguard their data

4 Recovery

PLANNING FOR THE AFTERMATH OF CRISIS

4.1 Recovery Efforts for Businesses

Terror attacks may leave devastating consequences in the aftermath. Businesses may see damages to infrastructure, and tensions between social groups may arise. Emotional distress may grow amongst employees even if they were not direct victims of an attack. Having a recovery plan in place can mitigate such negative effects of terror attacks, and ensures that your business can swiftly return to normalcy.

This section will explain how you can stay in touch with your stakeholders and suppliers during times of emergency. You will also learn how you can provide psychological support to employees and shoppers.

Building & Property Managers

- Take note of gaps in existing contingency plans and adopt measures to enhance mall security
- Activate pre-established business continuity plans
- Contact contractors or suppliers to assist in continued operations and infrastructure recovery
- Disseminate circulars to promote unity and cohesion amongst tenants in the aftermath of crises
- Take a strong stance towards discrimination at the workplace; refer any cases of discrimination immediately to the Human Resources department

Company Management & Business Owners

○ **Provide support to affected employees and refer them to professionals, if necessary**
  - Seek support from counselling centres (refer to page 73) for traumatised frontline employees who experienced the attack firsthand

○ **Administer Psychological First Aid to help employees traumatised by the attack**
  - Visit the Red Cross website for training courses or refer to our bulletin on the SGSecure@Workplaces website for more information

Scan QR code to visit the Red Cross website

Scan QR code to visit the SGSecure@ Workplaces website

○ **Execute pre-established HR guidelines (e.g. grievance handling procedures) to manage employee sentiments in the aftermath of a terror attack**

○ **Disseminate circulars to promote unity and cohesion amongst frontline employees in the aftermath of crises**

○ **Activate pre-established business continuity plans**

○ **Take a strong stance towards discrimination at the workplace; refer any cases of discrimination immediately to the Human Resources department**

Store Managers & Employees

○ **Extend care and concern to affected co-workers and administer Psychological First Aid to help co-workers traumatised by the attack**

○ **Store managers can discuss learning points from the attacks with employees and colleagues**

○ **Report cases of discrimination amongst co-workers to higher management, or the Human Resources department**

○ **Avoid speculating or spreading rumours as doing so can erode our social fabric**

○ **Refer to authoritative sources of information, such as the SGSecure mobile app, or the mall/company's social media channels and official websites**

RECOVERING FROM TERROR ATTACKS TOGETHER
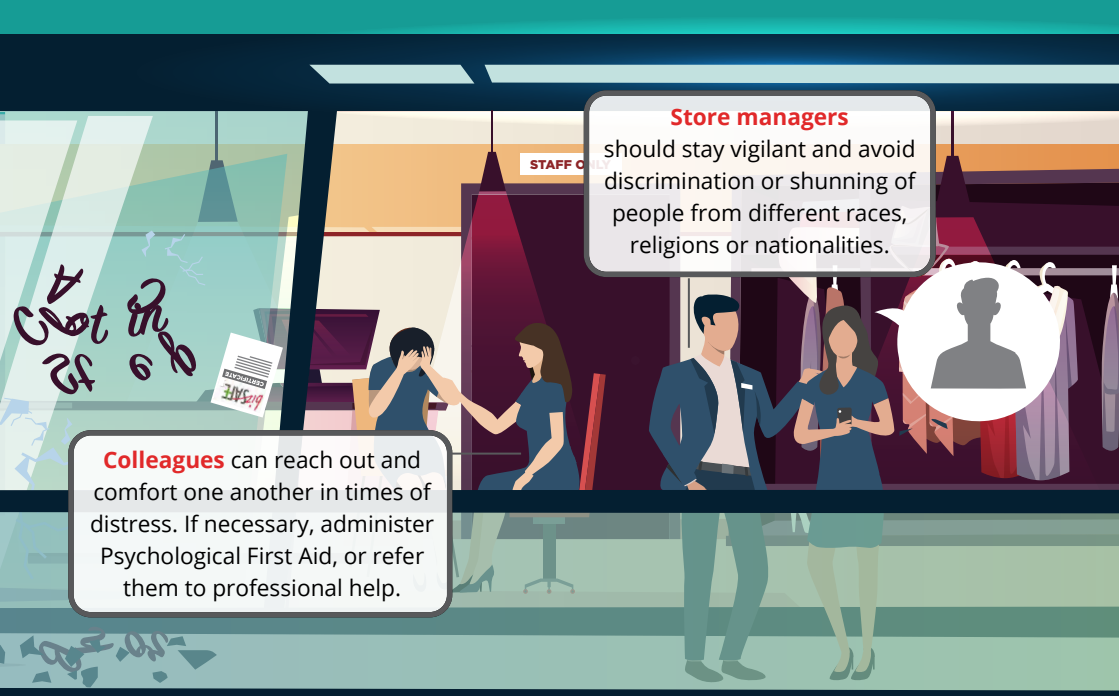
Building management should work closely with store managers to implement new security policies.

IN THE EVENT OF A TERRORIST ATTACK,

RUN

HIDE

TELL

Building management can maintain a list of contractors for post-crisis building and repairs.

Business continuity plans can include strategies like store promotions to draw customers back.

5.1 Online Resources

Resources

Register an SGSecure Rep

SGSecure Guide for Workplaces

- The guide is a starting point for every workplace containing measures, checklists and strategies to raise preparedness levels at workplaces

Educational resources

- Utilise MOM bulletins, case studies, e-learning modules, brochures, videos, posters, templates, and other materials, to prepare your workforce, protect your workplace and partner your community

- Utilise other SGSecure resources: videos, contingency planning checklists, posters, and apps

Guidelines for Enhancing Building Security in Singapore (GEBSS) and Video Surveillance Standards (VSS) for buildings

- The GEBSS aims to provide a menu of good security practices and considerations to help building owners incorporate pragmatic security procedures, physical protection concepts and security technology into their building's security plans

Be Safe Online Handbook

- Find out more about the 6 Essentials to help companies enhance cyber defence capabilities

Conducting Table-top Exercises - A Guide for Facilitators

- The TTX Guide was jointly produced by SPF and MOM to allow all workplaces, regardless of size, to conduct a TTX

Safety and Security Watch Group (SSWG)

- Access further information on the benefits of joining the SSWG Scheme

Mobile Apps to Download

SGSecure Mobile App

The app will allow you to receive important alerts in the event of a major emergency, make 999 calls or alert the Police via SMS

Download on the App Store

GET IT ON Google Play

DARE – Learn CPR

Learn how to save a life and register for a DARE training session at a local community centre

Download on the App Store

GET IT ON Google Play

Posters to Display

bit.ly/2VNzApF

Run Hide Tell

bit.ly/3aAFjnc

Press Tie Tell

bit.ly/332eRAg

Keep Calm and Don't Spread Rumours

STAFF ONLY

5.2 Useful Contacts

Emergency Contacts

Singapore Police Force	**Emergency Hotline:** 999 **Emergency SMS:** 71999
Singapore Civil Defence Force	**Emergency Hotline:** 995

SGSecure Information

Singapore Police Force *Register as an SSWG member (for building owners)* *Access SGSecure resources*	**Website:** www.police.gov.sg/sgsecure **Non-emergency Hotline:** 1800 255 0000 **Enquiries (Police HQ):** 1800 358 0000 **SSWG email:** spf_sswg@spf.gov.sg
Ministry of Home Affairs *Access e-learning materials*	**Website:** www.sgsecure.gov.sg
Ministry of Manpower *Register SGSecure Rep* *Learn how to implement SGSecure at your workplace*	**Website:** www.mom.gov.sg/sgsecure **Tel:** 6438 5122 **Email:** sgsecure_workplaces@mom.gov.sg

Implementing Protective Measures

Singapore Business Federation

Business Continuity

Management certification Courses on crisis communications

Business Continuity Management Portal: www.bcm.org.sg
Courses: www.sbf.org.sg

Workplace Safety and Health Council

Sign up for bizSAFE programme

Website: www.wshc.sg/bizsafe
Email: bizsafe@wshc.sg

SingCERT

Access complimentary cyber security training tools and know about cybersecurity threats

Website: www.csa.gov.sg/gosafeonline

For incident reporting:
Tel: 63235052
Email: singcert@csa.gov.sg

Singapore National Employers Federation

Prepare your workforce through workshops, trainings and briefings organised by SNEF

Tel: 6290 7633
Email: sgsecure@snef.org.sg

Singapore Police Force

Find advisories on preparing yourself against terror threats

Website: www.police.gov.sg/community/ community-programmes/safety-and-security-watch-group

Emergency Response Skills

Singapore Civil Defence Force

Sign up for Community Emergency Preparedness Programme
- *Basic fire-fighting*
- *CPR-AED procedures*
- *Basic first aid*

Website: www.scdf.gov.sg

Customer Service Centre
Tel: 1800 286 5555
Email: scdf_csc@scdf.gov.sg

Singapore Red Cross Society

Sign up for certification courses
- *First aid*
- *Psychological first aid*
- *First Responder Programme*

Website: www.redcross.sg
Tel: 6664 0563
Email: academy@redcross.sg

St John Singapore

Sign up for certification courses
- *Basic and occupational first aid*

Website: www.stjohn.org.sg
Tel: 6298 0300
Email: firstaid@stjohn.org.sg

Post-Crisis Support

HealthHub *Helplines and psychological aid*	**List of helplines:** www.healthhub.sg/a-z/support-groups-and-others/20/call-on-these-when-you-need-help
National Trades Union Congress *Work with unions to help workers recover in the aftermath of a terror attack*	**Website:** www.ntuc.org.sg
Institute of Mental Health (IMH) *Mental health hotline* *For individuals who are experiencing any mental health crisis*	**Tel:** 6389 2222 (24 hours)
Samaritans of Singapore (SOS) *Mental health hotline* *For individuals who have difficulties coping during a crisis or are thinking of suicide*	**Tel:** 1800 221 4444 (24 hours) **Email:** pat@sos.org.sg
Singapore Counselling Centre *Counselling service* *Employee Assistance Programme* (EAP)	**Tel:** 9025 0402 **Website:** www.scc.sg