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**SPEECH BY PRIME MINISTER LEE HSIEN LOONG AT THE OPENING
OF UNILEVER'S FOUR ACRES SINGAPORE CAMPUS ON
28 JUN 2013, 11:30AM**

Mr Paul Polman
CEO, Unilever

Distinguished guests, ladies and gentlemen

FOUR ACRES SINGAPORE

1. Pleased to open the beautiful Four Acres Singapore today
 - a. Unilever's only campus outside London
 - b. Singapore's first corporate university campus of this scale
 - c. Four acres Singapore will
 - i. Train 900 global leaders from Unilever every year – twice capacity of Four Acres London
 - ii. Develop and run half of Unilever's global leadership development courses, including several with Singapore-based educational institutes, e.g. SMU, the Human Capital Leadership Institute
 - iii. Help Unilever's leaders understand Asia better, while maintaining a global outlook
2. Singapore is honoured to host Four Acres
 - a. Unilever could have sited the Campus anywhere in the world

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- b. Basing Four Acres here makes sense for both Unilever and Singapore
- c. To Unilever:
 - i. Enables Unilever to take advantage of Singapore's talent development ecosystem and capabilities
 - ii. Reinforces Unilever's Home for Business in Singapore
 - iii. Helps Unilever to groom leaders who will seize the opportunities in emerging regional markets and double Unilever's revenues by 2020
- d. To Singapore:
 - i. Four Acres complements our Home for Talent initiative
 - ii. It will play an integral role at LINK@Nepal Hill, which is
 - (1) A cluster of leadership development institutions like INSEAD and Essec
 - (2) A part of EDB's Leadership Initiatives, Networks and Knowledge (LINK) ecosystem
- e. We will do our best to help Four Acres and Unilever thrive

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UNILEVER AND SINGAPORE

- 3. Four Acres is latest example of long and excellent partnership between Unilever and Singapore
 - a. Unilever started in Singapore over 50 years ago, selling detergent and edible fats
 - b. Progressively upgraded its operations here, and linked Singapore with its global network of businesses and services

- c. Singapore is today one of Unilever's global operations hubs, and its regional business headquarters for Southeast Asia and Australasia
 - d. Many high-value global functions managed out of Singapore, e.g. brand development, supply chain management, customer development, HR, finance
 - e. Singapore one of six global hosts for Unilever's Customer Insights and Innovation Centre
4. We are happy that Unilever has built up its presence in Singapore, and wants to do more here
- a. Consumer Businesses is a growth industry that we are developing to tap the rapidly growing Asian middle class
 - b. As a high-value sector, it fits our knowledge-based economy and global connectivity
 - c. Creates diverse and exciting jobs with global or regional coverage for Singaporeans
5. In recognition of our friendship, Singapore pleased to confer on Unilever the Distinguished Partner in Progress 2012 award
- a. Look forward to doing more with Unilever in future

IMPORTANCE OF TALENT

6. Four Acres Campus is an example of how much emphasis companies put on talent development
7. Countries too need to develop their people
- a. True for all countries, regardless of how large or resource-rich they are

- b. Many have schemes to expand their talent pool, e.g.
 - i. China: “One Thousand Talents Scheme” to attract top global research talent to base themselves in China
 - ii. India: Ramanujan Fellowships to bring overseas Indian scientists back to India
 - iii. If they need to attract talent, what more the rest of us?
- 8. Singapore has long recognised importance of talent development
 - a. People are our only resource
 - b. Made education, lifelong learning and talent development a national priority
 - i. A good education system across the board – primary schools, ITEs, polys, universities
 - ii. A professional Education Service, comprising well-trained, empowered teachers
 - iii. A national CET system, to keep our workers’ skills current in a rapidly changing world
 - iv. A meritocratic system, to reward and advance people based on their contribution and potential
 - c. Our efforts have borne fruit
 - i. Students excel in international rankings, e.g. PISA, WorldSkills Competition
 - ii. Singapore workers in high demand internationally
 - iii. Unemployment is very low, especially among our youth

9. In a globalised world, retaining and grooming talent is more important than ever. We must:
- a. Develop every Singaporean child to his fullest potential, while giving those who start off with less every chance to level up
 - b. Create more education pathways to nurture our students' diverse strengths, e.g. sports, arts, Maths and Science etc
 - c. Build a strong Singapore core in the workforce, e.g. through the Singapore-Industry Scholarship, EDB's Overseas Internship Programme etc
 - d. Most importantly, keep Singapore an exciting and vibrant city
 - e. So that talented Singaporeans will want to stay here to pursue new opportunities, create new successes, and improve life for all

CONCLUSION

- 10. Confident that Singapore and Unilever will succeed
- 11. Look forward to working with Unilever to thrive together
- 12. Congratulations to Unilever once again on the opening of Four Acres Singapore!

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