

# Uplifting Our Community



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SingaporePoolsInTheCommunity

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Annual Report  
**2020/21**

# Strengthening Singapore since 1968



It is necessary to recognise the existence of gambling and to place it on a legal footing so that those who by nature are inclined towards betting can do so without breaking the law. At the same time part of the amounts paid as stake moneys can be utilised for the benefit of the citizens of the Republic.



Finance Ministry Statement,  
29 April 1968



Set up to provide a legal, safe and trusted avenue for people to place bets, Singapore Pools plays a vital role in countering illegal gambling activities. Over the years, we have evolved rapidly to keep our games relevant while creating a secure and responsible gaming environment for all. Through it all, we remain steadfast in uplifting the community through channelling all surpluses to fund worthy causes that better the lives of Singaporeans.

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# Chairman's Message

“

Singapore Pools is a company dedicated to our community, a mission led by hardworking men and women.

”



## Overcoming a Crisis with a United People

Singapore Pools is a company dedicated to our community, a mission led by hardworking men and women. In 2020, we had to weather the biggest storm that challenged us like no other in our 53-year history. We experienced a defining moment when Singapore's Circuit Breaker measures resulted in an unprecedented two-month shutdown.

Singapore Pools remained agile and adapted well through technologies such as online communication tools and cloud services – a result of our digitalisation drive since 2015. Our policy of no lay-offs during this period ensured we continue to have a talented pool of people to carry on the good work we have been doing. Thanks to an experienced and capable team, we adapted to the new normal swiftly and from June 2020, we emerged stronger from the generational crisis with robust operations focusing on the health and well-being of our customers, employees and the public.

I am proud to share that the tough times brought out the best in us. We showed empathy, and stepped forward to make a difference to the community during the COVID-19 pandemic. Our people rose to the occasion as staff volunteerism rate doubled to 70 per cent in FY2020/21 from a year before.

Being integrated in the Singapore social service ecosystem meant that Singapore Pools was also in close contact with community partners, and we responded to their requests for volunteers and financial support with more than \$1 million in donations.

Such efforts have defined my time as Singapore Pools Chairman. To reiterate our tagline, we are here “For Community Purpose and Benefit”. I am honoured to have been given the chance to lead the company for eight fruitful years. In that time, we have expanded our community outreach and nurtured our people's love for learning.

I believe that the best leaders go into organisations and build ties, and must have the right motivation to add value. I don't see my role as a job, but a vocation – a calling to serve. I am grateful for the Board's support and proud to work with a team that shared the same vision of giving back to the community and contributing to the nation.

Long-term planning and succession are crucial for a company to progress. It was one of my first jobs when I became Chairman and now it is time for me to leave Singapore Pools in good hands. Deputy Chairman Kai Nargolwala will take over as Chairman from 1 July 2021. He brings extensive corporate and Board experience and will no doubt steer the company to greater heights.

As Singapore Pools navigates through a recovering world, close collaboration with the community becomes even more vital than before. Our role will scale alongside new social service initiatives that aim to support the society, and in turn fulfil a national duty to empower all Singaporeans. I look forward to seeing the organisation continue to grow.

**KOH CHOON HUI**  
Chairman

# CEO's Message



“

Our mission has always been to counter illegal betting by providing a safe space for those who are inclined to bet. In a year of COVID-19, we are mindful of the need to balance safety concerns versus the need to continue providing a legal platform for our customers, who may otherwise take their chances with illegal operators.

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## Safety as Top Priority

Our financial year began in the midst of the pandemic outbreak. In April 2020, in line with Singapore's Circuit Breaker measures, we suspended all lottery draws and closed all outlets.

Even when Singapore exited the Circuit Breaker period, Singapore Pools took a calibrated approach in resuming operations from June, balancing the health and safety of our customers and employees as we continued to play our part to fight against illegal bookmakers.

With the COVID-19 situation still unclear, we continue to assess the situation closely and will review our operations accordingly.

## Supporting Singaporeans through Tough Times

Our revenue for FY2020/21 was impacted by the two-month closure, the continued closure of Off-Course Betting centres, reduced capacity at Livewires and the change in TOTO draws.

Singapore Pools' reduced takings, however, does not mean that we reduced our support for the community. On the contrary, we realised that our community needed more help during these tough times. As charities' fundraising activities came to a standstill, Singapore Pools extended more assistance to our community partners and increased donations to various causes, including to The Courage Fund and Sayang Sayang Fund.

In times of adversity, I am heartened that our community spirit continues to shine through. Singapore Pools' employees stepped up to do their part during the year. Many of us assisted at Solidarity Payment cheque encashment as well as #BYOBclean initiative at community clubs islandwide, among other community activities.

During the year, we set up the Singapore Pools Academy and, together with partners Singapore Polytechnic and SkillsFuture Singapore, rolled out SgPools Academy-SP Connexion Programme, to equip mid-career jobseekers with in-demand skills for roles in the social service sector. At the same time, iShine Cloud increased its efforts during the year to help more charities digitalise quickly so they could continue helping their beneficiaries during the pandemic.

## Ready for the New Normal

Singapore Pools remains committed to our mission of countering illegal betting and being a responsible gaming provider. By keeping abreast of gaming trends and technology worldwide, we are able to respond in a timely manner, while encouraging safer play.

We continue to be focused on our digitalisation efforts, both in improving our workforce productivity and enhancing our customers' experience with the introduction of e-Payment options and the enhanced eBetslip app.

Looking ahead, 2021 looks uncertain still, with the pandemic far from over. Singapore Pools will continue to support the community in times of need.

I wish to thank our Board, customers, partners, and employees for their continued trust and support for Singapore Pools. I am confident that together, we can emerge from this challenging time stronger.

**LAM CHEE WENG**  
Chief Executive Officer

# Corporate Governance

## THE BOARD OF SINGAPORE POOLS

<b>CHAIRMAN</b>	Koh Choon Hui
<b>Key Objective</b> Responsible for leadership of the Board and for creating conditions for overall Board, Board Committee and individual Director effectiveness.	
<b>MEMBERS</b> Kai S. Nargolwala Calvin Phua Giam Chin Toon Florence Chua Lam Chee Weng Ooi Chee Kar Poh Mui Hoon Lee Kwok Cheong Fong Yong Kian	
<b>Key Objective</b> To create value for the shareholder and to ensure the long-term success of the Company.	

## AUDIT & RISK COMMITTEE

<b>CHAIRMAN</b>	Ooi Chee Kar
<b>MEMBERS</b>	Lee Kwok Cheong Poh Mui Hoon
<b>Key Objective</b> Assists the Board in discharging its statutory and other responsibilities relating to internal controls, financial and accounting matters, compliance, and business and financial risk management. Reviews the risk strategy and policies and the adequacy and effectiveness of the risk framework. Monitors the implementation of risk mitigation plans.	

## REMUNERATION & NOMINATING COMMITTEE

<b>CHAIRMAN</b>	Koh Choon Hui
<b>MEMBERS</b>	Giam Chin Toon Calvin Phua
<b>Key Objective</b> Oversees the remuneration of the Board and Senior Management, and sets appropriate remuneration frameworks and policies, including long-term incentive schemes, to deliver annual and long-term performance.	

## TECHNOLOGY ADVISORY PANEL\*

<b>CHAIRMAN</b>	Calvin Phua
<b>MEMBERS</b>	John Yong Howie Lau Chua Ah Leng Ying Shao Wei
<b>Key Objective</b> Provides advice to the company on its IT strategic direction, shares insights on emerging technology trends, challenges, and opportunities. The Panel also supports the development of IT capabilities to strengthen, extend and expand the company's business.	

\* Not a Sub-Committee of the Board

## EXECUTIVE LEADERSHIP MANAGEMENT

<b>CHIEF EXECUTIVE OFFICER</b>	Lam Chee Weng
<b>MEMBERS</b>	Li Chong Jin Tay Boon Khai Evelyn Goh Yeo Teck Guan Chan Wei Gan Simon Leong
<b>Key Objective</b> The Executive Leadership Management exists to support the Company and its Chief Executive Officer in the management of its strategic goals and objectives. It shall have an overview on financial performance, people and policy matters of strategic significance, with executive responsibilities.	

# Our Board of Directors



**KOH CHOON HUI**  
**Chairman**  
**Non-Executive and Independent Director**

**Mr Koh Choon Hui** has been the Chairman of Singapore Pools (Private) Limited since 28 June 2013. Mr Koh also holds the position of Chairman of Singapore Children's Society, Chairman for Otsaw Digital Pte Ltd., Chairman of Celligenics Pte Ltd., Chairman at Revez Corp. Ltd., Chairman for Chubb Insurance Singapore Ltd. He is also the Founding Chairman of iShine Cloud Ltd.

Mr Koh also served as Chairman in several charities' organisations and social service sector. A visionary stalwart of the social sector for more than four decades, he nurtured several social service agencies beginning with the Singapore Children's Society, where he remains as the Chairman till this day. He also served as Acting Honorary General Secretary, and Vice President (NCSS) and Acting Honorary Secretary and Vice-Chairman of ComChest from 1992 - 2000. His contributions have nation-wide and long-term impact on the lives of many Singaporeans.

From 2004 - 2009, Mr Koh served as a Board member of the Singapore Tote Board. He also served as Chairman of the Audit Committee, the Charity (Social Service) Sub-Committee and the Tote Board Overseas Scholarship Panel.

For his many contributions to the community, Mr Koh received many awards and accolades. The most notable ones were the National Day Awards of PBM, BBM and BBM(L) and the Meritorious Service Medal (PJG) and Distinguished Service Order (DUBC) for his decades of contribution to the social service sector and for nurturing future generations that were conferred on him in 1984, 1994, 2001, 2011 and 2020 respectively. In 2017, he was awarded the top government award for volunteerism, the Outstanding Lifetime Volunteer Award. In the National Day Awards 2020, Mr Koh was awarded the Distinguished Service Order for his decades of contribution to the social service sector and for nurturing future generations.

Mr Koh was appointed a Justice of Peace in 1998, and in 2010, a Representative of the Government of Singapore's ASEAN Commission on the Promotion and Protection of the Rights of Women and Children.



**KAI S. NARGOLWALA**  
*Deputy Chairman*  
*Non-Executive and Independent Director*

Mr Nargolwala currently serves on the Board of Credit Suisse Group AG and is the Chairman of the Compensation Committee. He also sits on the Board of PSA International Pte. Ltd. Mr Nargolwala is the Chairman of 65 Equity Partners Pte. Ltd. He is also the Deputy Chairman of the Board of Singapore Pools (Private) Limited.

Previously Mr Nargolwala served on the Board of Singapore Telecommunications Limited, Tate and Lyle plc, Standard Chartered plc, Prudential plc and Casino Regulatory Authority of Singapore. He was the Founding Chairman of Clifford Capital Pte. Ltd, a company guaranteed by the Singapore Government. He was formerly the non-executive Chairman of Prudential Corporation Asia Limited, Chairman of Governing Board of the Duke-NUS Medical School, member of Credit Suisse Group AG's Executive Board and Visa International's Asia Pacific Advisory Board.

Mr Nargolwala is a Fellow of the Institute of Chartered Accountants in England and Wales as well as the Singapore Institute of Directors. He earned his Honors Degree in Economics from the University of Delhi and is a Singapore citizen.

Mr Nargolwala was awarded the Public Service Star (Bintang Bakti Masyarakat) at the National Day Awards 2019 in recognition of his service to Singapore.

The career of **Mr Kai S. Nargolwala** spanned several decades in the financial services industry in the UK, USA and Asia. Over the last 30 years, he has helmed the Asian businesses of Bank of America, Standard Chartered and Credit Suisse. He retired from executive roles at the end of 2011.



**LAM CHEE WENG**  
*Executive Director*  
*and Chief Executive Officer*

Mr Lam Chee Weng joined Singapore Pools as CFO on 1 June 2017 and became CEO on 1 April 2019.

Prior to joining Singapore Pools, he served as the Group CFO for Eu Yan Sang International Limited, a company previously listed on the mainboard of the Singapore Exchange. In addition, he has held similar regional finance roles with MNCs and started his career of 28 years as an auditor by training with KPMG. A fellow member of ACCA, UK, he is a charter holder of CFA Institute, USA.

Mr Lam holds a Master of Business Administration from RMIT University, Australia. Other professional memberships include Institute of Singapore Chartered Accountants, CPA Australia and Malaysia Institute of Accountants.

Mr Lam serves as an EXCO member of the Asia Pacific Lottery Association, a member of the World Lottery Association (WLA) Sports Betting Integrity Committee and Co-Chair for the Responsible Gaming Forum. He also holds directorships in iShine Cloud Pte Ltd and Selegie Management Pte Ltd.



**OOI CHEE KAR**  
*Non-Executive and Independent Director*

Ms Ooi Chee Kar brings more than 30 years of professional experience in Singapore and the United Kingdom. Qualified as a UK Chartered Accountant, Ms Ooi's experience is broad-based, covering a wide range of industries from financial services to shipping and oil trade.

She was an audit partner at PricewaterhouseCoopers in Singapore until the end of 2012, where she was a lead partner of a number of large audit clients, whose businesses are spread over many countries in the Asia Pacific region and beyond.

Ms Ooi is a fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) and a fellow of the Institute of Singapore Chartered Accountants (ISCA).



**CALVIN PHUA**  
*Non-Executive and  
Independent Director*

Mr Calvin Phua is Deputy Secretary of the Ministry of Law. He is responsible for policy development and implementation of matters related to legal policy, the legal industry, community legal services, the intellectual property regime and the optimisation of land use.

Prior to this, he served at various Government agencies and worked on a range of issues, including strengthening Singapore's aviation and maritime connectivity, and increasing the diversity of Singapore's education system.

Mr Phua also serves on the board of the Singapore Land Authority and the Intellectual Property Office of Singapore, as well as various alternative dispute resolution organisations.



**GIAM CHIN TOON**  
*Non-Executive and  
Independent Director*

Mr Giam Chin Toon S.C. has over 40 years of experience in law practice. Mr Giam acted as Counsel in numerous major cases in court proceedings and before arbitral tribunals. He specialises in commercial cases, in particular, building and construction, banking, property and corporate disputes.

Mr Giam is also actively involved in arbitration, mediation and alternative dispute resolution and has served as arbitrator in many arbitrations both domestic and international. He was among the first group of lawyers to be appointed as Senior Counsel in 1997.



**POH MUI HOON**  
*Non-Executive and  
Independent Director*

Ms Poh Mui Hoon is an experienced board director for many years across various types of businesses and organisations. She is currently on the Board and Governing Council of the Singapore Institute of Director, and chairs its Board Digital Committee. Ms Poh is also the Chairman of the Audit and Finance Committee for Sistic.com. She is a Board Mentor with Criticaleye London, and speaks actively on various topics pertaining to boards and leadership.

Ms Poh had an extensive career as Group CEO of various businesses across Asia Pacific in electronic payments, technology and e-commerce. She is also active in the startup sector and is currently the Co-founder and Executive Director of Esseplora, a food tech startup.

Ms Poh is on the investment panel of NTUitive, Innovation Centre of the Nanyang Technological University. She is a Fellow of the Singapore Institute of Directors as well as a Fellow of the Singapore Computer Society.



**LEE KWOK CHEONG**  
*Non-Executive and  
Independent Director*

Mr Lee Kwok Cheong retired in 2019 after a 41-year career in IT and education, of which 23 years was in the CEO role. He has been active in shaping Singapore's IT, education and talents landscape. He was adjunct faculty at NTU and SUSS for many years. For his public services, Mr Lee was conferred 2 National Day Medals by the President of the Republic, in 2010 and in 2016. He was also conferred Honorary Doctorate Degrees by RMIT University, University of London and University of Stirling.

After retirement, Mr Lee continues to serve at Board level in charities and both public and private companies. He believes in advancing the community's well-being through technology, culture and learning. His personal interests are many, including calligraphy, taiji, golf and history.

# Technology Advisory Panel



**FLORENCE CHUA**  
*Non-Executive and  
Independent Director*

Ms Florence Chua is the Deputy Commissioner of Police (Investigation and Intelligence). She adds expertise to the Board of Singapore Pools in the areas of operations, enforcement and countering illegal gambling.

Her experience as a Senior Police Officer helps in the areas of corporate governance and strategic manpower planning and execution.



**FONG YONG KIAN**  
*Non-Executive Director*

Mr Fong Yong Kian has been the Chief Executive of Tote Board since 1 January 2014. He brings with him over 30 years of experience serving in various capacities in the public sector.

His career in the public sector began at the former Ministry of Communications and Information. He was then posted to MINDEF, Ministry of Finance, where he was in charge of formulating taxation and revenue policies and the formulation of the Government Budget.

In the Ministry of Home Affairs, Mr Fong headed the Singapore Immigration and Registration (SIR) Department. He was awarded the Public Administration Medal (Silver) in August 2003, for the role he played in combating SARS. In January 2008, he was appointed Director-General of Singapore Customs.

Since 1 January 2014, Mr Fong has been a member of the Management Committee of the Singapore Turf Club, and a Director of Singapore Pools Pte Ltd.



**CALVIN PHUA**  
*Chairman*

Mr Calvin Phua also serves on the Board of Singapore Pools. Refer to his profile on page 11.



**HOWIE LAU**  
*Member*

Mr Howie Lau is the Assistant Chief Executive at Infocomm Media Development Authority (IMDA). The Media & Innovation Group comprises Media Industry Development, Strategic Capability Development, Public Service Broadcasting, Innovation & Tech Ecosystem, Singapore Film Commission and Asia Tech Programme Office.

Prior to his appointment, Mr Lau was the CMO and head of Consumer Business at StarHub where he was responsible for the Mobility, Pay TV and Broadband businesses as well as charting StarHub's brand and marketing. Before that, he was the Vice President, Corporate Development of Lenovo where he led Lenovo's global end-to-end post-merger management and related merger and acquisition matters. He was also Lenovo's CMO for Emerging Markets which spans China, India, Eastern Europe, Russia, South America and South East Asia.

Mr Lau has more than 25 years of experience leading teams, managing P&L, corporate development and marketing across many countries in Lenovo and IBM. He serves as the Immediate Past President of Singapore Computer Society, the Governing Council for Singapore Institute of Directors and the board of Singapore Science Centre.

Mr Lau holds a Bachelor of Business Administration from the National University of Singapore (NUS) and is currently pursuing a Masters in Asian Art History (Lasalle/Goldsmith UK). He has received the Philip Kotler marketing excellence award, NUS outstanding alumni award and NUS Business School Eminent alumni award.



**CHUA AH LENG**  
Member

Mr Chua Ah Leng is the Assistant Chief Executive Officer (ACEO) of CrimsonLogic, responsible for the overall competency development, project delivery resources enhancement and provision of effective and timely technical resources.

Prior to this, Mr Chua was the Senior Vice President of Singbridge Corporate Pte Ltd and was based in China for his involvement in the Sino Singapore Guangzhou Knowledge City (SSGKC) project, which includes overseeing the entire Information Communication Technology (ICT) road map, implementation, and management in SSGKC. His other responsibilities included the master plan of the SMART City, ECO City, Design City and Learning City initiatives and Software Collaboration for SSGKC.

With more than 45 years of experience, Mr Chua has held several key positions such as President and Chief Operating Officer of Stratech Systems Ltd, Chief Operating Officer of Singapore Computer Systems (SCS), Chief Executive Officer of PrivyLink Pte Ltd, Chief Executive Officer of Frontline Services and Chief Operating Officer of FrontLine Technology.

Mr Chua graduated from Nanyang Technological University with a BSC (Hons) in Physics, and obtained an Executive Certificate in Directorship from SMU. He also attended the Stanford-National University of Singapore Executive Programme. Additionally, he is a Fellow of Singapore Computer Society and Certified Senior of CITPM and COMIT.

Mr Chua is currently a board member for TOFFS Technology, CL India, CL Dalian, and he sits on the Technology Advisory Panel committee for Singapore Pools and Tsao Foundation.



**JOHN YONG**  
Member

Mr John Yong is the former Group Director, Infocomm Security Group, formerly known as Infocomm Development Authority of Singapore (IDA), currently known as GovTech. He is currently a board advisor/member of numerous enterprises and organisations in Singapore and abroad. He is also a visiting adjunct to a few universities and has served as a senior fellow of cybersecurity think tank (RSIS-NTU), and was on the board of SUTD.

Mr Yong holds a Masters degree in Computer Science from the University of Salford, United Kingdom. He is a seasoned infocomm security professional who has dedicated his 40-year career to this field, in the public and private sectors. He started his career with the Ministry of Defence before joining the then National Computer Board (NCB) to head its IT Security Department. Thereafter, he moved to the private sector and worked for several multinational corporations in various management and consulting roles. Prior to joining IDA, Mr Yong served as Chief Security Advisor to a major Southeast Asian telecommunications group.

In recognition of his achievements and contributions, Mr Yong received the International Data Group (IDG) ASEAN Chief Security Officer (CSO) Awards and was honoured in 2013 as one of the most outstanding Chief Security Officers in ASEAN. He was also conferred as a senior fellow of Singapore Computer Society in 2016.



**YING SHAO WEI**  
Member

Mr Ying Shao Wei is a veteran data and analytics strategy expert and practitioner who consults for large enterprises and start-ups and runs a standalone AI and data company, DataSpark. Since forming the company in 2014, he has steered and shaped DataSpark to be one of the market-leading providers of Big Data insights products for enterprises and government agencies, not just in Singapore but also in Australia and rest of Southeast Asia. DataSpark's integration into NCS in 2021 will see Mr Ying leading the company to new areas of growth building AI-based solutions, as well as to new geographies such as the Middle East.

Prior to DataSpark, Mr Ying was a consultant at McKinsey & Co, where he actively served tech and telco companies in Asia and Europe. He started his career in the Administrative Service of the Singapore Government, formulating various economic and international trade policies and negotiating Free Trade Agreements. He holds an MBA from the University of Pennsylvania - The Wharton School, as well as Masters of Engineering and Masters of Science degrees from Imperial College UK and the National University of Singapore respectively.

# Our Management



**LAM CHEE WENG**  
Chief Executive Officer



**LI CHONG JIN**  
Chief Financial Officer



**CHAN WEI GAN**  
Chief, Customer & Channels



**TAY BOON KHAI**  
Chief, Risk & Compliance



**YEO TECK GUAN**  
Chief Business Technology Officer



**SIMON LEONG**  
Chief Product Officer



**EVELYN GOH**  
Senior Director,  
People & Culture



**CHIN SAU HO**  
Senior Director,  
Community Partnerships &  
Communications



**LEEMON**  
Senior Director, Strategy & Analytics



**JONATHAN LIM**  
Director, Transformation  
Programme Office



**PAUL FONG**  
Director, Legal Counsel

# Serving Our Community

## About Us

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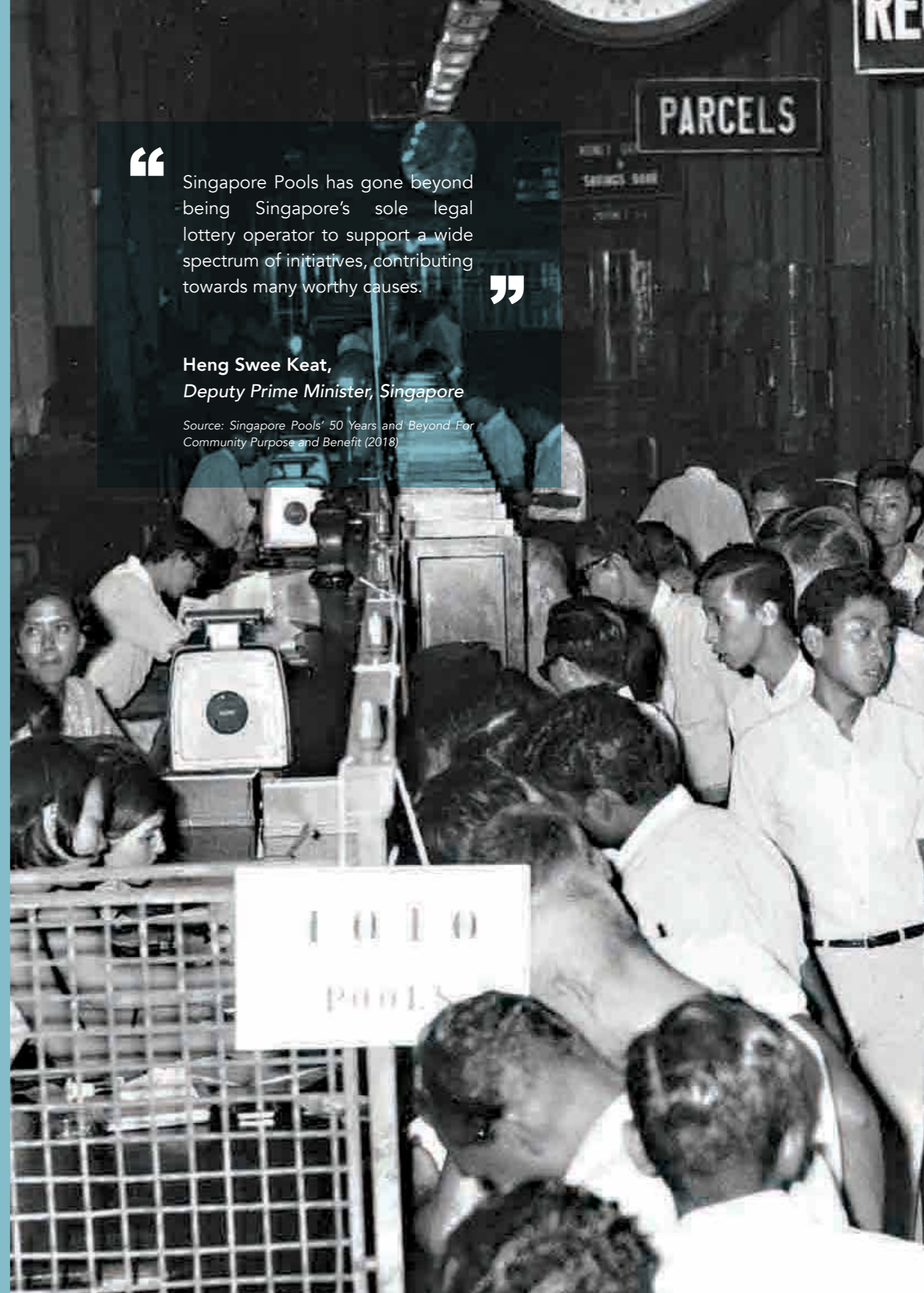
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Singapore Pools has gone beyond being Singapore's sole legal lottery operator to support a wide spectrum of initiatives, contributing towards many worthy causes.

”

**Heng Swee Keat,**  
*Deputy Prime Minister, Singapore*

*Source: Singapore Pools' 50 Years and Beyond For Community Purpose and Benefit (2018)*



# About Us



As a fully-owned subsidiary of the Tote Board, which reports to the Ministry of Finance, our main role is to counter illegal gambling activity in Singapore. We accomplish this by providing a legal, safe and trusted betting environment. Our betting products and services are regulated by the Ministry of Home Affairs and the Ministry of Social and Family Development.

As a not-for-profit organisation, all our surpluses are channelled to Tote Board to support worthy causes in the community.

The community is at the heart of what we do, and we make a difference by uplifting the community in meaningful ways and reinventing the concept of giving.



## Vision

To be a world-class socially responsible gaming company trusted by customers and valued by the community.



## Mission

To provide safe and trusted betting to counter illegal gambling.

## Values



**Respect**  
We embrace diversity and treat everyone with respect and dignity.



**Integrity**  
We mean and do what we say.



**Innovation**  
We challenge our assumptions and adopt better ideas to drive performance.



**Customer Care**  
We care for our customers.



**Community**  
We uplift the community through active engagement and collaboration with our beneficiaries and partners.



**One Organisation**  
We act as one organisation guided by a common purpose.

# Operating Environment

Our retail channels include our network of branches and live betting venues, supported by authorised retailers, many of them located within supermarkets and convenience stores.



Tanjong Pagar Branch



Livewire at Resorts World Sentosa



Off-Course Betting Centre at Serangoon Central



Customers who meet our social safeguards requirements can also bet online using our Singapore Pools account.

# Our Products

## TOTO



6 out of 49 lotto game

## SINGAPORE SWEEP



7-digit sweepstakes game

## 4D



4-digit lottery game

## SPORTS



Photo credits: Football Association of Singapore

Football and motor racing

## HORSE RACING



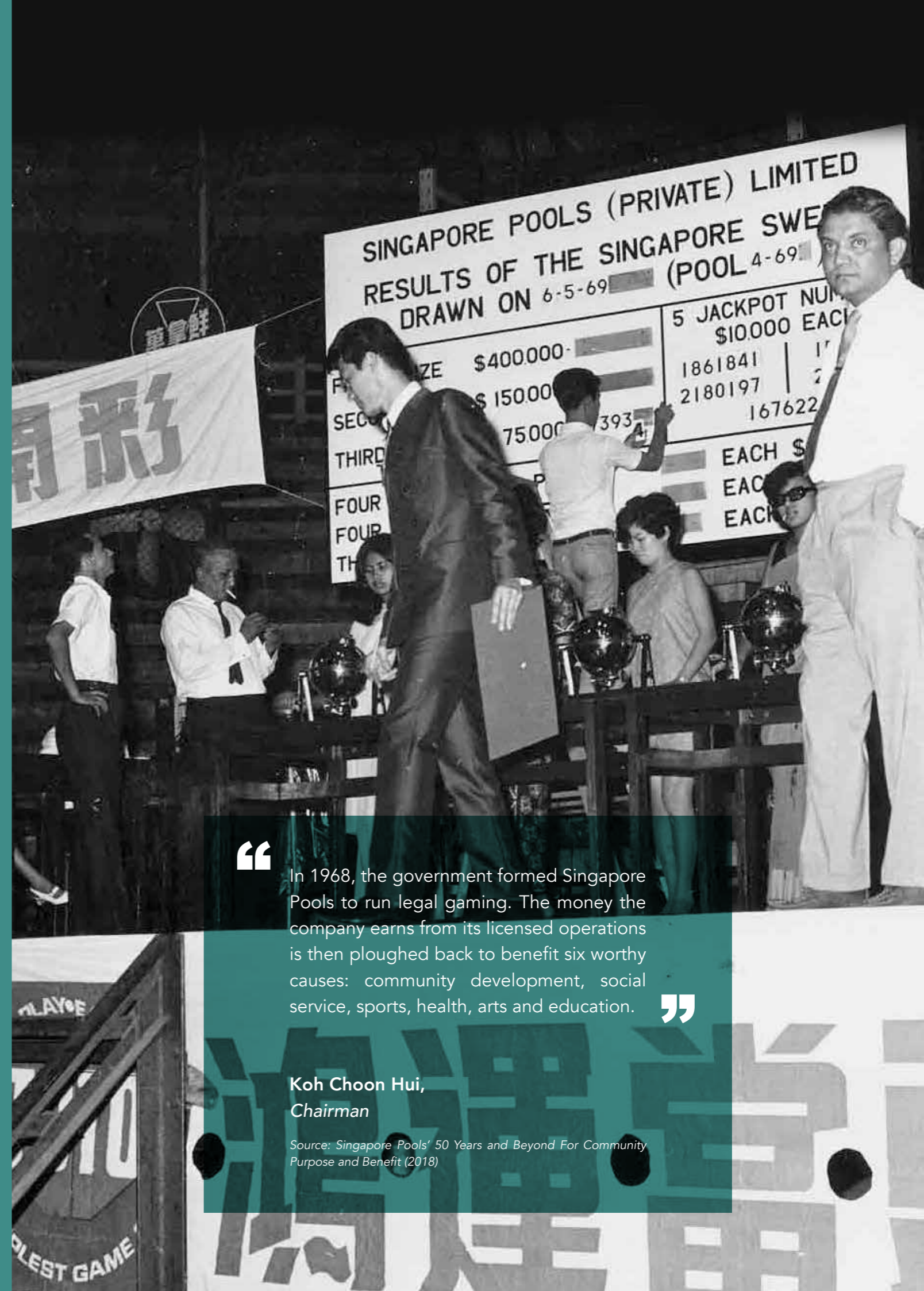
Photo credits: Singapore Turf Club

Horse racing betting

# Striking a Balance Through the Years

## Defining Moments

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“

In 1968, the government formed Singapore Pools to run legal gaming. The money the company earns from its licensed operations is then ploughed back to benefit six worthy causes: community development, social service, sports, health, arts and education.

”

**Koh Choon Hui,**  
Chairman

*Source: Singapore Pools' 50 Years and Beyond For Community Purpose and Benefit (2018)*

# History & Milestones

Singapore Pools came into being on 23 May 1968 for two reasons: to counter the turbulent and risky gambling scene of the 1960s and 70s and to channel the surplus funds to causes that benefit the community.

Gambling has always been present in society. To ban gambling activities would only serve to drive it underground to the detriment of the community. Setting up Singapore Pools as the sole legal lottery operator provided Singaporeans with a safe and trusted avenue to participate in a game of chance without becoming victims of unfair practices.

To achieve this, we strive to uphold our professional conduct and business behaviour to the highest global standards, ensuring a fair and safe gambling experience to protect our customers. From our products' design and communication to the way we run our operations day-to-day, we have safeguards in place to help create a responsible gaming environment for all - educating customers about playing with care, playing within their means and dealing with the risk of problem gambling.

As a not-for-profit organisation, Singapore Pools channels its surplus to Tote Board. Over the years, we have helped to fund worthy causes that uplift the community in meaningful ways. From helping those in need to supporting the sports, the arts and large-scale national events, we are always there for Singapore.



# Extending a Helping Hand



Supporting Community Chest's SHARE programme since 1987



Funded National Kidney Foundation's Third Dialysis Centre in 1989

Helping the disadvantaged is a focus in Singapore Pools' partnership with the community. Since our establishment in 1968, we have continuously given back to society, helping vulnerable groups and building an inclusive and resilient community through surpluses from our revenue. Our mission is to provide equitable opportunities for the vulnerable groups, so that no one in need of help is left behind. For helping to raise more than \$6.9 million for President's Challenge for a decade from 2007, we received the President's Pinnacle Award in 2015.



Started yearly support of President's Challenge in 2000



Launched iShine Staff Community Programme in 2003

Singapore Pools has been a fervent supporter of sports since day one. At the inaugural draw held at the Victoria Theatre on 9 June 1968, a total of \$280,000 in stake money was raised, half of which was set aside as prizes. Singapore’s top athletes drew the winning numbers that day, putting a face to the government’s move in introducing the only legalised form of public lottery in the country in order to get funding for sports. Among them were Singapore’s first Olympic silver winner, weightlifter Tan Howe Liang, as well as badminton great and multiple All England champion Wong Peng Soon.\*

Apart from contributing to the building of the National Stadium to provide a venue for athletes to train, Singapore Pools also gave \$400,000 in grants to Singapore Sports Council (now renamed Sport Singapore) when it started operations in 1971.

We injected a \$4 million grant for a sports excellence programme, Spex 2000, with the government matching dollar for dollar in 1993.

\* Source: Singapore Pools’ 50 Years and Beyond For Community Purpose and Benefit (2018)

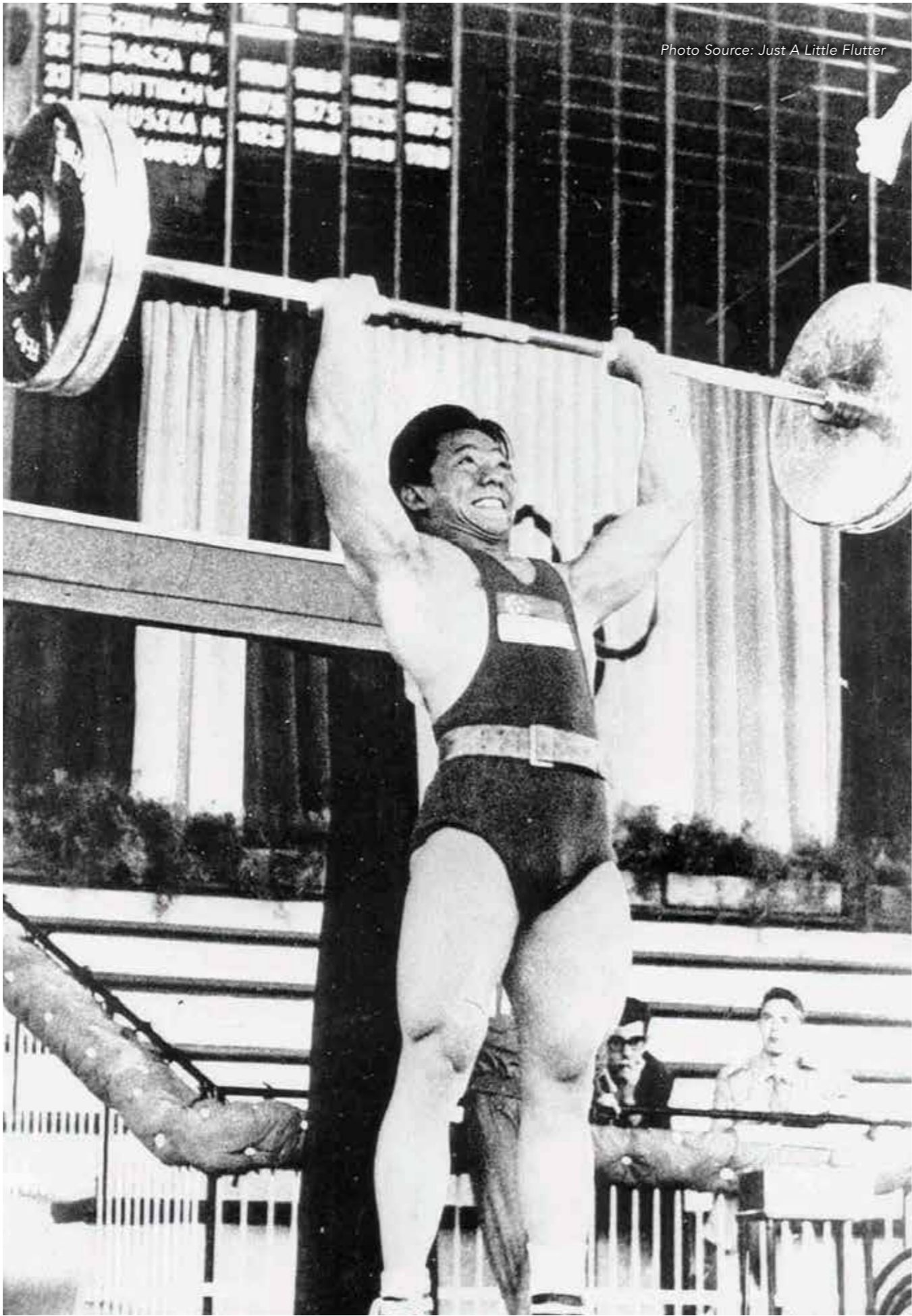


Photo Source: Just A Little Flutter

# Championing Sports



To nurture the national passion for football, we started funding the S-League, Singapore’s first professional football competition in 1996.

Singapore Pools supports efforts to build a resilient community in Singapore. We proudly contribute to events that promote the well-being of individuals, strengthen family ties and deepen community bonds. This includes national celebrations that mark an occasion for Singapore such as the annual National Day Parade, Chingay and many others, which provide opportunities to celebrate cultural diversity and strengthen community ties. Other highly-anticipated events that Singapore Pools supports include River Hongbao and Marina Bay Singapore Countdown.



## Fostering Community Spirit

As the principal founding sponsor for events such as National Day Parade (since 1991) and Chingay (since 1995), we provide opportunities to celebrate cultural diversity and strengthen community ties.

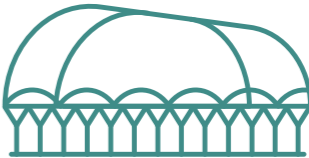


# Building Iconic Landmarks

Singapore Pools has kept true to its mission to enhance the quality of life for all Singaporeans through creating quality public spaces easily accessible and affordable to the general public. Our contribution to boosting the construction of Singapore's infrastructure started with raising \$14.5 million, through the proceeds of Singapore Sweep and TOTO between 1968 and 1976, to build the first National Stadium. Our unwavering commitment continues to this day with contributions to the building of several landmarks that have become iconic to Singapore.



*\$45 million* towards building  
**The Singapore Indoor Stadium between 1986 and 1989**



*\$409 million* towards the  
development of the **Esplanade - Theatres on the Bay between 1996 and 2003**



*\$420 million*  
towards the development of **Gardens by the Bay in 2008**



*\$432 million* towards the  
development of **National Gallery Singapore in 2011**



# Responsibility at Our Core

## Operating with Integrity

• <b>Safer Play Environment</b>	<b>40</b>
- Achieved Highest Level of Accreditation for Responsible Gaming Framework	41
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“

Singapore Pools has been a member of World Lottery Association (WLA) since it was founded in 1999, and counts among the Association's most esteemed members. It is highly regarded in the world lottery community for its commitment to responsible gaming and for its commitment to the security and integrity of their operations. Its contribution to the world lottery community has been outstanding.

”

**Jean-Luc Moner-Banet,**  
*President Of World Lottery Association*

*Source: Singapore Pools' 50 Years and Beyond For Community Purpose and Benefit (2018)*

# Operating with Integrity



Singapore Pools is committed to be a world-class responsible gaming company. We uphold our professional conduct and business behaviours to the highest standards, ensuring a fair and safe gambling experience to protect our customers.

Many who like our games play for just a little flutter or social recreation. However, we recognise there may be a minority who may play beyond their means. As such, we have safeguards in place to help create a safer play environment for all.

We design and communicate our products in a manner that will not promote excessive and irresponsible play. We have low minimum bet amounts and offer a conservative range of sports bets.

We believe in delivering responsible and good customer service. We proactively inform and educate our customers to bet responsibly, and how to get help should they need it.

# Safer Play Environment

In all our retail outlets as well as Singapore Pools Account service, we create an environment that encourages safer play. These include:



**No betting by U-18**  
Our game rules do not allow any person under the age of 18 to place a bet or claim a winning ticket prize at our outlets.



**No betting on credit**  
We do not allow betting on credit.



**Providing a safe betting environment**  
No alcohol and smoking allowed at our Livewire live betting venues.



**Safer Play Reminders**

- “**Play Responsibly**” message and helpline behind every bet slip and ticket
- “**Play Responsibly**” reminder in all communication materials
- Advisories from the National Council on Problem Gambling in our outlets

## Additional Safeguards for Singapore Pools Account Services:



Only for those at least 21 years of age and fulfil other terms and conditions, eg. are not undischarged bankrupts or under any Casino Exclusion Order



Ability to keep track of bet spending with features such as Transaction History



Putting in place self-control mechanisms such as setting Monthly Deposit and Betting Limit



Option to apply for Self-Exclusion through the National Council on Problem Gambling for customer who wants to exercise control by not participating in gambling through Singapore Pools Account



# Achieved Highest Level of Accreditation for Responsible Gaming Framework

Singapore Pools is certified under the World Lottery Association (WLA) Responsible Gaming Framework (RGF) Level 4, the highest level of accreditation for responsible gaming. We attained this certification once again in July 2019 after assessing and identifying improvements made in the 10 programme elements that make up the WLA Level 4 Responsible Gaming Framework for the submission. We value this certification as it affirms our commitment to implementing Responsible Gaming principles into our operations. We received this award in 2012 and 2015, and we remain one of only eight operators in the Asia-Pacific region to do so.

# Advocating Safer Play

Our Safer Play programme started in 2007 to spread awareness of responsible gaming (RG) to customers, staff and retailers. The interactive games held at our outlets and online are fun ways to introduce RG principles in collaboration with various stakeholders such as the National Council On Problem Gambling (NCPG) and the Responsible Gambling Forum.

Staff and retailers attend an annual refresher training on responsible gaming. The compulsory refresher training involves activity-based learning sessions, talks by counsellors and experts, followed by quizzes to reinforce knowledge of principles and the importance of caring for our customers.



On 20 October 2020, as part of the Refresher Training, we invited the NCPG's Ambassador, Wang Lei (王雷), to e-meet our frontline supervisors to share useful safer play tips and have a Q&A session with staff on safer play. Wang Lei shared his personal life story on gambling addiction and its consequences and how he tackled the challenge with perseverance.

# Refreshed Safer Play Microsite



We unveiled our refreshed Safer Play microsite in December 2020. Renamed to "Safer Play" from "Responsible Gaming", the enhanced look features a clean layout, is easy to understand and accessible to everyone. Safer Play tools such as Self-Assessment, Affordability Calculator, Safer Play tips and information on managing play were introduced to help players, especially Account Holders, to stay in control and play within their means.

# Enhanced Safeguard Features for Account Holders

To help account holders better manage their expenses, they may choose to operate a higher betting limit on a temporary basis, which would be adjusted automatically to a lower amount.

Their account now features a dashboard view with infographics that provides information on betting activities, product expenditure trends and "My Gaming Profile" – a status reminder on their betting behaviour.



# Our Work in Numbers

## Creating Value for Singapore

- Financial Highlights 45
- Where Every Dollar Goes 46

Singapore Pools' mission was clear from the start: It did not come into being as a business for the sake of making profits, but to benefit the community, especially those who are in need of help. TOTO, Singapore Sweep and other gaming products were just means to this end.

*Source: Singapore Pools' 50 Years and Beyond For Community Purpose and Benefit (2018)*



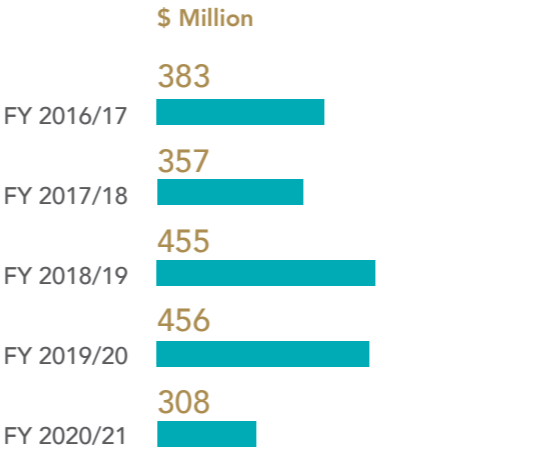
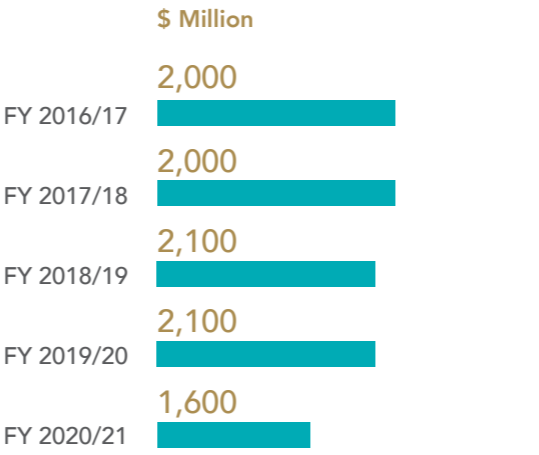
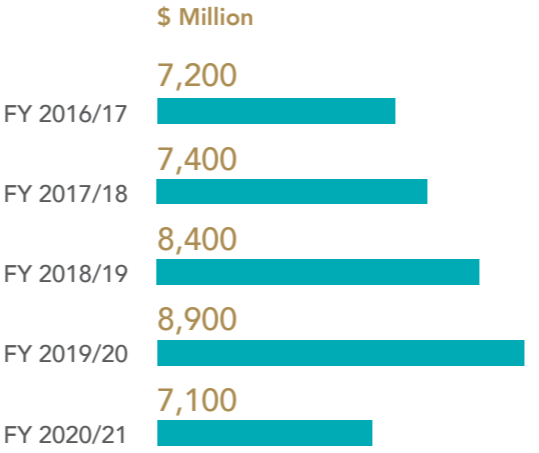
# Financial Highlights

Amidst all the disruptions, turbulence and headwinds posed by COVID-19, Singapore Pools managed to end FY2020/21 with creditable full year financial performance.

As with the rest of the nation, with the advent of the Circuit Breaker measures, Singapore Pools' business was largely suspended for almost a quarter of the financial year from April to June. While business slowly resumed closer to normalcy from the second quarter of the financial year, we continued to uphold strong safe management measures at our terrestrial outlets, especially our live betting venues where allowable attendance is restricted to a small percentage of the pre-pandemic capacity.

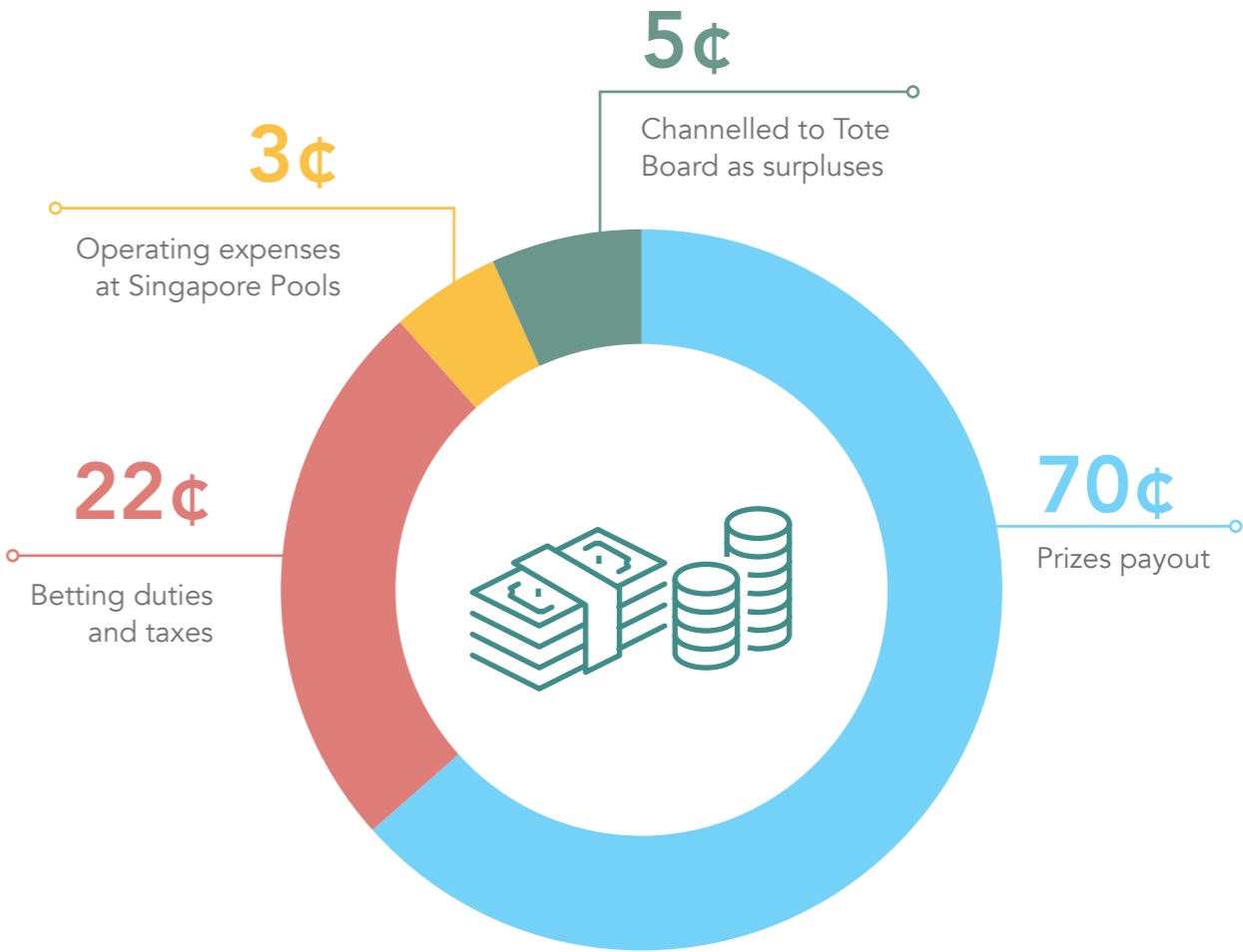
In addition, we also opted to have the cascade feature of our TOTO product coming into effect at Draw 2 instead of Draw 4, to mitigate undue overcrowding at our outlets. The cascade feature was only gradually brought back to Draw 4 near the end of the financial year.

In spite of the continuing challenges, a full year revenue of \$7.07b was recorded, about 20% lower than the previous financial year.



# Where Every Dollar Spent with Singapore Pools Goes

With every dollar spent at Singapore Pools, 70% goes to prizes payout. In addition, we pay taxes on lottery winnings, on behalf of prize winners. We keep our expense ratio low at 3% and all our surpluses are channelled to Tote Board for funding of different worthy causes.



# Nurturing Ties That Bind

## Championing Community

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• iShine Cloud	51
• iShine Community Programme	53
• COVID-19 Community Support	65



Staying true to its core values which centre on heartware, Singapore Pools has always made time for the community.

*Source: Singapore Pools' 50 Years and Beyond For Community Purpose and Benefit (2018)*

# Championing Community

In a year of disruption, we remained steadfast in our purpose to support and uplift our community. Through our resources, which include our people and our know-how, we strived to make a difference in the lives of Singaporeans.



# Singapore Pools Academy

## Developing a Future-ready Workforce



Singapore Pools recognises that continuous learning is the currency to ensure that its workforce remains future-ready. With the increasing focus on building purposeful knowledge and skills to anticipate the opportunities of the digital future, its learning and people development function evolved and was institutionalised as Singapore Pools Academy. As a gateway for learning, the Academy leverages technology and partnerships with institutes of higher learning to build human capital for purpose; one that will Empower the Workforce, Encourage Innovation and Enable Businesses.

In FY2020/21, despite the disruptions caused by the pandemic, our people completed over 5,000 e-learning programmes. Leadership capabilities continued to be built through signature programmes such as Stephen Covey's 7 Habits of Highly Effective People, the WSQ-Leadership and People Management programmes and Peter Senge's Systems Leadership Disciplines. Partnering with the Singapore Institute of Management, 120 employees were trained in Data Analytics. The year recorded a total of 11,500 learning hours.

The Academy also reinforced Singapore Pools' strong community partnership brand by augmenting iShine Cloud in its product and services onboarding training. It partnered with Singapore Polytechnic (SP), supported by SkillsFuture Singapore (SSG) under the SGUnited Skills Programme initiative to launch the SgPools Academy-SP Connexion Programme.

The programme, designed to equip mid-career jobseekers with in-demand skills for roles in the social service sector, leverage Singapore Pools' know-how and experiences, deep community service experiences and partnerships, to provide participants with relevant industry experience. It comprises three full-time six-month long training courses. These cover Business Process Management, Business Analytics and Programme Management. Our first cohort began in March 2021 with 16 participants, with plans for a second intake in August 2021.

# iShine Cloud

Helping Charities Strengthen Online Capabilities

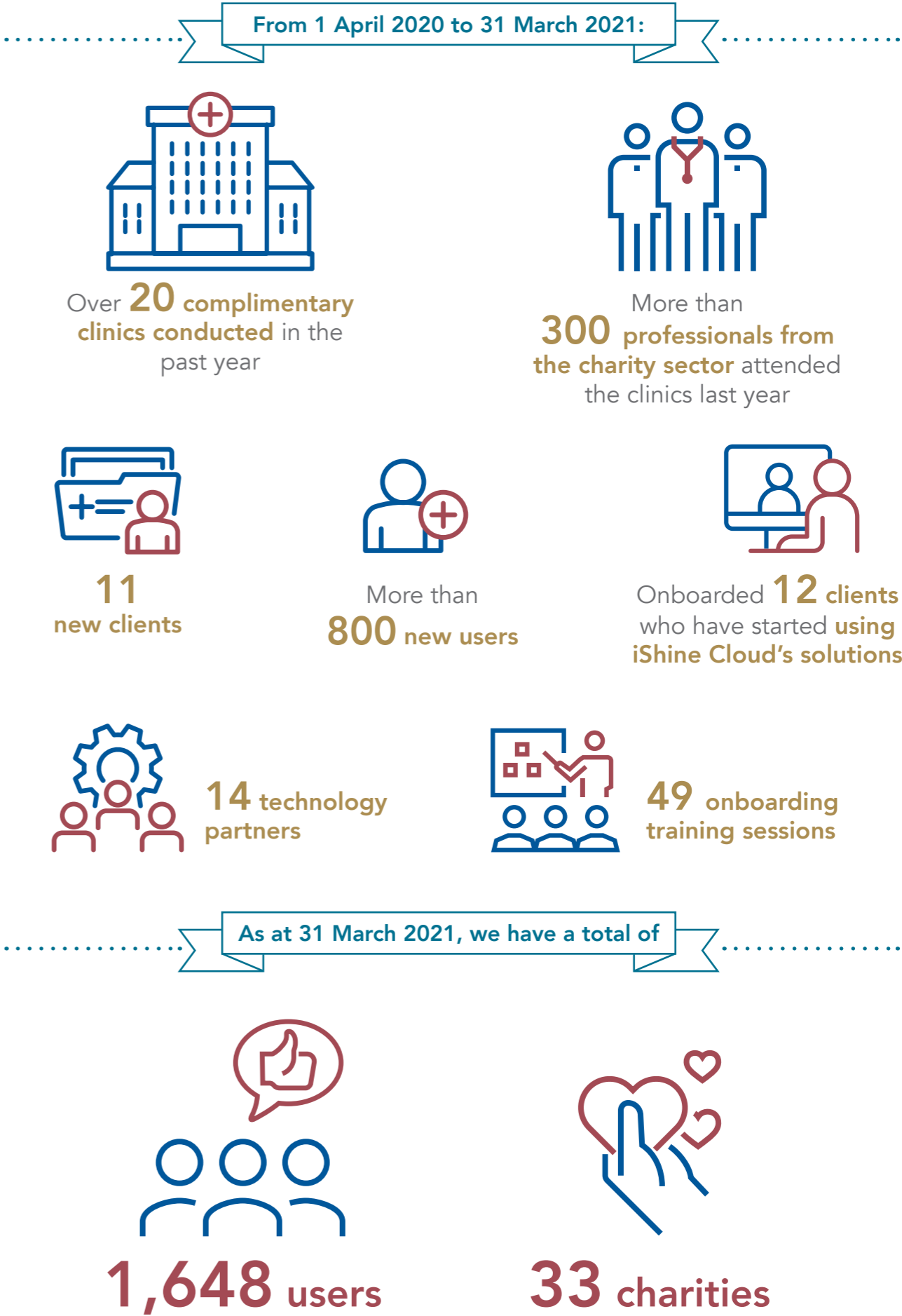


iShine Cloud was launched in 2018 to provide an integrated suite of charity-specific solutions via a secure cloud-based platform at a subsidised rate to enhance the digital capabilities of the charity sector. With iShine Cloud, charities can leverage the IT infrastructure as well as resources from Singapore Pools to improve their productivity, governance and efficiency. This allows them to focus on serving their beneficiaries.

In 2020, the pandemic resulted in us having to do things differently. iShine Cloud organised our first virtual Hosted Talk titled, 'Navigating the New Normal with Information Technology'. Guest speakers shared on the importance of building sustainable business continuity plans and being armed with safe and secure cybersecurity strategies for the 'New Normal'.

The iShine Cloud clinics, which used to be held monthly at the Singapore Pools Building, are now conducted online. Through these clinics, charities can find out more about iShine Cloud services and how they can benefit from these solutions.

User onboarding training sessions were conducted online too, and they enabled our clients to use our products effectively.



# iShine Community Programme



Singapore Pools is driven by a strong purpose of doing good for our community. We have always been looking for ways to uplift the community beyond being a major source of funding for good causes.

This focus led to the initiation of iShine in 2003, a staff community programme that promotes 'I Serve from the Heart and In Nurturing Everyone' to support the community at large.

The COVID-19 pandemic presented us with the opportunity to explore new ways of working with our partners and supporting communities that were impacted the most. Our iShine volunteers stepped up their efforts in areas where help was most needed. We adapted to the evolving situation and remained committed to helping the underserved through these turbulent times.



# iShine Highlights of the Year



Record high of **70%**  
staff volunteerism rate  
in FY20/21



More than **240**  
activities organised



Close to **11,000**  
hours of volunteer work  
completed by **576**  
unique staff participants

## New community partners:



# Compliments from our Community Partners

“ The volunteers of Singapore Pools have always brought with them positivity and great willingness to respond to the children at Tak Takut Kids Club. We remember fondly of volunteers who have patiently sat with young children to go through their homework; a few who have accidentally pulled their calf muscles while playing catching and climbing trees with children; and their hearty laughter playing Rummikub with both children and seniors in the community. As a place that emphasises on building social connections, we benefit from the warmth of human spirit that Singapore Pools’ volunteers have brought to Tak Takut Kids Club! We look forward to more collaboration and friendship in the future.

Lin Shiyun  
3Pumpkins Limited (Tak Takut Kids Club)

“ Thank you Singapore Pools for volunteering with SG Cares Volunteer Centre @ Boon Lay. Your contributions and efforts have helped our beneficiaries in the Boon Lay community to better cope during this pandemic. We are humbled by the generosity and selflessness of the staff volunteers from Singapore Pools.

Edwin Tan Lye Soon  
Thye Hua Kwan Moral Society

“ We would like to thank Singapore Pools for their support throughout the year! When help was most needed, especially in times of the pandemic, we are grateful to Singapore Pools’ volunteers who have assisted regularly in the warehouse operations and packing of food donations for our beneficiaries.

Mavis Lee  
The Food Bank Singapore Ltd

“ We are extremely appreciative of Singapore Pools for volunteering with us. The strong teamwork from the volunteers has sped up the job to be completed much earlier than expected at our Eco-Harmony outlet’s year-end stocktake. To inspire people and organisations to move towards a plant-based lifestyle in Singapore, we are also happy to have the support from Singapore Pools at our Green and Healthy Festival to encourage and promote the sale of healthy foods for a more sustainable lifestyle.

Goh Pin Pin  
Kampung Senang Charity & Education Foundation

# Significant iShine Activities & Events



01

During the Circuit Breaker period, over 470 staff volunteers supported the Ministry of Finance’s Solidarity Payment cheque encashment exercise at 16 Community Clubs islandwide, helping more than 4,600 cheque recipients encash their cheques and minimising crowds at UOB Bank branches.



03

Singapore Pools has been a regular supporter of Metta Welfare Association’s annual signature fundraising race. Due to the COVID-19 pandemic, the race took the form of a virtual run for the first time. Besides being the title sponsor, Singapore Pools also sponsored the participation of more than 300 staff and family members, and customers.

02

The annual iShine Awards Ceremony was held to recognise over 300 active iShine volunteers who contributed more than 3,100 volunteering hours at 50 community events in FY19/20.



04

More than 40 staff volunteers engaged and befriended children from low-income families through 15 sessions of play and arts-based activities at Tak Takut Kids Club in Boon Lay, enabling them to better discover and express themselves.





05

Besides sponsoring Project Sunshine 2020, an initiative by Buona Vista Grassroots Organisations (GROs), more than 30 iShine volunteers also assisted with packing and delivering 700 care packs to needy families in the division. Minister Chan Chun Sing, Adviser to Buona Vista GROs, also joined the volunteers in the distribution.



07

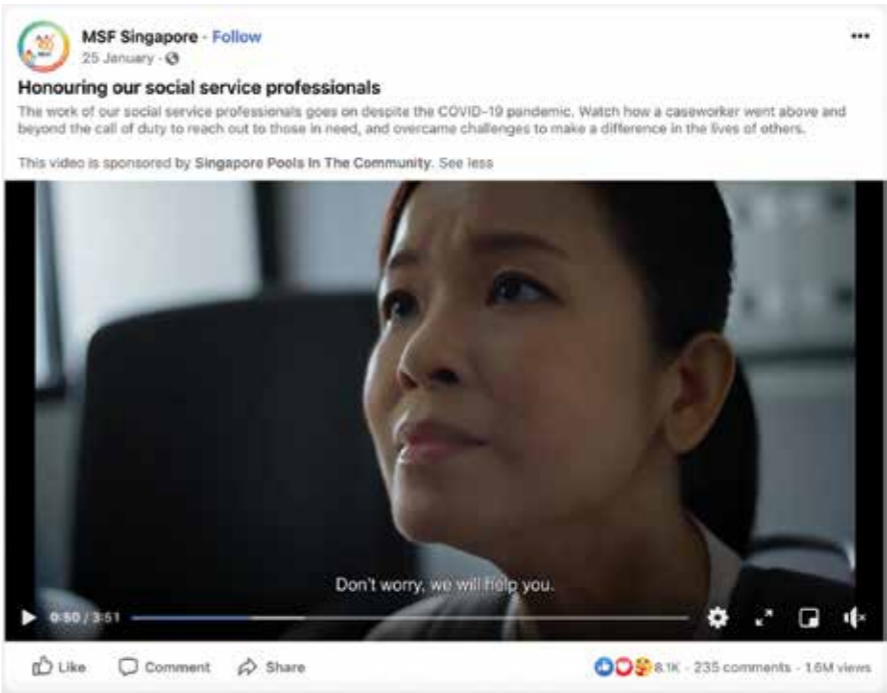
16 sessions of food packing for underprivileged families were organised with food charity, Food From The Heart, involving 170 staff volunteers across the year.

06



During Phase 2 of Singapore's reopening post-Circuit Breaker, 12 iShine volunteers brought 12 kids from Sunbeam Place @ Children's Society on an educational trip to River Safari.

08



Singapore Pools partnered the Ministry of Social and Family Development on a tribute video to honour the service of our social service workers for their unwavering devotion towards the community.

09

We worked with Institute of Technical Education (ITE) College Central on a series of initiatives that enabled ITE students to use their skill sets to benefit the community – all in support of the President's Challenge. The students created face shields with innovative, moveable visors and smart walking canes, designed for healthcare workers and the elderly. These items were delivered to beneficiaries such as Society for the Aged Sick, Home Nursing Foundation and St Luke's ElderCare.

We also supported Singapore's first "eDrone Racing – Air Sport for ALL" initiative where students from ITE College Central taught the differently-abled community how to operate a drone, providing them with the opportunity to acquire new skills through drone racing.



10

The OTH Barefoot Run 2020, co-organised by Our Tampines Hub (OTH) and supported by Singapore Pools, saw about 200 participants run or walk barefooted for more than 2km to raise awareness for sports and green initiatives. OTH collected more than 4,000 pairs of pre-loved shoes for Sport Singapore to recycle into materials for jogging tracks and surfaces of playgrounds. We also pledged \$20 for every pair of shoes donated, up to a total of \$10,000 to Kheng Chiu Loke Tin Kee Home.

iShine  
Volunteers  
App

Volunteering is just a tap away with the iShine Volunteers app launched in August 2020. The one-stop mobile app platform was designed to reach out to all staff, bringing them the convenience of volunteering on the go. Volunteers can get notified about upcoming events and register seamlessly.



# Promoting Community Messages

Our revamped Tanjong Pagar and Funan outlets feature digital platforms such as community screens and tablets, enabling our community partners to leverage our retail network for promoting their causes to a wider audience.



# Green Initiatives

## Awarded Eco-Office Plus Champion Tier

Singapore Pools successfully attained Eco-Office Plus (Champion) certification. This certification is awarded by Singapore Environment Council to offices that implement effective environmentally-friendly practices to increase eco-consciousness among staff and help the organisation manage paper, water and electricity wastage.



# Sharing Space for Good Causes

Since 2008, we have availed affordable office space in a meaningful way to house social service agencies (SSAs) and social enterprises (SEs) on the second-level shop space at selected Singapore Pools' branches.

Some of our existing community tenants, Caring Fleet, Personalised Love and raISE (Singapore Centre for Social Enterprise), are using the space as an office or a workshop to serve and engage their beneficiaries.

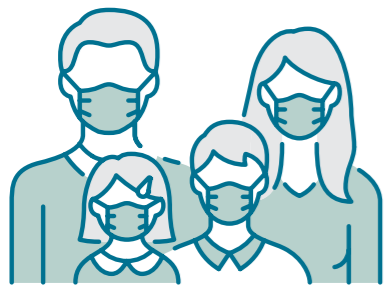


## Green Up! Day

We celebrated Green Up! Day 2020 on 23 October virtually with an Opening Address by Mr Tay Boon Khai, Chief of Risk and Compliance and Green Up! Chairman on our green efforts and how we can do more. Co-founder of Food Bank Singapore, Ms Nichol Ng, gave a talk on how we can work towards zero waste, especially in the areas of minimising food waste. Attendees also had fun learning from the Mask Upcycling Workshop and sharing their creations onscreen.

# Uplifting Communities in Times of COVID-19

Singapore Pools reached out to our community partners when COVID-19 first reached our shores. We responded to their requests for support towards underserved areas impacted by the pandemic. Our total support to the community was more than \$1 million and includes the following:



## \$350,000

to Community Chest's The Courage Fund to support vulnerable individuals and families.



## \$150,000

to the Agency of Integrated Care to produce a public infotainment programme series to improve seniors' physical and mental well-being and to support their #ReadyTogether Pristine Fund to keep their Community Care Partners' centres clean.



## \$350,000

to SSAs, such as Bizlink Centre Singapore Limited, Singapore Association for the Visually Handicapped and Caregiving Welfare Association, to support their operations and beneficiaries, as well as COVID-19 related supplies and services.



## \$200,000

to the Community Foundation of Singapore's Sayang Sayang Fund to provide support for frontline healthcare workers as well as vulnerable communities.

On top of this, we also augmented our support to community partners by leveraging ready resources, such as existing corporate collateral or staff volunteers to help them.

- Contributed tote bags to National Volunteer and Philanthropy Centre for their care packages to frontline healthcare staff.
- Contributed to care packs distributed to the beneficiaries of Agape Connecting People – a contact centre providing employment for disadvantaged groups and displaced civilians.
- Partnered with Mediacorp, in support of Ode to Our Invisible Heroes initiative, to recognise the sacrifices of the unsung heroes amongst us in times of a pandemic.
- Supported SPD with bottled water to help minimise unnecessary movement and exposure for their beneficiaries within each centre.
- Sponsored Bettr Barista's drip coffee sachets to show our appreciation towards healthcare personnel of the National University Health System.



## Supported #SGUnited Traineeships Programme



We supported the national #SGUnited Traineeships Programme by welcoming 14 fresh graduates for a career journey with Singapore Pools. Over the one-year programme, the trainees will gain valuable work and industry experience in a culture that champions learning, and where everyone performs their best and puts the community at the heart of all that they do.

# Maintaining Operational Excellence

## 2020 & Beyond

• Operations Committee	69
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“

By keeping abreast of gaming trends and technology worldwide, we are able to respond in a timely manner, while encouraging safer play. We continue to be focused on our digitalisation efforts, both in improving our workforce productivity and enhancing our customers' experience.”

Lam Chee Weng,  
CEO



# Operations Committee



Driven by our common purpose as One Organisation, the Operations Committee (OC) works collaboratively across different functional teams to enhance business operations efficiency and effectiveness. The OC reviews business and operational matters to ensure that results are achieved in accordance with approved budgets and plans.

1. **Li Chong Jin**  
Chairman

2. **Ivan Teo**  
Risk Management

3. **Sherilyn Chua**  
Community Partnerships

4. **Mohd Norhelmy**  
Facilities Management
5. **Ee Hock Chye**  
Customer

6. **Lee Yuen Ping**  
Customer Service Management

7. **Clarice Lee**  
Transformation Programme Office
8. **Debbie Ng**  
People & Culture

9. **Wong Chun Fye**  
Finance

10. **Kevin Pang**  
Procurement

11. **Jackie Yu**  
Communications
12. **Alan Soon**  
Channels

13. **Jasmine Wong**  
Retail Channel Technology

14. **Darren How**  
Customer Communications & Experience

15. **Angie Ng**  
Trading Operations
16. **Alex Chan**  
Infrastructure Operations

17. **Lorraine Yeak**  
Compliance & IT Risk

18. **Nelson Tan**  
Business Technology

19. **Kristine Tan**  
Business Operations

Gambling would exist even if Singapore Pools didn't. Our existence was brought about by necessity – to curb illegal gambling and provide a legal, safe and trusted betting environment where surplus can be channelled to support the community.

To keep to our mission, we must constantly innovate and deliver desired customer experience to stay ahead of illegal gambling syndicates. With the pandemic still plaguing the world, we have also stepped up with safe management measures (SMM) to keep safety for the community a top priority.



# Putting Health & Safety First

Since the onset of the pandemic in early 2020, Singapore Pools has taken swift action to prioritise the health and safety of our staff, customers and the public.

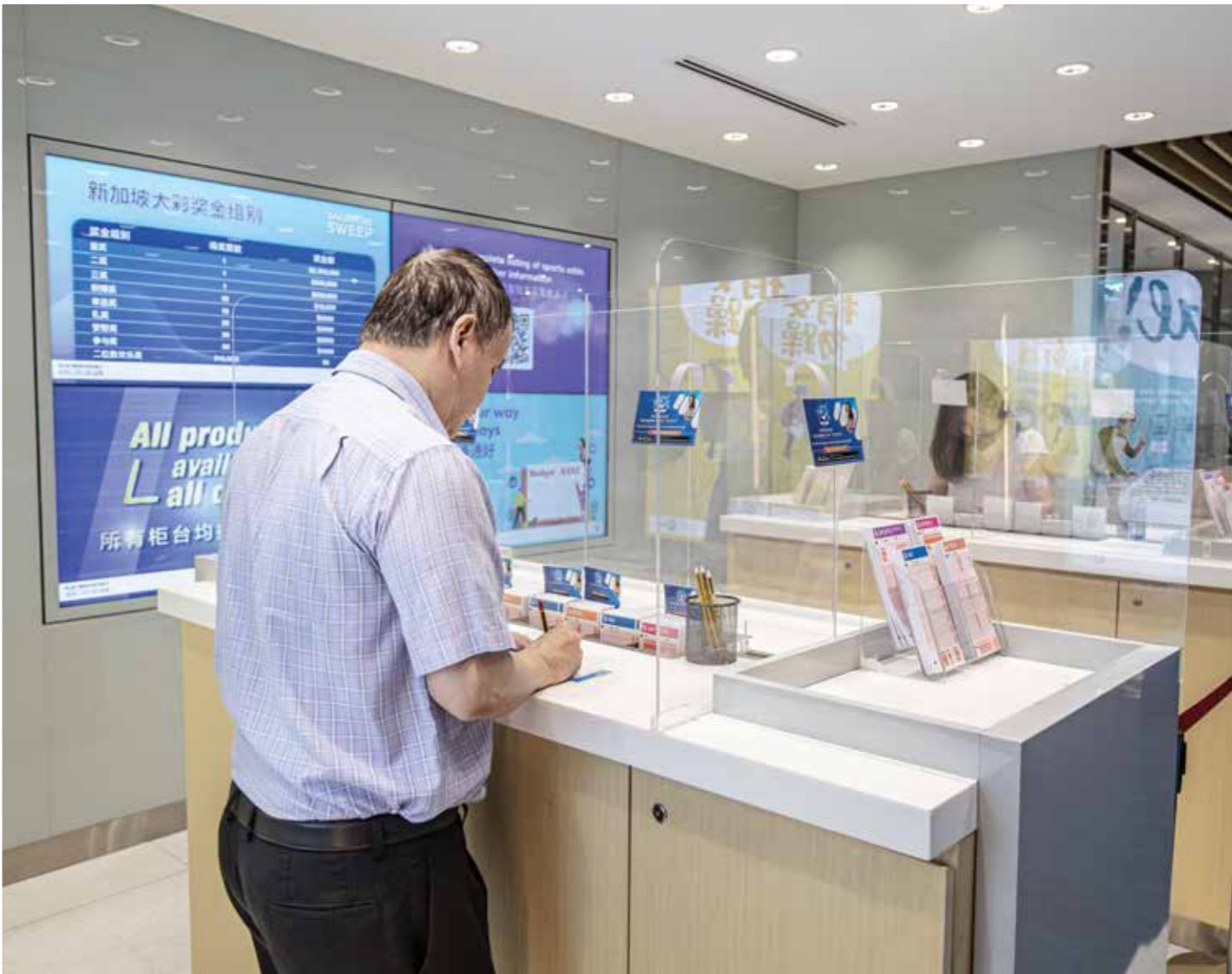
Besides implementing the SMM required of any retail business, we have voluntarily reduced our TOTO jackpot size to actively discourage customer turnout. More staff are deployed to our outlets to ensure safe distancing among customers.

As at June 2021, prevailing capacity limits continue to apply at our live betting venues.

Overall, Singapore Pools has managed to resume operations safely with our SMM in place. We encourage our customers, particularly those who are more susceptible to the virus, to place bets from home using our online account service instead.

# Innovating to Stay Ahead

To provide a safe space for those who wish to have a little flutter, we continue to innovate in areas of customer care, product offerings and channel services while being mindful of our social responsibility to the community.





## Rejuvenating Retail Operations

- On the retail front, we are undergoing a system overhaul. Unified Betting Terminals will be rolled out progressively across all outlets by 2021.
- Plans to streamline our wagering-focused Off-course Betting Centres and sports-focused Livewire outlets have been initiated. Our China Square venue now offers both live sports and wagering services. We will explore opportunities for other outlets going forward.
- We continue to digitalise our outlets, launching the revamped Tanjong Pagar outlet in December 2020. We have introduced refreshed retail concepts, supported by a new digital retail betting service. Customers can now utilise the eBetslip app at Funan and Tanjong Pagar branches, doing away with queues or paper bet slips.

## Going Digital

- Across both retail and remote channels, we have enabled e-payment options for customers, in line with the national drive towards electronic payment modes. We have upgraded our account bank link service and are looking to implement transfers with the use of PayNow and QR codes.

## Product Updates

- In our continuous bid to combat illegal gambling, we launched five new leagues. Apart from making available a total of 1,800 more events, we also provided more opportunities for customers by offering up to 67% of our events for “live” betting.
- To promote Singapore Racing overseas, we started the broadcast to three new markets, namely, Turkey, Italy and the Netherlands.



# Transforming Through Digitalisation

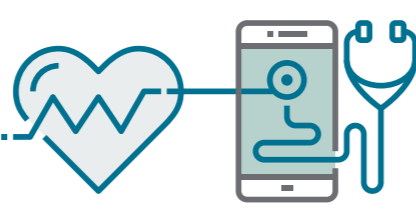
When working from home (WFH) suddenly became the norm during Circuit Breaker in 2020, we were prepared. Having embarked on digitalisation years before, and having implemented O365 early, transitioning to WFH went smoothly. Our staff continued to embrace technology as an enabler, successfully implementing various projects to enhance customer experience as well as improve staff productivity and engagement.

Enhancing Work Processes



- **SAP SuccessFactors, the Cloud-based Human Capital Management System, was launched on 4 Feb 2021**
  - Allow access to employee-related information and tasks such as leave application, submission of claims and approval of these requests via mobile in real-time and on-the-go
  - Aligned to the Best People agenda to make Singapore Pools a Great Place to Work in
- **Implemented K2 workflow tool**
  - Automates manual processes for an additional 10 processes to go paperless and improve productivity

Promoting Health and Wellness



- **Wellness Dollars**
  - For use on health-related benefits, such as personal insurance, health screening, health supplements and other wellness-related products and services
- **Telemedicine**
  - Employees enjoy convenience and ease of access to medical advice via video calls on smart devices
- **Traditional Chinese Medicine**
  - Provides a more holistic coverage for employees

Recognition of Our Efforts



01 SkillsFuture Employer Award 2020

Singapore Pools was awarded the SkillsFuture Employer Award 2020 on 17 July 2020 in recognition of our efforts in employee skills development and support for SkillsFuture efforts. This award is a testament to our organisation's efforts in building a lifelong learning culture in our workplace and contribution to the national SkillsFuture movement.

Engaging Our People



- **First virtual townhall on 21 May 2020, and quarterly through the year**
  - Attended by 300 employees
- **First virtual Annual Appreciation Dinner on 8 Dec 2020**
  - Attended by 600 employees, families and guests
- **Supported Staff Development through e-Learning**
  - Completed more than 2,000 programmes, garnering over 5,200 hours of learning between April and May during Circuit Breaker period

Keeping Staff Safe



- **3-in-1 SafeEntry Thermal Scanner**
  - Combines facial recognition with temperature measurement and SafeEntry registration for ease of entry at Singapore Pools Building

Staff Engagement



- **Garnered a 99% response rate and engagement score of 83%**
- **Positive response of 85% towards company's COVID-19 response**

02 Human Resources Director Asia Employer of Choice

We received the Human Resources Director Asia Employer of Choice Award 2020 on 12 August 2020. The award recognises employers who boast high employee engagement scores and low turnover rates, as well as best-in-class practices in recruiting, engaging and retaining employees. Some of these practices include career progression, diversity and inclusion, access to technology and resources, work-life balance, employee health and well-being, and recruitment.

03 Community Chest Awards

On 11 December 2020, Singapore Pools was awarded both the SHARE (Silver) and Community Spirit (Gold) awards in recognition of the continuous strong support by Singapore Pools and our employees for charities supported by the Community Chest (ComChest).

Singapore Pools has been a supporter of the SHARE Programme since 1987. Despite economic uncertainties this year, our employees contributed more than \$36,000 to the SHARE programme through monthly salary contributions. Singapore Pools matched their donations dollar-for-dollar. During the pandemic, our staff volunteers and the organisation also extended help to ComChest beneficiaries.



