

# Staying Ahead of the Game



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SingaporePoolsInTheCommunity

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Annual Report 2021/22

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## At a Glance



Revenue

**\$10.1 Billion**



Staff Strength

**Close to 1,000**



Surplus to Tote Board

**\$464 Million**



Volunteering Hours  
Completed by Staff

**> 8,200**



Betting Duties & Taxes

**\$2.1 Billion**



Staff Volunteerism Rate

**55%**



# About Singapore Pools



Singapore Pools was established on 23 May 1968 to counter the turbulent and risky gambling scene of the 1960s and 70s, and channel its surplus funds to causes that benefit the community.

Gambling has always been present in society. Banning gambling would only 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 partake in a game of chance without becoming victims of unfair practices.

## Vision

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

## 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.

## Mission

To provide safe and trusted betting to counter illegal gambling.



### 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.





Singapore Pools continues to strive towards meeting the challenges of an ever-evolving and increasingly complicated gaming landscape brought about by technological changes. This has compelled us to innovate and stay on top of emerging gaming trends to remain effective in stemming leakages to illegal gambling operators, while upholding the highest regulatory standards and continuing to generate funds for society.



# CHAIRMAN'S MESSAGE

## Driven by Purpose and Mission

Since stepping into the role of Chairman of the Board of Directors at Singapore Pools on 1st July 2021, I have come to appreciate that Singapore Pools' role goes far beyond just providing lottery, horse wagering and sports betting services in Singapore. For more than five decades since 1968, we have been an integral component of a complex system to protect the people of Singapore by keeping gambling free from criminal influence, minimising the harm from gambling excesses and generating surpluses for the benefit of society. This involves Singapore Pools having to work closely with the regulators, self-help groups and other non-profit institutions.

Today, Singapore Pools continues to strive towards meeting the challenges of an ever-evolving and increasingly complicated gaming landscape brought about by technological changes. This has compelled us to innovate and stay on top of emerging gaming trends to remain effective in stemming leakages to illegal gambling operators, while upholding the highest regulatory standards and continuing to generate funds for society.

The recent pandemic coupled with advancements in technology has fast-tracked digital adoption across many aspects of life. Whilst this has enabled Singapore Pools to adopt greater digitalisation across its business operations to better meet customer expectations, technology has unfortunately also allowed illegals to reach out directly to more. In a world that is increasingly digitalised, Singapore Pools aims to remain relevant and continues in its efforts

to digitalise operations under the SP2025 Strategic Plan led by the Transformation Program Office in collaboration with operating units. On the human capital front, we invest heavily in People Development and take a long-term view that people are the soul and passion of the organisation with deep intrinsic knowledge. I am confident that this combination of investments in talent and technology will be the success formula of Singapore Pools for years to come.

Singapore Pools has also continued to push ahead on its ESG journey. Our contribution to social and community causes is built into the business model where close to one-third of our revenue benefits Singaporeans through duties and taxes and funding for good causes. Over the years, surpluses have gone towards funding many iconic projects across Singapore. Singapore Pools has also taken steps towards a more sustainable future by incorporating green initiatives and reducing use of paper betslips through online transactions. Operating in a highly regulated industry, managing risk, operational resilience and compliance are central to Singapore Pools' business and our operations are compliant with the highest governance standards as certified by the World Lottery Association.

## Supporting Singapore Through Challenges and Uncertainties

While the worst of the COVID-19 pandemic appears to be over, we anticipate that inflationary pressures, global economic slowdown and climate change will have an adverse impact on

many of our communities. Singapore Pools will continue to extend a helping hand as we have done for the past 54 years by channelling collections so that every dollar received, net of operating costs, will benefit the community.

Beyond monetary giving, over the years, we have worked towards creating meaningful impact within the community by harnessing our assets and the passion of our people and partners. The Majestic Smart Seniors Applied Learning Centre, which was opened by President Halimah Yacob on 18 February 2022, was a meaningful example. A space was carved out of The Majestic Betting Centre solely for community use, and in collaboration with RSVP Singapore The Organisation of Senior Volunteers, the Centre is now a space where seniors can learn skills to cope with digitalisation. Over at My Buona Vista Place, we worked with the Buona Vista Citizens' Consultative Committee to turn it into a place where seniors can socialise and stay engaged. We also leveraged our reach into the heartlands by helping Temasek Foundation distribute mouth gargle to Singaporeans through our volunteers and branch network, accounting for over 50% of self-collections island wide from just 25 of our outlets.

Singapore Pools remains resolute in fulfilling its core mission and continues to stand by all Singaporeans in weathering storms though thick and thin for future decades to come, and I look forward to working alongside the Singapore Pools team to navigate the challenges and changes on the horizon.

**KAI S. NARGOLWALA**  
Chairman



# CEO'S MESSAGE



In FY 2021/22, we continued to pursue our SP2025 goals to further improve our governance, product strategy, digitalisation and innovation drive, and invest in upskilling and developing our employees so as to provide further value to our customers and for the community.



## FY2021/22 Performance

As Singapore, together with the rest of the world recovered gradually from the COVID-19 pandemic, Singapore Pools eased back to BAU (Business As Usual) while being mindful and vigilant of the safety of our customers and employees.

In fulfilling our mission of providing a legal and safe betting environment to prevent leakages from Singapore's economy to illegals, we achieved an annual revenue of \$10.1 billion in FY 2021/22. This result is reflective of the economic recovery post COVID-19, and a strong growth in sports and online betting. While classic lottery products and the terrestrial business remain significant, we have observed a strong trend towards online and new games.

In FY 2021/22, we continued to pursue our SP2025 goals to further improve our governance, product strategy, digitalisation and innovation drive, and invest in upskilling and developing our employees so as to provide further value to our customers and for the community. We rolled out customer-centric initiatives including a seamless online account sign-up process and additional e-payment modes to enhance the customer experience.

As part of our retail transformation, we now have seven digital branches and are in the process of adding more. At these branches, we implemented digital betting services where customers can place bets and transact on their own devices without having to queue.

We remain committed to lessen our carbon footprint on the environment. Some of our green initiatives include water and energy conservation efforts

at the Singapore Pools building. We have made a switch to using renewable energy sources by adopting electric vehicles and harnessing solar energy. We also encouraged customers at our branches to go paperless with the use of the eBetslip app.

## Benefitting the Community and Building Bonds

As a not-for-profit organisation that adheres strictly to industry regulations, a large portion of every dollar spent at Singapore Pools goes towards benefiting all Singaporeans. 22 percent of revenue goes towards betting duties & taxes, and 5 percent to Tote Board as funding for worthy causes. The remaining is made up of prizes payout (70 percent) and operating expenses (3 percent).

We do not just stop at monetary giving. In a year of transition and change, we held close to our mission of helping and uplifting the communities we serve. In addition to our contributions to Tote Board, we continued to reinvent our giving efforts by leveraging our assets and capital. With the support of like-minded partners, we were able to make a bigger impact.

The launch of the Majestic Smart Seniors Applied Learning Centre and reopening of My Buona Vista Place were examples of our collaboration with community organisations to avail our space and expertise to create a vibrant environment for seniors to remain active and engaged. In support of Temasek Foundation's nationwide distribution of mouth gargle to Singaporeans, Singapore Pools mobilised volunteers and set

up collection points at 25 branches in accessible locations. We also partnered with charities, social enterprises, educational institutes, government agencies and grassroots organisations in support of causes from sports, education, and the arts. Our long-established community programme saw a participation rate of 55 percent – our passionate employees helped to befriend the less fortunate in various meaningful ways. iShine Cloud, a charity established by Singapore Pools to provide IT infrastructure and expertise to the social sector, has 56 charities onboard and has attained Institute of Public Character (IPC) status.

## Looking Ahead

Looking ahead, we are cautiously optimistic given an uncertain economic situation and concerns over inflation and rising costs. We will have to look at more ways to improve our operations in order to manage our costs, so as to be able to give more back to the community. In addition, as the migration towards online and novel gaming offerings continues, we have to remain agile and adaptable to strike a balance between stemming illegal gaming leakages and being a responsible gaming operator.

I thank the Board for their guidance over the past year; our customers and partners for their trust and support; and to all employees for your dedication in staying true to our mission of being a safe and legal betting avenue while contributing to the community.

**LAM CHEE WENG**  
Chief Executive Officer







**OOI CHEE KAR**

**Board Director**  
**Non-Executive and Independent Director**

Board Committee(s):  
**Audit & Risk Committee (Chairman)**

Ms Ooi Chee Kar brings more than 30 years of professional experience in Singapore and the UK. Qualified as a UK chartered accountant, her experience has been broad-based, covering a wide range of industries from financial services to shipping and oil trade.

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

She is presently a non-executive director of AusGroup Limited, Singapore Eye Research Institute, Tokio Marine Life Insurance Singapore Ltd and Tokio Marine Insurance Singapore Ltd. She sits on the board of National Council of Social Services and is the chairman of its Audit Committee. She is also a member of the Audit Committee of Tote Board and an independent member of the Investor Committee of Mapletree US Logistics Private Trust.

Ms Ooi is a fellow of both the Institute of Chartered Accountants in England and Wales and the Institute of Singapore Chartered Accountants.



**CALVIN PHUA**

**Board Director**  
**Non-Executive and Independent Director**

Board Committee(s):  
**Remuneration & Nominating Committee (Member)**

Other appointment(s):  
**Technology Advisory Panel (Chairman)**

Mr Calvin Phua is the Deputy Secretary of the Ministry of Law. He is responsible for policies and initiatives to build a trusted and effective legal system in Singapore, strengthen Singapore's legal services and intellectual property hub, and optimise the use of State land and properties.

Mr Phua previously served in various agencies in the Public Service. At the Ministry of Transport, he drove efforts to strengthen the competitiveness of Singapore's aviation and maritime sports

at the Ministry of Culture, Community and Youth and Sport Singapore. He also served in the Ministry of Education and taught at two secondary schools. Outside the Public Service, he worked in financial services consulting in New York City, USA.

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



**POH MUI HOON**

**Board Director**  
**Non-Executive and Independent Director**

Board Committee(s):  
**Audit & Risk Committee (Member)**

Ms Poh Mui Hoon is an experienced board director, entrepreneur and corporate leader with more than 20 years of successful CEO experience across Asia in various sectors including fintech, e-commerce marketplaces, cloud and data centres. She speaks actively on various topics pertaining to boards and leadership.

Ms Poh's non-executive portfolio centres around digital transformation, live entertainment marketing platform, healthcare, technology, cybersecurity, risk and audit. She is currently Council Member of the Singapore Institute of Directors and chairs its Digital Committee. At Sistic.com, she is a board member and chairs the Audit and Finance Committee. She also sits on

the board of Singapore Eye Research Institute and is part of its Audit and Risk Committee.

Ms Poh is an entrepreneur and the co-founder of Esseplare Pte Ltd - a food technology platform company which seeks to create a vibrant gourmet food ecosystem. She is on the Research Investment panel of NTUitive, the Innovation Centre of NTU. She was conferred the Distinguished Alumni Achievement Award by the Institute of Systems Science, NUS in 2011. She is a fellow of both the Singapore Institute of Directors and Singapore Computer Society.



**GIAM CHIN TOON**

**Board Director**  
**Non-Executive and Independent Director**

Board Committee(s):  
**Remuneration & Nominating Committee (Member)**

Mr Giam Chin Toon S.C. has over 40 years of experience in law practice. He 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. He is also actively involved in arbitration, mediation and alternative dispute resolution and has served as arbitrator in many arbitrations, both domestic and international.

Mr Giam is a former President of the Law Society of Singapore (Law Society).

He played a key role in developing and growing its first pro bono scheme, the Criminal Legal Aid Scheme, where he served as Chairman from 1992 to 1999. He was also formerly the chairman of the Law Society's Inquiry Panel.

Mr Giam was among the first batch of Senior Counsels appointed in 1997 and was conferred the CC Tan Award by the Law Society in 2006. He currently holds directorships in the Singapore Mediation Centre and Bulavin International Pte Ltd.



**LEE KWOK CHEONG**

**Board Director**  
**Non-Executive and Independent Director**

Board Committee(s):  
**Audit & Risk Committee (Member)**

Mr Lee Kwok Cheong retired in 2019 after a 41-year career in IT and education, with 23 years in the role of CEO. He has been active in shaping Singapore's IT, education and talent landscape. He was adjunct faculty at NTU and SUSS for many years.

Mr Lee was the founder CEO of NCS Pte Ltd, which has grown to become Southeast Asia's largest IT services provider. He was also the founding President of the Singapore Association for Private Education, and the President of the Singapore Computer Society.

In recognition of his public service, Mr Lee was conferred two National Day Medals by the President of the Republic in 2010 and 2016. He was also conferred honorary doctorate degrees by RMIT University, University of London and University of Stirling.

Currently, Mr Lee sits on the board of an education company in Vietnam, a music ensemble and a mental health charity.



**FONG YONG KIAN**

**Board Director**  
**Non-Executive Director**

Mr Fong Yong Kian is 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 and the 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, he 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, Mr Fong 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.



**FLORENCE CHUA**

**Board Director**  
**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 also helps in the areas of corporate governance and strategic manpower planning and execution.

Ms Chua joined the Singapore Police Force in 1989, starting with the rank of Inspector of Police. After her stints with its Criminal Investigation Department's

Anti-Vice and Secret Society branches, she became the first woman to be appointed Head of Investigation at the Central Police Division.

In 2008, Ms Chua was appointed Director of Investigation at the Casino Regulatory Authority. She became the first female director of the Police Intelligence Department in 2015 and the first female Deputy Commissioner of Police (Investigation and Intelligence) cum Director of the Criminal Investigation Department in 2018.



**LAM CHEE WENG**

**Executive Director and**  
**Chief Executive Officer**

Mr Lam Chee Weng is the CEO of Singapore Pools. He was appointed to the Board on 1 May 2019.

From 2011 to 2017, Mr Lam was the Group CFO for Eu Yan Sang International Limited, a company that was previously listed on the mainboard of the Singapore Exchange. He also held similar regional finance roles with several multinational corporations.

Mr Lam started his career as an auditor by training with KPMG. A fellow member of ACCA, UK, he is a charter holder of CFA Institute, USA. He holds a Master of Business Administration from

RMIT University, Australia. His other professional memberships include Institute of Singapore Chartered Accountants, CPA Australia and Malaysia Institute of Accountants.

Mr Lam is presently a member of the World Lottery Association's Betting Integrity on Sports & Horse Racing Committee and an executive committee member of the Asia Pacific Lottery Association. He is also Co-Chairman of the Responsible Gaming Forum and sits on the Board of iShine Cloud Limited and Selegie Management Pte Ltd.



# Technology Advisory Panel



**CALVIN PHUA**  
Chairman

Mr Calvin Phua's profile can be found on page 11 under the section, Our Board of Directors.



**JOHN YONG**  
Member

Mr John Yong is a former Group Director of Infocomm Security Group, which is now known as GovTech (or Government Technology Agency) [and previously known as IDA (Infocomm Development Authority of Singapore)].

He is currently a board advisor or member of a number of 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 a cybersecurity think tank and a board member of the Singapore University of Technology and Design.

Mr Yong holds a Masters in Computer Science from the University of Salford in the UK. He is a seasoned infocomm security professional who has dedicated his 40-year career to this field, both in the public and private sectors. He started his career with the Ministry of Defence before joining the then National Computer Board to head its IT Security department. Thereafter, he moved to the private sector and worked for several multi national corporations in various management and consulting roles. Prior to joining IDA, he 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) Award and was honoured as one of the most outstanding Chief Security Officers in 2013. He was also conferred a Senior Fellow of Singapore Computer Society in 2016.



**CHUA AH LENG**  
Member

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

Prior to this appointment, he 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 included overseeing the entire ICT (Information Communication Technology) 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 over 45 years of experience, Mr Chua has held other key positions such as President and Chief Operating Officer (COO) of Stratech Systems Ltd, COO of Singapore Computer Systems, Chief Executive Officer of PrivyLink Pte Ltd, Chief Executive Officer of Frontline Services, and COO of FrontLine Technology.

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

Mr Chua sits on the board of TOFFS Technology, CL India and CL Dalian. He is a member of the Technology Advisory Panel of Tsao Foundation.



**HOWIE LAU**  
Member

Howie leads Corporate Development and Partnerships in NCS. He brings with him years of deep experience and thought leadership in the InfoCommunications and Technology (ICT) sector. Prior to joining NCS, he was the Assistant Chief Executive, Media & Innovation Group at Infocomm Media Development Authority (IMDA), which has oversight of developing the technology, telecommunications and media business in Singapore as well as technology capability development.

Prior to IMDA, Howie was the Chief Marketing Officer and Head of Consumer Business at StarHub, and Vice President of Corporate Development at Lenovo. He has more than 25 years of experience in corporate development, business leadership and marketing in Lenovo and IBM across Asia Pacific, China, India and Latin America. Howie serves on several advisory committees and boards, including the Governing Council of the Singapore Institute of Directors and board of Science Centre Singapore. He was recognised as IT Leader of the Year 2020 by Singapore Computer Society and received the Philip Kotler Marketing Excellence award in 2018.



**YING SHAO WEI**  
Member

Mr Ying Shaowei is a veteran data and analytics strategy expert and practitioner, who consults for large enterprises and start-ups. He is also the founder of DataSpark, a standalone AI and data start-up. 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 in Singapore, Australia and the rest of Southeast Asia.

Following DataSpark's integration into NCS Pte Ltd in 2021, Mr Ying has guided the start-up to new areas of growth, such as building AI-based solutions, and new geographies such as the Middle East. In April 2022, he was appointed as NCS' first ever Chief Scientist. In his new capacity, he helps shape and guide the company's longer-term technology strategy and innovation agenda.

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.

Mr Ying holds a Master of Business Administration from University of Pennsylvania - The Wharton School and Master of Engineering and Science degrees from Imperial College UK and NUS respectively.



# Our Management

- 1. **LAM CHEE WENG**  
Chief Executive Officer
- 2. **LI CHONG JIN**  
Chief Financial Officer
- 3. **EVELYN GOH**  
Senior Director, Singapore  
Pools Academy
- 4. **CHIN SAU HO**  
Senior Director,  
Community Partnerships &  
Communications
- 5. **YEO TECK GUAN**  
Chief Business Technology  
Officer
- 6. **JONATHAN LIM**  
Director, Transformation  
Program Office
- 7. **DEBBIE NG**  
Senior Director, People &  
Culture
- 8. **PAUL FONG**  
Director, Legal Counsel
- 9. **SIMON LEONG**  
Chief Product Officer
- 10. **NELSON TAN**  
Deputy Chief Business  
Technology Officer
- 11. **TAY BOON KHAI**  
Chief, Risk & Compliance
- 12. **LEEMON**  
Senior Director, Strategy &  
Analytics





# Giving Wings to Dream

With a little help, dreams can transform into concrete visions of what one can accomplish. For decades, Singapore Pools has worked to counter illegal gambling and channel funds into making a difference in the community. From championing sports to supporting the arts and nurturing community ties, our work has helped enhance the quality of life for all Singaporeans and enabled many to pursue their dreams.





# Giving Back is in Our DNA



As a fully-owned subsidiary of the Tote Board, which reports to the Ministry of Finance, our main role is to counter illegal gambling activities 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.



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

As a not-for-profit organisation, all our surpluses are channelled to the 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.

One of the ways we give back to society is by extending a helping hand to vulnerable groups. We have supported the Community Chest's SHARE programme since 1987. For helping the President's Challenge and raising close to \$7 million since 2007, we were conferred the President's Pinnacle Award in 2015. Driven by our strong belief in doing good for the community, we launched our community programme in 2003.

Singapore Pools is a fervent supporter of sports. At the inaugural TOTO draw held on 9 June 1968 at the Victoria Theatre, a total of \$280,000 in stake money was raised, with half being set aside as prizes for the draw. Singapore's top athletes – including weightlifter and Olympic silver medalist, Mr Tan Howe Liang, shuttler Mr Wong Peng Soon and swimmer Patricia Chan – drew the winning



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

numbers that day, putting a face to the government's move to introduce the only legalised form of public lottery in the country to get funding for sports.

Apart from helping to fund the construction of National Stadium to provide a venue for athletes to train, we also gave \$400,000 in grants to Singapore Sports Council (now known as Sport Singapore) when it began operations in 1971. We provided a \$4 million grant for a sports excellence programme, Spex 2000, with the government matching dollar for dollar in 1993.

Singapore Pools also supported highly anticipated events such as the National Day Parade, Chingay, Marina Bay Singapore Countdown and many others, which provide opportunities for the community to celebrate cultural diversity and strengthen ties.

We have also kept true to our mission to enhance the quality of life for Singaporeans through creating quality public spaces for everyone. These include the iconic Esplanade – Theatres on the Bay, Gardens by the Bay, Singapore Indoor Stadium and National Gallery Singapore.



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





# Creating a Positive Impact on the Community

Singapore Pools believes in joining hands with like-minded partners to make a difference in the lives of Singaporeans and to strive towards achieving positive outcomes for the community.

Through synergistic collaborations, we leverage our strengths to collectively multiply our impact across various domains.

## Opening of Majestic Smart Seniors Applied Learning Centre

Officially launched by President Halimah Yacob on 18 February 2022, the Majestic Smart Seniors Applied Learning Centre is a community project by Singapore Pools and RSVP Singapore The Organisation of Senior Volunteers. The centre seeks to provide seniors with a safe environment to pick up digital literacy skills at their own pace and apply them in their daily lives.



As part of our giving efforts, we have availed space at The Majestic Betting Centre for community use on a rent-free basis. Our staff have also volunteered their time at the centre by guiding seniors in their digital journey, forging inter-generational ties while bridging the digital divide.

## MoU with Singapore Polytechnic to Enhance Digital Transformation of Social Service Agencies

On 1 December 2021, a Memorandum of Understanding (MoU) was inked between Singapore Pools and Singapore Polytechnic to enhance the digital transformation efforts of social service agencies by providing them complimentary access to customised e-learning and training programmes. The aim is to support the upskilling of social service workers as well as to boost the sector's digital capabilities so that more resources can be channelled towards their beneficiaries.

Under the partnership, Singapore Pools is responsible for curating and providing a suite of online training programmes hosted on Singapore Polytechnic's e-learning platform, where the platform subscription fees are fully sponsored by Singapore Pools.



The programmes will focus on digital skills and innovation to help social service workers stay up-to-date with relevant software used for information sharing, data management and process automation.



## Launch of CampusImpact Room To Grow Project

The Singapore Pools – CampusImpact Room To Grow project was launched on 24 July 2021 in Yishun to provide expanded therapeutic and outreach services for children and their families.

Officiated by Associate Professor Muhammad Faishal Ibrahim, Minister of State for Home Affairs and National Development, and Adviser to Nee Soon GRC GROs, the Singapore Pools-sponsored extension serves to amplify CampusImpact's efforts to provide timely support to children through art therapy, dance and movement therapy, play therapy and animal-assisted interventions.

The extension also aims to foster collaborations with individuals, social service agencies and corporates who are keen to work with young people and their families.

## Renovation of My Buona Vista Place

Reopened on 4 September 2021 after undergoing a four-month renovation, My Buona Vista Place is a senior activity centre located at Commonwealth Drive.

A community project by Singapore Pools and Buona Vista Citizens' Consultative Committee (BVCCC), the centre was refurbished with new air-conditioners and enhanced safety features, providing a more vibrant and spacious environment for seniors to remain socially connected while picking up new skills and knowledge.

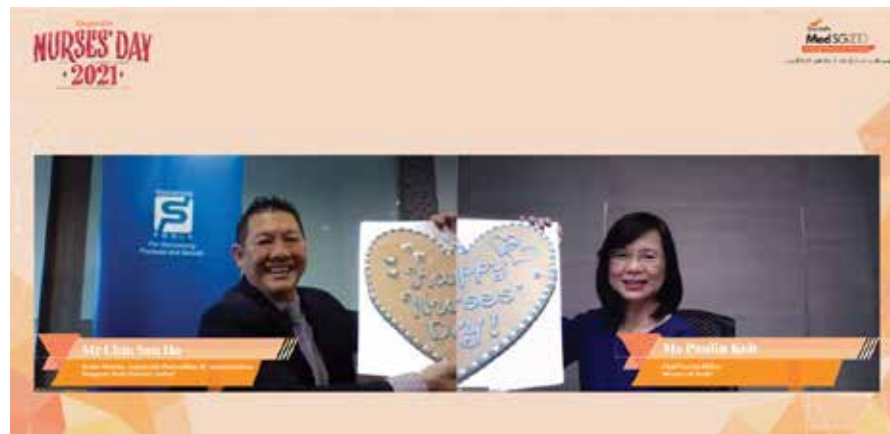


To make the communal space more inclusive and foster inter-generational bonds, the centre's second level has been converted into a dedicated study and recreational area for students and youths. Programmes are curated for both seniors and youths to come together to share skills and knowledge.

With the support from our staff volunteers, we are also working with BVCCC to organise events to keep the seniors engaged.







### Saying Thank You with Appreciation Packs for Nurses

In celebration of Nurses' Day, Singapore Pools partnered MOH Holdings to present more than 38,000 nurses in public healthcare, with an appreciation pack containing a breakfast voucher and a bag of cookies specially-baked by Metta Café.

At a SingHealth's virtual event held on 28 July 2021 to celebrate the occasion, Senior Director of Community Partnerships and Communications, Mr Chin Sau Ho, presented a symbolic 40 cm cookie to Ms Pauline Koh, Chief Nursing Officer from the Ministry of Health.

### Putting the Spotlight on Paralympians



To rally Singaporeans to cheer on Team Singapore Paralympians, we partnered with Reddentes Sports to bring the live broadcast of the Tokyo 2020 Paralympic Games to the nation. We also produced a series of short films to showcase the sporting journeys of our athletes, as well as their goals and aspirations for

the Games. To maximise viewership, the short films were broadcast digitally on Sport Singapore's social media platforms and Mediacorp's platforms during the Paralympics from 4 to 13 March 2022.



### Boosting Employability with SGUnited Traineeships Programme

The SGUnited Traineeships Programme was a national initiative to provide fresh graduates with traineeship opportunities to help them gain valuable work and industry experience and boost their employability in light of the eventual economic recovery from the COVID-19 impact.



We successfully converted 13 out of the 14 trainees from the first batch of this programme to full-time Singapore Pools employees in 2021. We continued to support the programme by welcoming eight new trainees and subsequently converting six of them to full-time employees in April 2022.

### Showcasing Charities' Merchandise at Selected Retail Outlets



Since August 2021, we have been supporting and assisting various charities by showcasing their merchandise at our Tanjong Pagar and Holland Drive outlets.

This initiative has helped our charity partners reach out to another group of audience and spread more awareness of their good causes, which is aligned with our aim of building an inclusive and caring community.

# Building a Strong Volunteerism Spirit

**Driven by a strong purpose of doing good for our community beyond providing funding, Singapore Pools inculcates a strong volunteerism spirit in our staff through our community programme.**

Despite the suspension of all face-to-face activities for most part of the year, our staff volunteers continued to make a difference in areas where their help was most needed.



### Key Statistics for FY2021/22:



**25** volunteering activities organised



**55%** staff volunteerism rate



**> 8,200** volunteering hours completed by 507 unique staff volunteers



## Major Volunteering Activities for FY2021/22



**Mouth Gargle Distribution at  
Singapore Pools Branches**

Singapore Pools supported Temasek Foundation in the nationwide mouth gargle distribution at 25 selected branches between 22 November and 12 December 2021.

More than 600 volunteers from Singapore Pools, Ministry of Finance, Accountant-General's Department, Inland Revenue Authority of Singapore, RSVP Singapore, Singapore Customs, Singapore Turf Club and Tote Board were involved. They clocked over 7,500 hours manning the collection booths while helping many seniors on the ground to register online for collection.

Nearly 75,000 households collected their mouth gargle at these branches, accounting for over 50% of self-collections islandwide.



**Delivering Meals to Vulnerable  
Seniors in Tanjong Pagar**



Meals for the Community Initiative is a joint project by Tanjong Pagar Community Club Management Committee and Singapore Pools. It aims to help vulnerable seniors living in the Tanjong Pagar area, as well as struggling hawkers at the Tanjong Pagar Plaza Market and Food Centre whose businesses were affected by the COVID-19 pandemic.

Over a six-month period starting from January 2022, 7,200 hot meals were delivered to seniors staying in the district. Alongside grassroots volunteers, our staff volunteers assisted with the packing and distribution of the meals.

**Helping  
At-Risk Youths**



Singapore Pools supported SportCares Foundation's Saturday Night Lights (SNL) football programme at Clementi Stadium from August 2021 to August 2022.

SNL takes at-risk youths off the streets on Saturday nights by providing them with formal football training and a community of support to develop their character and leadership.

Held at Clementi Stadium every first Saturday of the month, Singapore Pools' staff volunteers befriend the at-risk youths and join them in their football trainings.

**Distributing Textbooks to Children  
from Needy Families**



FairPrice Share-A-Textbook is an annual initiative since 1983, which promotes reusing and recycling, and encourages giving among Singaporeans by providing needy students with educational resources.

In support of this initiative, 25 of our staff volunteers assisted with the textbook distribution at Our Tampines Hub from 11 to 15 December 2021.



## Words of Appreciation from our Community Partners



We thank Singapore Pools for its invaluable partnership during the Temasek Foundation nationwide distribution of mouth gargle in November and December 2021. Singapore Pools went the extra mile by designing and setting up its own booths outside its branches and many of its staff volunteers were mobilized during this period to augment the distribution efforts. The daily relentless communications to ensure all 25 collection venues were sufficiently stocked and to manage all operational issues was amazing. Truly appreciate the team who executed this project brilliantly!



**Joanne Ng**  
Temasek Foundation



NTUC FairPrice extends our deepest appreciation to the Singapore Pools for volunteering at our annual signature community initiative - FairPrice Share-A-Textbook. Your participation has enabled us to reach out to lower-income families, promote the value of thrift and encourage Singaporeans to go green through the sharing of pre-loved textbooks. Thank you for the excellent teamwork and show of empathy. We look forward to your support in many more years to come.



**Karen Tan PBM**  
NTUC Fairprice Co-operative Ltd



Thank you, Singapore Pools, for being part of the SportCares journey. Your generous support over the years allow SportCares to continue to deliver and improve on our flagship youth development football programme, Saturday Night Lights. Beyond financial support, the time and effort that staff volunteers from Singapore Pools took to train with and befriend our youth in Clementi stadium encourages us to do better, both on and off the pitch, and progress together as a team. We look forward to doing more for our participants and the communities we serve, through our continued partnership to change lives.



**Shawn Lim**  
Sport Cares (Sport Singapore)



Our deepest appreciation to Singapore Pools and all its staff volunteers who turn up every week throughout our 'Meals for the Community' project which runs for an entire year. The project goes beyond distributing packed lunches from the Tanjong Pagar Plaza Food Centre to our seniors in Tanjong Pagar-Tiong Bahru Constituency. Singapore Pools also generously sponsored all the meals with the use of eco-friendly packaging. In doing so, it has helped us spread the sustainable living message into our community as well as support and educate all our hawkers at Tanjong Pagar Plaza Food Centre to innovate and explore alternative packaging for their takeaway orders. Singapore Pools and its volunteers truly put our community in their hearts, and this inspires and motivates me and my grassroots volunteers too. Thank you!



**Mr James Loo PBM**  
Tanjong Pagar Community Club  
Management Committee

### New Community Partners



## Helping Charities Go Digital Through iShine Cloud



To enhance the digital capabilities of the charity sector, iShine Cloud is a charity set up by Singapore Pools in 2017 to provide other charities with an integrated suite of charity-specific solutions via a secure cloud-based IT platform.

With iShine Cloud, charities can leverage our IT infrastructure and resources to improve their productivity, governance and efficiency. This enables them to focus on serving their beneficiaries.

For FY2021/22, iShine Cloud conducted 20 complimentary clinics for more than 300 professionals from the charity sector. It secured 24 new clients and provided 23 onboarding sessions for over 400 participants. As of 31 March 2022, it has a total of 56 charities and nearly 2,300 users onboard.



### An Institution of a Public Character (IPC)



Since January 2022, iShine Cloud has been recognised as an IPC by the Commissioner of Charities. The IPC status allows the charity to issue tax deduction receipts for qualifying donations received. With the IPC status, iShine Cloud aims to serve even more charities through digital enablement to improve the well-being of the community.

### iShine Cloud Annual Hosted Talk

Building stronger, sustainable and progressive charities is the heart of resilience. As one of the strong lines of defence in protecting the marginalised during uncertain times, charities must have the capacity to recover quickly and weather major, unforeseen disruptions such as the COVID-19 pandemic. With that in mind, iShine Cloud organised its fourth Hosted Talk (virtually), themed "Strengthening Charities' Resilience in Today's Digital Age", to share relevant insights that could help charities stay digitally and mentally resilient.

Attended by over 100 professionals from the charity sector, the webinar covered topics on how organisations could deal with digital burn-out and mental health issues. Guest speakers - Mr Anthony Wo, Cybersecurity Consultant of Netpoleon Solutions, and Dr Lee Cheng, Vice President of Singapore Association for Mental Health, presented on the various frameworks that charities could adopt to enhance workplace productivity amidst the pandemic.

Aside from the informative presentations, a new segment was added which saw Mr Quek Hong Choon and Mr Silas Tan, executive directors of SUN-DAC and Teen Challenge Singapore respectively join the panel moderator, Mr Nelson Tan, Singapore Pools' Deputy Chief Business Technology Officer, to discuss resilience-related topics and share their charities' best practices.

Building resilience in the charity sector has become more important than ever. iShine Cloud will continue to partner with technology providers to support charities in their digital transformation.





# Future-proof the Workforce Through Upskilling and Reskilling with Singapore Pools Academy



The Singapore Pools Academy continues to operationalise Singapore Pools' pledge to human capital development to future-proof its workforce and that of the underserved social service sector through learning interventions. The Academy leverages its trainers' ecosystem, including collaboration with higher learning institutes and in-house functional trainers, to curate a series of programmes to reinforce its Lighthouse Leadership Programmes, accelerate digital adoption through its Digital Suite and augment the innovation agenda with customised Design Thinking Workshops.



## Serving the Community Through Transformational Giving

The Academy complements Singapore Pools' community giving efforts by availing its learning assets to the social service sector: programmes and services that improve efficiency so that resources can be released to serve their beneficiaries better.

Following the success of the SgPools Academy-SP Connexion Programme for mid-career job-seekers under the SkillsFuture Singapore in 2020, Singapore Pools and Singapore Polytechnic inked a Memorandum of Understanding on 1 December 2021. The collaboration aimed to enhance the social sector's digital capabilities through complimentary access to customised e-learning and training programmes.

The Academy's Digital Suite houses the iLearn and iInnovate series, which are among the most sought-after learning assets by the social sector.

iLearn is a suite of video-based microlearning offered through the online portal with Singapore Polytechnic. The learning videos, developed by the Academy, equip learners with the



know-how to unleash the capabilities of Microsoft 365 Apps and apply them to everyday tasks that transform the traditional way of work towards greater productivity.

iInnovate is a one-day facilitator-led workshop that introduces learners to the process of building automated workflows intuitively with Power Automate. The workshop equips learners with the knowledge and skills to automate work processes, thereby unlocking time for more valuable and high-impact work relevant to their business outcomes.

Within three months of its launch on 31 March 2022, six charities (70 unique users) were onboarded for iLearn, and 57 learners from six charities attended iInnovate.

As part of the Digital Suite offerings, the Academy provided coaching to five charities for 11 business process automation and digitalisation projects. Our participants could apply the knowledge to real work process improvement projects covering finance, talent acquisition, performance appraisal, procurement, office maintenance, among others.

In addition, the Academy facilitated nine virtual sessions of user onboarding training for 98 iShine Cloud clients.



## Building Digital Competencies Within Singapore Pools

Digital savviness underpins Singapore Pools' drive for a high-performing, innovative workforce. To this end, notable initiatives that are undertaken by the Academy include:

- The launch of Frontliners-Go-Digital where over 330 frontline employees received basic digital skills training, empowering them to confidently navigate the digital world.
- The development of over 160 micro-learning videos to drive self-initiated learning among its employees via the iLearn series. During the year, more than 16,000 digital learning seats were offered, with frontliners accounting for 80% of enrolment.
- The launch of the iInnovate Workshops to drive innovation and encourage employees to embrace digital transformation. 43 employees participated, and they have since applied the knowledge to build smart automated workflows such as the COVID-19 Tracking App, Cash Shortage App, Task Tracking App, Corporate Card Booking App – all of which have contributed to greater productivity and efficiency.



# Making Change Count

It is a continuous balancing act to avail gambling legally and foster a healthy attitude towards safer gaming. From holding ourselves to the highest standards to regular internal training to spreading awareness through education, we act on our commitment to promote safer play. By channelling surpluses to doing good, we make every cent count.





# Our Games and Channels

## Our Products



**TOTO**

6 out of 49 lotto game



**SPORTS**

Football and motor racing betting



**4D**

4-digit lottery game



**HORSE RACING**

Horse racing betting



**SINGAPORE SWEEP**

7-digit sweepstakes game



## Our Channels



### Terrestrial

**80** Branches

**4** Livewire venues

**9** Off-Course Betting Centres and Racecourse Betting Centre

**>200** Authorised Retailers

### Remote

**Bet online** using Singapore Pools Account

# Our Commitment to Safer Play



## Creating a 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:



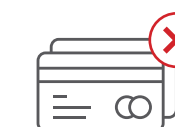
### No betting by U-18

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.



### Providing a safe betting environment

No alcohol and smoking allowed at our live betting venues.



### No betting on credit

We do not allow betting on credit.



### 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

Singapore Pools is committed to be a world-class responsible gaming company. We uphold our professional conduct and business behaviour 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 provide a safer play environment for all.

We design and communicate our products in a manner that does not promote excessive and irresponsible play. We have low minimum bet amounts and offer a conservative range of sports bets. We firmly believe in delivering responsible and good customer service. We proactively educate our customers to bet responsibly and how to seek help should they need it.

### 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



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



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



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



## Achieving the Highest Level of Accreditations

Singapore Pools has been certified by the World Lottery Association (WLA) for achieving Level 4 of the WLA Responsible Gaming Framework (RGF), the highest level of certification granted by its Independent Assessment Panel. We are one of just eight operators in the Asia-Pacific region to have achieved Level 4 certification. We attained this certification for the third time in 2019, after identifying and implementing improvements made under the 10 programme elements of the Level 4 WLA RGF. We value this certification as it affirms our commitment to integrating Responsible Gaming principles into our day-to-day operations. Previously, we received this certification in 2012 and 2015.

In December 2021, we successfully transitioned to the highest security standard, Level 2, for the WLA Security Control Standard: 2020. We are the first lottery operator in Asia to obtain this certification, which is a seal of quality for our outstanding security control and risk management performance.



## Regular Staff and Retailer Training

We ensure all staff and retailers are inculcated with Singapore Pools' Safer Play philosophy starting with their orientation. As frontline personnel interact with our customers and play a key role in identifying and combating problem gambling, they are trained to apply values on Safer Play when dealing with our customers.

All staff and retailers are required to attend the compulsory Annual Refresher Training on Responsible Gaming which 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.

To ensure all new staff promote responsible gambling measures and respond appropriately while dealing with customers in the course of their work, they will undergo the mandatory Appropriate Response Training for Responsible Gaming (ART) within six months of commencing work. This four-hour programme is designed to help new staff gain knowledge and understanding on areas such as:

- Signs and harms associated with problem gambling;
- Assisting and communicating to customers who display signs of gambling related issues;
- Dealing with difficult situations involving gambling related issues; and
- Procedures for disseminating materials on Safer Play, help services for problem gambling and gambling related issues.

ART attendees are required to pass a test at the end of the training session. During FY2021/22, seven runs of ART were organised for over 250 new employees.

## Raising Awareness of Responsible Gambling



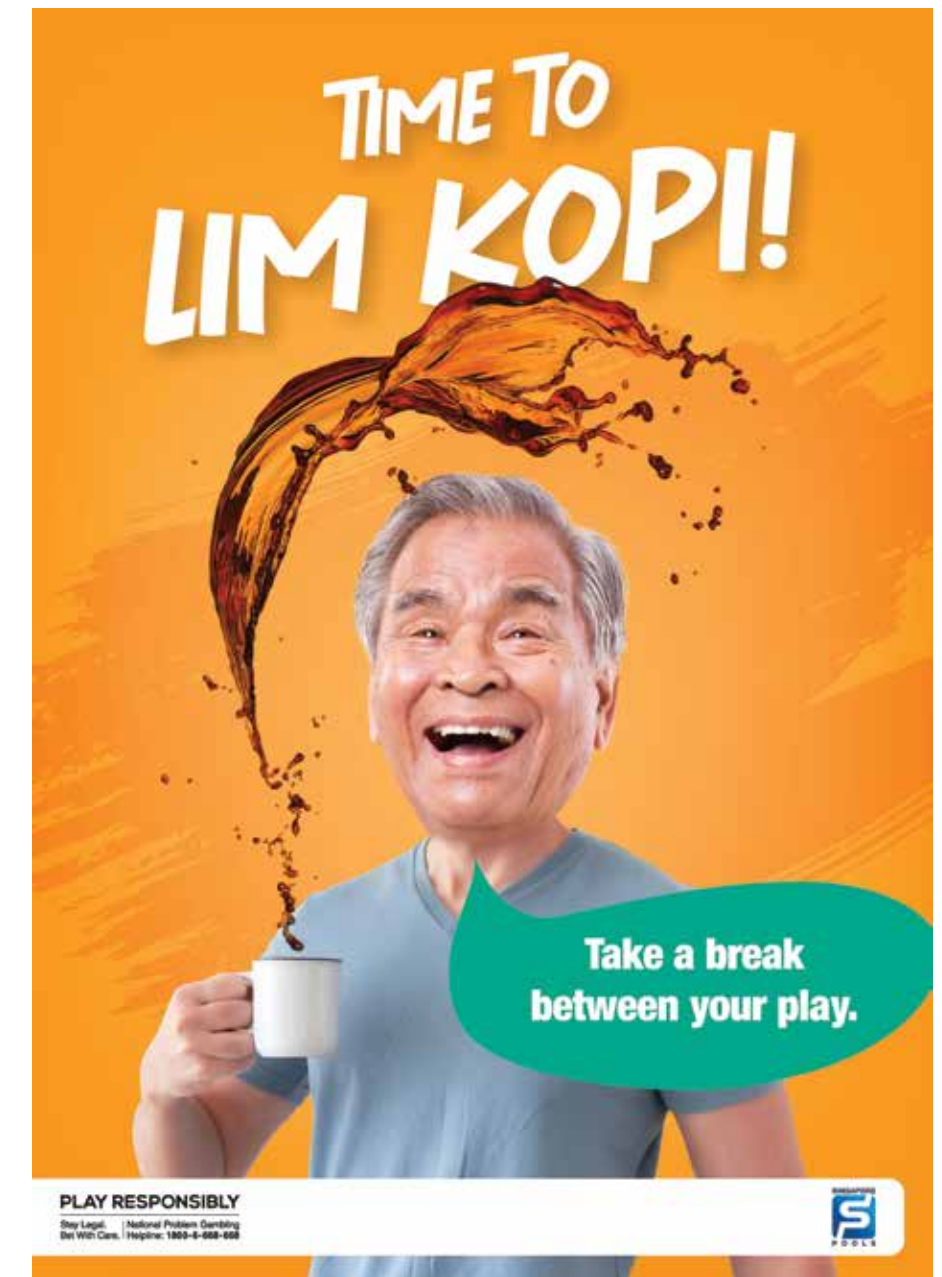
From 26 November to 5 December 2021, Singapore Pools participated in the Responsible Gambling Awareness Week to advocate responsible play. The event was organised by Responsible Gambling Forum, a committee set up by the Ministry of Social and Family Development in 2013. The theme for this event - 'Have you got the full picture? Play Safe, Play Smart' - educated patrons on the signs of problem gambling and provided tips on responsible play.

For the first time since the start of the pandemic, a small-scale physical outreach programme was conducted at six Singapore Pools outlets to promote safer play. Our customers were engaged through fun, interactive digital games and a quiz, designed to increase their understanding of Responsible Gaming.

## Refreshing our Safer Play Collaterals

We refresh our safer play collaterals regularly as part of customer education to create awareness and remind them on responsible play. Designed in-house, this latest set of collaterals carried four messages, namely:

- "Heng Ah! - I have set my limits." - This reminds our customers to play within their means.
- "Can Play! - But know your odds of winning." - This reminds our customers to check the odds before placing their bets.
- "Time to Lim Kopi! - Take a break between your play." - This reminds our customers to balance gambling with other activities and not let gambling interfere with their personal relationships with the people they care about.
- "Mai Paiseh! - If you are unsure, ask for help." - This reminds our customers of the importance of understanding the rules of the games to avoid making costly mistakes.

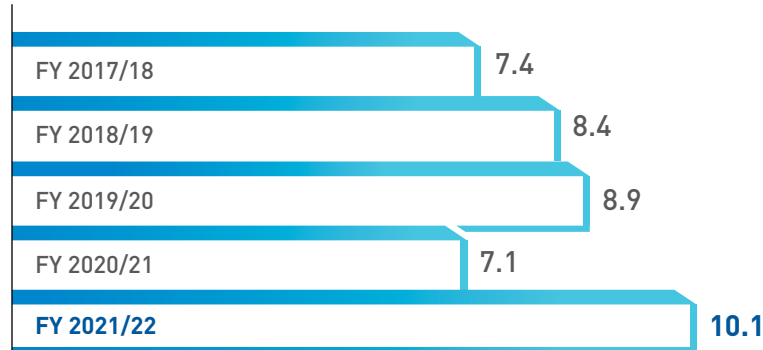




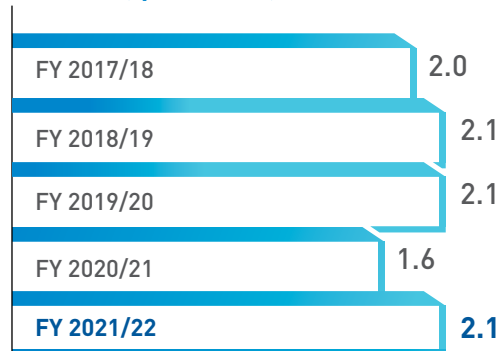
# Creating Value for Singapore



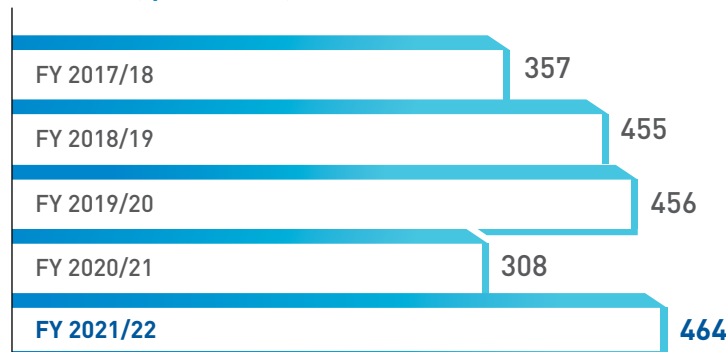
Revenue  
(\$ Billion)



Betting Duties & Taxes  
(\$ Billion)



Surplus to Tote Board  
(\$ Million)



## Financial Highlights

**FY2021/22 saw a healthy recovery in our revenue across all products despite another year of disruption inflicted by the COVID-19 pandemic. Hitting a record high of \$10.1 billion, our revenue surpassed the \$8.9 billion level recorded in FY2019/20.**

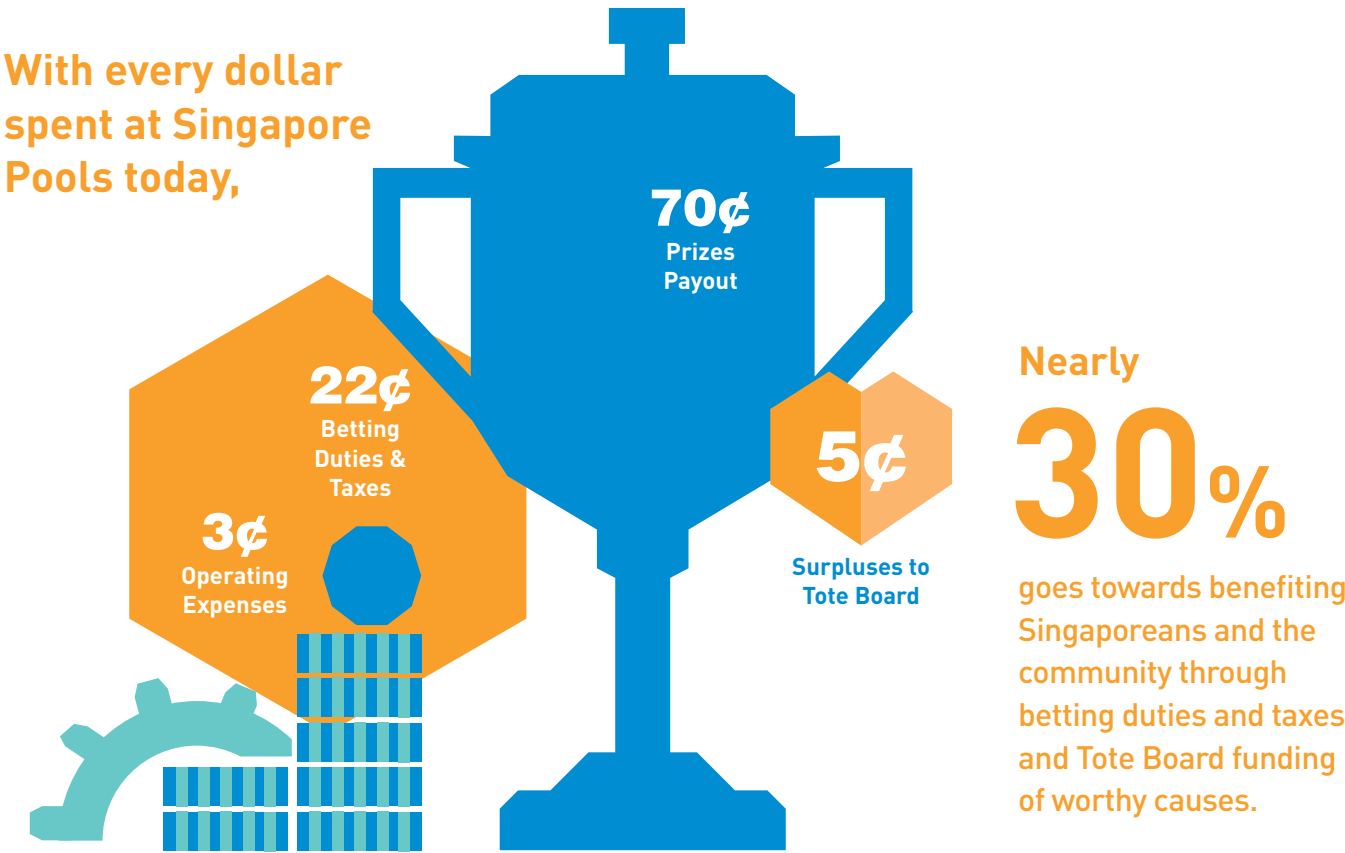
Sports betting was the key contributor as five new soccer leagues, from South America, were added. An increase in the number of football events that were previously deferred due to the global pandemic in 2020, notably the UEFA Euro 2020, also led to the higher revenue. While lottery revenue (TOTO, 4D and Singapore Sweep) rebounded to pre-pandemic levels, horse betting revenue remained below pre-pandemic levels due mainly to the enforcement of safe management measures.

Betting duties and taxes amounted to \$2.1 billion in FY2021/22, returning to the same levels before the COVID-19 pandemic took place.

Surplus to Tote Board for FY2021/22 was higher at \$464 million, as compared to \$456 million in FY2019/20, due to increased revenue and lower operating expenses.

## Where Every Dollar Spent with Singapore Pools Goes

With every dollar spent at Singapore Pools, approximately 70% goes to prizes payout. 22% contributes to betting duties and taxes and we keep our operating expenses low at 3%. All our surpluses are channelled to Tote Board for funding of worthy causes.





Environment

Advancing  
Our  
Green Goals

At Singapore Pools, going green has become our way of life. Our focus on sustainability begins from within the organisation. By transforming our building and the way we work, we lead by example to drive home the message that everyone can play a part in reducing our carbon footprint.





# Playing Our Part for the Environment

**Singapore Pools is an environmentally responsible organisation. We are committed to limiting our impact on the environment by optimising our business processes and use of resources.**

In 2013, we received a BCA Green Mark GoldPLUS Award for the Singapore Pools Building and also became one of the pioneer organisations in Singapore to achieve the Singapore Standard SS 564 Green Data Centres (SS 564). In 2015, we passed the SS 564 surveillance audit by demonstrating improvements in energy efficiency.

Green Up! was launched in 2016 as our initiative to put into action our commitment to go green. Led by a team comprising staff from various business functions, the Green Up! Committee

focuses on areas where our efforts can have the greatest impact and champions company-wide initiatives such as attaining national standards in environmentally-sound practices, reducing our carbon footprint across our retail network and headquarters as well as promoting staff education. This has led to our Eco-Office certification in 2017 and Eco-Office Plus (Champion) certification in 2020, both awarded by the Singapore Environment Council.



## Key Green Initiatives Implemented in FY2021/22

We purchased two electric vans (EVs) in November 2021 as part of a pilot programme to decrease oil consumption, reduce carbon emissions and save costs. Through this pilot programme, we hope to better understand any operational challenges and weigh the costs and benefits of our green initiatives, with the ultimate goal of replacing our full fleet of vehicles with EVs in the future.

In March 2022, we completed the installation of a new solar panel system comprising nearly 130 modules on the rooftop of our building. This project is aligned with the national push towards using renewable energy to supplement electricity supply. It will enable us to understand Photo-voltaic (PV) technology, and the operations and safety of the system. The energy generated by the system is currently used to power some of our common facilities such as lifts and lightings. With the emergence of new related technologies, we will explore scaling up the deployment and use of PV technology in the future.





Striving for Excellence

# Securing Our Digital Future

Staying one step ahead is key to helping us meet our goals. Our ongoing digital transformation journey helps us improve the customer experience without compromising cybersecurity. This helps to reduce running costs, which in turn translates to more funds being channelled to strengthen community and shape growth in Singapore.





# 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)**  
Chief Financial Officer

**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. Wong Chun Fye**  
Finance

**9. Allan Tay**  
Technology Architecture & Policy

**10. Lee How Sheng**  
Procurement

**11. Jenny Siew**  
People & Culture

**12. Alan Soon**  
Channels

**13. Darren How**  
Customer Experience

**14. Eric Loh**  
Product Planning & Development

**15. Angie Ng**  
Trading Operations

**16. Wong Yuan Jun**  
Customer & Channels Insights & Analytics

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

**18. Nelson Tan**  
Business Technology

**19. Kristine Tan**  
Business Operations





# Driving Digital Transformation

Technology plays an important role in our daily lives and it is the same for Singapore Pools. In our digital transformation journey, we focus on these five themes:



## Capability Development

Ensuring that projects are delivered in tandem with our strategy



## Promoting Innovation

Considering technologies that can be relevant to us in the future through proof-of-concepts and driving an innovation culture from ground up



## Digitalisation

Re-engineering of processes



## Sustainability

Driving more green initiatives



## Governance

Ensuring high quality of project implementation and proper review



## Key Digital Transformation Projects in FY2021/22

In November 2021, we completed the installation of about 1,300 new Unified Betting Terminals (UBT) at our authorised retail outlets. A custom-built terminal, the UBT served to consolidate sales of all games (lottery, sports and horse betting) into a single user-friendly terminal and replace obsolete hardware and software, leading to lower maintenance and repair costs.

We rolled out phase 1 of ePayment in May 2021 to bring greater convenience to customers in terms of payment options and prize claims. Leveraging the national infrastructure such as PayNow, FAST, MEPS and other bank wallets as permitted under the banking regulations, ePayment enhances the customer experience and reduces the service gap between us and illegal operators in terms of payment options. We anticipate savings in annual bank charges arising from the implementation of ePayment.

To future-proof our people with new skillsets, we equipped over 330 service frontliners with devices pre-installed with productivity apps and provided data access to help them improve their productivity and engagement with customers. Online training on use of devices and apps was facilitated by Singapore Pools Academy.

We piloted Workspace One in December 2021 to enhance our cybersecurity risk controls, strengthen our data loss prevention measures as well as improve user experience in terms of convenience and security.

We also adopted the Digital Document System in May 2021 which enhances document search and retrieval electronically and allowed us to repurpose 540 square feet of storage space.

With the shift towards remote working, we replaced manual contract signing with third parties with e-Signature in January 2022, saving time and reducing the amount of paper used.

## Innovation Challenge 2021



On 3 November 2021, we launched the inaugural Innovation Challenge with the objectives of encouraging ground-up innovation ideas, strengthening the concept of experimental learning and aligning innovation with our vision.

At the kick-off session, Chief Business Technology Officer, Mr Yeo Teck Guan, joined a panel of distinguished speakers from various industries to talk about innovation. These speakers are seasoned innovators such as Mr Howie Lau; member of our Technology Advisory Panel, Mr Glen Francis; Chief Technology Officer of SPH, Mr Alan Goh; Assistant Chief Executive of Integrated Health Information Systems and Ms Siew Yim Cheng; Group Chief Digital Officer of ComfortDelGro Corporation.

On 7 December 2021, a total of 15 teams took part in the Challenge and pitched their ideas to the judges comprising our senior management. Eight teams were shortlisted to progress to the prototyping stage and the final demo day on 19 January 2022. They presented their prototypes and innovation journey to the judges at the finals.



Eventually, the team that addressed how prize winners who are Singapore Pools Account holders could be encouraged to make donations emerged as the overall winner. The first runner up team took on the challenge of educating retail customers at our outlets so that they have sufficient product knowledge for safer play while the second runner up team addressed the redesigning of our Mobile App to provide a better overall user experience for our retail and account customers.



# Pressing Ahead with Retail Transformation

In FY2021/22, we enabled digital retail betting services and refreshed the retail concept at five more branches.

Our latest Digital Branches are Holland Drive, Ang Mo Kio N2, Hougang N1, Gek Poh and Bukit Batok Central. Customers can now place retail bets using their own devices at these branches without having to queue.

Across all branches, customers can opt for a greener option to paper bet slips. They can formulate bets using the eBetSlip app and let staff scan the QR code generated on their device to submit their bet.

Singapore Pools will continue to drive the adoption of self-service betting modes across our retail network.



# Ensuring Our Account Services Keep up with the Times

In line with the nationwide e-payment adoption, we have upgraded our bank link service for Account customers.

Account customers who have signed up for the bank link service can now perform on-demand deposits and withdrawals. We have worked with the three major local banks to provide this service, supported by a seamless bank link setup process.

The bank link service has since become the preferred funds transfer mode, allowing us to phase out the outdated scratchcard deposit mode.

Ahead of World Cup 2022, we will strengthen our competitive position against illegal operators by tapping into PayNow to facilitate funds transfers.



# Progressing the Best People Agenda



People are our most valued asset. Despite the evolving operating landscape and challenges posed by the pandemic, we continued to care for our people.

achieved through standardisations in areas such as compensation and benefits, which were benchmarked against market practices to ensure competitiveness.

comprised of work essentials for use while working in the office, at home or on the go.

- Employees were kept up-to-date on key organisational updates through quarterly digital Townhalls, attended by about 350 employees per session from work locations island wide.
- To support nursing mothers returning to work, a Moms@Work room was created at our headquarters to provide additional amenities and a more conducive environment.
- Our second virtual Dinner & Dance was held on 14 December 2021, with the theme, "Home Together". It was attended by over 600 employees, their families, and guests.

## Progressive Workforce Development

To ensure business operations stability and talent mobility, about 100 part-timers were offered full-time positions. Another 1,000 part-timers were migrated to employment agencies, providing them with more competitive benefits and flexibility in work arrangements.

## Great Place to Work

As ways of working shifted dramatically with the pandemic, our employees remained resilient, adapting to new processes and modes of collaboration.

Committed to an employee experience of open communication, recognition, appreciation, and care, following are some highlights of FY21/22:

- To kick-start the new year, more than 900 Welcome 2022 packs were distributed to employees. Each pack

## Renewal of Collective Agreement for 2022 to 2025

We renewed our Collective Agreement (CA) with the Singapore Manual & Mercantile Workers' Union for another three years from 2022 to 2025.

This followed the CA signed in 2019, which was especially significant as it marked the harmonisation of two CAs which have co-existed since 2004. With the harmonisation, efficiencies were





# Accolades for Our Efforts

We are honoured to be recognised for making a difference and these awards motivate us to keep doing better.

## The 15th Singapore HR Awards 19 November 2021



At the prestigious 15th Singapore HR Awards, which recognised and celebrated the agility and resilience of organisations amidst the pandemic, Singapore Pools bagged these titles:

- **Employee Engagement**  
Silver Award (Highest award in category for 2021)
- **Digital Transformation**  
Bronze Award
- **Learning & Development**  
Bronze Award



## Singapore Computer Society Enterprise Architecture (SCS EA) Awards 2021 19 November 2021

The SCS EA Awards aims to recognise organisations that have successfully established Enterprise Architecture as a culture in driving business transformation, key technology adoption and resource optimisation across business units to fulfil corporate strategic objectives.



Singapore Pools received the Outstanding Award in Digital Transformation and Innovation presented by Mr Leong Der Yao, Assistant Chief Executive (Sectoral Transformation), Infocomm Media Development Authority at Amara Singapore.

## Corporate Treasurer (CT) Awards 2021 November 2021

We are proud to be amongst the 10 winners under the Best Treasury & Finance Strategies in the Asia-Pacific category of the CT Awards.

Our winning strategy highlighted our digital transformation with the assistance of DBS to enhance operational efficiency, reduce overheads and digitise payments and collection for betting account management and prize winning disbursement.

## Community Chest Awards 2021 19 October 2021

We are honoured to be conferred the Charity Silver Award by Community Chest (ComChest) for our contributions towards the social service sector to care for the less fortunate in the community.



Chief Executive Officer Lam Chee Weng received the award at the virtual ComChest Awards ceremony attended by President Halimah Yacob and Mr Masagos Zulkifi, Minister for Social and Family Development.

## Singapore Children's Society (SCS) Annual Awards 30 October 2021



Singapore Pools is the proud recipient of the Gold Awards for 2020 and 2021 given out in appreciation of our continued support towards SCS. Singapore Pools remains committed to support SCS in its journey to help children-in-need overcome challenges and chart a brighter future.