

Community at the Heart of All We Do



Annual Report 2022/23

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Making a Positive Impact

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About Singapore Pools

Who we are

Singapore Pools was set up in 1968 to counter illegal gambling and provide a legal, safe and trusted avenue for people to place bets. Over the years, we have evolved to keep our games relevant while creating a secure and responsible gaming environment for all.

We are a fully-owned subsidiary of Tote Board, which reports to the Ministry of Finance. Gambling will always exist, and Singapore Pools exists to serve the public good by diverting demand away from illegal gambling operators, and channelling funds towards causes that uplift the lives of Singaporeans.



Vision
A world-class socially responsible gaming company trusted by customers and valued by the community.

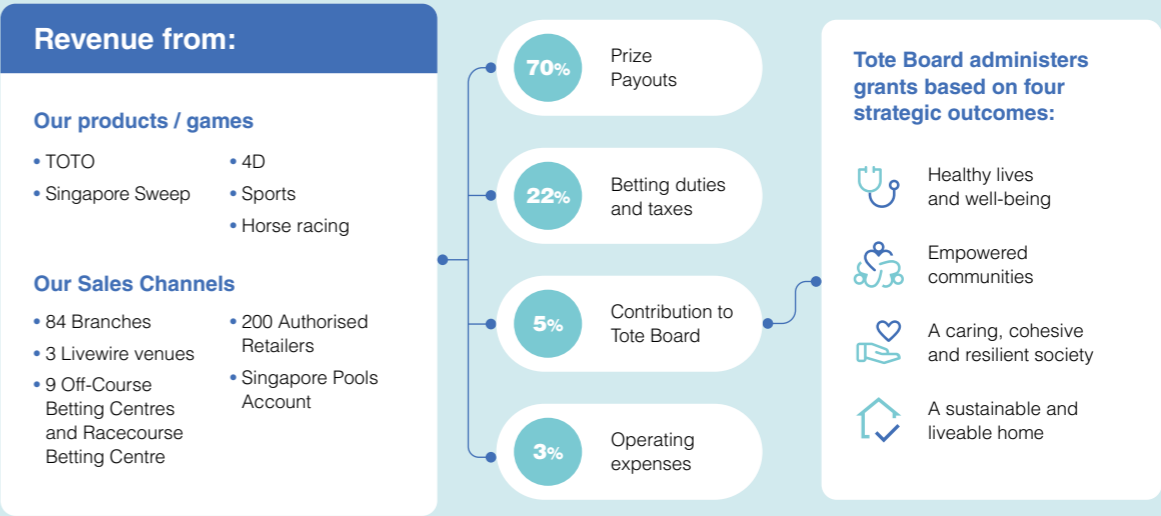


Mission
We provide safe and trusted betting to counter illegal gambling.

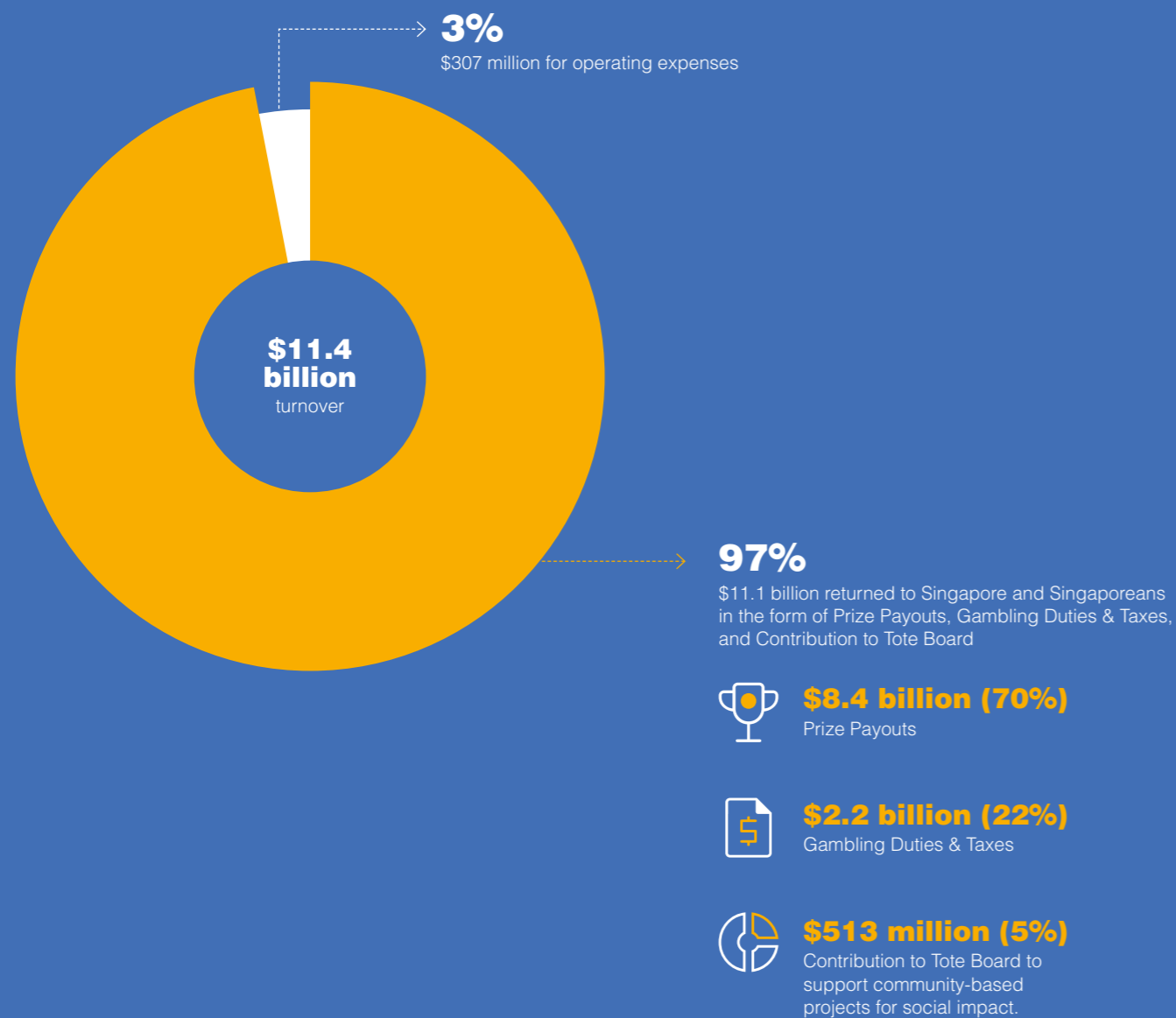


- Values**
- Respect:** We embrace diversity and treat everyone with respect and dignity.
 - Integrity:** We mean and do what we say.
 - Innovation:** We challenge our assumptions and adopt better ideas to drive performance.
 - Customer Care:** We care for our customers.
 - Community:** We uplift the community through active engagement and collaboration with our beneficiaries and partners.
 - One Organisation:** We act as one organisation guided by a common purpose.

How we operate



2022/2023 Performance Highlights



Positive impact on People and Planet

Significant milestones in 2022/2023



Workplace Mental Wellness Programme

Cognisant of the impact of the pandemic on mental health, Singapore Pools launched its first dedicated workplace mental wellness programme on 27 September 2022 at the Townhall.

Through the programme, employees had access to mental health resources for Self-Care, Group Care and Private Care.

Enhanced Singapore Pools Account sign-up experience through the use of Singpass/ Myinfo which eased the registration and verification process for customers.

MAY
2022

Mega iShine Festival 2022

In commemoration of Singapore Pools' 54th Anniversary, a two week long volunteering festival was held from 17-28 May.

Over 150 staff volunteers participated in 26 activities organised with 16 community partners across Singapore.



SEP
2022

NOV
2022

Green Up! Week

Green Up! week was held to encourage and inculcate sustainability practices within our employees. Held at the Singapore Pools building, activities included an upcycling contest, a green bazaar and talks on environmental sustainability.



Football with a Heart

A record \$1.05 million raised with Tote Board matching a dollar for every dollar donated. All proceeds were channeled to six beneficiaries – FAS Cares, Filos Community Services Ltd, GreenSG Collab Ltd, Heartware Network, iShine Cloud Limited and SportCares.

The seventh edition of the executive football fundraising charity tournament is co-organised by Singapore Pools, Football Association of Singapore (FAS) and Sport Singapore (SportSG) and reinforces the strong commitment of Singapore's companies to use sports as a force for social good.

NOV
2022

NOV /
DEC
2022

2022 World Cup Campaign

As World Cup fever hit Singapore, Singapore Pools stepped up our efforts to divert gambling demand from illegals. Our outlets were decked in football theme with extended operating hours and activities. Singapore Pools also supported community screenings of matches around Singapore.



Opening of Innovation Hub

OMGxLab, Singapore Pools' Innovation Hub opened, serving as a space for multi-functional teams to innovate and collaborate on initiatives and prototypes.

FEB
2023

Chairman's Message

Since the founding of Singapore Pools in 1968, we have come a long way.

From day one, the purpose of our organisation was not for profit, but to benefit Singapore and Singaporeans by channelling gambling monies to raise much needed funds for infrastructure and facilities like the National Stadium, the Esplanade, the National Gallery and Gardens by the Bay which has helped to bring Singaporeans together and deepened our national identity through community events, sports and the arts.

Today, we continue the legacy to provide a legal, safe and trusted avenue for people to place bets and we are part of a collective effort with the Tote Board, Ministry of Finance, Ministry of Home Affairs and Ministry of Social and Family Development to counter illegal gambling activities and to mitigate social harms from gambling. We celebrated our 55th anniversary in May 2023, and it was an opportune time for us to look back at how far we've come, and where we want to get to.



The core of what we do

Creating positive social impact is at the core of what we do at Singapore Pools. Over the years, we have consistently supported the community and different charities under our Capital for Purpose strategy. In this uncertain macroeconomic environment, our unrelenting commitment to advancing social good is especially crucial, with inflation disproportionately affecting low and middle-income households.

This is precisely why our community giving efforts need to continue encompassing a wide range of causes, including education, healthcare, sports, and social services. We have collaborated with various charitable organisations and community partners to provide financial assistance, infrastructure support, and resources to those in need. One highlight was the 7th edition of our annual fundraiser, Football with a Heart, where we raised a record amount of \$1,051,000 for six charity organisations, which we could not have achieved without the support of 50 sponsors and partners. Football with a Heart 2022 saw close to 500 participants, including parliamentarians, local celebrities, ex-national football players, as well as 40 corporate teams, gathered for a morning of football fun for charity causes.

As Singapore's only legal lottery operator, we believe that responsible gaming extends beyond complying with policies and regulations. In our efforts to uphold the highest standards of business conduct, we achieved Level 4 re-certification, the highest global level of the World Lottery Association's Responsible Gaming Framework in December 2022. On top of that, we also established the Safer Play Committee, which develops a comprehensive Responsible Gambling Programme that is aligned with the latest regulatory obligations.

At the same time, we strive to offer tools to help our customers manage their play responsibly such as setting monthly limits to their deposits and expenditure, keeping track of their expenses, and reminding them when they exhibit riskier behaviour.

We created a monitoring and risk profiling tool called "My Gaming Profile", which categorises players based on their risk propensity to problem gambling as exhibited through their online betting behaviour. It provides tailored reminders and nudges to our players to create awareness and encourage safer gambling habits. This initiative has won us recognition from our industry peers, clinching the Best Flagship Responsible Gaming Award (Level 4) by the World Lottery Association.

In an increasingly digital world, the benefits of quick and easy connectivity are at our fingertips. However, along with increased digital adoption comes the threat of wider access to illegal online gambling products and services. The presence of illegal operators has become more insidious as they are online, on phones and devices to reach out directly to the underaged and vulnerable. In addition, the gamification of gambling products on their apps has increased the risks to those prone to addiction. In order to manage and mitigate these risks, we are committed to digitalise our operations and bolster our offerings to provide a safer alternative that will deter Singaporeans from turning to illegal platforms. We will continue to invest in talent and technology in our drive to be an effective counter to illegal operators.

Where we want to be

For over the past five decades, our purpose remains unchanged: to provide those who wager a safe and trusted means to do so, and channel surplus generated to uplift the community. As we reach our next milestone anniversaries in the years to come, we are resolute in our commitment to operate in a safe and responsible manner, promote safer gaming practices, give back to the community, and ultimately, remain a pillar of strength and force for good for Singapore.

Kai S. Nargolwala
Chairman

CEO's Message

Owing to the lingering effects of the pandemic, rising interest rates and inflation, as well as the changing geopolitical landscape, the business environment in 2022 and early 2023 continued to be mired in uncertainty. Amidst this challenging operating environment, it is crucial for businesses across all sectors to have in place a strategy that supports sustainable growth and builds resilience that can help to withstand different economic circumstances.

Singapore Pools is no different – we've had to keep abreast of the evolving landscape and stay attuned to the needs of our stakeholders. With inflation and the rising cost of living, we will need to continue playing an integral role in pooling together resources to support the community.



FY2022/23 at a glance

In line with our vision and mission, we are a company that is shaped not by the numbers we bring in, but by the amount we give back to society. Every year, 97% of Singapore Pools' revenue goes towards benefitting Singaporeans and the community in the form of prize payouts, through betting duties and taxes, as well as contributions to Tote Board for funding of worthy causes.

As Singapore's only legal lottery operator, Singapore Pools recorded \$11.4 billion in revenue for FY 2022/23, of which \$11.1 billion or 97%, was returned to Singapore and Singaporeans in the form of prize money, gambling duties and taxes, and contributions to Tote Board.

In line with global trends following the resurgence of activities due to the return to pre-pandemic normalcy, international sporting events such as FIFA World Cup 2022 and popular leagues like the English Premier League drove strong interest in sports betting.

We remained focused and agile in our mission to counter illegal operators and to provide those who wager with a safe and trusted gambling environment. With the rising rate of digital adoption, we strengthened the Singapore Pools App with responsible gambling measures and enhanced e-payment options for customer convenience. Operating expenses registered an increase due to operations resuming to pre-pandemic levels as well as inflationary pressures but remained within expectations. We continued to stay true to and build on our mission to work collaboratively with stakeholders to effectively counter illegal gambling and stem the flow of monies to illegal operators.

years reflects a strong culture of sharing and giving, and we have contributed and supported various charities and social organisations to uplift the vulnerable and needy. In FY2022/23, we celebrated the efforts of front-liners in caring for our communities during the COVID-19 pandemic, by distributing 43,000 Kopitiam cards to nurses nationwide, and encouraging members of the public to share their appreciation for nursing professionals on our community screens at the digital outlets.

Building a sense of community at work is equally important to us. With the pandemic impacting mental health globally and in Singapore, we launched our first dedicated employee mental wellness programme, destigmatising the topic of mental health and providing support for our employees to build the muscles for mental fitness. Through an interactive mobile app, employees can access a range of mental health resources for self-care, group care and private care. The leadership team is also committed to strong communication and feedback loops with the aim of creating the best possible outcomes for both the organisation and employee experience. We will also continue to provide support and resources to enable a culture of continuous learning and collaboration to empower our teams in their roles and to drive innovation and process improvements.

With the need for the world to decarbonise and switch to cleaner energy alternatives, we are committed to progressing our environmental initiatives. We are in the process of retrofitting our building infrastructure at our head office to improve our resource efficiency. As part of our efforts in supporting the country's transition to net-zero, we continue to look forward to growing and working with stakeholders as we collectively contribute to the Sustainable Development Goals.

Putting communities first

We continued to contribute to the local community through meaningful ways, actively collaborating with our partners to make impactful differences in the lives of our beneficiaries. Our employee volunteerism rate of 56% over the past three

Staying relevant in a digital world

In order to keep in step with the rapidly evolving digital world, we understand the importance of continuously driving our digitalisation and innovation efforts. In recent years, we have embarked on a retail transformation journey to refurbish our branches by integrating modern and digital branch designs that will provide a more seamless experience for customers and optimise operating efficiency.

Our goal to provide a safe and seamless experience also carried through to our online presence. We implemented Myinfo and Identiface as a new onboarding option for our customers who wish to register with us. This initiative strengthened the registration process for Singapore Pools Account users by leveraging Singpass, significantly reducing the time needed to complete the Know-Your-Customers (KYC) process and risk of impersonation through the use of this technology.

We are also taking an innovative approach towards future-proofing our digital infrastructure. In February 2023, we launched the Singapore Pools Innovation Hub, OMGxLab, which serves as a space for multi-functional teams to innovate and collaborate on initiatives and prototypes.

Looking ahead

With our 55th anniversary taking place in 2023, we are well-positioned to celebrate how far we have come and it is timely for us to take stock of where we are now as an organisation, what we stand for and where we want to be. In the year ahead, we will continue to build on our close connections with the community, and are already looking at ways we can expand our role starting with an initiative to convert a 15,000-square feet retail space for social service agencies to use on a rent-free basis.

While we continue to evolve to respond to the ever-changing needs of our customers and stakeholders while staying true to our mission, one thing remains for certain: we are, at the very core, a company that supports society by giving back. To do that, we will need to improve our operations, manage our costs, and remain nimble in the face of changing trends.

Lam Chee Weng
CEO

Awards and accolades



SHARE Bronze Award

November 2022

Singapore Pools received the SHARE Bronze Award from Community Chest. In 2021, 57% of our staff contributed \$32,350 to the SHARE programme through monthly contributions.

Top Corporate Volunteer Award

December 2022

We are honoured to be conferred the Top Corporate Volunteer Award by AMKFSC Community Services Ltd.

Over the past year, monthly activities have been organised to engage COMNET Centre's seniors, including befriending and interaction with beneficiaries through craft works, festive celebrations and excursions.



Singapore Cancer Society Relay for Life

March 2023

Singapore Pools was recognised for our continuous support at the 2023 Relay for Life.

As an organisation, we have actively partnered with Singapore Cancer Society to support their sale of charity draw tickets at our retail network in addition to supporting their fundraisers.

Process Excellence Network (PEX)

September 2022

The Business Technology – Strategy Pillar team (TPO) was recognised as one of the “Top 10 Business Transformation Teams that made an impact on their organisations”. This recognition is a testament to our team's innovative approach to leveraging low-code development platforms and driving digitalisation within our organisation.



CX Asia Excellence Awards

November 2022

We are proud to be conferred the Gold for Best Use of CX Technology Award. This esteemed award recognises the highest level of achievement in customer experience and is a testament to our unparalleled dedication to providing exceptional customer experiences.

World Lottery Association Level 4 Certification

2022

Singapore Pools achieved the re-certification of the highest global level of the World Lottery Association's Responsible Gaming Framework certification (Level 4).



World Lottery Association Best Flagship

Responsible Gaming Award

2022

We were honoured to receive the Best Flagship Responsible Gaming Award for WLA Level 4 members for our 2022 submission “My Gaming Profile - Nudging Players Towards Safer Play”.

Board of Directors



Kai S. Nargolwala
Chairman
Non-Executive and Independent Director

Board Committee(s):
Leadership Development & Compensation Committee (Chairman)
Nominating Committee (Chairman)

Mr Kai S. Nargolwala is the Chairman of the Board of Singapore Pools (Private) Limited. He also serves on the Board of PSA International Pte Ltd and chairs the Boards of 65 Equity Partners Pte Ltd and Pentagreen Capital Pte Ltd.

The career of Kai spanned several decades in the financial services industry in the UK, USA and Asia. At various times 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.

Kai previously served on the Boards of several listed companies including Credit Suisse Group AG, Prudential plc, Standard Chartered plc, Singapore Telecommunications Limited and Tate & Lyle plc. He was the Founding Chairman

of Clifford Capital Holdings, a company guaranteed by the Singapore Government. He was also the former Chairman of Prudential Corporation Asia Limited and Duke-NUS Medical School Governing Board. Additionally, he served as a Board member of the Casino Regulatory Authority of Singapore and was a member of Visa International's Asia Pacific Advisory Board.

Kai 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.

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



Calvin Phua
Board Director
Non-Executive and Independent Director

Board Committee(s):
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 at various agencies in the Public Service. At the Ministry of Transport, he drove efforts to strengthen the competitiveness of Singapore's aviation and maritime hubs.

He championed Singapore sport at the Ministry of Culture, Community and Youth and Sport Singapore. He also served at 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 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.



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 long and successful CEO experience across Asia in various sectors including Fintech, Ecommerce 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 (SID) and chairs its board Digital Transformation Committee. At Sistic.com, she is board member and chairs the Audit and Finance

Committee. She was also recently appointed to the Board of Singapore Eye Research Institute (SERI) and is part of its Audit and Risk Committee.

She is also an entrepreneur and co-founder of Esseplere Pte Ltd - a food technology platform company which seeks to create a vibrant gourmet food ecosystem.

Ms Poh is on the Research Investment panel of NTUitive, Innovation Centre of NTU. Ms Poh was also conferred the Distinguished Alumni Achievement Award by the Institute of Systems Science, NUS. She is both a Fellow of the Singapore Institute of Directors as well as a Fellow of the Singapore Computer Society.



Lee Kwok Cheong

Board Director
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 in CEO role. He has been active in shaping Singapore's IT, education and talents landscape. He was adjunct faculty at Nanyang Technological University and Singapore University of Social Sciences for many years.

He was the founder CEO of NCS Pte Ltd, which grew to be Southeast Asia's largest IT services provider. Mr Lee was also the founding President of the Singapore Association for Private Education, the industry association. He was the President of the Singapore Computer Society, the IT professional society.

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

For his public services, Mr Lee was conferred two 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.

Currently, he is on the Board of an Australian University's Singapore branch, an education company in Vietnam, a government-owned gaming operator, a mental health charity, a music ensemble and the national association of social service agencies.



Giam Chin Toon

Board Director
Non-Executive and Independent Director

Mr Giam Chin Toon S.C. has over 50 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. A former

Board Committee(s):
Leadership Development & Compensation Committee (Member)

President Law Society of Singapore, Giam played a key role in developing and growing the Society's Criminal Legal Aid Scheme where he served as its Chairman. He was also formerly Chairman of the Law Society's Inquiry Panel. He was among the first batch of Senior Counsel appointed in 1997 and was conferred the CC Tan Award by the Law Society in 2006.

Mr Giam has held directorships (past and present) in public and private companies.



Neo Sing Hwee

Board Director
Non-Executive and Independent Director

Mr Neo Sing Hwee is a partner of the Ernst & Young Singapore Consulting Practice. He is currently the Global Client Service Partner of several large Temasek Portfolio Companies, Government & Public Service (GPS) accounts as well as private client accounts.

Mr Neo was the Managing Director of Mapletree Investments Pte Ltd from 2018 to 2020 where he headed the operation business process department, group information system & technology department, group risk management department, group internal audit department as well as group policy and delegation of authority.

For 9 years till 2018, Mr Neo Sing Hwee was a member of the EY Asean Partner Governance Council and led the Advisory (Risk) Internal Audit Practice in EY Singapore, Asean and Asia Pacific. Mr Neo has more than 25 years of experience in providing risk management, business process and

Board Committee(s):
Leadership Development & Compensation Committee (Member)

performance improvement, internal controls, and business advisory services to clients in various industries, including organisations in both public and private sectors.

Mr Neo worked closely and provided advice to Audit Committees of listed companies as well as organisations in the public sector on leading practices, insights as well as issues relating to corporate governance, risk management and processes and controls. Currently, he also sits on the Board of several government related charities and social organisations.

Mr Neo has led and continues to lead teams in the review and assessment of risks as well as performance of internal audits for Singapore listed companies, MNCs as well as organisations in the government and public sector including ministries and statutory boards.



Zhang Weiha

Board Director
Non-Executive and Independent Director

Mr Zhang Weiha is the Director of the Police Intelligence Department, Singapore Police Force (SPF). He oversees the collection, analysis and use of intelligence in support of SPF's mission to prevent, deter and detect crime.

Mr Zhang has held several key appointments including the Deputy Director of the Criminal Investigation Department, where

he oversaw investigations of major crime cases, and Commander of Ang Mo Kio Division, where he led a team of officers to ensure the safety and security of more than one million residents. He also served previously as Deputy Director of the Joint Operations Group at the Ministry of Home Affairs and Senior Assistant Director at the Ministry of Trade and Industry.



Wan Mei Kit

Board Director
Non-Executive and Independent Director

Ms Wan Mei Kit is an experienced professional in Audit, Risk Control, Governance and Compliance roles of leading international banks, with knowledge spanning across Asia Pacific.

Ms Wan is currently a Non-Executive Director and Chair of the Audit and Risk Committee and member of the Nomination Committee of Singapore Pools (Private) Limited and member of the Tote Board Audit and Risk Committee. She is also a Non-Executive Director and member of the Audit Committee, Business Risk Committee and Nomination and Remuneration Committee of Prudential Assurance Company Singapore. She serves on various non-profit organisations as Audit and Risk Committee member of the National Kidney Foundation in Singapore, Deputy Chair of the Advisory Committee on Oversight of the United Nations Entity for Gender Equality and the Empowerment of Women (United Nations

Board Committee(s):

Audit & Risk Committee (Chairman)
Nominating Committee (Member)

Women) in New York, and a Board member of Asia Philanthropic Ventures Pte Ltd.

Ms Wan began her career in audit with Cooper & Lybrand Public Accountants (now PricewaterhouseCoopers). Since then she has worked in various global financial institutions and held various regional head and leadership roles in the global audit, compliance and operational risk functions within Standard Chartered Bank Singapore from 1989 to 2015. Her most recent corporate role was the Regional Head of Audit, ASEAN at Standard Chartered Bank Singapore.

Ms Wan is a fellow member of the Institute of Singapore Chartered Accountants (ISCA) and a Fellow of the Association of Chartered Certified Accountants (UK). She is a member of the Singapore Institute of Director and a Graduate of the Australian Institute of Company Directors.



Florence Chua

Board Director
Non-Executive and Independent Director
(Until 4 August 2022)

Ms Florence Chua is the Deputy Commissioner of Police (Investigation and Intelligence). Ms Chua adds expertise to the Board of Singapore Pools in the areas of operations, enforcement and in countering illegal gambling. Ms Chua's 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 stints with the CID's Anti-Vice and Secret Society branches, she was the first woman to be appointed as Head of Investigation at the Central Police Division. In 2008, she became the Director of Investigation at the Casino Regulatory Authority. In 2015, Ms Chua was appointed as the first female Director of the Police Intelligence Department, and in 2018 she became the first female Deputy Commissioner of Police (Investigation and Intelligence) -cum- Director Criminal Investigation Department.



Fong Yong Kian

Board Director
Non-Executive
(Until 30 June 2023)

Mr Fong Yong Kian has served as 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, and a Director of Singapore Pools (Private) Limited.



Lam Chee Weng

Executive Director and
Chief Executive Officer

Mr Lam Chee Weng is the Chief Executive Officer of Singapore Pools and was appointed to the Board on 1 May 2019.

A seasoned finance professional with more than 30 years of work experience, he joined Singapore Pools in June 2017 as Chief Financial Officer. He has vast commercial experience working in public-listed companies and multinational companies with coverage across Asia Pacific. Notably he served as the Group Chief Financial Officer for Eu Yan Sang International Limited, a company previously listed on the Mainboard of the Singapore Exchange. An auditor by training, he started his finance career with KPMG in 1992 and holds professional qualifications with CA Singapore, ACCA UK, CPA Australia, CA Malaysia, and CFA Institute USA. In addition, he has an MBA from RMIT University, Australia and has completed the Advanced Management Program and International Directors Program with INSEAD.

Mr Lam is a Board Member of iShineCloud Pte Ltd (an Institution of a Public Character), Kallang Alive Sport Management and Selegie Management Pte Ltd. He serves as an EXCO member of the Asia Pacific Lottery Association (APLA) and committee member for United Lotteries for Integrity in Sports (ULIS), a non-profit organization that aims to protect the integrity of sports and prevent match-fixing. He is also a committee member of the Audit & Risk Chapter at the Singapore Institute of Directors. He was the Co-Chairman for the Responsible Gambling Forum (RGF) in Singapore from 2019 to 2023 where he spearheaded responsible gambling efforts within the gambling industry, particularly in Singapore Pools. He also sits on the Advisory Board of the Singapore Silent Heroes Awards which recognises ordinary, everyday Singaporeans for their extraordinary humanity and compassion towards people, causes and missions.



Chua Ah Leng

Member
Technology Advisory Panel

Mr Chua Ah Leng is the Group Chief Operating Officer of TOFFS Technologies. Prior to this appointment, he was 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 his appointment at Crimsonlogic, 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 and ACE of National Computer Systems.

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 Panel of experts in Singapore Corporate Enterprise. He is a member of the Technology Advisory committee of Singapore Children Society.



Howie Lau

Member
Technology Advisory Panel

Mr Howie Lau is Managing Partner of Corporate Development and Partnerships for NCS Group, with oversight of marketing, communications, partnerships, M&A, ESG and government relations. Prior to this, he was the Assistant Chief Executive of Infocomm Media Development Authority of Singapore, a government agency responsible for the technology, telco and media industries as well as Singapore's digital economy. He was previously

the Head of Consumer business and Chief Marketing Officer at StarHub, and Corporate Vice President of Corporate development at Lenovo. He serves on a number of boards and advisory committees and graduated from National University of Singapore. He has been recognised as IT Leader of the Year 2020 by Singapore Computer Society, and received the Philip Kotler Marketing Excellence Award 2018 and NUS Outstanding Alumni Award 2009.



John Yong

Member
Technology Advisory Panel

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.



Ying Shao Wei

Member
Technology Advisory Panel

Mr Ying Shaowei is the Chief Scientist of NCS Pte Ltd. In this role, he helps shape and guide the longer-term technology strategy and innovation agenda of Southeast Asia's leading technology services company. He also serves as the client technology advisor to NCS' strategic accounts.

A veteran data and analytics strategy expert and practitioner, he is also the founder of DataSpark, a Singapore-based AI and analytics start-up specializing in telecom data. Under his leadership, Mr Ying guided the start-up's expansion to Australia, Southeast Asia and 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 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.

Senior Management

1. Mr Lam Chee Weng
Chief Executive Officer

4. Mr Chin Sau Ho
Senior Director, Community
Partnerships & Communications

7. Mr Nelson Tan
Deputy Chief Business
Technology Officer

10. Ms Debbie Ng
Senior Director,
People & Culture

12. Mr Alan Soon
Senior Director, Channels

2. Ms Evelyn Goh
Senior Director, Singapore
Pools Academy

5. Mr Yeo Teck Guan
Chief Business
Technology Officer

8. Mr Simon Leong
Chief Product Officer

11. Mr Jonathan Lim
Director, Transformation
Program Office

13. Mr Tay Boon Khai
Chief, Risk & Compliance

3. Mr Leemon
Senior Director, Strategy
& Analytics

6. Mr Li Chong Jin
Chief Financial Officer

9. Mr Paul Fong
Director, Legal Counsel



Operations Committee

The Operations Committee comprises representatives who have daily operating responsibilities for their respective divisions. It has a reporting line to Senior Management, and its main responsibility is to direct and ensure that business and operational results are achieved in accordance to approved budgets and plans. The committee also reviews and resolves operational issues, and identifies opportunities for operational improvement.

1. Mr Simon Leong (Chairman)
Chief Product Officer

6. Ms Ang Hwee Hwee
Enterprise & Gaming Technology

2. Mr Eric Loh
Product Planning & Development

7. Mr Lee How Sheng
Procurement

3. Ms Lee Yuen Ping
Customer Service Management

8. Mr Mohd Norhelmy
Facilities Management

4. Ms Chia Leng Leng
Retail Operations

9. Mr Nelson Tan
Business Technology

5. Ms Kristine Tan
Business Operations

10. Ms Angie Ng
Trading Operations



11. Ms Gin Wong
Technology Architecture & Policy

15. Ms Christina Ong
Customer Experience

19. Mr Francis Tan
Community Partnerships

12. Ms Lee Sin Yee
Communications

16. Ms Lorraine Yeak
Compliance & IT Risk Management

20. Mr Edward Liu
Transformation Program Office

13. Mr Ivan Teo
Risk Management

17. Mr Steven Tan
Product Content

21. Ms Jenny Siew
People & Culture

14. Mr Wong Chun Fye
Finance

18. Ms Wong Yuan Jun
Customer & Channels Insights & Analytics



INNOVATION HUB

Accelerating digitalisation

Singapore Pools leverages technology and digitalisation to fulfil our mission of providing a safe and secure betting environment, so that we are able to channel funds to support the community.

In the last year, we implemented multiple digitalisation projects. One such project was to strengthen the registration process for Singapore Pools Account (SPA) by leveraging Singpass, which has significantly reduced the time needed to complete the Know-Your-Customers (KYC) process and lowered the risk of impersonation. We also introduced more e-payment options for Singapore Pools Account customers.

From January to October 2022, we made a slew of performance and enhancement upgrades in the ten months leading up to the 2022 World

Cup. Compared to the previous World Cup in 2018, our system has also been enhanced to support up to 25% more concurrent logins and more than two times the throughput of transactions.

Internally, Singapore Pools has focused on digitalising processes to keep up with advancements in technology, and at the same time improve productivity and efficiency. We piloted Facial Recognition (FR) at the Singapore Pools HQ lobby for staff, which was aimed at understanding the capabilities and limitations of FR technology. We also took the opportunity during our contact centre refresh to put our contact centre on cloud, thereby achieving agility as well as enabling our contact centre staff to be able to operate remotely if the need arises.





Colleagues and guests hosted at OMGxLab.

Transforming our outlets

With about 300 Branches, Authorised Retailers and Live Betting Venues islandwide, our outlets have become very much woven into the fabric of the community. Anchored by our strategic thrusts of business sustainability and continued customer relevance, we have embarked on a multi-year retail transformation journey since 2019.

Digital in-store services are being progressively introduced in outlets, completed by a thoughtful spatial design to deliver a delightful and engaging retail experience. Formal design standards have been established in an Outlet Spatial Design Blueprint to guide outlet refurbishment efforts. The refreshed outlet design concept strives to affirm our community purpose and contribute to an enduring brand affinity. While accessing our products and services, customers will get to appreciate our contributions to nation-building and participate in the initiatives we support.

Building a Culture of Innovation

In February 2023, we soft launched Singapore Pool's innovation hub, OMGxLab. The open house was a resounding success, providing an opportunity

for colleagues to engage with various showcases and explore the office spaces on Level 5. We enhanced the visitor experience by implementing an in-house event app that enabled seamless navigation and learning about the innovative initiatives showcased in OMGxLab.

A matrix team consisting of members from the Channels, Customer and Business Technology Divisions were assembled to form the Digital Factory. It aims to harness an agile, team-based work approach necessary for the remote business environment. Since its inception in 2022, the Digital Factory has undergone a full cycle of product strategising, feature ideation and customer validation towards delivery of a working prototype.

As Singapore Pools moves towards digitalisation, it is important that we stay vigilant and always ready to respond to cyber crisis. In February 2023, we conducted a cyber readiness tabletop exercise to allow members to appreciate the uncertainties of a cyber-crisis and know the immediate decisions that could be taken to mitigate business impacts.

Making a Positive Impact



Creating positive social impact is at the core of what we do at Singapore Pools. Singapore Pools counters illegal gambling operations by offering a safe and trusted avenue for betting, with safeguards in place for customers to bet responsibly. While many purchase our products and services for recreation, there is a need to provide safeguards so that customers do not play beyond their means.

In addition to our contributions to Tote Board to support worthwhile causes, Singapore Pools continues to support the community through sponsorships and other programmes. We actively engage with communities and collaborate with our partners to make a difference in the lives of beneficiaries.

1. Responsibility to our players

To uphold the ethos of responsible gaming, we continue to ensure that our business conduct and behaviours are conducted to the highest standards, creating a safe gambling experience where our customers feel protected.

We believe that responsible gaming is a shared duty between our company, regulators, and our customers. In FY2022/23, we established the Safer Play Committee which develops a comprehensive Responsible Gaming Programme that is aligned with the latest regulatory obligations. Mandatory refresher training for responsible gaming is undertaken by our staff annually and all new employees must complete an initial responsible gaming training programme within six months of joining Singapore Pools, equipping employees with the necessary knowledge of responsible measures for gambling.

In addition to creating a safe environment for responsible gaming, we proactively remind our customers to gamble responsibly. We also provide our customers with the relevant tools that enable them to exercise responsibility while placing bets. These tools include the Affordability Calculator, product selection, and monthly Deposit and Betting Limit options for managing their betting activities. Information on these tools is made publicly available on Singapore Pools' Safer Play microsite and is easily accessible to our customers.



Members of the public engaging in RGAW outreach activities.

Other efforts like the Responsible Gambling Awareness Week also help to complement this. Organised by the Responsible Gambling (RG) Forum, the purpose of this annual roadshow is to highlight the importance of Safer Play. Last year, the theme was "Are you Playing Smart? Play Safe, Act Now". The roadshow was conducted at Singapore Pools outlets across the island. Through games and quizzes, customers received responsible gambling tips.

To counter illegal operators, Singapore Pools also launched a World Cup campaign in November 2022 to remind customers to stay legal and play responsibly through various activities including a retail Kick & Win activity and Online Pick & Win contest. A TVC highlighting the perils of illegal betting during the live broadcast of the football matches was rolled out as part of our collaboration with the National Crime Prevention Council.



Engagement activities held during the FIFA World Cup 2022.

During the height of the pandemic, Digital Service Ambassadors (DSAs) were also introduced at outlets to facilitate account registrations. As the pandemic waned, Singapore Pools continued to build on the momentum of in-person customer service at outlets. DSAs were renamed as Customer Experience Officers (CXOs) as they transitioned into a more holistic role, offering a wider range of support to customers at our retail outlets with a greater emphasis on service excellence. To support their transition, our CXOs underwent a series of trainings such as Service Leadership by Singapore Institute of Retail Studies (SIRS) and micro-credential modules by Singapore Polytechnic.

Earlier this year, we also launched the Service Experience Excellence Programme which assessed the current state of service at Singapore Pools. Through this, we developed recommendations and implemented solutions to provide improved service across all customer touchpoints making quality services a core part of Singapore Pools' culture.

To ensure we stay ahead of the curve, Singapore Pools also harnesses the power of data. Regularly analysing customer data and investing in research to uncover global and regional gambling trends, we are able to identify business risks and opportunities to better serve and protect our customers.

2. Responsibility to our community

Contributing back to our community is an integral part of who we are at Singapore Pools. We are committed to uplifting and building communities, and supporting them through meaningful ways and by sharing our resources.

We actively engage with our beneficiaries and like-minded community partners to make a positive difference in the community. In appreciation of the nurses who have worked tirelessly to keep our communities safe, Singapore Pools distributed 43,000 Kopitiam cards to nurses working in hospitals and community care centres. Members of the public were also encouraged to share their heartfelt appreciation by leaving thank you notes on our community screens at the digital outlets as an encouragement to our nursing professionals.

For the 7th edition of our annual fundraiser, Football with a Heart (FWAH), a record-breaking amount of \$1,051,000 was raised by 50 sponsors for six beneficiaries – FAS Cares, Filos Community Services Ltd, GreenSG Collab Ltd, Heartware Network, iShine Cloud Limited and SportCares. FWAH 2022 saw close to 500 participants gathered on 26 November 2022 at Town Square, Our Tampines Hub. Parliamentarians, local celebrities, ex-national football players, as well as 40 corporate teams donned their jerseys for a morning of football fun for charity causes.

As a company that places community at the heart of all we do, we strive to forge strong and meaningful connections between our staff and the underprivileged community through Singapore Pools' staff community programme. Through the programme, we seek to build a strong volunteerism spirit among our staff, by curating accessible volunteering opportunities to engage and uplift beneficiaries across various disadvantaged communities in Singapore.



A token presented to MOH's Chief Nursing Officer, Ms Paulin Koh at the 2022 Nurses' Day Celebration Event.

A word from our partners



We are grateful to Singapore Pools for their unconditional support, allowing us to innovate in the way we serve the vulnerable in the society, promote inclusion among the youths and create a sustainable impact. A big thank you to Singapore Pools!



Tan See Leng
Executive Director of Heartware Network



Singapore Pools has been proactive towards stemming illegal gambling in Bedok and worked closely with Grassroots and authorities to mitigate situations arising from such activity. Our residents' well-being is important and we are appreciative of Singapore Pools' commitment in working with us to resolve community issues arising from illegal gambling.



Larry Chua
Bedok CCC Chairman



ART:DIS is grateful to Singapore Pools for its close partnership in advancing disability inclusion in Singapore - enabling the deaf and disabled communities we serve to thrive and reach their fullest potential. From supporting the set-up of a recording studio at our new Bukit Merah Centre for the incubation of creative content produced by and for the disabled community, to graciously opening up their outlets as touchpoints for us to share music videos produced by our artists. Their commitment to benefit the community extends even to offering capacity building opportunities for us and our staff, so that we can strengthen ourselves to go further, and continue to do good better, together.



Angela Tan
Executive Director of ART:DIS



Singapore Pools has been unwavering in its support of CampusImpact since 2019 when we were raising funds to build the extension to our centre at Yishun. Thanks to the investment from Singapore Pools, we were able to build on our existing programmes and offer them to a wider range of children and youth from lower income families. The seeds that Singapore Pools has sown in our children has helped them grow in confidence and allowed them to see how much more they are capable of achieving in life.



Elysa Chen
Executive Director of CampusImpact



Besides being the pioneer sponsor for the Singapore Premier League since the very beginning, Singapore Pools also provides substantial funding that aids the development of youth and elite football in Singapore. Its commitment to promoting local football has also brought the sport into the homes of millions of Singaporeans over the years through live broadcasts of SPL matches. What's more, their support has enabled the Football Association of Singapore to continued to develop in-house production capabilities for the league. Thank you Singapore Pools, for your continue contributions to the organisations and the football community in Singapore!



Yazeen Buhari
General Secretary, Football Association of Singapore



We are truly grateful for the support that Singapore Pools has provided. Before, we were working virtually due to the lack of an office space. Thanks to the rent-free space provided, we can now work together more efficiently and conduct workshops for parents, youths and adults. Singapore Pools also helped with the renovations and provided furniture for our office. These kind actions have allowed us to channel more funds to areas that serve our beneficiaries.



Moonlake Lee
Founder of Unlocking ADHD



Mega iShine Festival 2022

The 2022 iShine Festival made a comeback after a 2-year hiatus due to the COVID-19 pandemic. Held from 17 to 28 May, more than 150 Singapore Pools staff dedicated over 720 volunteering hours across various community activities in the heartlands.

Sports empowerment for youths from SHINE Children & Youth Services

A series of sporting activities were organised to engage and empower beneficiaries from SHINE Children & Youth Services.

Pot A Plant with Filos Community Services

Pot A Plant brings the nature experience to seniors through a simple gardening activity of terrarium making.



Digital Literacy Workshop for seniors

To encourage seniors to pick up digital literacy skills and apps, a 1-1 consultative digital clinic was conducted for seniors from GoodLife! @ Yishun, Majestic Smart Seniors Applied Learning Centre and Loving Heart Multi Service Centre.

Sorting and Distributing for FairPrice Share-A-Textbook

For the third year, Singapore Pools volunteers supported FairPrice's nationwide Share-A-Textbook community initiative by collecting and sorting pre-loved textbooks to benefit underprivileged students.



Food Rescue for the Needy with Fridge Restock Community Singapore

In an effort to minimise food wastage in Singapore, our staff volunteers headed to Pasir Panjang Wholesale Centre to collect visually imperfect but edible fruits and vegetables to be redistributed across community fridges in the island.



Singapore Pools' Fandi Rules 4v4 Street Football 2022

Singapore Pools was proud to be the Title Sponsor for Fandi Rules. Regional competitions of the Singapore Pools' Fandi Rules 4v4 Street Football took place from 30 May to 13 June 2022 across 5 locations in the community with over 500 children competing in the tournament.



Greenfest 2022

Sponsored by Singapore Pools and co-organised with NParks, GreenFest 2022 provided a platform for heartland communities to connect and learn from young innovators, social enterprises and educators.

Participants were treated to an Eco-Challenge game, sustainability-related workshops and talks as well as an innovative DIY automobile challenge.



Supporting the development of Lighthouse @ Punggol

Singapore Pools supported the infrastructure development of the nation's first Child and Youth Centric Hub with a \$350,000 donation. The centre will serve as a safe space for children and youth to pursue their interests with professional guidance.



Opening of ART:DIS @ Bukit Merah

Singapore Pools funded the renovation costs for the new ART:DIS centre and helped create a professionally equipped and disability-friendly space for members of the disabled community to pursue their artistic talents.

Besides monetary funding, selected digital branches also screened Sky Shen's music video - a singer-songwriter who recorded his launch debut EP album "Wheel You Love Me?" at ART:DIS's professionally equipped studio.



SG75 Singapore Our Home Competition

Singapore Pools was a supporting partner of the SG75 Singapore Our Home Competition. The annual competition shines a spotlight on the hopes and aspirations of Singaporeans seeking to build a lasting legacy for future generations.



Digital for Life Festival

Singapore Pools supported the Digital for Life Festival. Held at Heartbeat @ Bedok and Suntec City, the festival was part of a national effort to encourage everyone towards building an inclusive digital future.

iShine Cloud: Sharing Collective Digital Capital with the Charity Sector

Launched at the Social Service Summit on 24 July 2018, iShine Cloud aims to improve the productivity, governance and efficiency of the back-end operations of Social Service Agencies (SSAs), thus enabling them to focus on serving their beneficiaries better.

In August 2022, iShine Cloud organised an Alignment Workshop involving 37 leaders from government agencies, charities and the private sector to examine the vision and purpose to build collective digital capital and to agree on a set of aligned actions for the charity sector.

Following this, two more series of workshops were organised to identify user journeys, pain points, problem statements and co-create key wish list themes with participants of various charities, using design-thinking approach.



Leaders from the social service sector at the Alignment workshop.

Singapore Pools Academy – Sharing our training resources

The Singapore Pools Academy (SgPA) was formed in 2019 to institutionalise the learning capabilities and programmes developed by Singapore Pools over the years. The Academy, anchored with Singapore Pools' pledge to uplift the community, is also dedicated to helping social service organisations build capabilities through purposeful human capital development initiatives. The Academy offers complimentary training programmes to support social service organisations in upskilling and reskilling their workforce. Between 2019 and 2022, the Academy offered some 33,000 learning seats to Singapore Pools employees and charities.

The Academy teamed up with Singapore Polytechnic and SkillsFuture Singapore to launch the SgPools Academy-SP Connexion programme for mid-careerists interested in joining the social service sector. From 2021 to 2022, the programme held three intakes for 39 students.

In January 2023, the Academy soft-launched the Growth Suite to our social service partners. Learners acquired skills to collaborate effectively with others, navigate the social landscape adeptly and perform well in professional situations.



Participants from social service organisations attending growth suite courses.

3. Responsibility to our workforce

Grounded by the organisation's strong social mission, the #PeopleOfSGPools stayed resilient through the Covid-19 pandemic. Despite the operational challenges posed by the pandemic, our people continued to thrive in a fun and vibrant working environment where performance matters and work is meaningful. They had the support and resources to fulfil their roles, and a culture of continuous learning and collaboration drove innovation and process improvements as the organisation transformed to meet near and future business challenges and evolving customer expectations.

A commitment by the leadership team to strong communication and feedback loops aims to create the best possible outcomes for the business and employee experience. Cognisant of the impact by the pandemic on mental health globally and in Singapore, we launched our first dedicated employee mental wellness programme. Adopting a social approach to destigmatise the topic of mental health, employees are supported to build the muscles for mental fitness. This was aligned to Singapore Pools' holistic approach toward employee wellbeing which encompasses financial, social, physical, and mental wellbeing.

In the fourth employee engagement survey, Your Voice, conducted in October 2022, Singapore Pools achieved an engagement score of 83% (on par with 2020's score and 1% above the Singapore norm) and response rate of 98%, with strong improvements in the areas of Career Development, Innovation and Teamwork.



Our Singapore Pools family donning their soccer outfits for our World Cup Fiesta-themed 2022 Dinner & Dance.

Building strategic capabilities for performance

We continue to prioritise employee capability-building programmes to develop the mindsets, behaviours, and skills needed to support our people in achieving their full potential as we power Singapore Pools' transformation journey.

Our collaborations with Institutes of Higher Learning such as NTU, NUS, SMU, SIM and Singapore Polytechnic made it possible for us to leverage our strengths and resources to bring about capabilities and development initiatives.

Advance Management, Systems Thinking and Leading People Programmes help to prepare and groom our future leaders by equipping them with relevant knowledge and tools to lead fast-paced change.

The Certified Service Professional Certification (CSP) and the Advanced Certifications in Retail Operations (ACRO) for frontline operators and managers respectively provided structured pathways to help our people to address skills gaps and operation challenges, and stay relevant.

To promote and encourage agile work practices, the Academy rolled out a series of trainings – from the strategic appreciation of organisational transformation with Agile for senior management to Business Technology for Product Owner certification, Kanban implementation, and User Stories Writing for project managers.

Furthermore, the Academy's in-house trainers developed and facilitated a comprehensive suite of upskilling and reskilling programmes under the Growth Suite and Digital Suite. These workshops help our people develop essential skills for the workplace, including digital, collaboration, communication, and problem-solving skills.

Our learning ecosystems include a group of over 40 learning champions and line trainers who play an active role in building the expertise of our people and supporting a learning culture.

Environment

We are committed to doing our part in combatting climate change by minimising our environmental impact. We aim to do so by integrating efficient resource use practices into our operations so that our business processes and use of resources are optimised. We also monitor our environmental impact in terms of electricity and resource consumption.

Additionally, we support Non-Governmental Organisations (NGOs) championing the environmental cause, such as GreenSG Collab and the East Coast Green Space+, to promote education and awareness of sustainability issues amongst the public.

Energy

To help reduce our emissions at our head office and outlets, we have begun replacing our current lighting system with energy-efficient lighting options such as LED fittings, to minimise the energy demand of artificial lighting requirements. In FY2023/24, we will undergo Phase 2 of our light replacement initiative and fully convert our lighting infrastructure to LED fittings at Singapore Pools' head office. Additionally, we have implemented air conditioning systems that have a minimum NEA Energy Label Tick Rating of 4 in cooling.

In terms of clean energy, we have also replaced two of our internal combustion engine vans with electric vans. Since August 2022, we have installed solar panels on our head office rooftop to power our lifts and one of our office floors. Energy generated by the solar panels is monitored and tracked using a mobile app installed.

Most recently, we are conducting a feasibility study for our Smart Green dashboard at our head office, in collaboration with several vendors. The Smart Green dashboard includes monitoring tools, such as smart meters, that enable us to monitor our water & electricity usage and the conditions of our working environment. The data is available through monthly-generated utility reports.

In the coming years, we plan to upgrade our Smart Building Management System (BMS) and retrofit the chillers in Singapore Pools' head office. Retrofitted chillers can improve our energy efficiency and reduce our electricity consumption. This can be monitored and controlled by our Smart Business Management System, particularly after working hours.



Solar panels installed on the rooftop of our head office and staff attending a Green Up! talk.

Waste management

Singapore Pools has also implemented our Environmental Policy and Waste & Water Management Guidelines to guide our employees and business operations towards resource efficiency. This includes providing training to our employees on environmental awareness. To manage our waste generated, recycling bins and general waste bins are provided on every level of our head office for our staff to sort and dispose of their waste accordingly. We also support e-waste collection by having collection bins at Livewire outlets.

To reduce our resource consumption, we have encouraged retail customers to use the eBetslip app and reduce the use of paper bet slips.

Singapore Pools also seeks to make a positive environmental footprint on our local community through the Green Up! Initiative, established as part of our commitment to go green. In November 2022, our facilities management team and Green Up!

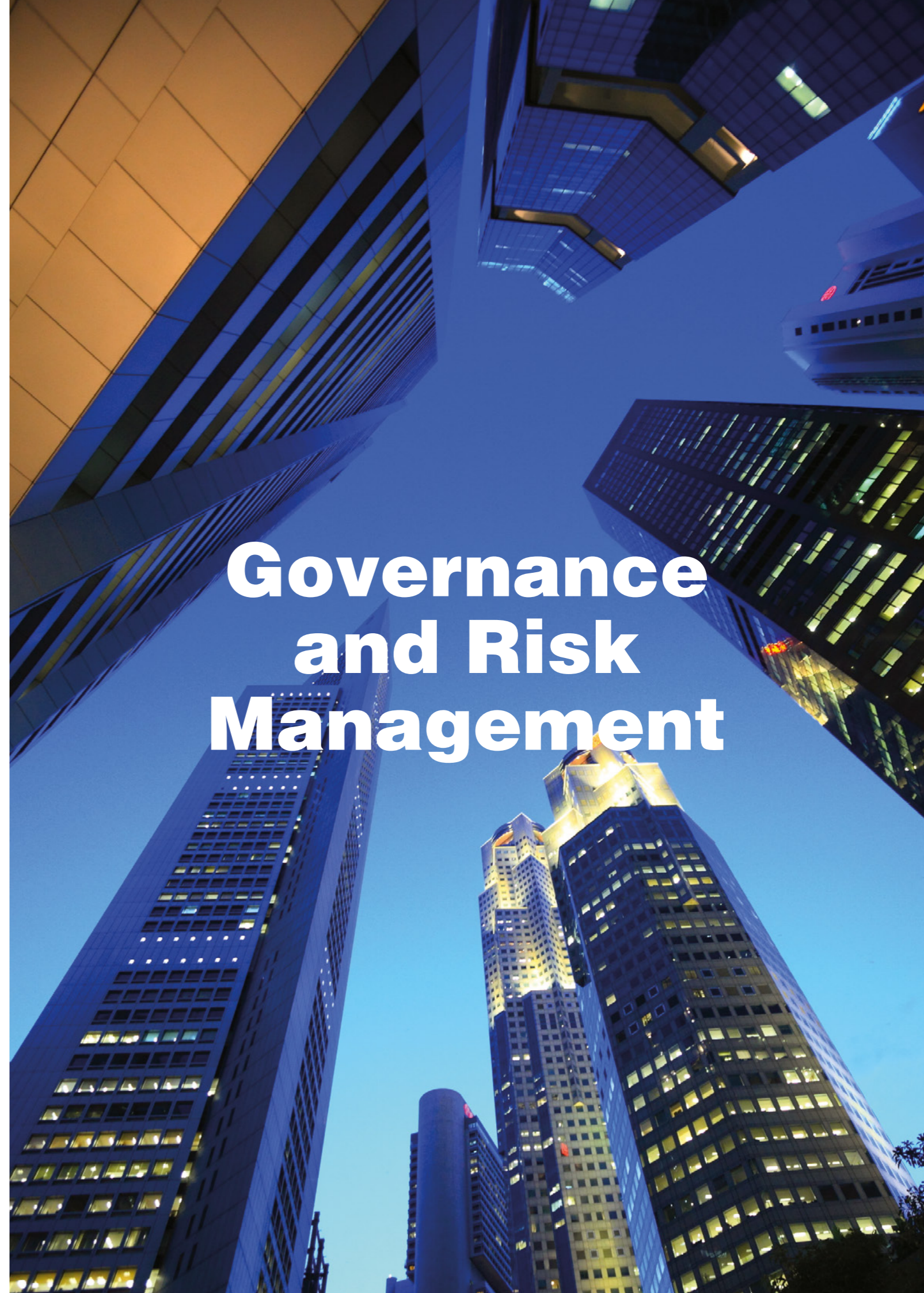
committee organised our annual Green Up! Week, to educate our staff on the individual responsibility one can take in saving the environment through sustainable practices and green technology.

We have implemented a Digital Document System (DDS) which transforms information on physical documents into searchable digital information. This improves productivity through centralised storage, search, and retrieval, and supports compliance with data retention and disposal requirements. A print management solution has been introduced, providing the capability to monitor and reduce paper usage. Other measures aimed at reducing emissions include optimising waste management and introducing initiatives that drive positive behavioural change in our employees. These efforts have paid off as we attained the Eco-Office standard by the Singapore Environment Council in 2017. Three years later, we were awarded the Eco-Office Plus (Champion) certification, which we had maintained in our last recertification in 2022.



Upcycled Altura printers on display at our Main Office.

Governance and Risk Management



Singapore Pools aims to build a safe and trusted avenue for gambling activities. This is only possible through taking steps towards ensuring that our operations comply with the applicable laws and regulations including those relating to the protection of customer data and privacy, the prevention of money laundering and terrorism financing. This also includes conducting our business operations to the highest standards and ensuring that social safeguards are in place to create a safer gaming environment for our customers.

As part of our culture of transparency and integrity, we have also established our Whistle-Blowing Policy. The policy aims to provide our staff with an anonymous reporting channel for wrongdoing, whilst assuring them that investigations will be conducted fairly and independently.

Regulatory compliance

The Risk and Governance Committee (RGC) meets monthly and addresses significant risk, regulatory, and governance matters.

In October 2022, we were successfully licensed as a Gambling Operator by the Gambling Regulatory Authority (GRA), established on 1 August 2022 under the Ministry of Home Affairs (MHA) after the passing of the Gambling Control Bill (GC Bill) and GRA Bill. This license allows recipients to conduct betting, gaming and lottery operations.

Customer privacy

To comply with the Personal Data Protection Act (PDPA), we have implemented a comprehensive framework across our operations. The framework includes management policies and processes for the handling of personal data. It also sets out the roles and responsibilities of staff concerning personal data protection.

Ensuring that our operations meet the highest compliance standards is a priority for Singapore Pools. Compliance with the PDPA is reviewed and updated by the Risk and Governance Committee. Our Personal Data Protection and Privacy Policy is reviewed on an annual basis. To prevent any breaches in customer data and privacy, electronic personal data is secured in IT systems with strict access controls and stringent IT security controls in place. Other measures include encryption of customers' data when storing it in the database.

Our staff members are well-prepared to handle any breach of personal data. Mandatory refresher training on personal data protection is undertaken

annually by all our employees. To upkeep staff awareness of customer data privacy, e-bulletins are also circulated regularly. In the event of a data breach, the Personal Data Breach Response Plan would be activated to comply with the mandatory personal data breach notification requirement under the PDPA. Security awareness campaigns and cybersecurity tabletop exercises are regularly conducted to ensure that our staff members are prepared to handle events such as cyber-attacks.

Our operations have also received certification under ISO27001, ISO9001, and the World Lottery Association Security Control Standard (WLA-SCS).



Business Continuity Management (BCM)

Singapore Pools has an enterprise-level BCM policy which comprises three major disruptive scenarios and respective Business Continuity Plans (BCPs) around (i) IT Disaster Recovery; (ii) Alternate Site Resumption; and (iii) Pandemic.

We also have in place a Crisis Management Framework which outlines the responsibilities for communications and decision-making issues in the first few critical hours and for the ongoing management of the situation. This includes all communications before, during and after an event, including targeted communications to employees, customers, the community, regulatory agencies, Tote Board, Singapore Pools' Board and those affected by the situation.

Besides regular exercises, the robust BCPs in place were also validated through our response during the Covid-19 pandemic. Additionally, Singapore Pools demonstrated operational agility using proactive scenario analysis and planning for business disruption and recovery during the pandemic. We had also increased our BCP capabilities by enhancing Ang Mo Kio and Hougang BCP sites.

International Associations

Singapore Pools is a member of international and regional associations and we participate in executive committee meetings, attend events and conventions to collaboratively share expertise and insights with counterparts from overseas organisations and jurisdictions.



Asia Pacific Lottery Association (APLA): Held in Singapore from 5–8 September 2022, APLA's regional conference gathered fellow professionals in the Asia Pacific lottery community together. Our Head of Technology Architecture & Policy also shared Singapore Pools' experience in implementing the Security Control Standard Certification.



World Lottery Association (WLA): The Singapore Pools team attended the World Lottery Summit in Vancouver from 16–20 October 2022. Together with professionals from the global lottery sector, we participated in plenary discussions, trade shows and social activities. Singapore Pools' community efforts were highlighted in the Play for Society efforts alongside other worthy causes funded by WLA members.



Asian Racing Federation (ARC): Our Singapore Pools contingent gathered in Melbourne from 14–19 February 2023 for the 39th Asian Racing Conference. The event brought together over 700 delegates from

leading gaming operators to discuss and explore the changing racing and wagering landscape today, actions and collaborations needed to fight the illegal betting market and to uphold global standards and safeguard integrity, as well as challenges and the future of the industry.

Prevention of money laundering and terrorism financing

To guard against any unintended involvement in money laundering and terrorism financing activities that might take place via our products and services, we have established a robust governance structure to oversee all matters related to this. Our Risk and Governance Committee (RGC) ensures that risk management and adequate controls are in place. This is complemented by the Anti-Money Laundering Committee, which assists the RGC in reviewing and overseeing Prevention of Money Laundering and Terrorism Financing (PMLTF) related matters.

We have automated processes in place for monitoring using data analytics and flagging any suspicious transactions. In the event of a transaction that is suspected of being connected with money laundering and/or terrorism financing, a Suspicious Transaction Report will be filed with the authorities.

Our automated processes are complemented by the mandatory PMLTF refresher training undertaken by our employees annually. All new staff members are also required to undergo PMLTF training within six months of joining Singapore Pools.

Draw integrity

Mechanical draw machines are used to draw winning numbers for Singapore Pools lotteries randomly. As a second layer of security to ensure integrity of the draws, we have several sets of the draw machines and balls. 90 minutes before each live draw, a set of machine and balls will be randomly selected for use.

Draws are held at the Singapore Pools Building at 210 Middle Road and are witnessed by an independent public accounting firm and open to the public. Draw procedures are regularly reviewed by an independent public accounting firm to ensure compliance with best practices and industry control requirements. Lottery draw machines and results are also independently verified to assure randomness in the numbers drawn. These measures ensure the integrity of the draws and randomness of the results. For more information on our draw process, please visit: <https://online.singaporepools.com/en/lottery/lottery-draw-process>.



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