



SAFER PLAY FOR BETTER

Annual Report 2023/24

SINGAPORE POOLS

CONTENTS

02

About Singapore Pools

- Who we are
- How we operate

03

Performance Highlights

05

A Word from Our Partners

07

Message from Chairman and CEO

09

Our Team

- Board of Directors
- Corporate Governance Framework
- Technology Committee
- Senior Management
- Operations Committee

25

Staying Ahead of the Game

- New contents, new possibilities
- Raising our game in retail excellence
- Enhancing the retail outlet experience
- Supporting and recognising our retail staff

25

Staying Ahead of the Game

- Caring for our customers
- Customer Engagement Framework

29

Digitalisation and Innovation for Business Improvement

- Building on digital capabilities
- Inspiring innovation

32

Making Strides as One

- Giving back to the community
 - Football with a Heart
 - Community with a Heart Plant a Flower Campaign
 - SportCares Hearts Football League 2023
 - Singapore Children's Society – Walk for Our Children
 - East Coast Green Festival / Clean & Green Singapore Day
 - Supporting community and causes
 - iShine Cloud: Shaping a Collaborative Digital Future for Charities
 - Singapore Pools Academy
- Winning Employee Experience
 - Purpose-Driven Work
 - Professional Growth
 - Nurturing the Body, Mind, and Soul
 - Being on Track

39

Governance and Risk Management

- Responsible gaming
- Risk Management Initiatives
- Business Continuity Management (BCM)
- Customer privacy
- Prevention of money laundering and terrorism financing
- Draw integrity

42

Environment

- Sustainable operations and improving energy efficiency
- Giving new life to the old

43

Awards and Accolades

- Community Contributions
- Employer of Choice
- Responsible Gambling
- Service Excellence
- Innovation
- Environment

44

International Associations

- 2023 APLA/WLA Seminar
- APLA Regional Conference
- EL/WLA Sports Betting Marketing Seminar

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

REVENUE FROM:

Our products / games

- TOTO
- Singapore Sweep
- 4D
- Sports
- Horse Racing

Our Sales Channels

- 84 Branches
- 3 Livewire Venues
- 9 Off-Course Betting Centres
- 201 Authorised Retailers
- Singapore Pools Account

97%

Returned to Singapore and Singaporeans in the form of:

- Prize Payouts
- Gambling Duties & Taxes
- Contribution to Tote Board

3%

Operating expenses

Tote Board administers grants based on four strategic outcomes:

-  Healthy lives and well-being
-  Empowered communities
-  Caring, cohesive and resilient society
-  Sustainable and liveable home

Performance Highlights

FINANCIALS

\$12.2 billion
turnover

\$11.87 billion (97%)
returned to Singapore and Singaporeans
in the form of:

\$9.14 billion
Prize Payouts

\$2.29 billion
Gambling Duties & Taxes

\$437 million
Contribution to Tote Board to support
community-based projects for social
impact

\$332 million (3%)
for operating expenses

PEOPLE



>1,000

frontline staff trained in retail and
digital skills through Certified Service
Professional programme with
Singapore Polytechnic



**National Workplace Learning
Certification (GOLD) Award**

16th HR Awards



**Employee Experience
& Well-Being Gold Award**



Talent Management Bronze Award

GOVERNANCE



**Recertified at highest level - Level
4 of WLA Responsible Gaming
Framework**



Triple A Awards
Best Payments and Collection
Solution

ENVIRONMENT



Green Mark GoldPLUS
award



Eco-Office Plus
(Champion)

SOCIETY



7,481
volunteering hours
completed by



123
volunteering activities
organised



**Singapore Pools
Academy:**
35
non-profit organisations
benefitted from learning
programmes



Over
23,000
square feet of space
provided to social
organisations for
use, rent free via our
Community Housing
Scheme since 2007



617
unique staff volunteers



61%
staff volunteerism rate

20

process improvement
projects co-created with
non-profit organisations

A Word from Our Partners

On behalf of our entire team at Dementia Singapore, I want to express our deepest gratitude for your unwavering support of our fundraising efforts. Your generous contributions have been instrumental in advancing our mission to provide better care and support for the dementia community.

We are also amazed with your commitment to provide IT help and solutions to enable the social service sector to improve their digital capability, efficiency and effectiveness so that they can transform more lives and reach out more to the vulnerable and the underserved in our community. What you have done has made a tangible difference.

Thank you for believing in us. We look forward to continuing this partnership and making even greater strides together.

With heartfelt appreciation,

Jason Foo
Chief Executive Officer
Dementia Singapore Ltd



We need the collective effort from our community to help care for distressed people in need, and to build resilience to bounce back from shocks. Our care approach is to reverse the multigenerational cycle of social disadvantage through social levellers, and we are grateful to Singapore Pools for mobilising your employees and resources for initiatives such as the GROW Community Garden and Everesting for Second Chances Family Carnival. Your support has not only enabled us to scale our social impact, but also encourage our clients and staff that our community cares.

Kim Lang Khalil
Chief Executive Officer
HCSA Community Services



At Loving Heart Multi-Service Centre, we are deeply grateful for the generous support from Singapore Pools. Their partnership and volunteers have enabled us to expand our services, pilot new initiatives, and ensure that more seniors can age well in their communities. Together, we're making a lasting impact, particularly for our most vulnerable seniors, and we look forward to continuing this meaningful journey.

Loh Hui Han
Executive Head
Loving Heart Multi Service Centre



We are thankful to Singapore Pools for their unwavering support in helping us establish our first satellite centre in the heart of Chinatown within The Majestic, an iconic building to many seniors. The Majestic Smart Seniors Applied Learning Centre officially launched in February 2022 has since impacted over 13,000 seniors. The Centre serves as a safe community hub for seniors to socialise, learn and apply digital technology in their daily lives. We extend our heartfelt gratitude to Singapore Pools for the ongoing support in improving digital literacy and accessibility among seniors and we look forward to strengthening this partnership!

Edna Claudine Leong
Executive Director
RSVP Singapore
The Organisation of Senior Volunteers



We would like to extend our heartfelt gratitude to Singapore Pools for their unwavering support towards My Buona Vista Place. The consistent kindness and care shown by their volunteers at our outings and events to accompany and care for our seniors have truly brought them joy and comfort.

Pang Hwee Kuen
Centre Manager
My Buona Vista Place



Singapore Pools opens doors for our children from lower income families. Not only does Singapore Pools provide sponsorship for key programmes to equip our children with life skills such as photography, art and craft and woodworking, you also journey meaningfully with our beneficiaries by contributing valuable volunteer manpower for each event. It has also been an immense privilege for our children to receive invitations to various events, giving them opportunities that they have never received before.

Elysa Chen
Executive Director
Campus Impact



SOS is profoundly grateful for Singapore Pools' unwavering support and partnership. Their generosity has enabled us to expand our services to reach out to more individuals in need and create impactful awareness campaigns on suicide prevention. Beyond financial contributions, Singapore Pools has also provided us with a rent-free office space – a remarkable gesture which allows for a supportive and conducive environment for our expanding team to work effectively. Thank you for championing our cause, and we look forward to building a more compassionate and resilient society, together!

Gasper Tan
Chief Executive Officer
Samaritans of Singapore Limited (SOS)



Beyond sponsorships and donations, Singapore Pools is also a collaboration partner with WE CARE Community Services. As an addiction treatment centre, we fully support the efforts of Pools to promote responsible gaming in the community. It is heartening to note that the leading organisation for legal gambling in our nation takes its responsibilities seriously.

Besides training Pools staff on problem gambling and potential addiction, we also partner with Pools to promote safe gambling. We also offer ourselves as a counselling resource to which Pools can refer potential clients, and as a consulting resource to their staff.

The support of Pools has enabled us to continue our treatment programmes and services to help the recovering community restore their lives, rebuild their families and reintegrate back into society. We sincerely express our appreciation and gratitude for this cherished partnership.

Tham Yuen Han
Executive and Clinical Director
WE CARE Community Services



We at Civilians Association (Singapore), CAS, and Singapore Silent Heroes Movement, SSH extend our heartfelt gratitude to Singapore Pools for its meaningful sponsorship towards our five charity causes. Your support is a shot in the arm for us to strengthen our resolve to inspire the everyday person to do more-good and to help recognise and appreciate the incredible contributions of our unsung heroes in our community. Together, we celebrate their inspiring stories and the positive impact they have on our society. Thank you Singapore Pools, for standing with us, in this meaningful endeavor, to provide a platform for our Silent Heroes to collectively do greater work.

MP Sellvem
President, Civilians Association of Singapore (CAS)
Chairman, Singapore Silent Heroes



Message from Chairman and CEO

Lam Chee Weng
CEO



Kai S. Nargolwala
Chairman

Globally, businesses continue to face disruptions driven by the pace of innovations and new technologies, more exacting customer expectations, and challenges arising from talent attraction and retention in a changing world of work.

In gambling, we constantly face a challenge in striking a balance between being an effective counter to illegals, and at the same time minimising social harms associated with excessive gambling. In a complex gambling

landscape where illegal and grey markets exist, Singapore Pools' role in countering illegals is even more challenging given trends such as the convergence of media, gaming and entertainment; gamification and hyper-personalisation made possible through technology. There are also increasing offerings by the illegal operators. To address these challenges, we will be focusing more on areas such as customer retention and diversion, modernising our retail network and driving online adoption.

FY2023/24 performance

As Singapore's only legal lottery and sports betting operator with a mandate to be a counter to illegal operators, Singapore Pools recorded a \$12.2 billion turnover for FY 2023/24, of which \$11.87 billion or 97% was returned to Singapore and Singaporeans in the form of prize payout, betting duties and taxes, and contributions to Tote Board. Three percent or \$332 million went towards operating expenses which included investments into upgrading systems that support our

“As Singapore’s only legal lottery and sports betting operator with a mandate to be a counter to illegal operators, Singapore Pools recorded a \$12.2 billion turnover for FY 2023/24, of which \$11.87 billion or 97% was returned to Singapore and Singaporeans in the form of prize payout, betting duties and taxes, and contributions to Tote Board.”

operations, as well as talent growth and development.

In FY 2023/24, sports betting continued to show a strong growth momentum due to new leagues and more sporting events. Horse racing also performed well as we offered a broad range of simulcast races from the region like Hong Kong, Australia and Japan. We have embarked on several initiatives to prepare for the cessation of local races from October 2024, including introducing quality races from new jurisdictions such as Saudi Arabia, Turkey and Germany, and we will continue to offer horse wagering on overseas races.

A new “cash-out” feature was piloted in November 2023 for the Australian League, enabling customers and sports fans to monitor their bets in real-time and cash out their bets before the matches conclude. This feature is aimed at providing increased flexibility and control to our customers over their bets and is part of our efforts to stay effective in countering illegal operators and their offerings.

Dual role to promote safer play and contribute to society

We remain committed to fulfilling our dual role in cultivating safer play while contributing to the community and Singapore. Safeguards have been

introduced for our online account holders to deter Singaporeans from turning to unregulated online gaming sites. Tools such as My Gaming Profile are available to Singapore Pools Account users to self-monitor betting behaviour, and a new Safer Play Workgroup consisting of representatives from various business units has been set up to refine and enhance our Responsible Gaming Programme in alignment with the latest regulatory obligations.

Driven by Purpose and Impact

In the last FY, we created positive impact through our network and partners such as Tote Board and raised \$1.75 million for charity through Football with a Heart and the newly introduced Community with a Heart. The funds went towards supporting the arts, sports, seniors, children and youth, persons with disabilities and persons with mental health conditions. Our staff volunteers collectively clocked a volunteerism rate of over 60%, well above the national average.

The Community with a Heart campaign was especially meaningful as it harnessed our assets and skillsets in digital innovation to rally our customers and members of the public through our network of partners to do good together. By allowing participants to choose from one of the four causes, we

provided the public and our customers with a platform to select causes and communities that hold a special place in their hearts.

With mental health being a rising social concern in Singapore and suicide as the leading cause of death for young people, we have increased our support for various organisations and initiatives such as the establishment of Lighthouse at Punggol, which will benefit over 2,500 children and youth through its diverse programme offerings, contributing to the development of happy, confident children and youths.

We continue to provide support to the community and social organisations by leveraging our assets and offering our space for use rent-free; offering training spaces through the Singapore Pools Academy, and cloud and IT services through iShine Cloud.

While we continue to support community and social causes, we also recognise the importance of environmental stewardship to ensure a sustainable future. We are heartened that the sustainability measures implemented at the Singapore Pools Building at 210 Middle Road has been recognised with the Green Mark Platinum award, the highest level of certification conferred by the Building and Construction Authority (BCA) of Singapore.

Singapore Pools has a diverse, multi-generational workforce and we embrace a holistic approach to employee development and welfare. We launched new career tracks for employees to navigate their career development and identify opportunities for advancement based on individual skills, aspirations and career objectives, and introduced a leadership development programme. In addition, full-time employees and their immediate family members now have access to comprehensive mental health resources to support their wellbeing.

In July 2024, Singapore Pools was recognised as a Company of Good. Conferred by the National Volunteer and Philanthropy Centre, this national initiative acknowledges organisations' commitment to creating meaningful impact across the five areas of society, people, governance, environment and the economy.

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 Manipal Health Enterprises Private Limited and chairs the Boards of 65 Equity Partners Pte Ltd, Pentagreen Capital Pte Ltd and Nxera Investment Holdings 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.



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, 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.

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

Board Committee(s):

Leadership Development &
Compensation Committee (Member)
(1 Apr 23 to 30 Jun 2023)
Nominating Committee (Member)

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 President of the 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.



WAN MEI KIT

Board Director
Non-Executive and Independent Director

Board Committee(s):

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

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 Nominating 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 Nominating 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 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 an accredited director and a member of the Singapore Institute of Director and a Graduate of the Australian Institute of Company Directors.

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 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, 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.

NEO SING HWEЕ

Board Director
Non-Executive and Independent Director

Board Committee(s):

Leadership Development & Compensation Committee (Member)

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.



ZHANG WEIHAN

Board Director
Non-Executive and Independent Director

Board Committee:

Technology Committee (Member)

Mr Zhang Weihang is the Ag Deputy Commissioner (Investigation & Intelligence) and concurrent Director of the Criminal Investigation Department, Singapore Police Force. Prior to this, he has held several key appointments, including the Director of the Police Intelligence Department, Deputy Director of the Criminal Investigation Department and Commander of Ang Mo Kio Division.

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.



KOK PING SOON

Board Director
Non-Executive and Independent Director

Board Committee(s):

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

Mr Kok Ping Soon is Chief Executive Officer of the Singapore Business Federation (SBF), the apex business chamber advancing the interests of Singapore's business community in trade, investment, and industry transformation. SBF represents more than 30,000 companies, as well as key local and foreign business chambers.

Prior to his current appointment, Ping Soon was Chief Executive of the Government Technology Agency of Singapore (GovTech), the lead agency driving Singapore's Smart Nation initiative and public sector digital transformation. He also held various positions across government covering manpower, economic and security issues.

He also serves on the Board of ACRA, SBF Foundation, Global Compact Network Singapore (GCNS) and NUS-ISS.



ALAN GOH KIM HUA

Board Director
Non-Executive and Independent Director

Board Committee(s):

Leadership Development &
Compensation Committee (Member)
Nominating Committee (Member)

Mr Alan Goh is currently the Chief Executive Officer of Sport Singapore (SportSG). Prior to joining SportSG, he served as Deputy Secretary (Development and Regulation) in the Ministry of Communications and Information (MCI) from 2019 to 2023 and served in the Republic of Singapore Navy (RSN) and the Ministry of Defence (MINDEF) for 26 years, rising to the rank of Rear Admiral.

His previous appointments include Group Chief of Policy and Strategy in MINDEF's Policy Office, Commander of the RSN's Maritime Security Task Force, Head of Naval Plans, Head of Naval Personnel, and Commanding Officer of the RSN's

Missile Corvette Squadron. He was a competitive sailor in his school days and served as Commodore of the Singapore Armed Forces (SAF) Yacht Club from 2017 to 2019 and Vice President (High Performance) of the Singapore Sailing Federation from 2018 to 2019.

Mr Goh holds a Bachelor of Arts (Honours) in Mathematics from Cambridge University and a Master of Business Administration (Sloan Fellow) from the Massachusetts Institute of Technology, where he was also a Fulbright Scholar. He is also a graduate of the United States Naval War College.

Mr Goh also previously served on the Board of Directors of Singapore Technologies Engineering Ltd and Unicorn International Pte Ltd, as well as on the Board of Governors of Temasek Polytechnic. For his contributions over the years, Mr Goh was awarded the Public Administration Medal (Silver) (Military) in 2019 and the Civil Service Long Service Award (30 years) in 2023 and the National Award (COVID-19) – COVID Resilience Medal in 2023.

Currently, Ms Tan serves as President, Enterprise Digital in Singapore Technologies Engineering in addition to her role as the Chairwoman of the BAS. With over 25 years of experience, she has led several leadership roles in MNCs and startups. Notable roles includes Deputy CEO and COO of ChainUp Pte Ltd, a leading blockchain technology solutions provider for digital asset exchanges and institutions and CEO (Southeast Asia) of OneConnect Financial Technology Co. Ltd., a technology-as-a-service platform for financial institutions. Ms Tan also held various leadership roles at Microsoft and Hewlett Packard.

Ms Tan's contributions to the Singapore fintech industry have been recognised with numerous accolades, including being named "Top 5 Women in FinTech" and "Asia FinTech Leaders" at the 2019 Singapore FinTech Awards. She was also recognised with the "Woman in Fintech" award by Fintech Nation 65 in 2022. She is also a role model for women in the tech sector and was featured in the inaugural Singapore 100 Women in Tech List in 2020.

Ms Tan holds a bachelor's degree in mathematics from National University of Singapore. She is also a certified Six Sigma Master Black Belt.

TAN BIN RU

Board Director
Non-Executive and Independent Director

Board Committee(s):

Technology Committee (Member)

Ms Tan Bin Ru is a renowned leader in the Fintech industry globally and a prominent figure in the Singapore blockchain community. As the Chairwoman of the Blockchain Association of Singapore (BAS), she leads the organisation with the vision to be the leading industry organisation for the advocacy, collaboration, convergence, and fair use of blockchain and scalable technologies in Singapore.

Ms Tan is a regular speaker at various Fintech events on Artificial Intelligence & Blockchain including Singapore Fintech Festival, Singapore Blockchain Fest, Abu Dhabi Finance Week, Singapore – India Hackathon 2023 (Fintech & ESG) and many more. Through her speaking engagements, she aims to promote the adoption and responsible use of blockchain technology in various industries and sectors.



TAN CHOON SHIAN

Board Director
Non-Executive

Mr Tan Choon Shian is the Chief Executive of Tote Board since 1 July 2023.

He was formerly Chief Executive, Workforce Singapore (WSG) from 2016 to June 2023. Prior to WSG, Mr Tan served as the Principal and Chief Executive Officer of Singapore Polytechnic (SP) for more than three years, after relinquishing his appointment as Deputy Managing Director of the Singapore Economic Development Board (EDB). During his time at EDB, he held various diplomatic and leadership roles in Singapore and Japan, including First Secretary (Industry) of the Singapore Embassy in Japan, and led various EDB divisions including Asia Pacific Operations, Electronics and Precision Engineering Cluster, Planning and Policy, Marketing Communications and Knowledge Management.

Whilst at EDB, he was seconded for a year to the National Trades Union Congress (NTUC) as Director, Corporate Development.

Mr Tan graduated as a valedictorian from the University of Tokyo with a Bachelor of Science (Information Science) in 1992. He was a Sloan Fellow at Stanford University, USA, where he received a Master of Science in Management in 2000. He completed his Advanced Management Programme at INSEAD in 2011.



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 holds the position of Deputy Chairman of iShineCloud Pte Ltd (an Institution of a Public Character), serves as the Audit Chairman for Kallang Alive Sport Management and is a Board Member for Selegie Management Pte Ltd. He also serves as the Vice Chairman of the Asia Pacific Lottery Association (APLA) and as a committee member for United Lotteries for Integrity in Sports (ULIS), a non-profit organisation that aims to protect the integrity of sports and prevent match-fixing. Currently, he serves on the Corporate Engagement Committee and previously held a position as a committee member of the Audit and Risk Chapter at the Singapore Institute of Directors. From 2019 to 2023, He served as the Co-Chairman for the Responsible Gambling Forum (RGF) in Singapore 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.



CALVIN PHUA
Board Director
Non-Executive and Independent Director
(Until 30 Jun 2023)

Board Committee(s):
Nominating Committee (Member)

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

Mr Calvin Phua is Deputy Secretary at the Ministry of Law. He is responsible for policies and initiatives to build a trusted and effective legal system in Singapore and optimise the use of State land and properties. He also serves on the board of the Singapore Land Authority.



POH MUI HOON
Board Director
Non-Executive and Independent Director
(Until 30 Jun 2023)

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 industries. She speaks actively on various topics pertaining to boards and leadership.

Ms Poh's non-executive portfolio centres around audit and risk committees, digital transformation and governance. She has

served on many boards, both private and non-profit, elevating governance to the next level. She is the Chairperson for Audit & Risk Committee for the Singapore Eye Research Institute (SERI), part of the Singapore National Eye Centre (SNEC). She has recently been appointed to the Board of Fred Hollows Foundation (HK), part of a global eye organisation leading the charge to combat avoidable blindness.

Mui Hoon is also an entrepreneur and co-founder of Esseplare Pte Ltd - a food technology platform company which focuses on technology for the food and beverage industry.

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.

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 Aug 2003, for the role he played in combating SARS. In Jan 2008, Mr Fong was appointed Director-General of Singapore Customs.

FONG YONG KIAN
Board Director
Non-Executive
(Until 30 Jun 2023)

Mr Fong Yong Kian was Chief Executive of Tote Board from 1 Jan 2014 till 30 Jun 2023. He brings with him over 30 years of experience serving in various capacities in the public sector.

His career in the public sector began at the former Ministry of Communications and Information. He was then posted to MINDEF, Ministry of Finance, where he



Corporate Governance Framework

CHAIRMAN
Kai S. Nargolwala

Key Objective
Responsible for leadership of the Board and for creating conditions for overall Board, Board Committee and individual Director effectiveness.

THE BOARD OF SPPL
Kai S. Nargolwala
Giam Chin Toon
Lee Kwok Cheong
Wan Mei Kit
Neo Sing Hwee
Zhang Weihai
Alan Goh
Kok Ping Soon
Tan Bin Ru
Tan Choon Shian
Lam Chee Weng

Key Objective
To create value for the shareholder and to ensure the long-term success of the Company.

AUDIT AND RISK COMMITTEE

CHAIRMAN
Wan Mei Kit

MEMBERS
Lee Kwok Cheong
Kok Ping Soon

Key Objective
Assists the Board in discharging its statutory and other responsibilities relating to internal controls, financial and accounting matters, compliance, and business and financial risk management. Reviews the risk strategy and policies and the adequacy and effectiveness of the risk framework. Monitors the implementation of risk mitigation plans.

NOMINATING COMMITTEE

CHAIRMAN
Kai S. Nargolwala

MEMBERS
Wan Mei Kit
Giam Chin Toon
Alan Goh

Key Objective
Shall identify and make recommendations to the Board on the appointment of all directors, including making recommendations on the composition of the Board and Board Committees. The Nominating Committee will also evaluate the effectiveness of the Board.

LEADERSHIP DEVELOPMENT & COMPENSATION COMMITTEE

CHAIRMAN
Kai S. Nargolwala

MEMBERS
Neo Sing Hwee
Alan Goh

Key Objective
Shall oversee the remuneration of the Board and Senior Management, and sets appropriate remuneration frameworks and policies, including long-term incentive schemes, to deliver annual and long-term performance. The LDCC will also review succession and development plans for keys positions.

TECHNOLOGY COMMITTEE

CHAIRMAN
Kok Ping Soon

MEMBERS
Zhang Weihai
Tan Bin Ru

CO-OPTED MEMBERS
Chua Ah Leng
Howie Lau
Ying Shao Wei
Ong Chen Hui

Key Objective
Provides advice to the company on its IT strategic direction, shares insights on emerging technology trends, challenges, and opportunities. The Committee will also assist the Board in guiding and overseeing the company's technology related: strategies, risk management and overall direction.

EXECUTIVE LEADERSHIP MANAGEMENT

CHAIRMAN
Lam Chee Weng

MEMBERS
Li Chong Jin
Yeo Teck Guan
Tay Boon Khai
Simon Leong

Key Objective
The Executive Leadership Management exists to support SPPL and its Chief Executive Officer in the management of its strategic goals and objectives. It shall have an overview on financial performance, people and policy matters of strategic significance, with executive responsibilities.

Technology Committee



KOK PING SOON

Board Director
Non-Executive and
Independent Director

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

Mr Kok Ping Soon is Chief Executive Officer of the Singapore Business Federation (SBF), the apex business chamber advancing the interests of Singapore's business community in trade, investment, and industry transformation. SBF

represents more than 30,000 companies, as well as key local and foreign business chambers.

Prior to his current appointment, Ping Soon was Chief Executive of the Government Technology Agency of Singapore (GovTech), the lead agency driving Singapore's Smart Nation initiative and public sector digital transformation. He also held various positions across government covering manpower, economic and security issues.

He also serves on the Board of ACRA, SBF Foundation, Global Compact Network Singapore (GCNS) and NUS-ISS.



ZHANG WEI HAN

Board Director
Non-Executive and Independent Director

Board Committee:
Technology Committee (Member)

Mr Zhang Wei Han is the Ag Deputy Commissioner (Investigation & Intelligence) and concurrent Director of the Criminal Investigation Department, Singapore Police Force. Prior to this, he has held several key appointments, including the Director of the Police Intelligence Department, Deputy Director of the Criminal Investigation Department and Commander of Ang Mo Kio Division.

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.



TAN BIN RU

Board Director
Non-Executive and Independent Director

Board Committee(s):
Technology Committee (Member)

Ms Tan Bin Ru is a renowned leader in the Fintech industry globally and a prominent figure in the Singapore blockchain community. As the Chairwoman of the Blockchain Association of Singapore (BAS), she leads the organisation with the vision to be the leading industry organisation for the advocacy, collaboration, convergence, and fair use of blockchain and scalable technologies in Singapore.

Ms Tan is a regular speaker at various Fintech events on Artificial Intelligence & Blockchain including Singapore Fintech Festival, Singapore Blockchain Fest, Abu Dhabi Finance Week, Singapore – India Hackathon 2023 (Fintech & ESG) and many more. Through her speaking engagements, she aims to promote the adoption and responsible use of blockchain technology in various industries and sectors.

Currently, Ms Tan serves as President, Enterprise Digital in Singapore Technologies Engineering in addition to her role as the Chairwoman of the BAS. With over 25 years of experience, she has led several leadership roles in MNCs and startups. Notable roles includes Deputy CEO and COO of ChainUp Pte Ltd, a leading blockchain technology solutions provider for digital asset exchanges and institutions and CEO (Southeast Asia) of OneConnect Financial Technology Co. Ltd., a technology-as-a-service platform for financial institutions. Ms Tan also held various leadership roles at Microsoft and Hewlett Packard.

Ms Tan's contributions to the Singapore fintech industry have been recognised with numerous accolades, including being named "Top 5 Women in FinTech" and "Asia FinTech Leaders" at the 2019 Singapore FinTech Awards. She was also recognised with the "Woman in Fintech" award by Fintech Nation 65 in 2022. She is also a role model for women in the tech sector and was featured in the inaugural Singapore 100 Women in Tech List in 2020.

Ms Tan holds a bachelor's degree in mathematics from National University of Singapore. She is also a certified Six Sigma Master Black Belt.



CHUA AH LENG

Co-Opted Member
Technology Committee

Mr Chua Ah Leng currently serves as the Director of Digital Solutions & Infrastructure at AsiaPac Technology Pte Ltd. Prior to this role, he held the position of Group Chief Operating Officer at TOFFS Technologies. Before that, he served as the Assistant Chief Executive Officer at CrimsonLogic, overseeing competency development, project delivery resource enhancement, and the provision of technical resources.

Before joining CrimsonLogic, Mr Chua was the Senior Vice President at Singbridge Corporate Pte Ltd, where he was stationed in China, involved in the Sino Singapore Guangzhou Knowledge City (SSGKC) project. His responsibilities included managing the ICT roadmap, implementation, and overall management of SSGKC, as well as overseeing initiatives such as SMART City, ECO City, Design City, and Learning City.

With more than 45 years of experience, Mr Chua has held various significant positions including President and COO of Stratech Systems Ltd, COO of Singapore Computer Systems, CEO of PrivyLink Pte Ltd, CEO of Frontline Services, and COO of FrontLine Technology, among others.

Mr Chua earned his Bachelor of Science (Honours) degree in Physics from Nanyang University and holds an Executive Certificate in Directorship from Singapore Management University. He also completed the Stanford-National University of Singapore Executive Programme. He is accredited as Senior Accredited Director from Singapore Institute of Director. Additionally, he is a Fellow of the Singapore Computer Society and holds certifications as a Certified Senior of CITPM and COMIT. Furthermore, Mr Chua contributes his expertise as a Trusted Delivery Partners at Singapore Corporate Enterprise, serves on the Technology Advisory Committee of the Singapore Children Society and serves as a member of the Industry Advisory Committee (IAC) for the SIT Digital Skills and IT Enrichment (dSITE) framework.



HOWIE LAU
Co-Opted Member
Technology Committee

Mr Howie Lau is Managing Partner of Corporate Development and Partnerships for NCS Group, with oversight of marketing, communications, partnerships, M&A, innovation centres, sustainability, and government relations. He is also responsible for the businesses in China and Hong Kong.

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.

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.

YING SHAO WEI
Co-Opted Member
Technology Committee

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 specialising in telecom data.



ONG CHEN HUI
Co-Opted Member
Technology Committee

With two decades of cybersecurity and tech innovation expertise, Ms Ong Chen Hui leads diverse teams in driving impactful outcomes in deep tech. As the Assistant Chief Executive (Business-Technology Group) at Singapore's Infocomm and Media Development Authority, Ms Ong spearheads initiatives in emerging technologies like 5G, AI, Quantum Safe Communications, and Green ICT.

Ms Ong also chairs SG Women in Tech, advocating for diversity in the industry, and contributes to various organisations like the OECD Experts Group on AI Compute and Climate. She excels in translating tech advancements into business opportunities and vice versa, having built and managed teams across different domains, from concept to execution.

With a strong academic background, including a PhD from the Singapore-MIT Alliance, Ms Ong Chen Hui has a proven track record in business development, R&D, and security-related roles.



CALVIN PHUA
Board Director
Non-Executive and Independent Director
(Until 30 Jun 2023)

Board Committee(s):
Nominating Committee (Member)

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

Mr Calvin Phua is Deputy Secretary at the Ministry of Law. He is responsible for policies and initiatives to build a trusted and effective legal system in Singapore and optimise the use of State land and properties. He also serves on the board of the Singapore Land Authority.

Senior Management

1. **Mr Lam Chee Weng**
Chief Executive Officer

2. **Ms Debbie Ng**
Senior Director,
People & Culture

3. **Mr Tay Boon Khai**
Chief, Risk & Compliance

4. **Mr Li Chong Jin**
Chief Financial Officer

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

6. **Ms Evelyn Goh**
Senior Director,
Singapore Pools Academy

7. **Mr Nelson Tan**
Deputy Chief Business
Technology Officer

8. **Mr Paul Fong**
Director, Legal Counsel

9. **Mr Yeo Teck Guan**
Chief Business
Technology Officer

10. **Mr Jonathan Lim**
Director, Transformation
Programme Office

11. **Mr Simon Leong**
Chief Product Officer

12. **Mr Leemon**
Senior Director
Customer and Corporate Strategy

13. **Mr Alan Soon**
Senior Director, Channels





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. Tay Boon Khai (Chairman)
Chief, Risk & Compliance | 7. Lee Yuen Ping
Customer Service Management | 13. Nelson Tan
Deputy Chief Business Technology Officer | 19. Jenny Siew
People & Culture |
| 2. Ivan Teo
Risk Management | 8. Kevin Pang
Procurement | 14. Wong Chun Fye
Finance | 20. Mohd Norhelmy
Facilities Management |
| 3. Eric Loh
Product Planning & Development | 9. Kristine Tan
Business Operations | 15. Anthea To
Retail Network Excellence | 21. Lee How Sheng
Procurement |
| 4. Eunice Koh
Digital Innovation | 10. Koh Kia Liang
Singapore Pools Academy | 16. Grace Chong
Capability Governance Office | 22. Amos Seah
Digital Governance & QA |
| 5. Lindawati
Lottery Application | 11. Lee Sin Yee
Communications | 17. Jerry Seow
Draw & Result Operations | |
| 6. Chia Leng Leng
Retail Operations | 12. Lisa Lee
Customer Experience | 18. Holiday Tan
People & Culture | |

Staying Ahead of the Game



At Singapore Pools, we are committed to fulfilling our dual role in cultivating safer play and contributing to the community and Singapore.

New contents, new possibilities

The announcement on the cessation of Singapore horse racing after 182 years galvanised plans to keep Singapore Pools relevant as a licensed operator purposed to offer a legal avenue for horse racing fans.

Initiatives rolled out in the FY2023/24 included commissioning a new betting control centre in Singapore Pools, centralising all betting functions including lottery and sports within a single venue in preparation for the closure of Singapore Racecourse in Kranji. New quality simulcast venues from around the world were identified as potential choices to keep local fans engaged with the sport of kings. To fortify its reputation as a world class wagering entity, Singapore Pools remained utmost in the mind of racing fans through the staging of named races such as the Singapore Pools Trophy by its partners in key jurisdictions. Some of the jurisdictions include Hong Kong, Malaysia, South Korea, Australia and South Africa during the FY.

In March 2024, Singapore Pools partnered UK Tote to enhance dividend stability and potentially offer more stable payouts on UK horse races on selected bet types. This is possible through commingling, a common practice between gaming organisations around the world that combines their wagering pools to create a common dividend, giving customers greater security over wide dividend fluctuations.



A delegation comprising Board Director, Dr Lee Kwok Cheong, Chief Product Officer, Mr Simon Leong and Senior Manager (Product Content), Mr Steven Tan at the Turffontein racecourse for the inaugural Singapore Pools Trophy race in South Africa.



Singapore Pools Handicap race at the Hong Kong Jockey Club.

To engage sports fans, FY2023/24 also saw the addition of contents in the form of six football leagues, including the next-tiered divisions in Germany, Netherlands, Japan and Spain. Five new football

bet types for Half-time and Extra-time, complementing the current suite of Full-time options were also launched. Cashout was introduced to the A League 2023/24 season as a sandbox.

On the lottery front, Singapore Pools continued to offer a special TOTO draw for National Day, adding a jackpot draw to the second half of the year. Similarly, the \$5M Singapore Sweep jackpot draw was held during the Mid-Autumn festival to upkeep the product's visibility within the retail market.

Content quality and depth across all product groups was also improved with streamlined presentation, shared with customers in a timely manner with ease of accessibility. These initiatives are part of our efforts to continually enhance customer experience and to divert demand from illegal operators.



The Singapore Pools delegation at the inaugural Singapore Pools Trophy race in South Korea. Photo credit: Korea Racing Authority.

Raising our game in retail excellence

Singapore Pools consistently launches new initiatives to deliver quality retail services across our network. These efforts ensure that our community presence is well-received, reinforcing our position as the preferred choice over illegal operators.

Enhancing the retail outlet experience

Singapore Pools continued our outlet refurbishment efforts under the multi-year Outlet Improvement Programme. Each year, branches and live venues are selected for cyclical maintenance and design refreshes. We are also progressively introducing more sustainable in-store fittings as part of this programme.

Customers benefit from upgraded information displays and a more welcoming environment, while staff enjoy enhanced back-office facilities. Among other improvements in FY2023/24, smoking rooms at live venues were upgraded to provide better air quality.

Across the network, the implementation of a new standardised signboard design strengthens our brand identity and creates a more cohesive customer experience. We have also utilised available outdoor display space at larger outlets to showcase the Singapore Pools story and highlight our community contributions.



Customers participated in interactive games designed to promote health awareness, in partnership with the Health Promotion Board.

Within outlets, customer engagement efforts help us remain relevant. In conjunction with major sports events, customers participated in related games and contests that enhance the live betting experience and remind them to bet legally.

In line with our commitment to caring for our customers and community, we teamed up with the Health Promotion Board to promote health awareness. During visits to our live venues, customers gained valuable insights into maintaining a healthy lifestyle.



Revamped outdoor stairwell featuring the Singapore Pools story.



Frontline staff at Singapore Pools headquarters for the Service Experience Excellence programme.

he well in serving our customers over the past 55 years, the S experience for our customers to the next level through 3 key a



Director of Customer Division, Mr. Ee Hock Chye, delivering the opening address at the launch of the Service Experience Excellence programme.

Supporting and recognising our retail staff

Singapore Pools is dedicated to training and supporting our frontline staff, enabling them to adapt and thrive in an evolving business environment.

In FY2023/24, all full-time frontline employees completed a micro-credentialing programme, enhancing their competencies in digital literacy, service excellence, and product demonstration and advisory skills.

Both outlets and individual frontline staff have been recognised for their outstanding contributions to service delivery, operational compliance, and retail transformation through the newly launched Retail Excellence Award Programme. A rigorous assessment process involving customers and senior management determines the winners. The “Star Outlet” category highlights ten branches across three clusters, while the “Star in Action” category celebrates exceptional individual achievements.

Caring for our customers

In 2023, as part of our ongoing commitment to serving our customers better, our Customer Division launched the Service Experience Excellence Programme (SEE). Coinciding with International Service Week, this initiative was a significant step toward strengthening our service culture, making it more customer centric.

SEE was developed with the objective to foster and reinforce a customer-first approach across all interactions. Through enhanced training for frontline staff, refreshed self-help materials, pulse checks, and service recognition awards, the programme equips frontliners with the tools to deliver good customer experiences. The programme's launch brought together around 300 frontline

staff from various touchpoints, all united in their passion for delivering exceptional service.

Customer Engagement Framework

Building on these efforts, we introduced a series of initiatives launched under the Customer Engagement Framework, aimed at enhancing customer retention while promoting a Safer Play environment. Among these, the SPPL Presence initiative was introduced to combat illegal market diversion, further reinforcing our commitment to safeguarding the legal gaming landscape.

In line with international sporting and horse racing events, Singapore Pools hosted a series of live screenings at various locations, including the Royal Ascot at our China Square Off-Course Betting Centre and the Women's World Cup at the Singapore Pools main building. Selected Singapore Pools account customers were invited to these screenings as part of our efforts to create more personalised and engaging experiences. These events enriched the customer experience, demonstrating our commitment to delivering unique and engaging interactions.

We leverage technology and digitalisation to fulfil our mission of providing a safe and secure betting environment.



Digitalisation and Innovation for Business Improvement



Minister for National Development and Minister-in-charge of Social Services Integration, Mr Desmond Lee, accompanied by Singapore Pools Chairman, Mr Kai Nargolwala, CEO Mr Lam Chee Weng, and representatives from the Ministry of Social and Family Development, during a visit to the Innovation Hub. Singapore Pools is an Anchor Partner of MSF's ComLink+ Progress Packages.

Building on digital capabilities

Having launched phase one of our Next Generation Data Centre (NGDC) in January 2023, our critical infrastructure is now powered by three active data centres, increasing computing capacity by 300% to improve the reliability of our gaming systems. NGDC keeps operations seamless while any one data centre is under maintenance. It lets us isolate system issues swiftly and serve customers with minimal disruption.

In May, we refreshed our core lottery system. This initiative ensures that the modernised backend and hardware continue to enable our lottery business over the next decade while providing new capabilities, such as flexibility to modify draw dates in response to unforeseen circumstances. It also improves productivity through better operational configurability and features an analytics dashboard that enhances monitoring and reporting.

In November, we added Sports Cashout to our sports betting services. This

innovative feature allows customers to encash their winnings or minimise losses on their pre-match, live or multiple bets before the match ends. Features like Sports Cashout allow customers better flexibility to manage their finances whilst levelling up the playing field for Singapore Pools in our mission to counter illegal operators.

In tandem, we completed the Centralised Data Governance (CDG) framework, fortifying Datalake's security. CDG leverages role-based access permissions and encryption to protect the integrity and privacy of data and reduce the risk of sensitive information being compromised.

With a single point of access to data, catalogued with descriptions, links to relevant policies and clear upstream and downstream lineage, CDG makes it easy to find relevant data for research and analysis. Compliant with policies and aligned with business definitions across the organisation, CDG provides a secure hub for departments to collaborate and share data.

Inspiring innovation

The Innovation Group (IG) is an open forum established as an incubator and testbed for innovations and new concepts. Comprising members from diverse business units, IG stimulates ideation and promotes innovative problem-solving among staff.

In August 2023, Singapore Pools' innovation hub OMGxLab introduced Temi, a robot that provides guided tours of the hub's exhibits and features. The hub showcased prototypes developed by Singapore Pools staff to Minister Desmond Lee, demonstrating their possible contributions to business operations. We also hosted esteemed organisations including the Singapore Computer Society and the Singapore Institute of Technology, fostering collaboration and reinforcing our commitment to innovation and growth.



CEO Innovation Awards finalists with senior management.

The inaugural CEO Innovation Awards was launched to accelerate innovation culture. This event attracted 40 submissions across three categories: Best Innovation Award (Project), Best Innovation Award (Proof-of-Concept/Pilot), and Best Innovation Champion (Individual).

Following rigorous evaluation by judges from the Strategic Steering Committee and IG, finalists presented their ideas at the awards ceremony held at the OMGXLab on 13 December 2023.

Notably, the Best Innovation Project, titled "Singapore Pools Account (SPA) Onboarding Enhancement using MyInfo and Identiface", has been successfully deployed to production on the SPA App. By leveraging MyInfo and Identiface the project streamlines SPA registrant onboarding, enabling secure biometric identity verification without additional in-person checks, saving time.

Further fuelling our technological push is the AI Trailblazers Programme, a collaborative initiative led by the Ministry of Digital Development and Information (MDDI), Digital Industry Singapore (DISG),

Smart Nation and Digital Government Office (SNDGO), and Google Cloud. The programme aims to help organisations in Singapore identify real-world challenges suitable for generative AI solutions, develop prototype solutions, and advance these prototypes towards production.

Representatives from the Business Technology and Insights and Analytics divisions completed a 100-day journey as part of the AI Trailblazers Programme, successfully developing two innovative generative AI prototypes and clinching an Innovation Award.

Making Strides as One



For more than 50 years, Singapore Pools has been at the forefront of promoting responsible gaming with a vision for nation building centred on community purpose and benefit. We strategically leverage our volunteer resources, financial support from sponsorships and key assets like the Singapore Pools Academy and iShine Cloud. By doing so, we foster staff volunteerism and form meaningful partnerships aligned with our long-term goals of better social responsibility, community support and staff welfare, placing the community at the heart of all we do.

Giving Back to the Community



Football with a Heart leverages the power of sport as a force for social good, raising over \$1.2 million for charity in 2023.

Football with a Heart

The eighth edition of Singapore's largest football charity fundraiser took place on 12 August 2023, bringing together 45 corporate teams, celebrities, parliamentarians, ex-footballers and local artistes to raise \$1,238,350 for 7 beneficiaries - Daughters of Tomorrow, FAS Cares, iShine Cloud Limited, Lions Befrienders Service Association, Make-A-Wish Foundation, SportCares, and Playeum Limited. To commemorate our 55th anniversary, a Community Carnival segment featuring games and sweet treats was open to the public.

Community with a Heart Plant a Flower Campaign

Singapore Pools launched its first-ever digital fundraising campaign in May 2023. For every flower "planted" in the digital verdant garden by a simple tap on interactive screens and via a mobile link, Singapore Pools pledged \$1 to support communities-in-need.

The campaign raised \$500,000 with additional funding from Tote Board. The funds were directed to Allkin Singapore, WE CARE Community Services, and Samaritans of Singapore Limited (SOS), through Community Chest.



Singapore Pools has raised \$500,000 for Community Chest through its first digital fundraising campaign, Community with a Heart.



(Left to right): Youths participating in the Hearts Football League 2023 celebrate with President Tharmar Shanmugaratnam, Ms Jane Itogi and Singapore Pools Chief Executive Officer, Mr Lam Chee Weng at the league's finale.

SportCares Hearts Football League 2023

As part of giving back to the community, we sponsored the 2023 league where over 600 players from 18 Saturday Night Lights (SNL) teams and eight invited teams from SportCares community partners participated in matches island-wide from July to November 2023. SNL is a programme that takes underprivileged and at-risk kids off the streets and engages them in formal football training.

Singapore Children's Society – Walk for Our Children

About 80 Singapore Pools staff volunteers participated in the charity walk and carnival on 30 September 2023. Our staff volunteers also manned a booth, selling cookies and beverages from Metta Café to raise funds in a show of support for this worthy cause.

East Coast Green Festival / Clean & Green Singapore Day

Singapore Pools CEO, Mr Lam Chee Weng and Green Up! Chair Mr Nelson Tan participated in the East Coast Green Festival held in conjunction with Clean & Green Singapore Day at Greenspace+, an urban living lab in Bedok. Alongside Ministers and like-minded collaborators, they celebrated 60 years of Singapore's greening efforts by planting 60 trees, contributing towards the nation's OneMillionTrees movement.



Official launch of The Lighthouse at Punggol, a children and youth hub at Punggol West.

Supporting community and causes

Lighthouse @ Punggol Launch 11 November 2023

Singapore Pools supported the development of The Lighthouse, the nation's first child and youth-centric hub. Over 2,500 children and youth will benefit from the hub's diverse programme offerings aimed at creating a safe space for youths, families and the wider community to foster a strong sense of belonging and social unity.

ComLink Progress Package – Debt Clearance 20 November 2023

We extended our support to the Ministry of Social and Family Development's (MSF) enhanced ComLink Progress Package which will benefit about 240 vulnerable families. This package aids lower-income families in debt clearance and helps them in their journey towards stability, self-reliance and social mobility.

Project Green Shoots 9 March 2024

The donated amount will benefit a few hundred children from low income

families through top-ups to their Child Development Accounts, amongst others, supporting their education and healthcare needs.



Mr Lam Chee Weng, Chief Executive Officer (centre right) presenting the cheque to Minister for Communications and Information Josephine Teo at the launch of Project Green Shoots.

iShine Cloud: Shaping a Collaborative Digital Future for Charities

iShine Cloud established by Singapore Pools, is a charity focused on enhancing operational efficiency within the charity sector through a secure cloud-based IT platform.

In August 2023, iShine Cloud organised “Building a Collaborative Digital Capital: Sharing Discoveries & Exploring New Frontiers,” which brought together 40 leaders from 21 charities, various agencies, and the private sector. The focus was to share key insights gathered from previous workshops with various charities and to map out the way forward to address the identified challenges and gaps.

With the support of Singapore Pools, iShine Cloud partnered with the Inland Revenue Authority of Singapore (IRAS) last year to develop the Donor Management System (DMS) Lite to help charities automate the submission of donor information. By connecting directly to IRAS systems, DMS Lite eliminates time-consuming manual data entry, allowing charities to improve productivity and focus more on serving their beneficiaries. Till date, 514 charities have onboarded DMS Lite.

“The innovate workshop enabled us to streamline administrative tasks, freeing our time for higher impact initiatives that drive our company’s success. To further empower our workforce and enhance their productivity, we are committed to sending more staff to future sessions of this invaluable programme.”

- Daniel Chen, L&D Executive, All Saints Home

“The Art and Science of Communication reinforced my understanding of the key concepts and provided practical tools for enhancing my communication skills. I will recommend this course to anyone seeking to improve their communication abilities and gain a deeper appreciation for the role of communication in shaping our lives.”

- Ivy Lim, Executive Director, SCAPE

of the enhanced iLearn e-learning portal and ten new in-person training courses marked a significant step forward in providing accessible and flexible learning opportunities to charities.

In FY2023/24, the number of participating charities surged from 17 to 35, and learning seats increased by over 100%, reflecting a growing recognition of the Academy's value. The iInnovate workshop played a vital role in supporting charities with 20 process improvement projects to date. It provided over 1,500 man-hours that helped charities enhance their operations and better serve their communities.

Employee development remains central to the Academy's mission. The Certified Service Professional programme equipped frontline employees with the skills to excel in customer service and take on broader responsibilities. Close to 1,800 certificates have been issued to over 1,000 employees. The Lead for Impact programme has accredited 69 employees with advanced leadership skills.



Innovation showcase at Partners Appreciation Event by Bone Marrow Donor Programme and *SCAPE SG demonstrating application of knowledge acquired to create innovative solutions, contributing to work improvement.

To enhance user experience, the Academy continually refines My Learning Space and its website, offering seamless access to learning resources and opportunities for employees and charity partners.

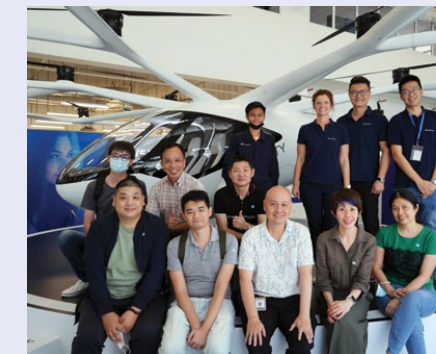
Through its innovative solutions, strategic partnerships, and dedication to lifelong learning, the Academy has made a positive impact, setting the stage for continued growth and positive change.

Beyond formal learning, the Academy enables employees to develop personally and professionally through various initiatives.



1. Lunch and Learn

The Academy facilitated 19 Lunch & Learn sessions with over 1,200 learning seats. These sessions covered topics on workplace safety and cultivating a growth mindset.



2. Learning Journeys

Four learning journeys were organised, with over 230 seats filled. These immersive experiences at institutes of higher learning and corporations fostered knowledge exchanges.



3. Talk Shows

“Guests hosts” from across divisions shared their experiences and insights in engaging talk shows. The inaugural edition, themed “EmpowHer Chat” attracted 35 participants who learned to become a better version of themselves through empowerment.



Singapore Pools Academy

As the Singapore Pools Academy marked its fifth anniversary, it reached an important milestone in its journey to empower individuals and strengthen communities.

The inaugural Partners Appreciation event on 19 March 2024, showcased the Academy's commitment to innovation and growth. The MOU signing ceremony between Singapore Pools and the Singapore Institute of Technology launched the Certification in Business Digitalisation and Transformation for Charities.

The micro-credentialing programme equips business professionals with the essential tools to leverage digital technologies for growth and success. It was first rolled out to Singapore Pools and over 80 employees embraced the opportunity. The unveiling



We ensure our people initiatives are sustainable and relatable by listening deeply through employee engagement surveys, skip-level communication sessions and town halls.

Winning Employee Experience

In a rapidly evolving work environment shaped by technological advancements, evolving customer expectations and a dynamic operational landscape, we focus on fostering exceptional employee experiences for our diverse workforce of over 1,000 full-time employees.

Purpose-Driven Work

At Singapore Pools, our employees are at the heart of our social mission to counter illegal gambling and channel funds to the community. They understand their crucial role in providing a safe and responsible service that benefits society. This sense of purpose drives their commitment and engagement.

Professional Growth

Employees are empowered to take charge of their personal development through our Career Tracks framework, introduced in June 2023. This framework offers clear pathways for advancement based on individual skills, aspirations, and career objectives. It supports meaningful career conversations with supervisors for upskilling opportunities, internal transfers, or new job roles within the organisation.

Recognising the pivotal role of leadership in fostering a positive workplace culture,



Singapore Pools Chairman, Mr Kai Nargolwala addressing questions from staff during the fireside chat at the town hall

we introduced a Leadership Competency Framework at the town hall in February 2024. As part of our Leadership Development Programme, this framework includes a 360-Degree Feedback Survey for senior management, along with tailored training and coaching sessions to enhance leadership skills and drive organisational success.

We celebrate employees who go above and beyond through various initiatives such as the CEO Innovation Awards, Service Excellence Awards, Staff Volunteerism Awards, and Long Service Awards, reinforcing our commitment to recognising and rewarding excellence.

Nurturing the Body, Mind, and Soul

We adopt a holistic approach to employee well-being, recognising that it is supported by many aspects of organisational culture, including leadership, communication practices, opportunities for growth, and the provision of resources and support systems.

Our commitment to safe workplaces is demonstrated through the introduction of a Workplace Safety, Security, and Health Policy in April 2023. In June 2023, we launched a Workplace Harassment Prevention Policy with clear guidelines and procedures, supported by awareness workshops for the management team.

Our leadership competencies at the individual, team, and organisational levels emphasise key behaviors such as fostering psychological safety, openness, objectivity, and respect.

To encourage proactive health management, we provide regular exercise classes at our head office, annual free health screenings, and Wellness Dollars to cover health-related expenses. The 100-Day Mastermind Challenge, held from 17 April to 27 July 2023, brought mental well-being to the forefront, encouraging employees to explore mental health resources and practice mindfulness. In November 2023, we extended these resources to employees' immediate family members.

At Singapore Pools, we work hard and play hard. The Singapore Pools Challenge Cup, launched in July 2023, promotes camaraderie and teamwork across the organisation through quarterly events such as a bowling tournament, VR games, a talent contest, and the Amazing Race.

To further promote work-life balance, the Bring Your Kids to Work Day on 23 June 2023 gave young visitors an insight into their parents' work lives, while corporate

memberships to local attractions like Gardens by the Bay encouraged employees to spend quality time with loved ones or engage in self-care.

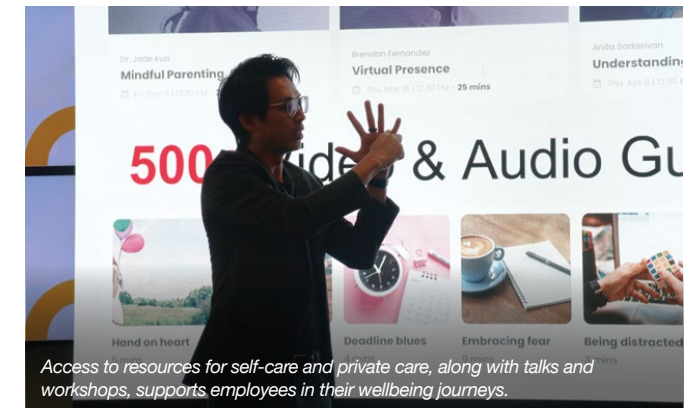
On 19 July 2023, Diversity Day celebrated multiculturalism and unity at the workplace. Our staff volunteerism programme also provides meaningful opportunities for employees to give back to the community through activities such as food packing and distribution for the needy, and befriending activities with seniors. Our passionate staff volunteers have clocked more than 7,000 volunteering hours with a 61% staff volunteerism rate.

Being on Track

Our efforts were recognised at the 16th Singapore HR Awards where we received a Gold for Employee Experience and Well-Being and a Bronze for Talent Management. We were also conferred the National Workplace Learning Certification (Gold) in recognition of our continuous learning practices and capabilities.



Ms Angela Chua from Retail Operations receiving her 50-year Long Service Award from Chairman, Mr Kai Nargolwala.



Access to resources for self-care and private care, along with talks and workshops, supports employees in their wellbeing journeys.



Building camaraderie and a sense of belonging through social events like the Singapore Pools Challenge Cup, staff-led interest groups and team bonding initiatives.

Singapore Pools is dedicated to building a safe and trusted gambling environment. Upholding rigorous standards in our business operations and implementing social safeguards are integral to our mission.

Governance and Risk Management

Responsible gaming

As the only legal gaming operator in Singapore, we have a crucial role in propagating awareness of responsible practices to mitigate the risks associated with gambling. We maintained the World Lottery Association RG Framework Level 4 Certification, demonstrating our commitment to responsible gaming practices.

We collaborate annually with the National Council of Problem Gambling (NCPG) on Responsible Gambling Awareness Week (RGAW). This was held from 18 October to 29 October in 2023. Roadshows were held across eight of our outlets which facilitated outreach through Problem Gambling Severity Index (PGSI) surveys and brochures to enhance awareness of the problems associated with gambling.

For the first time, we hosted the NCPG at our head office along with representatives from the Ministry of Social & Family Development (MSF) for the first time.



Roadshows conducted as part of Responsible Gambling Awareness Week to remind and share responsible gambling tips through interactive games and quizzes.

Chief Risk and Compliance Officer, Mr Tay Boon Khai presented an overview of the company's operations and detailed the Safer Play Programme, highlighting key focus areas aimed at fostering a Safer Play environment through awareness promotion and the provision of Safer Play tools.

Last year, we strengthened our commitment to responsible gaming by implementing new Safer Play initiatives across our entire retail network. At the heart of this enhanced effort was the introduction of new Safer Play mascots that we unveiled at our town hall on 29 February 2024. The mascots were designed to be distinctive with their open palm gestures, conveying friendliness and approachability.

In addition to the mascots, we refreshed communications materials including new Safer Play brochure stands and posters. These materials are prominently displayed across our retail network to raise awareness about the risks associated with excessive gambling. They also feature brochures from NCPG providing information on online help resources.

The Safer Play Group was established to ensure the continual development and improvement of our responsible gambling programme. This cross-functional team combined insights from representatives across various business units to align the programme with the latest regulatory standards.

Risk Management Initiatives

Singapore Pools has implemented an Enterprise Risk Management (ERM) policy to integrate risk management into our day-to-day business operations, enhance decision-making and mitigate risks to meet our business goals and objectives. Driving the policy are Key Risk Indicators that are tracked and monitored with clear escalation thresholds. In FY2023/24, we launched new initiatives to build a more risk-centric culture.

ERM, Incident and Crisis Management Workshops

Conducted by the Risk & Compliance team to raise awareness of risk management best practices for colleagues across different business units.

Expanding the Control Self-Assessment (CSA) programme

Implemented for higher-risk processes to enhance staff awareness of controls in policies and procedures. In FY2023/24, we expanded the CSA programme by rolling it out to other key business processes.

Policies and Procedures Governance Framework

Formalised in FY2023/24 to ensure standardisation and consistency in practices across the organisation.

Enhancing Sports Betting Trading and Risk Management

In FY2023/24, we reviewed and improved our operational risk management processes, ensuring they are benchmarked with the practices of other leading gaming operators.



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. This is supplemented by an Incident Notification Guidance Matrix and a centralised incident reporting system to enable prompt notification of incidents.

With the Next Generation Data Centre (NGDC) fully implemented in FY2023/24, applications can simultaneously tap into infrastructure resources across three data centres. This eliminates disruptions to applications should a single data centre be compromised.

FY2023/24's BCP exercises were 100% completed and met the targets set. Since the pandemic, we also kept our BCP sites warm instead of only doing annual tests.

Customer privacy

Aligned with the Personal Data Protection Act (PDPA), Singapore Pools upholds stringent standards in safeguarding electronic personal data. Our annual review of the Personal Data Protection and Privacy Policy ensures robust protection through encryption and rigorous IT security controls.

Electronic personal data is secured in IT systems with strict access controls and stringent IT security controls in place to prevent any breaches of customer data and privacy. Customer data stored in the database is also encrypted.

Our Personal Data Breach Response Plan is ready to be activated in the event of a data breach, complying with the mandatory personal data breach notification requirement under the PDPA. Ongoing staff training, including regular e-bulletins, enhances awareness and readiness to manage data breaches. Additionally, regular security awareness campaigns and cybersecurity tabletop exercises are conducted regularly to enhance staff responsiveness to potential cyber-attacks.

Prevention of money laundering and terrorism financing

Our robust governance structure continues to guard against any unintended involvement in money laundering and terrorism financing activities that might take place via our products and services.

The Anti-Money Laundering Committee assists the Risk and Governance Committee in reviewing and overseeing matters related to the Prevention of Money Laundering and Terrorism Financing (PMLTF). Together, they ensure that risk management and adequate controls are in place.

At Singapore Pools, flagging of alerts to suspicious transactions is automated. If these transactions are reviewed and suspected of being connected to money laundering or terrorism financing, a Suspicious Transaction Report (STR) is filed with the authorities.

Adequate support for these processes is provided by our employees, who undergo mandatory annual PMLTF refresher training. All new staff members are also trained in PMLTF training within six months of joining Singapore Pools.

Draw integrity

To uphold the integrity of our lottery draws, Singapore Pools utilises mechanical draw machines and multiple sets of draw machines and balls. Each set is randomly selected and witnessed by an independent auditor before draw events at our Singapore Pools Building. Independent public accounting firms also regularly review our draw procedures to verify compliance with industry standards, ensuring transparency and fairness in our lottery operations.

For more information on our draw process, please visit our website: <https://online.singaporepools.com/en/lottery/lottery-draw-process>



Environment

We have ramped up our efforts in sustainability through initiatives focused on improving energy efficiency, promoting responsible consumption and implementing innovative technologies.

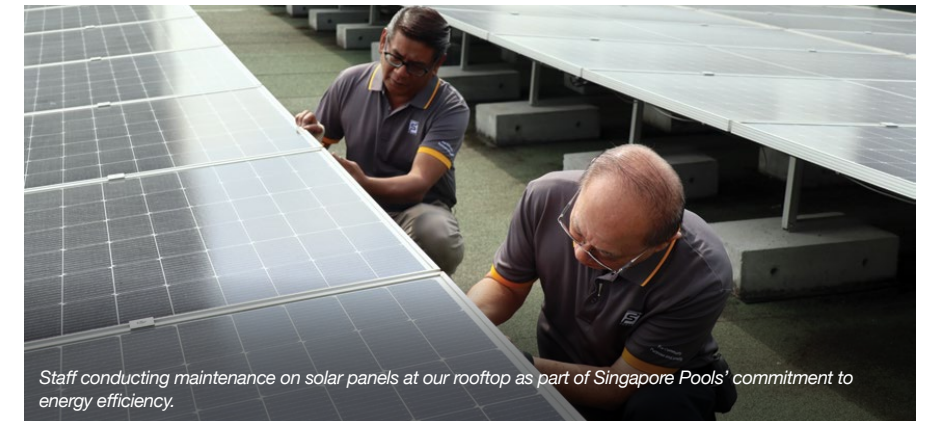
Launched in 2016, the Green Up! Movement embodies our commitment to sustainability, involving staff from various business functions in actionable steps towards our sustainability goals.

In 2024, we took another step forward by establishing the Sustainability Action Group. This group will strengthen our environmental stewardship by focusing on Sustainable Operations, outreach, Procurement, Internal Engagement, Industry Partnerships and Sustainability Reporting.

Sustainable operations and improving energy efficiency

We were awarded the prestigious Green Mark Platinum (Super Low Energy) by the Building and Construction Authority (BCA) for the Singapore Pools Building. This is a recognition of our commitment to sustainability through investments in energy efficiency and smart building management technologies.

Last year, we established a real-time Smart Green Dashboard at our head office. Unique to Singapore Pools, the dashboard incorporates smart building and energy management technologies to evaluate sustainability metrics such as water, energy and air quality, as well as their impact on health indicators, in real time. This facilitates performance improvements and enables us to deliver user-focused solutions that benefit both the environment and our people.



Staff conducting maintenance on solar panels at our rooftop as part of Singapore Pools' commitment to energy efficiency.

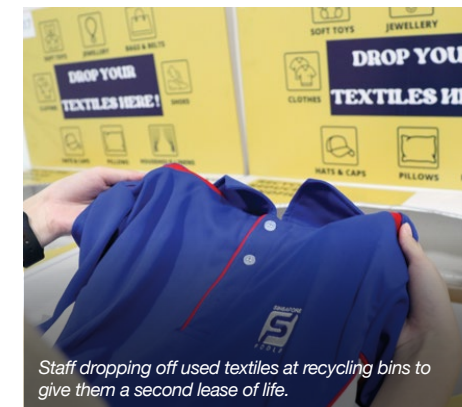
In 2023, we installed more than 360 square metres of photovoltaics on our rooftop that generate over 70,000 kWh annually, which covers 3% of total energy consumption. We also applied UV reflective paint to the building exterior alongside double-glazed glass to reduce heat absorption, hence less energy is needed for air-conditioning. Meanwhile, all elevators in the Singapore Pools Building go into sleep mode during non-peak periods.

Leveraging data analytics provided by the Smart Green Dashboard, we optimised the viability of these energy-saving initiatives, ensuring progress towards our sustainability goals.

Giving new life to the old

Our commitment to recycling is demonstrated through reducing waste and promoting sustainability within our organisation and the wider community.

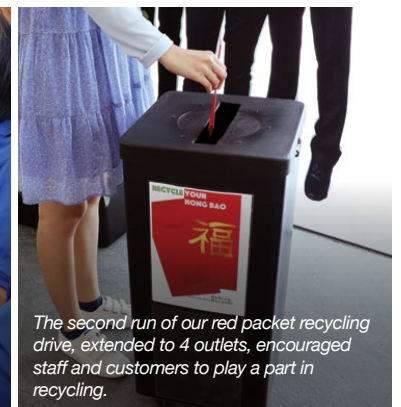
One such initiative was the *Hong Bao* Collection Drive in June 2023. Over 20 kg of unused red packets were donated by staff at our head office. Through collaboration with external partners, we repurposed them into card boxes and toilet rolls.



Staff dropping off used textiles at recycling bins to give them a second lease of life.



Staff volunteers educating children on the importance of recycling through activities and outdoor excursions.



The second run of our red packet recycling drive, extended to 4 outlets, encouraged staff and customers to play a part in recycling.

Awards and Accolades

Community Contributions



Community Chest Awards

Singapore Pools clinched both the Volunteer Partner Award and Charity Bronze Award at the Community Chest Awards 2023.



Singapore Children's Society

We were acknowledged for our contributions to Singapore Children's Society through the funding of projects such as the publication of "Thinking of Children: The Singapore Children's Society Collected Lectures (2015 – 2021)", a series of collected lectures by distinguished speakers on various aspects of childhood.

Employer of Choice



Human Resources Director (HRD) Asia 5-Star Employer of Choice Award

13 June 2023

We were acknowledged for our high employee engagement score and low staff turnover, demonstrating the effectiveness of our initiatives as well as best-in-class practices in recruiting, engaging and retaining employees.

The 16th Singapore HR Awards

25 October 2023

Singapore Pools received two awards in the People-Centred Category, including Gold for Employee Experience and Well-being. The awards are a testament to our commitment to putting employees first and recognise our focus on areas such as well-being and engagement, health and safety, learning and leadership development, talent management, technology solutions, workplace design and sustainability.

Three new Tripartite Standards

31 March 2024

Singapore Pools is honoured to be recognised by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) in three key areas: Work-Life Harmony, Advancing the Well-Being of Lower Wage Workers and Age-Friendly Workplace Practices.



National Workplace Learning Certification Award

Singapore Pools received the National Workplace Learning Certification (GOLD) Award. Conferred by the National Centre of Excellence for Workplace Learning (NACE), the award recognises organisations with effective, progressive and integrated approaches to workplace learning.

Responsible Gambling

WLA Level 4 RG Framework 2023

Singapore Pools continues to maintain certification at the highest global level of the World Lottery Association's (WLA) Responsible Gaming Framework certification (Level 4).

Service Excellence

Singapore Retailers Association Excellent Service Award (EXSA) 2023

8 November 2023

Our Customer Division secured four Gold and nine Silver awards in their inaugural EXSA participation. Established in 1994, the prestigious award honours individuals for their commitment to exceptional customer service.



Innovation

Google Trailblazer

January 2024

The Business Technology and Insights Analytics division received the Innovation Award for embarking on the Google AI Trailblazers Programme. They developed two generative AI prototypes to ensure a secure and enjoyable gaming environment for our customers.

Environment

BCA Green Mark Award

We are proud to retain BCA's Green Mark GoldPlus certification for the Singapore Pools Building, awarded to facilities that achieve a Green Mark score of 85-89 and at least 25% in energy savings.



Delegates at the 2023 APLA/WLA Seminar in Hong Kong under the theme 'Leading Through Transformation'.

International Associations

Singapore Pools is a member of international and regional associations, participating in executive committee meetings, events and conventions. These engagements enable us to exchange expertise and insights with global counterparts, reinforcing our commitment to maintaining a safe and secure betting environment.

2023 APLA/WLA Seminar

From 16 – 18 May 2023, the Singapore Pools team attended the event in Hong Kong, themed "Leading through Transformation". Co-hosted by the Asia Pacific Lottery Association (APLA) and World Lottery Association (WLA), the event brought together fellow professionals to reimagine the future of the lottery industry with keynote speeches, discussions and interactive workshops.



Singapore Pools attended the 2023 APLA Regional Conference in Bangkok, themed 'New Thinking for a Sustainable Future'.

APLA Regional Conference

Held from 24 – 27 October 2023 in Bangkok, APLA's annual event explored cutting-edge topics such as sustainability, artificial intelligence (AI) and innovative distribution channels. The four-day event offered energising discussions and opportunities to engage with inspiring industry leaders across a dynamic programme.





EL/WLA Sports Betting Marketing Seminar

Senior Director of Corporate Strategy and Customer, Mr Leemon, represented Singapore Pools at the event in Paris from 1 – 3 November 2023. He presented our efforts using AI and machine learning to enhance and promote safe gambling practices at the European Lotteries (EL) and WLA event.



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