

TRANSFORMING LIVES

TOTE BOARD ANNUAL REPORT 2021/22



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TRANSFORMING LIVES

TOTE BOARD

ANNUAL REPORT 2021/22

ABOUT THE TOTE BOARD GROUP

The Tote Board family comprises Tote Board, Singapore Pools (Private) Limited (Singapore Pools) and Singapore Turf Club (STC). During FY2021/22, Tote Board held the legislative function of operating horse racing and totalisators, as well as lotteries (4D, TOTO and Singapore Sweep) and sports betting (football and Formula One motor racing). Tote Board exercises management oversight and governance over Singapore Pools and STC, which conduct lotteries and sports betting, as well as horse racing and totalisator operations.



Tote Board channels the gaming surplus and financial surplus of Singapore Pools and STC – and the collection of casino entry levies – for grantmaking projects that help build an inclusive, resilient and vibrant community. Tote Board also ensures that Singapore Pools and STC conduct their businesses in a socially responsible manner, to provide legal and safe gaming, and to counter illegal gambling.

As a broad-based grantmaking organisation, Tote Board works closely with our stakeholders and partners to support a broad and diverse range of worthy projects. The wide range of our grants and initiatives has enabled us to touch the lives of almost all Singaporeans at every stage of their lives. Through our grantmaking projects, we provide equitable opportunities for vulnerable groups, strengthen communities, and build a vibrant and liveable home.

Our goal is to build a flourishing society in Singapore. We want to inspire positive change and contribute towards building an inclusive, resilient and vibrant community, while fostering a caring and compassionate nation.



Singapore Pools was established by the Singapore government on 23 May 1968 to provide safe and trusted betting to counter illegal gambling. As a not-for-profit organisation, all of Singapore Pools' surpluses is channelled to Tote Board to fund a wide range of causes in social service, community development, sports, arts, education and health sectors. Since 2004, over \$5 billion have been channelled to Tote Board. In addition, Singapore Pools also contributes about \$2 billion annually to the Government in the form of taxes and duties. Our responsible gaming practices have been awarded the highest level of certification (Level 4) by the World Lottery Association's Responsible Gaming Framework since 2012.



Founded in 1842, Singapore Turf Club (STC) is Singapore's only horse racing club. A proprietary club of Tote Board, STC focuses on cultivating horse racing as a prestige sport and creating a first-class horse racing community in Singapore with integrity and professionalism. A destination that consistently reinvents experiences to engage communities, STC's sprawling 124-hectare Kranji grounds can support large-scale and intimate sporting competitions and lifestyle events. STC is home to the Singapore Turf Club Riding Centre and a learning hub for specialised equestrian skills and provider of impeccable stabling, horse training and horse event support.

OUR VISION

We uplift our community by Giving Hope to the vulnerable groups and Improving Lives of all in Singapore.



OUR MISSION

We contribute towards building an inclusive, resilient, and vibrant community through our grants.

We ensure that Singapore Pools and Singapore Turf Club conduct their businesses in a socially responsible manner, and channel surpluses towards our grantmaking.

OUR VALUES



Caring

- We are driven to make lives better.
- We value one another and respect each other's views.

Collaborative

- We co-create shared outcomes with our partners.
- We support one another and work in synergy.

Integrity

- We make impartial decisions based on consistent principles.
- We are trustworthy and take responsibility for our actions.

Enterprising

- We constantly seek new ways to achieve greater impact.
- We embrace innovation and learn from successes and failures.

FOREWORD BY THE CHAIRMAN

A CARING AND RESILIENT SINGAPORE

A VUCA World

2021 to 2022 will feature as one of the more challenging periods in Singapore's history.

In the midst of the COVID-19 pandemic, the Russia-Ukraine conflict has resulted in a globally unstable world with prolonged geopolitical and economic instability.

With supply chains being disrupted around the world, we will see inflation impacting many countries. In addition, tense US-China relations will have direct implications for Southeast Asia. Singapore will be no less vulnerable to such uncertainties in our economic growth and societal developments.

The compounded damage from these events has affected, and will continue to affect, Singapore and the community that Tote Board serves.

Strengthening Support Through Challenging Times

Tote Board has remained steadfast in our commitment to serve the community through our grants. Some of our grantmaking highlights are as follows:

- As part of Budget 2022, the Government announced that for FY2022 to FY2024, it would extend the dollar-to-dollar support for successful applicants of Tote Board's Enhanced Fund-Raising (EFR) Programme. The EFR has helped more than 1,200 fund-raising projects with over \$130 million in donations matched, or to be matched, since its inception in April 2020. It has also accelerated charities' digital adoption, with about 60% of EFR applications relating to digital fund-raising.



Mrs Mildred Tan
Chairman

- The Tote Board Mental Health Initiative (TBMHI), with funding support of up to \$26 million, concluded its fifth year in FY2021, with encouraging programme outcomes. Notably, the “Beyond the Label” campaign, championed by the National Council for Social Service (NCSS) and funded by the TBMHI, has helped destigmatise mental illness and increased social inclusivity. The campaign influenced a 5% increase in the willingness to live among persons with mental health conditions, and a 7% increase in the societal acceptance of persons with mental health conditions.
- Tote Board partnered with the Institute of Policy Studies (IPS) to organise the inaugural IPS-Tote Board Conference, themed “Good Enough Evidence for Social Good”, for the non-profit sector in October 2021. The conference brought together more than 250 practitioners, administrators, policymakers and academics. Such awareness-raising and knowledge-sharing efforts are critical in creating an enabling environment for impactful giving to flourish.

Our Refreshed Vision, Mission and Grantmaking Strategic Outcomes

As we pressed on to meet current societal needs amidst uncertainty and complexity, the impetus for a strategic reset, particularly in grantmaking, was clear.

Tote Board embarked on a Strategic Review (SR) transformation journey in late FY2020, continuing into FY2021. In July 2021, we successfully completed the first phase of our SR, and one of the key outcomes was the refresh of our Vision, Mission, and Grantmaking Strategic Outcomes.

Our refreshed Vision — **‘A Caring and Resilient Singapore’** — weaves together the fabric of our Nation, and articulates Tote Board’s desire to build greater resilience at the societal level. A key feature in building resilience is ‘care’. By fostering a strong sense of belonging and care for one another, Singapore will have the capacity to respond quickly and constructively to crises.

Our refreshed Mission — **‘We invest in the future of Singapore through effective stewardship of our funds. We ensure that our subsidiaries conduct their businesses in a socially responsible manner.’** — encapsulates Tote Board’s dual role in giving and the governance of our subsidiaries.

Tote Board’s refreshed Grantmaking Strategic Outcomes (SOs) are: (i) Healthy lives and well-being; (ii) Empowered communities; (iii) Caring, cohesive and resilient society; and (iv) Sustainable and liveable home.

While helping vulnerable groups remains a key pillar of focus, the SR added new themes, such as ‘healthy lives and well-being’ and ‘sustainability’.

Driving Change in the Philanthropic Ecosystem

As we forge ahead, Tote Board intends to leverage our strength in connecting the people, public and private sectors to play a greater role in the philanthropic ecosystem. We aim to proactively uncover “white spaces” or potential areas of intervention where Tote Board could play an Integrator or Orchestrator role, convening and leading like-minded actors to collectively address issues and achieve greater social impact. To methodically assess the efficacy of our giving, we are also developing Tote Board’s Impact & Outcome Management (IOM) framework. I am grateful to our grantees and partners, who have generously shared your perspectives during our engagement sessions. We are committed to journeying with you, as we progressively implement our IOM framework.

Upholding Our Commitment to Counter Illegal Gambling

The new Gambling Regulatory Authority of Singapore (GRA) Act, which consolidates gambling legislation under a single regulator, came into effect on 1 August 2022. Post-GRA, Tote Board will continue to exercise governance over the key business decisions and strategies of Singapore Pools, including matters relating to socially responsible gaming and countering illegal gambling. Surpluses generated by Singapore Pools will also continue to be channelled to Tote Board for grantmaking.

Recognising Our Board Members, Past and Future

Mr Chew Hock Yong and Mrs Fang Ai Lian stepped from the Board on 31 March 2022 and 31 May 2022 respectively. We have benefitted from their invaluable guidance and leadership in advancing the work of Tote Board, and are deeply grateful for their contributions over the years. As part of our Board renewal process, we welcome Mr Aubeck Kam to the Board from 1 April 2022.

A Word of Gratitude

Lastly, on behalf of the Board, I would like to thank our staff, partners, and key stakeholders for their continued dedication and commitment to the work and mission of the Tote Board Group. Let us unite to build a caring and cohesive society, and imbue the spirit of resilience in Singaporeans for our next phase of nation building. Stronger together.

MESSAGE BY THE CHIEF EXECUTIVE

PIVOTING TOWARDS BEING A MORE IMPACTFUL GIVER

Grant Disbursement Highlights

In FY2021, Tote Board approved and disbursed grants amounting to \$191 million and \$464 million respectively. The grant disbursement of \$464 million was in line with the average annual disbursement of \$459 million over the last five years. The two largest disbursements in FY2021 were made to the Tote Board Social Service Fund and Singapore Sporting Fund, with each fund receiving more than \$100 million. Tote Board has been a long-term supporter of social service projects and programmes for the vulnerable groups, and believes in contributing to sports development in Singapore, amongst other causes.

Journeying Together Towards Impact Giving

Tote Board has come a long way since our beginnings in 1988, progressing from being a largely demand-led grantmaker to an organisation that forges collaborative partnerships with our stakeholders to meet social needs on the ground. With the disruptions brought about by COVID-19 and other global events, the need for Tote Board to continually re-invent our role as a grantmaker is even more cogent.

The Strategic Review (SR) exercise we started last year was therefore a timely one and has given all of us at Tote Board a strong impetus to strive towards achieving greater impact in our giving, to benefit Singapore and Singaporeans. This strategic shift is driven by the need for greater accountability to our stakeholders, the commitment to be more informed in our decision-making,



Mr Fong Yong Kian
Chief Executive

and the desire to support better programme design and development. We see the need to look beyond an output mindset that looks only at the short-term outcome of projects, and move towards understanding longer-term impact.

Impact giving has gained traction over the years. Tote Board is certainly not alone in wanting to achieve greater good by optimising every grant dollar. To establish a common understanding and language of impact measurement with like-minded partners, Tote Board is in the process of developing an Impact & Outcome Management (IOM) framework. The IOM framework will enable us to gain insights into our collective impact. Clearly, this will require collaboration with our partners, changing mindsets and learning from one another on this journey – which Tote Board is committed to do. We will share information, provide support, and exercise care as we operationalise this IOM framework. To instil rigour and robustness in the framework, we will be embarking on a pilot phase to facilitate learning and identify areas of alignment and improvement in 2022, before scaling up progressively from 2023.

Ensuring Safety of Staff and Customers

On the gaming front, ensuring the safety of our staff and customers is our top priority. Since the Circuit Breaker in 2020, Tote Board has actively managed the resumption of Singapore Pools' and Singapore Turf Club's (STC) operations. To ensure the safety of staff and customers, operations in Singapore Pools and STC recommenced in a phased approach, with a full business resumption in April 2022. Tote Board continues to monitor the developments on this front and collaborate closely with Singapore Pools and STC, working towards optimal resumption of business operations in the COVID-19 endemic state.

Tote Board is also guided by our policy intent to counter illegal gambling. The Singapore Racecourse and live betting venues form a critical network of centres across the island. We want to provide customers with a safe and responsible gaming environment, and deter illegal gambling activities.

Encouraging the Heart and Emerging Stronger Together

I would like to take this opportunity to thank everyone in Tote Board for staying true to our core values. You have lived up to our core values of Caring, Collaborative, Integrity and Enterprising, and put them into action. For instance, to drive innovation and change in scaling social impact, we are working closely with our partners to co-create and operationalise the IOM framework – a demonstration of being Enterprising and Collaborative. Internally, I am heartened that there is also a greater sense of unity in Tote Board. Many of you have shown care and support to your team and colleagues in your own unique way during these challenging times.

As we build a stronger Tote Board for Singapore in the post-COVID world, I would like to thank our partners and grantees for your unwavering confidence in Tote Board. Having refreshed our Vision, Mission and Grantmaking Strategic Outcomes, we will be making improvements to our grant programmes with the aim of delivering greater impact. As we embark on more transformative changes in the days ahead, I seek your continued support and partnership.

“Having refreshed our Vision, Mission and Grantmaking Strategic Outcomes, we will be making improvements to our grant programmes with the aim of delivering greater impact.”



BOARD MEMBERS



Mrs Mildred Tan
Chairman



Dr Ang Seng Bin
Head and Senior Consultant Family Physician
Menopause Unit and Family Medicine Service
KK Women's and Children's Hospital



Mr Chew Hock Yong
Permanent Secretary
Ministry of Social & Family Development and
Permanent Secretary (Home Affairs Development)
Ministry of Home Affairs



Col Narayanan Letchumanan
Singapore Armed Forces



Mrs Fang Ai Lian
Chairman
MediShield Life Council

Mr Hou Wey Fook
Chief Investment Officer
DBS Bank Ltd



BOARD MEMBERS



Mr Neo Sing Hwee

Partner
Ernst & Young Advisory Pte. Ltd



Mr Ng How Yue

Permanent Secretary (Health Development)
Ministry of Health



Mrs Penny Goh

Senior Advisor
Allen & Gledhill



Ms Tan Gee Keow

Permanent Secretary
Ministry of Culture, Community and Youth



Mr Yee Ping Yi

Deputy Secretary (Planning)
Ministry of Finance

SENIOR MANAGEMENT



Mr Fong Yong Kian

Chief Executive



Mr Keith Ng

Senior Director, Legal and Board Secretary



Mrs Sebastian Boon-Ngee

Senior Director, Grant Management



Ms Grace See

Senior Director, Group Internal Audit



Mr Jason Tan

Senior Director, Strategic Planning & Finance



Ms Tan Su-Yin

Senior Director, Corporate Services



Board &
Management



CORPORATE GOVERNANCE

BOARD'S CONDUCT OF AFFAIRS

Tote Board is committed to striving for the highest standard of corporate governance in the Tote Board Group (the Group), comprising Tote Board, Singapore Pools and STC. The Chairman and Board Members of Tote Board are appointed by the Minister for Finance. They are experienced professionals drawn from both the public and private sectors. In addition to its statutory responsibilities, the Board sets strategic directions and policies relating to the functions of Tote Board, ensuring that resources are optimally utilised to fulfil the mission of Tote Board.



ACCOUNTABILITY, INTERNAL CONTROLS AND RISK MANAGEMENT

Audit and Risk Committee

The Audit and Risk Committee (ARC) comprises representatives from the Board of Tote Board, the Board of Singapore Pools and the Management Committee of STC, with requisite accounting or financial-related management expertise to discharge their responsibilities and duties.

The ARC assists the Board in fulfilling its responsibilities to oversee internal controls, financial reporting, compliance and risk management. This includes ensuring the adequacy of internal controls and reviewing audit plans, audit reports and audited Tote Board Annual Financial Statements. Besides overseeing accountability and audits, the ARC also provides oversight of the Tote Board Enterprise Risk Management (ERM) Framework through regular risk management reports from the Management.

The ARC has explicit authority to investigate any matter within its terms of reference. It also has full access to, and cooperation of Management. It has direct access to Group Internal Audit (Group IA) and external auditors, with full discretion to invite any Board Member or Management staff to attend its meetings. In addition, the ARC also meets with external auditors and staff of Group IA, without the presence of Management, during the financial year. Reasonable resources are made available to the ARC, enabling it to properly discharge its function and duties.

Risk Management & Internal Controls

• Enterprise Risk Management

The Group has established a structured ERM framework to assess the effectiveness and efficiency of strategic and operational policies and activities. The ERM framework, which draws references from ISO 31000 and COSO standards, provides consistent risk management systems and processes across the Group, identifying and managing risks that could impact the Group's ability to achieve its mission and objectives. The ERM framework also guides the Group towards its desired maturity level of having an integrated approach to balancing risks with corporate strategy and objectives.

The Board of Tote Board, supported by the ARC, exercises overall risk governance and oversight of the ERM framework. The annual risk review and regular risk reporting exercises, facilitated by the risk management function, are carried out by risk owners and Management, with key risks being reviewed and monitored by the ARC and Board. Responses are formulated and monitored to address any risk gaps, and are built into the coming year's strategy and work planning for the respective entities and Tote Board departments. On an ongoing basis, significant risk-related developments and incidents will also be reported and escalated to the ARC and/or the Board, where necessary.

• Internal Controls

The Board ensures that Management maintains a sound system of internal controls to safeguard the interests of stakeholders and the assets of the Group. The Management of Tote Board, Singapore Pools and STC are responsible for the design and implementation of a comprehensive system of internal controls to safeguard assets, maintain proper accounting records and produce reliable financial information. The system includes defined responsibility and financial authority limits, segregation of duties, reconciliation of financial information, compliance with internal financial policies, financial regulations or government instruction manuals, and maintenance of proper financial records. The ARC ensures that a review of the effectiveness of internal controls – including financial, technological, operational and compliance controls, and risk management – takes place annually through various internal audits and related reports issued to the ARC. For certain projects or areas where independent expertise is specially required in connection with the review of controls, external professionals and service providers are appointed accordingly.

• Assurance by Management

For FY2021, the ARC has received assurance from the Management that:

- the financial statements are drawn up to give a true and fair view of the state of affairs of Tote Board and the Group; and
- there are adequate internal controls in place, which are operating effectively to provide reasonable assurance in managing risks, safeguarding assets, and ensuring reliability of the financial information and compliance with laws and regulations by Tote Board and the Group.

Based on the systems of internal controls and risk management established and maintained by the Group, the work performed by Group IA and external auditors, as well as reviews performed by the Management, the ARC is satisfied that the systems of internal controls and risk management are reasonably adequate and effective.

- **Internal Audit**

Tote Board's Group Internal Audit (Group IA) is an independent function that reports functionally to the Chairman of the ARC and administratively to the Chief Executive. Group IA is a member of the Singapore Chapter of the Institute of Internal Auditors (IIA) and adopts the International Standards for the Professional Practice of Internal Auditing (the IIA Standards) laid down in the International Professional Practices Framework issued by the IIA.

The adequacy of Group IA's funding and staffing of Group IA, and its appropriate standing within the Group, is ensured by the ARC. The principal role of Group IA is to conduct audits that evaluate the reliability, adequacy and effectiveness of internal controls within Tote Board, Singapore Pools and STC. Group IA adopts risk-based auditing and works closely with external auditors to coordinate audit work. It provides stakeholders with reasonable assurance on the effectiveness of control and governance processes used in the management of risks and accomplishment of objectives.

Group IA has a Quality Assurance programme to ensure that its audit activities conform to the IIA Standards. As part of the programme, internal Quality Assurance is carried out once every year and external Quality Assurance Reviews are carried out at least once every five years.

- **External Audit**

As part of the annual financial statements audit, external auditors conduct a review of significant internal controls. Such controls are mainly determined by the purpose of the audit and the scope of work under the audit plan. Any material non-compliance and/or internal control weaknesses are addressed and made known to the ARC, together with the external auditors' recommendations.

To maintain the independence of external auditors, the ARC reviews the nature and extent of non-audit services provided by external auditors during the year, and the fees paid for such services. The ARC is satisfied that the independence of the Tote Board Group's external auditors has not been impaired by the provision of those services. The external auditors have also provided confirmation of their independence to the ARC.

- **Whistleblowing Policy**

Tote Board, Singapore Pools and STC have established a whistleblowing policy to allow employees, vendors, partners of the Group and the general public to report malpractices and misconduct in the workplace. The policy aims to encourage the reporting of such matters, with the confidence that persons making such reports in good faith will be treated fairly and protected from reprisals. All whistleblower reports, including the whistleblower's identity, will be treated with confidentiality. Reports can be lodged directly to Group IA via email or otherwise in writing.



INVESTMENT COMMITTEE

The Investment Committee sets and reviews policies relating to the investment of Tote Board's surplus funds. It also reviews investment returns, performance of fund managers, as well as the appointment and termination of fund managers, investment consultants and other related service providers.



GRANT APPROVAL COMMITTEE

The Grant Approval Committee (GC) assesses and approves non-structured grant proposals of more than \$1 million, and up to and including \$5 million. The GC will also raise opportunities for the improvement of cross-sector collaboration and funding for the Board's consideration.



OVERSIGHT OF SINGAPORE POOLS AND STC

Tote Board oversees its two subsidiaries, Singapore Pools and STC, including the appointment of the Board of Directors of Singapore Pools and Management Committee of STC, as well as the appointments of Chief Executive Officer of Singapore Pools, and President and Chief Executive of STC. Tote Board also provides internal audit functions to Singapore Pools, and STC.

COMMITTEES AND MEMBERS

Investment Committee	
Chairman	Mr Hou Wey Fook
Members	Dr Chia Tai Tee Mr Yee Ping Yi Mr Teo Jwee Liang Mr Kevin Bong

Grant Approval Committee	
Co-Chairman	Mrs Mildred Tan Mrs Penny Goh Dr Ang Seng Bin
Members	Mr Clarence Yeo Ms Lee Huay Leng Ms Loke Wai-Yin Dr Tan Poh Heng

Audit and Risk Committee	
Chairman	Mrs Fang Ai Lian
Deputy Chairman	Mr Neo Sing Hwee
Members	Col Narayanan Letchumanan Ms Ooi Chee Kar Mr Fong Heng Boo

MAJOR INITIATIVES

TOTE BOARD

Jul 2021



GRANT GOVERNANCE

Tote Board completed the enhancement of our Grant Management Accountability Matrix in July 2021. This serves to refine the balance between grantee-centricity and grantee-accountability.

May to Dec 2021



STRATEGIC REVIEW

Driven by our ambition to play a bigger role in influencing the giving ecosystem to achieve greater social impact, Tote Board embarked on a Strategic Review.

The Strategic Review exercise consisted of a critical examination of Tote Board's future role in grantmaking. The first phase of the exercise was completed in July 2021, and a key outcome was the refresh of our Vision, Mission and Grantmaking Strategic Outcomes.

Aug 2021



DIGITAL TRANSFORMATION

In FY2021/2022, as part of our digital transformation, Tote Board successfully onboarded to Workday, harmonising our human resource, finance and procurement processes with the Whole-of-Government (WOG) system. In addition, we implemented Robotic Process Automation for the grant disbursement reconciliation review process, which helped achieve up to 90% reduction in time. Tote Board's internal audit team continues to leverage data and text analytics to enhance audit efficiency and effectiveness.

The Digital Maturity Index (DMI) Survey was conducted in August 2021, to understand our progress in digital maturity and possible areas of intervention across WOG. Tote Board's DMI score improved from 'Digital Starter' in 2019 to 'Digital Literate' in 2021.

Nov 2021



ENTERPRISE RISK MANAGEMENT REVIEW

As part of our efforts to continuously improve and enhance our Enterprise Risk Management (ERM) practices, Tote Board initiated a review of our ERM Policy and Framework in November 2021, taking reference from established risk management and governance standards such as ISO 31000 and COSO.

Apart from refreshing the core aspects (e.g., risk governance structure, risk reporting) of our ERM programme, the review aims to establish structured systems and processes to better integrate ERM with strategy and organisation culture.

MAJOR INITIATIVES

TOTE BOARD

Jan 2022

Ongoing



IMPACT & OUTCOME MANAGEMENT AND BUSINESS PROCESS RE-ENGINEERING WORKSTREAMS

The Strategic Review implementation phase kickstarted in early January 2022, with the Impact & Outcome Management (IOM) and Business Process Re-engineering (BPR) workstreams.

An IOM framework will help Tote Board and our grantees and partners improve decision-making and achieve better accountability. To ensure common understanding and language of impact measurement, Tote Board engaged key community and social sector partners in the design of the IOM framework. The IOM framework is aligned with key frameworks and benchmarked against good practices from established foundations and philanthropies.

As we shape our grantmaking operating model, Tote Board concurrently embarked on a business process re-engineering exercise to ensure that our work processes remain agile and future-ready in delivering value to our grantees and partners. We are also exploring how best to harness digital technologies to achieve transformative process effectiveness and efficiency.



NEW PROGRAMMES, MID-TERM REVIEWS FOR ENHANCED IMPACT

Tote Board is continuously refining our programmes to ensure the relevance and impact of our grants. We curated new programmes, including the Tote Board-Institute of Policy Studies Transforming the Non-Profit Sector Conference; the signing of a Memorandum of Understanding with Singapore Business Federation Foundation, Singapore Human Resource Institute and e2i to amplify the cross-sector support of sustainable employment for vulnerable persons.

We also undertook reviews of our ongoing funding programmes, including the Mental Health Initiative Tote Board Social Service Fund Review, the Sporting Singapore Fund 4 Mid-Term Review, and the Enhanced Fund-Raising Programme Review. These allowed us to refine our grantmaking strategies and signal our commitment towards achieving greater social impact as an impactful grantmaker.



OUR SINGAPORE GRANTS PORTAL

Tote Board has made IT system enhancements to streamline and integrate various workflow processes for greater efficiency and user centricity.

An example of this is the successful launch of our General Project Grant on the OurSG Grants Portal, which serves as a one-stop integrated platform for government grants for the non-profit sector.

System enhancements implemented also allows Tote Board staff to be more grantee-centric and process grants more efficiently.

MAJOR INITIATIVES

SINGAPORE POOLS

24 Jul 2021

SINGAPORE POOLS – CAMPUSIMPACT ROOM TO GROW'S OPEN HOUSE

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

Officiated by Associate Professor Muhammad Faishal Ibrahim, Minister of State for Home Affairs and National Development, and Adviser to Nee Soon GRC GROs, the Singapore Pools sponsored extension will amplify CampusImpact's efforts to provide timely support through art therapy, dance and movement therapy, play therapy and animal-assisted interventions. The extension will also foster collaborations with individuals, social service agencies (SSAs) and corporates keen to work with young people and their families.



1 Aug 2021

NURSES' DAY 2021

In celebration of Nurses' Day and to express gratitude to the nation's nurses for their invaluable contributions, Singapore Pools partnered with MOH Holdings to give each nurse an appreciation pack, consisting of a breakfast voucher and a pack of cookies specially baked by Metta Café.

In addition, Singapore Pools' Senior Director of Community Partnerships and Communications, Mr Chin Sau Ho, presented a symbolic 40 cm cookie to the Ministry of Health's Chief Nursing Officer, Ms Paulin Koh, at the virtual SingHealth Nurses' Day event, held on 28 July 2021.



4 Sep 2021

RE-OPENING OF MY BUONA VISTA PLACE

Reopened on 4 September 2021, My Buona Vista Place is a senior activity centre located at Commonwealth Drive. A community project by Singapore Pools and Buona Vista Citizens' Consultative Committee (BVCCC), the centre was upgraded with new air-conditioners and enhanced safety features, providing a more vibrant and spacious environment for seniors to pick up new skills.

Singapore Pools will work with its staff volunteers and BVCCC to organise events for seniors. The centre's second level is a dedicated study and recreational area for students and youths. Intergenerational programmes will be curated to facilitate skill and knowledge sharing between seniors and youths.



MAJOR INITIATIVES

1 Dec 2021



MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN SINGAPORE POOLS AND SINGAPORE POLYTECHNIC TO BOOST DIGITAL SKILLS OF THE SOCIAL SERVICE SECTOR

An MoU was inked between Singapore Pools and Singapore Polytechnic at a virtual ceremony on 1 December 2021 to enhance the digital transformation efforts of SSAs.

Under the partnership, Singapore Pools will curate and provide a suite of online training programmes that will be hosted on Singapore Polytechnic's e-learning platform, allowing SSAs free access to customised e-learning programmes.

Through this MoU, the two partners aim to support the upskilling of social service workers as well as further enhance the sector's digital capabilities so that more resources can be focused on their beneficiaries.



26 Jan 2022



ISHINE CLOUD'S ATTAINMENT OF THE INSTITUTION OF A PUBLIC CHARACTER (IPC) STATUS

iShine Cloud Limited is a charity set up by Singapore Pools in 2018 to provide other charities with an integrated suite of sector-specific solutions via a secure cloud-based IT platform. Since January 2022, it has been recognised as an IPC by the Commissioner of Charities.

With the IPC status, iShine Cloud aims to serve even more charities through digital enablement to improve the wellbeing of the community.



18 Feb 2022



MAJESTIC SMART SENIORS APPLIED LEARNING CENTRE

Officially launched by President Halimah Yacob on 18 February 2022, the Majestic Smart Seniors Applied Learning Centre is a community project by Singapore Pools and RSVP Singapore The Organisation of Senior Volunteers. The centre seeks to provide a safe space for seniors to discover and build their confidence in using digital technology.

As part of its commitment to bolster digital literacy among seniors, Singapore Pools availed the frontal space at The Majestic for community use on a rent-free basis. Seniors will be able to learn the latest digital technologies at their own pace and ride the waves of digital disruptions with ease.



RESPONSIBLE GAMING

SINGAPORE POOLS

26 Nov to 5 Dec 2021

RESPONSIBLE GAMBLING AWARENESS WEEK 2021

From 26 November to 5 December 2021, Singapore Pools partook in Responsible Gambling Awareness Week (RGAW), organised by the Responsible Gambling Forum to advocate responsible play. The theme “Have you got the full picture? Play Safe, Play Smart” educated patrons on the signs of problem gambling and provided tips on responsible play.

For the first time since the start of the pandemic, a small-scale physical outreach programme was conducted at six Singapore Pools outlets to engage patrons through digital interactive games and a quiz. These were designed to increase patrons’ understanding of responsible gaming in a fun and engaging manner.



CORPORATE SOCIAL RESPONSIBILITY

TOTE BOARD

21 Apr 2021



FOOD PACKING AT FOOD FROM THE HEART

Our team spent an afternoon at Food from the Heart, packing rations containing non-perishable food items for distribution to underprivileged families.



Apr 2021



COVID-19 VACCINATION VISITS WITH THE SILVER GENERATION OFFICE

The Corporate Services and Group Internal Audit divisions partnered with staff and volunteers from the Silver Generation Office to make house visits to seniors in Sengkang and Ghim Moh.

To protect our vulnerable seniors from COVID-19, volunteers reached out to those who were unvaccinated to explain the importance of inoculation and help them book their vaccination appointments.



CORPORATE SOCIAL RESPONSIBILITY

SINGAPORE POOLS

22 Nov - 12 Dec 2021



SUPPORTING TEMASEK FOUNDATION WITH THE NATIONWIDE DISTRIBUTION OF MOUTH WASH

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

Approximately 600 volunteers from Singapore Pools, Singapore Turf Club, Tote Board, the Ministry of Finance, the Accounting and Corporate Regulatory Authority, the Accountant-General's Department, the Inland Revenue Authority of Singapore, RSVP Singapore The Organisation of Senior Volunteers and Singapore Customs clocked over 7,500 hours distributing mouth wash, while helping seniors on the ground with online registration.

More than 74,600 households completed their collection at Singapore Pools' outlets, accounting for about 50% of the total distribution by self-collection island-wide.



MEALS FOR THE COMMUNITY INITIATIVE AT TANJONG PAGAR

An initiative by Tanjong Pagar Community Club Management Committee (TP-CCMC) and Singapore Pools, Meals for the Community aims to uplift vulnerable seniors and lend a hand to the hawkers in Tanjong Pagar Plaza Market and Food Centre (TPPMFC), helping them to tide through tough times during the pandemic.

Singapore Pools supported TP-CCMC with 7,200 meals from TPPMFC – together with bio-degradable packaging – for seniors living in Tanjong Pagar. Singapore Pools also rallied staff volunteers to help with the delivery and distribution of food packs, alongside grassroots volunteers, for a period of six months.



CORPORATE SOCIAL RESPONSIBILITY

SINGAPORE TURF CLUB

10 to 19 Dec 2021

YEW TEE ARTS & CULTURE CLUB'S COMMUNITY ENGAGEMENT THROUGH ART

In support of community engagement through art, Singapore Turf Club (STC) collaborated with Yew Tee Community Arts & Culture Club to upcycle and breathe new, artistic life into used horseshoes.

The farriers team cleaned some 200 used horseshoes for a series of virtual art workshops.

Themed around "A Better Year Ahead", the virtual workshops attracted over 80 participants of all ages. Participants painted horseshoes and also used them to create dream catchers.



Nov 2021 and Mar 2022

CAFORGGOOD'S "DO GOOD TOGETHER" INITIATIVE

Singapore Turf Club Riding Centre (STCRC) partnered with Corporate Alliance for Good Ltd (CAForGood) to support the underserved in our communities through their "DO GOOD TOGETHER" initiative, which encouraged the public to donate their unutilised SingapoRediscovered Vouchers.

The media event, graced by Dr Koh Poh Koon, Senior Minister of State, Ministry of Health and Ministry of Manpower, was attended by beneficiaries from the North Mosque Cluster and The Boys' Brigade in Singapore.

Donated vouchers were channelled to fund a series of family days at STCRC in March 2022. This saw over 600 Club Rainbow beneficiaries delighting in equine experiences, thanks to the generosity of Singaporeans.



12 Feb 2022

LIMBANG CHINESE NEW YEAR CELEBRATION

STC was delighted to host the Limbang Chinese New Year Celebration, welcoming over 400 residents and volunteers to its premises. This celebration marked the first community event held at the Club since March 2020, as racing was conducted behind closed doors from July of the same year.

Mr Lawrence Wong, Minister for Finance and Advisor to the Marsiling-Yew Tee Group Representation Constituency (GRC), joined the celebrations.



AWARDS AND ACCOLADES

TOTE BOARD

15 Apr 2021



MINISTRY OF FINANCE GROUP LEVEL AWARD (AGILITY AWARD CATEGORY)

The Tote Board Enhanced Fund-Raising Programme (EFR) received the Ministry of Finance Group Level Award (Agility Award category) in 2021. This project was awarded in recognition of the swiftness of the Tote Board team in pivoting our signature fund-raising programme to strengthen support for charities during COVID-19.

Apart from its success in catalysing charitable giving in the community, the EFR also accelerated charities' adoption of digital fund-raising strategies to reach out to the new and fast-growing digital giving donor segment.

25 Oct 2021



FRIENDS OF COMMUNITY CARE AWARD

Tote Board received our second Friends of Community Care Award from the Agency for Integrated Care (AIC) for our support towards the Community Care sector.

Since 2009, Tote Board has committed over \$290 million to the Tote Board Community Health Fund, which provides non-profit organisations with seed funding to pilot innovative programmes for the sector. We also made a \$150,000 cash donation to AIC for the educational television programme "Learn Together with Me". It was targeted at seniors during the COVID-19 pandemic, providing important information on maintaining their physical and mental well-being.



AWARDS AND ACCOLADES

SINGAPORE POOLS

19 Oct 2021

COMMUNITY CHEST AWARDS 2021

Singapore Pools received the Charity Silver Award from Community Chest (ComChest) for the company's contributions towards the social service sector, having made considerable efforts to care for the less fortunate in the community.

The award was presented to Singapore Pools' Chief Executive Officer, Mr Lam Chee Weng, at the virtual ComChest Awards ceremony on 19 October 2021. The event was attended by President Halimah Yacob and Mr Masagos Zulkifli, Minister for Social and Family Development.



30 Oct 2021

SINGAPORE CHILDREN'S SOCIETY (SCS) ANNUAL AWARDS

In appreciation of Singapore Pools' continued support towards SCS, the company was the proud recipient of the Gold Awards for 2020 and 2021, which is conferred to benefactors who have generously donated or raised funds to aid them in their cause.

Singapore Pools remains committed to support SCS in its journey to help children-in-need overcome challenges and chart a brighter future.



AWARDS AND ACCOLADES

SINGAPORE POOLS

19 Nov 2021



15TH SINGAPORE HR AWARDS

Singapore Pools is honoured to be recognised at the 15th Singapore HR Awards in the categories of Employee Engagement (Silver), Digital Transformation (Bronze) and Learning & Development (Bronze).

Organised by Singapore Human Resources Institute (SHRI), the awards recognise and celebrate the efforts, agility and resilience of organisations in 2020 amidst the COVID-19 pandemic.

This recognition is a tremendous encouragement to the Singapore Pools team, who worked hard to ensure that the workforce stayed safe through the pandemic, maintained the pace of productivity, transited employees through reskilling and upskilling, and managed remote working conditions in the “new normal”.



Dec 2021



CERTIFIED WLA-SCS:2020 LEVEL 2

Singapore Pools has successfully transitioned to the highest Security Standard for the World Lottery Association (WLA) Security Control Standard (WLA-SCS:2020 – Level 2). Singapore Pools is the first lottery operator in Asia to obtain the certificate, demonstrating our readiness in adapting to new changes.



AWARDS AND ACCOLADES

SINGAPORE TURF CLUB

Aug 2021



MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD 2021 (PUBLIC SPIRITEDNESS)

It was a proud moment for STC when two of its security officers, As'ari Bin Awi and Lawrence A/L J. Nathan, were conferred the Minister for Home Affairs National Day Award 2021 (Public Spiritedness).

The quick actions of As'ari and Lawrence saved the life of fellow security officer Anthonisamy David in December 2020, when he suffered a heart attack at work.

The Award recognises individuals who have distinguished themselves through significant and commendable acts of good, exemplifying the community's involvement in achieving the Home Team's mission.



25 Oct 2021



MINISTRY OF FINANCE GROUP LEVEL AWARD (ONE PUBLIC SERVICE AWARD CATEGORY)

STC and Tote Board proudly received the Ministry of Finance Group Level Award (One Public Service Award category) for their efforts to support the nation's COVID-19 response.

STC worked closely with Tote Board, the Ministry of National Development and other government agencies to convert STC's multi-storey carpark and STCRC's riding arena into temporary dormitories that could house over 2,500 migrant workers. Welfare amenities were also provided, including remittance and hairdressing services, and a minimart.

STC and Tote Board also worked with the Health Promotion Board to convert the first level of the multi-storey carpark into a Regional Screening Centre for the Rostered Routine Testing (RRT) of frontline and migrant workers.



TOTE BOARD'S TRANSFORMATION JOURNEY

REIMAGINING OUR ROLE

Our transformation journey has been key to our greater social impact. Shann Low and Wendy Luar share the importance of reimagining Tote Board's potential, and our aspirations for a new age of grantmaking.

'Tote Board has transformed over the years from broad-based to collaborative partnerships/co-creation with stakeholders in key strategic focal areas', shared Wendy, as Tote Board aims to be a more impactful funder in the giving ecosystem.

We are driven to better the lives of our beneficiaries. Needs have however shifted with socio-economic challenges accentuated by COVID-19 and rapidly-changing technology.

Tote Board initiated a Strategic Review (SR) of our role with a focus on grantmaking, anchored on our core purpose to positively impact Singapore.

The Tote Board team worked closely with grantees and stakeholders in the SR, to envision our strategic positioning as Singapore's largest grantmaker.

REFRESH OF VISION, MISSION AND STRATEGIC OUTCOMES

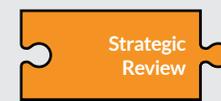
Board Members, grant partners and beneficiaries were brought together to discuss emerging grantmaking trends to ensure that Tote Board is an impactful funder. This culminated in a refresh of Tote Board's Vision, Mission, and Grantmaking Strategic Outcomes.

We want to play a bigger role in influencing the giving ecosystem to achieve greater social impact in Singapore. 'Achieving this requires deepening grant curation work, building evaluation capabilities to ensure impactful giving, enhancing knowledge and research, and building a strong workforce,' Wendy remarked.

Given the complex people, process and systems transformations required through the SR, Shann shared, 'It is important to establish a common picture of success and foster alignment to this shared desired future and address current realities.'

Outcomes of our SR include an Impact & Outcome Management framework which will be rolled-out progressively from 2023.

More so than ever before, Tote Board is in the business of impact giving. We will work with our beneficiaries and grant partners to continue funding in new and existing areas of greatest impact to Singapore. The SR has enabled Tote Board to lead the funding ecosystem in knowledge sharing, enable better outcomes and impact, and enhance accountability. 'All these will make us a more future-ready organisation,' Shann concluded.



OVERVIEW OF GRANTMAKING

Our grant management activities are guided by these broad principles:

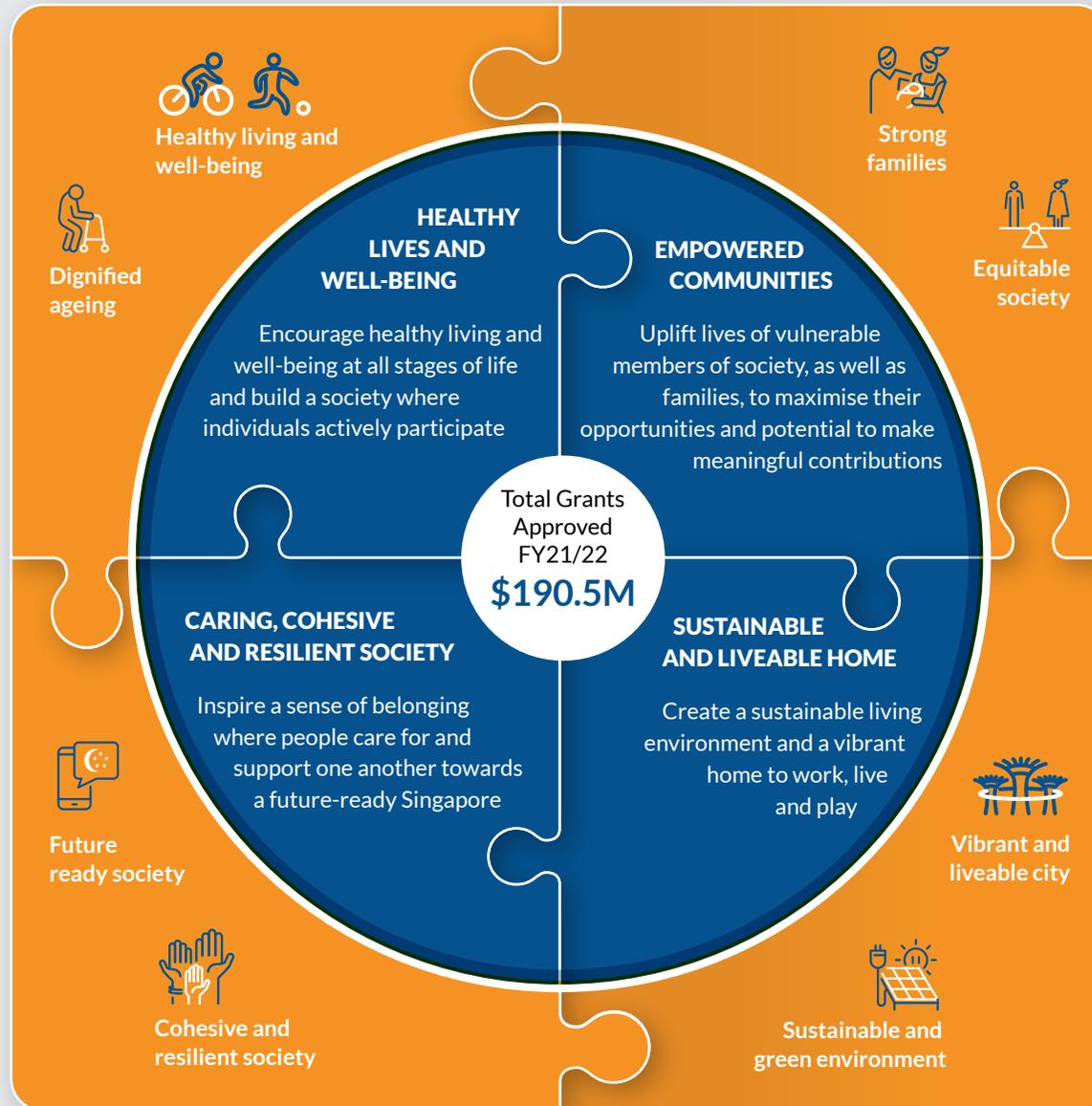


We support projects that align with our Strategic Outcomes, with selected focus areas identified based on research and engagement with various stakeholders.

TOTAL GRANTS APPROVED FOR FY2021/22

 STRATEGIC OUTCOMES

 IMPACT AREAS



CULTIVATING AN ECOSYSTEM OF CARE FOR SENIORS

SUPPORTING SINGAPORE'S SENIORS

Ageing is a key demographic change impacting Singapore, with over 15% of residents aged above 65 years.

As Tote Board works to reimagine our grantmaking role, we recognise that this trend signifies an increased need to safeguard the health and well-being of Singapore's senior citizens.

One of the ways that we support seniors is through the Tote Board Community Health Fund (TBCHF). Established in 2009 and administered by the Agency for Integrated Care (AIC), TBCHF serves as a seed fund for novel pilot projects with the potential to scale and benefit the Community Care sector.

ADDRESSING UNDERSERVED AREAS OF NEED

Under TBCHF, and as part of a nation-wide effort to enable ageing in place, AIC has piloted the Communities of Care (CoC) initiative across 14 sites island-wide.

CoC is a project aimed at facilitating an integrated care ecosystem that enables seniors to age well in their community. The envisioned ecosystem includes partners that share the same goals of uplifting the lives of seniors, are aware of their roles and impact, share common processes, and maintain strong interpersonal relations and professional respect. Through the CoC pilots, we hope to gain insights regarding the implementation of such an ecosystem and understand how to better serve the needs of seniors.

To implement the pilot in the Bukit Batok region, AIC worked with Fei Yue Community Services and Tzu Chi Foundation (Singapore), both of which have extensive experience in social services and operate senior activity centres (SACs). Fei Yue and Tzu Chi, in turn, collaborate with partners such as St Luke's Hospital (SLH), Ng Teng Fong General Hospital, and Bukit Batok Polyclinic to support seniors through programmes such as health screenings, active ageing programmes, and referrals to care services.



Scan this QR code or click play to watch their story

ENABLING AGEING IN PLACE

Bukit Batok was selected as one of the pilot sites owing to its large senior population, with 21.4% of residents being over 60 years old (as of June 2018). It was identified as a higher needs area among seniors, and the presence of existing health and social networks – such as polyclinics, community hospitals, and SACs – suggested a strong potential for integrated care.



In October 2019, phase one of the Western SilverCare CoC pilot commenced in the Bukit Batok region. In the course of the pilot programme, Fei Yue and Tzu Chi have worked with their partners to identify care gaps in the community, improve seniors' access to healthcare, as well as monitor and address seniors' social needs. For seniors with complex care needs, both social service agencies (SSAs) also enabled stronger support with primary care providers and nearby General Practitioners (GPs), and improved communication and coordination to



formalise co-management plans. 'With the CoC pilot project, Tzu Chi is able to collaborate with partners for customised programmes catered to meet the seniors' medical, physical, cognitive and psychosocial needs,' Ms Yeo Poh Ai, Programme Executive of Tzu Chi, explains.

'We want seniors to be supported in the community,' Mr Robert Ho, Programme Executive of Fei Yue, notes. 'If they are not in the right place, they will not get the service they need.'

FOSTERING PARTNERSHIPS, INSPIRING CHANGE

With the efforts of Fei Yue and Tzu Chi, in collaboration with their health and social partners, Western SilverCare CoC has already yielded promising outcomes, setting the stage for a holistic care ecosystem.

'We have seen the growth of the project, moving from programme planning to delivery. Several partnerships with community organisations have been formed, with referral protocols established to offer seamless service coordination and provision for the seniors,' Ms Poh Ai shares.

The Jin Jia Ho! Programme, run in partnership with St Luke's Hospital (SLH), provides comprehensive screening and assessment for seniors, as well as interventions like health talks, exercises, and care referrals. This is a key collaboration that supports frail and pre-frail seniors, helping them to regain their independence and delaying frailty. Over 170 seniors have benefitted since it was started, and Fei Yue and Tzu Chi will continue to engage more seniors to enrol.

In addition, Fei Yue and Tzu Chi collaborate with Ng Teng Fong General Hospital through interdisciplinary groups. This partnership enables doctors and social workers to pool resources, organise health talks, and discuss care plans to assist seniors with more complex requirements. 'With an interdisciplinary group, we are able to share knowledge of the seniors' medical and social needs. This allows us to react in a comprehensive and timely manner, strengthening the care plan,' Mr Robert elaborates. A more comprehensive assessment of care needs for seniors has also been established,

with a standard triage tool being developed to monitor Bukit Batok seniors' healthcare and social needs and determine the urgency of care.

ENRICHING LIVES THROUGH INTEGRATED CARE

This groundwork of infrastructure and support has led to more seniors benefitting from the programmes under Western SilverCare CoC.

Madam Malayama, who suffers from multiple health conditions, underwent an operation that caused her to experience frequent back pain and poor balance. She became a member of Tzu Chi Seniors Engagement & Enabling Node (SEEN) on 27 December 2019. Through the activities organised, she gained strength and coordination, and better understands how to manage her medical conditions through diet, nutrition, and exercise. As someone who lives alone, she greatly enjoys the activities at Tzu Chi, which helped her make new friends.

Long-term healthcare was likewise made more accessible. Madam Malayama has received health screening and assessments, where she was taught how to monitor her blood pressure and blood sugar levels. Doctors follow up on her condition through regular house visits and phone calls. She is also supported by SLH nurses, who conduct regular one-to-one consultations at Tzu Chi SEEN.



'I am very grateful and appreciate their care and concern,' Madam Malayama says.

Madam Ng Ah Tien visits Fei Yue Active Ageing Centre at Block 183 with her husband every day and has been going there for about one and a half years. For her, the range of support provided by Fei Yue offers the reassurance that if she needs anything, she will be supported. The health talks provided useful and meaningful information, and, along with health screenings conducted by SLH, enable her to better understand and manage her medical conditions. Fei Yue currently helps improve her health through regular exercises and supports her social needs through engaging activities.

'Fei Yue helps me a lot,' she says. 'I can come here and make friends, so I won't be lonely. The staff and volunteers are all very good,' says Madam Ng.

After two rounds of screenings, Tzu Chi has seen a doubling in enrolments to 89 as compared to last year, and a total of 109 seniors screened. In addition, Fei Yue has recruited and screened 190 seniors through outreach activities and the Community Nursing Post (CNP) with SLH.

LOOKING TOWARDS A SUSTAINABLE CARE ECOSYSTEM

With a solid foundation, Western SilverCare CoC looks towards greater integration, stronger care, and a more seamless experience. 'The project will move towards forging a sustainable long-term partnership and relationship with existing and new community partners to expand the care ecosystem,' Ms Poh Ai summarises.

Fei Yue and Tzu Chi are planning to reach out to more seniors within Bukit Batok, stepping up efforts to identify the evolving needs of seniors through outreach. The aim is to develop new or customised programmes to meet their needs, and to leverage the capabilities and services of each partner. They will



also work closely with SLH to formalise shared care protocols and enable data sharing across organisations for pre-frail and frail seniors.

'It's about bringing things, either existing or coming to be, to the table,' Mr Robert affirms.

The Communities of Care initiative enables community care organisations to come together within their locality. CoC partners tap on one another's strengths and join up their resources to care for seniors so that they can live well and age gracefully in the community,' says AIC's Chief Executive Officer Tan Kwang Cheak. 'The initiative is in line with the national strategy of Healthier SG where community care organisations come together to become a system and work in concert to serve the community better,' adds Mr Tan.

As Tote Board continues our transition towards impactful giving, and towards co-creation with the community, we will continue to work with our partners to uplift Singapore's care ecosystem, enabling a caring and resilient Singapore.



ELEVATING THE POTENTIAL OF PERSONS WITH DISABILITIES

ENHANCING EMPLOYABILITY AND INDEPENDENCE

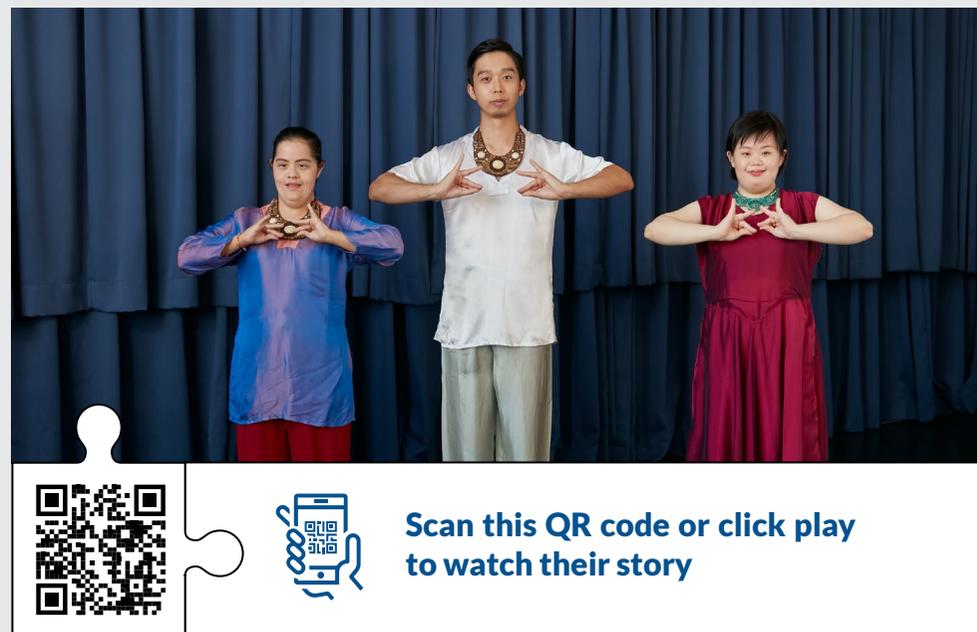
Persons with Disabilities (PWDs) face an uphill challenge regarding inclusivity and employability. As part of our long-standing support of vulnerable groups, Tote Board seeks to empower PWDs and their families by funding impactful projects that can uplift their potential.

The current and complex challenges faced by PWDs are addressed under Tote Board's Enabling Lives Initiative (ELI) Grant. Managed by SG Enable, Singapore's focal agency for disability and inclusion, the ELI Grant supports initiatives that improve the well-being of PWDs and their caregivers. ELI has funded ELEVATE, a unique project that supports the development of life skills and competencies for PWDs in a semi-professional dance environment.

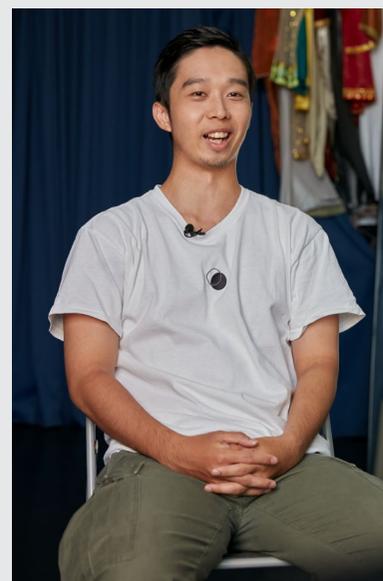
A NOVEL CONCEPT, A MEANINGFUL DIFFERENCE

A programme created by Diverse Abilities Dance Collective (DADC), a division under the non-profit professional arts company Maya Dance Theatre (MDT), ELEVATE trains participants in dance and other related skills that enhances their overall employability.

By focusing on skills development and not merely enrichment, this addresses a critical gap in the community. ELEVATE additionally aims to enhance the well-being of both PWDs and their caregivers, and challenge the preconceptions of society.



SHIFTING MINDSETS THROUGH ARTISTIC EXPOSURE



With ELEVATE and DADC, a space is created where PWDs and art-makers can coexist. 'We want to meet that gap in the landscape, and act as a bridge between persons with disabilities and current practitioners,' Subastian Tan, the Programme Supervisor at DADC, explains. Many still view performances by PWDs through the lens of empathy, overlooking their artistic potential.

At DADC, PWDs can showcase their efforts and passion to different audiences and collaborate with local and overseas creative professionals. Since DADC's inception in 2018, they have worked on a variety of performances, including one for the President's Star Charity 2021 and two international features.

A major milestone in DADC's journey was their production of SEEDS: Care and Connection in 2021. 'With that production we got to truly understand the possibilities of having people with diverse abilities within the professional sphere of arts, and how that could look like, and then sharing that with other people' Subastian highlights.

This feeds into one of DADC's goals: to create an inclusive environment where exchanges with PWDs are normalised. In doing so, DADC focuses on their potential as individuals, shining a spotlight on the value that PWDs bring to the table in performative, administrative and creative aspects.

PROMOTING INCLUSION AND COLLABORATION



Arassi Rajkumar and Weng Jia Ying are two participants at DADC who have benefitted from ELEVATE. The interactions they experience go beyond simply enhancing performance quality – it gives industry professionals a better understanding of working with them and being more open to future collaboration opportunities.

'I worked with Liz, the choreographer from Australia, for Speaking With Hands,' Arassi explains, sharing about her past performances. Such opportunities take her closer to her dream of dancing around the world, performing in overseas festivals and shows.

As for Jia Ying, the connections she made from past projects enabled her to learn more and apply to her work. 'Through the project "SAME-SAME" by Director Jeffrey Tan, I learnt to create work online with some Australian friends,' she says.

Both Arassi and Jia Ying are involved in performances that engage a broad range of audiences, such as Confluence for the National Arts Council (NAC) Arts Master Plan 2023, an international dance project with Nalitari (an inclusive dance organisation from Indonesia), and events helmed by the Ministry of Culture, Community & Youth (MCCY) and the National Council of Social Service (NCSS).

GIVING PWDS GREATER INDEPENDENCE

At DADC, PWDs are given the opportunity to not only enhance their artistic talents, but also pick up transferable job skills ranging from administration to technical management.

'There are different job roles required for a dance company to run, and we simulate that within DADC so that each person has the opportunity to take on these different tasks and responsibilities,' Subastian elaborates.

This means that for Arassi and Jia Ying, the value they contribute goes beyond performative acts. Arassi's job in costume management means that she also works behind the scenes, ensuring the performers are well-dressed and looking their best. As for Jia Ying, much of her work relates to administrative matters and housekeeping.

The pair often work with children from Pathlight School, teaching them dance. Jia Ying has also worked with seniors in the Body in Motion programme. This wide range of exposure accords a sense of responsibility, ownership, and empowerment for Arassi and Jia Ying, who are given the opportunity to pursue their passions in meaningful ways.



'I want to continue dancing around the world, but I also like managing costumes for my friends at different shows,' Arassi asserts.

'I want to become a dance instructor and continue dancing,' Jia Ying shares.

WELL-ROUNDED SUPPORT FOR PWDs AND CAREGIVERS



The fact that PWDs pick up valuable competencies at DADC also helps reassure their caregivers, as shared by Joyce, Jia Ying's caregiver and sister, 'These are skills [Jia Ying] would find very useful if she decides to look for a job,' she affirms.

In addition to inclusivity and employability, ELEVATE helps to progress the overall well-being of PWDs and their caregivers. Through the medium of dance, PWDs are taught discipline, teamwork, communication and motivation. There are sessions dedicated to facilitate communication with their caregivers, and help with the understanding of needs and wants. Such benefits ripple beyond PWDs to their families, who are able to witness the changes first-hand.

'DADC has made Jia Ying very confident, and made her more self-assured in her own ability to shine on stage,' Joyce observes.

A LEAP TOWARDS BRINGING DREAMS TO LIFE

Subastian credits the ELI Grant for giving them the confidence to jumpstart ELEVATE, which not only enabled DADC to attain more resources in supporting their productions, but also allowed them to get the results they needed to garner greater confidence in their work.

Through greater contact with more audiences and the dance industry, Subastian hopes to see a ripple effect in the arts scene, and a change in mindsets for programmes

for PWDs to go beyond meeting basic needs to the long-term development of the individual and improving their quality of life. 'We want to inspire others to rethink what inclusivity can look like,' he concludes.

Such openness forms a pillar of Tote Board's Strategic Outcome of 'Empowered Communities'. In support of such programmes, Tote Board will continue pushing for change to impact and transform lives to build a better, more inclusive and accepting future for all.



GRANTMAKING THROUGH FUND-RAISING

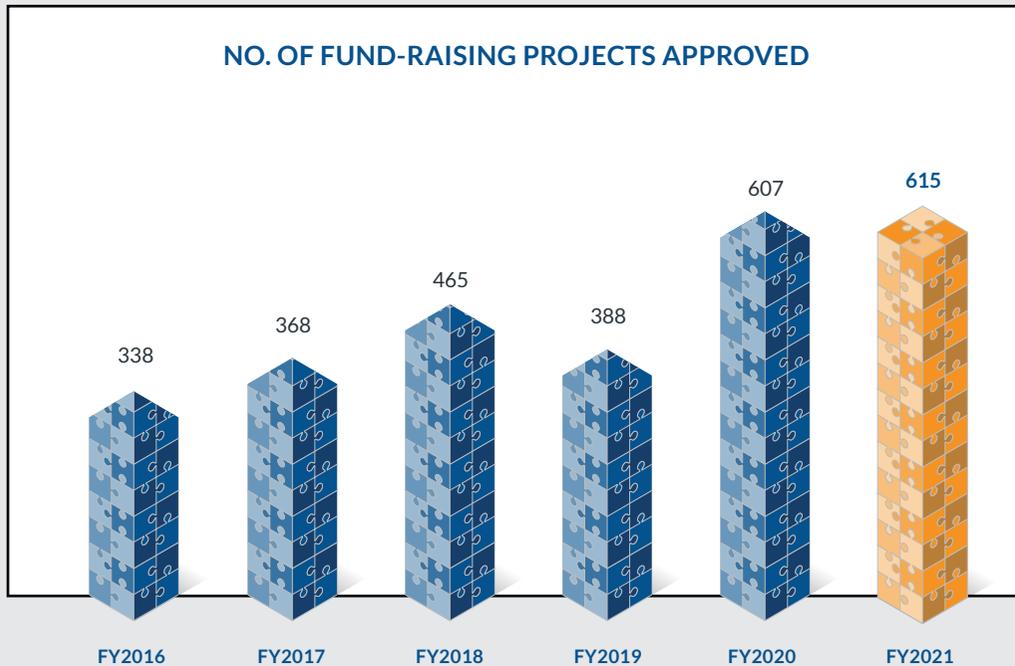
To complement its broad-based grantmaking vision, Tote Board started the Fund-Raising Programme in 2006 to catalyse community support for ground-up initiatives that meet the needs of the underserved. Since the inception of the Programme, Tote Board has given out grants for more than 3,000 fund-raising projects, with more than \$900 million raised for beneficiaries in our community.

Since April 2020, Tote Board has doubled its matching contributions from 20% to 40% of funds raised to better support charities during COVID-19 under the Enhanced Fund-Raising (EFR) Programme. The Programme was expanded to include digital fund-raising projects on approved platforms, in addition to physical fund-raising projects.

In May 2020, then-Deputy Prime Minister and Minister for Finance Heng Swee Keat announced in his Fortitude Budget speech that the Government would partner Tote

Board to provide charities with dollar-for-dollar matching on donations, capped at \$250,000 per charity. This will strengthen support for charities that may have seen a drop in donations and other income during this COVID-19 period of economic uncertainties. After a charity fully utilises the \$250,000 dollar-for-dollar matching cap, Tote Board will continue to provide 40% matching for eligible fund-raising projects, capped at \$100,000 per project. There is an annual cap of five applications per charity.

To continue supporting the charity sector during the coming period of economic recovery, Tote Board and the Government announced in February 2022 that the dollar-for-dollar matching contributions for the EFR Programme will be extended for three additional years, till 31 March 2025.



FUND-RAISING: OUR GRANTEES

TREES OF THE WORLD 2021 By Garden City Fund

'Through a matching grant from Tote Board's Enhanced Fund-Raising Programme, more than \$174,000 was raised through Garden City Fund – The National Parks Board's registered charity and Institution of a Public Character (IPC) – for the Singapore Botanic Gardens' Trees of the World 2021 initiative, held in December 2021. Apart from monetary contributions, individuals, corporations, embassies, schools, hospitals and non-profit organisations also participated in the Trees of the World project to decorate native trees in the Gardens with special messages of hope and inspiration. All funds raised from the event went to the Give to the Gardens programme, which supports the Gardens' work as a leading botanical institution in Singapore.'



Prof Leo Tan
Chairman
Garden City Fund



CARING HEART WALK 2021 By Nam Hong Welfare Service Society

'The Caring Heart Walk 2021 is a virtual fundraising walk, aimed at promoting a healthy lifestyle amongst seniors by keeping them physically active and socially connected. Partnering SG Digital, trainers guided seniors on how to use the Strava mobile app to record their walks. At the end of the challenge, seniors like Mdm Ho Yoke Kheng redeemed groceries and household necessities at the Caring Heart Mart using points accumulated from their walks.'

'I am very proud to have contributed the NHWSS 6-week Challenge Fundraising Walk. The programme encouraged me to walk in my own time and help NHWSS raise funds to benefit other elderly friends in the community,' said Mdm Ho.

Since our founding years, Tote Board's support on our fund raising efforts has been critical as we sustained our charity programmes. On behalf of NHWSS and seniors, we thank Tote Board for their unwavering support, especially during the COVID pandemic.'

Stanley Lim
Chairman
Nam Hong Welfare Service Society



FUND-RAISING: OUR GRANTEES



CHARITREES 2021 By Samaritans of Singapore

'At Samaritans of Singapore (SOS), we believe that the course forward to facilitate positive change is charted by meaningful connections. Thanks to the support by Tote Board through the Enhanced Fund-Raising Programme (EFR), we doubled our fundraising efforts for ChariTrees 2021, which was chaired by Mr Tan Puay Kern (Vice-Chairman, Community Chest) and co-organised by The Rice Company Limited (TRCL). Together, we worked through tough times by building resilience and serving our vulnerable community through SOS' programmes and services.

Gasper Tan
Chief Executive
Samaritans
of Singapore



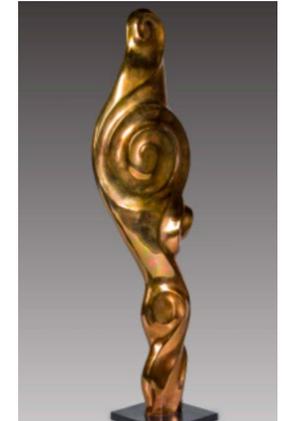
THE ART OF GIVING By HopeHouse Ltd

'HopeHouse would like to express our sincere gratitude to Tote Board for supporting us through the Enhanced Fund-Raising Programme. With the additional funds, we were able to provide better facilities and programmes for our children and the youths residing with us.

HopeHouse's Auction Campaign, The Art of Giving, was made possible by the De La Salle Brothers' generosity in donating sculptures created by the late Brother Joseph McNally. During the event, our donors' active participation and contributions – despite the economic uncertainty during the COVID pandemic – played a vital part in raising funds for our new premises.

We would also like to thank Ms Diana Lim, an art collector, for her time and effort in organising the auction, as well as 33 Auction for providing the services and marketing efforts.'

Ben Peh
Head of Home
HopeHouse Ltd



FINANCIAL HIGHLIGHTS

The Financial Highlights as set out in pages 38 to 41 contain the extracts from the audited consolidated financial statements of the Tote Board Group (comprising Tote Board, Singapore Pools and Singapore Turf Club) for the financial year ended 31 March 2022.

The Group recorded a surplus after tax and contribution to Consolidated Fund of \$47 million in FY21/22, as compared to a surplus of \$443 million in FY20/21.

The lower surplus was mainly due to reduced finance income from changes in carrying values of financial assets at fair value, and was partially offset by higher income from betting and gaming activities.

REVIEW OF FINANCIAL PERFORMANCE

SINGAPORE TOTALISATOR BOARD (GROUP)

Income and Expenditure

	Year ended 31 March 2022 \$M	Year ended 31 March 2021 \$M
INCOME FROM BETTING AND GAMING ACTIVITIES		
Lotteries and Sports Betting		
Turnover	9,234	6,578
Prizes Paid	(6,670)	(4,706)
Betting Tax Paid To Government	(1,902)	(1,405)
Commission Paid	(42)	(33)
	620	434
Totalisator		
Turnover	818	496
Dividends Paid	(647)	(393)
Betting Tax Paid To Government	(41)	(25)
	130	78
OTHER INCOME		
Finance (costs)/income, net	(40)	596
Casino Entry Levy	125	114
Other Operating and Non-Operating Income	58	62
	143	772
Total Income	893	1,284
Total Expenditure	(369)	(347)
Grant Disbursements		
Arts and Culture	(25)	(46)
Charity (Social Service)	(242)	(188)
Community Development	(40)	(55)
Education	(20)	(9)
Health	(20)	(23)
Sports	(117)	(105)
	(464)	(426)
Surplus Before Tax and Contribution To Consolidated Fund	60	511
Tax and Contribution To Consolidated Fund	(13)	(68)
Surplus After Tax and Contribution To Consolidated Fund	47	443

REVIEW OF FINANCIAL PERFORMANCE

SINGAPORE TOTALISATOR BOARD (GROUP)

Statements of Financial Position

	As at 31 March 2022 \$M	As at 31 March 2021 \$M
ASSETS		
Non-Current Assets	577	595
Financial Assets At Fair Value Through Profit or Loss	3,990	4,230
Other Current Assets	1,267	1,065
Total Assets	5,834	5,890
CAPITAL, RESERVES AND LIABILITIES		
Capital and Reserves	5,247	5,200
Non-Current Liabilities	210	214
Current Liabilities	377	476
Total Capital, Reserve and Liabilities	5,834	5,890

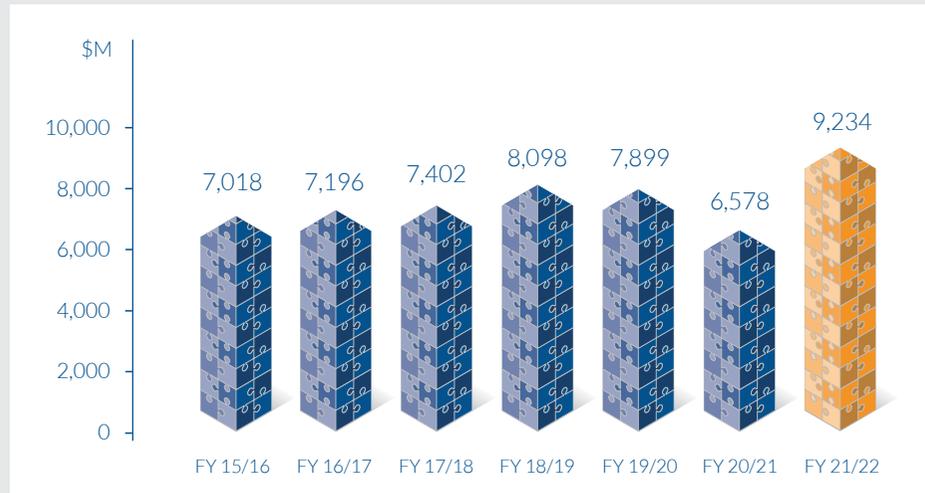
SINGAPORE TOTALISATOR BOARD (GROUP)

Outstanding Grant Commitments

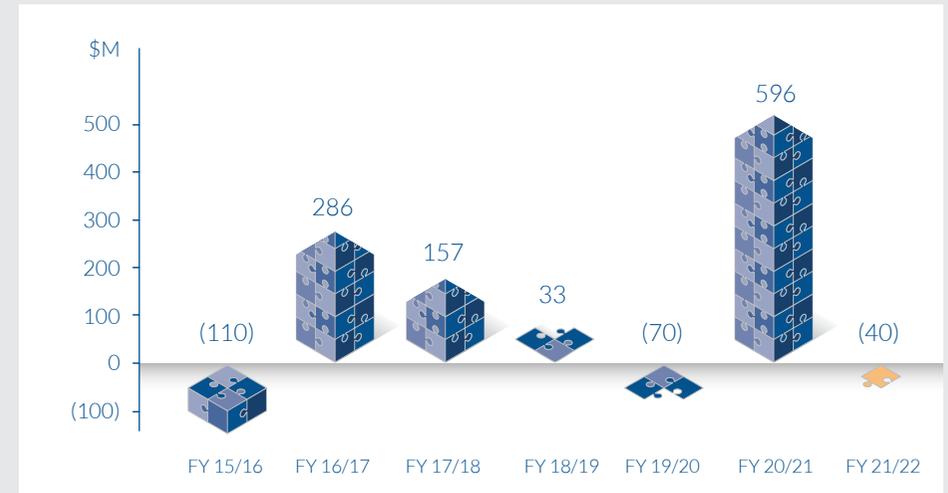
	As at 31 March 2022 \$M	As at 31 March 2021 \$M
Arts and Culture	141	203
Charity (Social Service)	1,042	1,142
Community Development	464	531
Education	120	145
Health	143	164
Sports	152	271
Total	2,062	2,456

REVIEW OF FINANCIAL PERFORMANCE

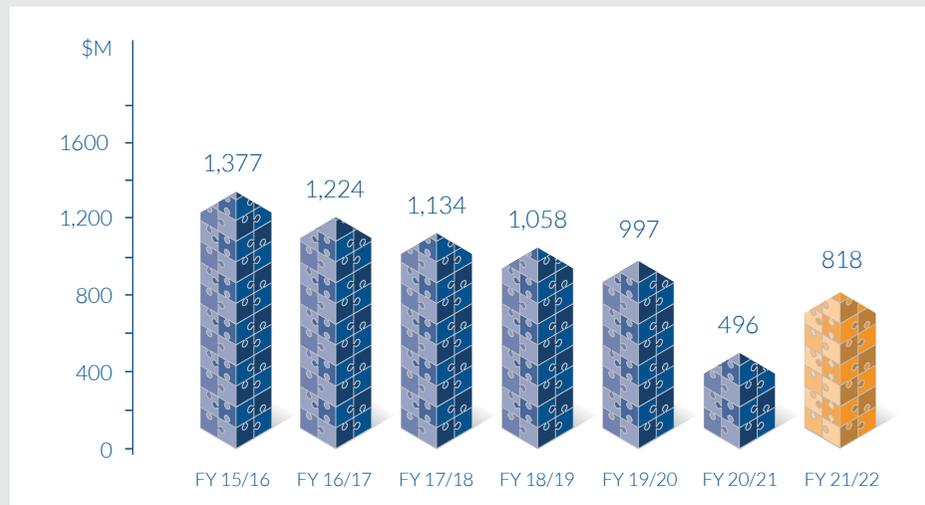
LOTTERIES AND SPORTS BETTING TURNOVER



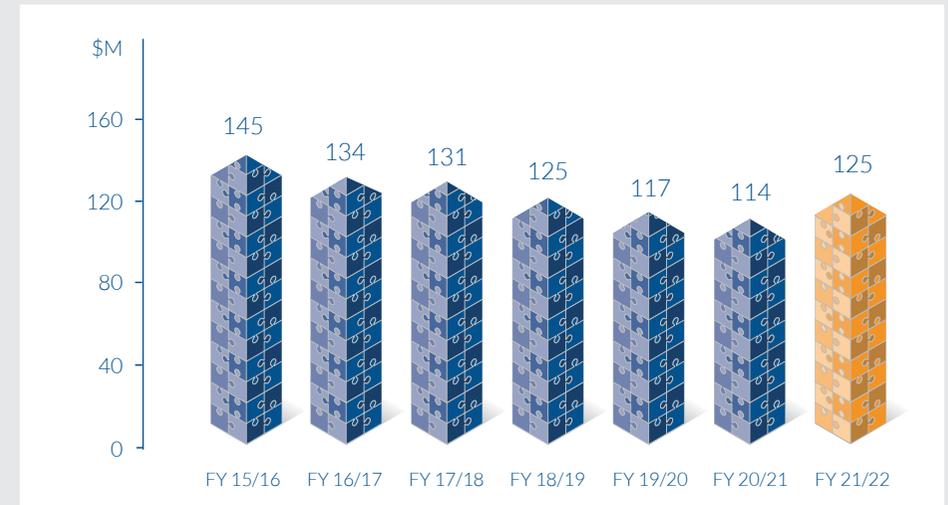
INVESTMENT INCOME/(LOSS)



TOTALISATOR TURNOVER

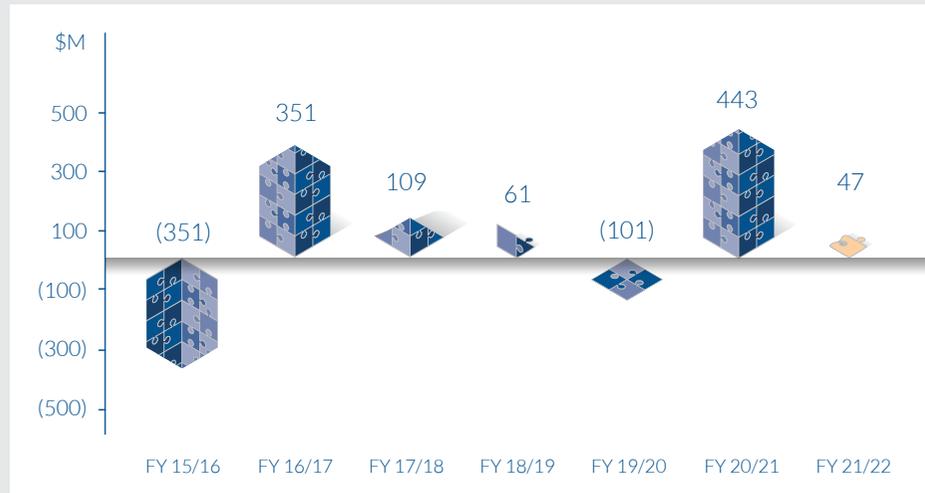


CASINO ENTRY LEVY

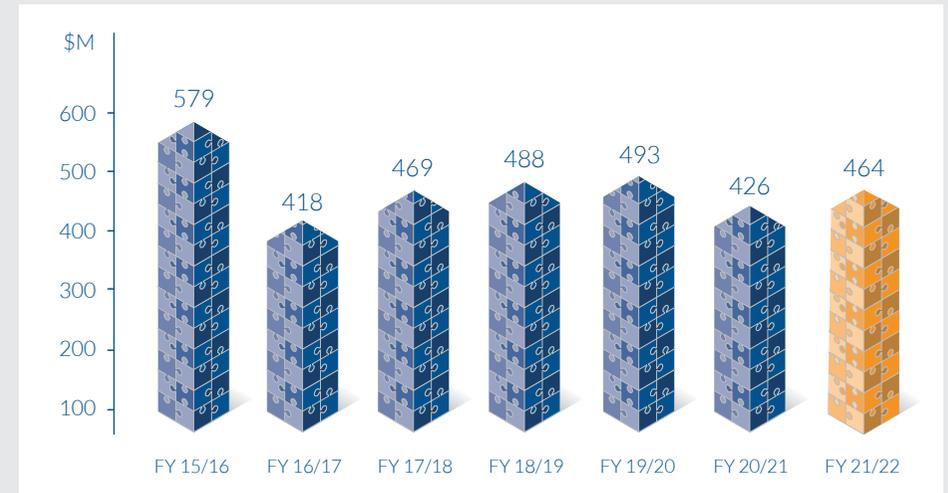


REVIEW OF FINANCIAL PERFORMANCE

ANNUAL NET SURPLUS/(DEFICIT)



GRANT DISBURSEMENTS



ANNUAL CONTRIBUTION TO GOVERNMENT

(BETTING DUTIES, INCOME TAX AND CONTRIBUTION TO CONSOLIDATED FUND)

