

Reimagining Impact for



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.

Vision

A caring and resilient Singapore

Values

Caring, Collaborative, Integrity, Enterprising

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Our *Focus*

At Tote Board, our vision is about building a caring and resilient Singapore. We steward the operating surplus from gaming revenue by supporting community-based projects for social impact.

OUR GRANTMAKING ROLE

Arising from a Strategic Review exercise from 2021 to 2022, our grantmaking is focused on four strategic outcomes:



Healthy lives and well-being

We encourage active participation in healthy living and well-being at all stages of life



Empowered communities

Our grants seek to uplift vulnerable members and their families in our society, by maximising their opportunities and potential to make meaningful contributions



A caring, cohesive and resilient society

We believe in inspiring a sense of belonging where people care for and support one another towards a society which is future-ready.



A sustainable and liveable home

We support causes and projects that create a sustainable living environment and a vibrant home for all to work, live and play

OUR GOVERNANCE ROLE

Singapore Pools and Singapore Turf Club are Tote Board's wholly owned subsidiaries who are licensed to offer lotteries and sports betting, as well as operate horse racing and totalisator operations respectively.



Singapore Pools was established by the Singapore government on 23 May 1968 to provide safe and trusted betting to counter illegal gambling. Their surpluses are channelled to Tote Board to fund a wide range of causes in social service, community development, sports, arts, education and health.

One of Singapore's oldest sporting clubs, Singapore Turf Club was founded in 1842 and manages and operates the sport of horse racing at the Singapore Racecourse at Kranji.

At A Glance
FY2022/23

\$1,848.4M

GRANTS APPROVED

\$486.1M

GRANTS DISBURSED



\$16.4M

Healthy lives and
well-being



\$178.5M

Empowered communities



\$282.1M

A caring, cohesive and
resilient society



\$9.1M

A sustainable and
liveable home

809

ONGOING PROJECTS

WITH

345

PARTNERS

CHAIRMAN'S MESSAGE

By
Mrs Mildred Tan



In 2022, the world continued to grapple with uncertain challenges — geopolitical tensions, economic pressures, and the risks from a global energy crisis. Even as Singapore responds to these macro issues, we are concurrently tackling emerging social concerns at home. The multi-layered nature of social needs means no one can do it alone. Building bridges across public, private, and people sectors for synergistic collaboration is therefore critical to creating a brighter shared future.

Unwavering Commitment to Greater Good

Tote Board remains committed to serving communities by connecting like-minded partners to convene action for positive impact. Some of these initiatives in FY2022/23 included:

- Solidifying partnership with multiple agencies and boosting long-term support for critical social services with the renewal of the Tote Board Social Service Fund (TBSSF) at \$846.4 million from FY2023 to FY2027 – the largest commitment since its inception. Over the last four years, the TBSSF touched the lives of more than 360,000 beneficiaries. This renewal underscores Tote Board's unwavering dedication to empowering and uplifting vulnerable communities.
- Strengthening collaboration with sport partners to build healthier communities, and express national pride through sporting success. Through the Sporting Singapore Fund, Tote Board offers \$550 million over five years to enhance sports programming and community sports participation to foster resilience, inclusion, and well-being. We are

“Building bridges across public, private, and people sectors for synergistic collaboration is therefore critical to creating a brighter shared future.”



The Tote Board Social Service Fund supports a range of social services and community programmes to uplift vulnerable communities, such as hydrotherapy classes for persons with disabilities conducted by Cerebral Palsy Alliance Singapore.

heartened that these efforts contributed to an overall increase in sports participation rate from 68% in 2018 to 72% in 2021.

- Bridging research and action in a new tripartite partnership with the Lee Kuan Yew Centre for Innovative Cities and Institute of Policy Studies. Initiated by Tote Board, the Future-ready Society Impact Fund and Knowledge Partnership initiative will provide up to \$6 million over three years to develop innovative solutions, grounded in futures research, to build resilient families and social cohesion.

Rallying Collaborative Philanthropy and Collective Impact

In order to effectively tackle the ever-growing complexities of society, it is crucial to acknowledge that no single entity can serve needs on the ground in isolation. Instead, a holistic systems perspective is imperative, as it allows

for a comprehensive understanding of the interconnected nature of these challenges and the need for collective action.

To this end, we are spearheading our Impact & Outcome Management (IOM) Framework to establish a common language for measurable impact and outcomes of any grant initiative. It enables grantmakers and partners to align efforts and resources towards a shared vision, ensuring clarity and coherence throughout the collaboration process.

In FY2022/23, Tote Board, together with our partners, piloted the IOM Framework with 15 pilots. The pilots have received positive feedback from our partners, and we are pleased with the framework's broad-based applicability and learnings at this point. We will continue to refine the framework and scale up.

In Gratitude

In closing, we acknowledge and thank Yong Kian's dedicated service as Chief Executive of Tote Board for nearly a decade. His leadership, especially during the COVID-19 pandemic, strengthened capability development across our ecosystem. I am deeply appreciative of his contributions and wish him well in his future endeavours.

We welcomed Choon Shian as our new Chief Executive from 1 July 2023. With his extensive experience in the economic, education, and workforce sectors, I am confident in his leadership to lead Tote Board into a new chapter.

Tote Board would not be where we are today without the leadership of my fellow Board members, Management team, Tote Board staff, and our partners. Thank you for being pathfinders in building bridges and creating a better future for Singaporeans.

MESSAGE FROM OUR CHIEF EXECUTIVE

By
Mr Tan Choon Shian



Warm greetings to the Tote Board family, friends, and partners. It is an honour to address you as the new Chief Executive of Tote Board.

Acknowledging Mr Fong Yong Kian's leadership over the past years, I am privileged to uphold his legacy of success and resilience. As we embrace the future, it is evident that Tote Board's core businesses in grantmaking and gaming are poised for transformation, amidst a blend of challenges and opportunities.

Meeting Rising Needs Amid Resilient Recovery

In FY2022/23, Tote Board approved \$1,848.4 million in grants, a record-breaking amount for a single year.

As Singapore forges ahead with its resilient recovery from the COVID-19 pandemic, addressing ever-growing and evolving ground needs becomes paramount. To ensure our grants provide impactful support, Tote Board collaborates closely with our grantees and partners to navigate new challenges and tackle complex issues head-on.

Unlocking Innovations through Collaboration

Ensuring the long-term sustainability of funds is crucial for uninterrupted care and services to our beneficiaries. At Tote Board, we firmly believe that collaboration within the giving ecosystem unlocks the potential to tackle complex problems and find creative solutions.

In 2019, we pioneered Asia Pacific's and Singapore's first Shared Gifting Circle for Children and Youth Mental Health. This innovative grantmaking model enables synergistic collaboration and collective funding decision-making across seven non-profit organisations. Four years on, our efforts are yielding remarkable results. For example, the school-based mental health awareness and peer support programme called "It's OK To Be Not OK",

supported by the Shared Gifting Circle, reported that 93% of participating students found the programme helpful.

Another grant driving innovation is the Enabling Lives Initiative (ELI). Administered by SG Enable, the ELI brings partners together to innovate and scale solutions for persons with disabilities and their caregivers. Notably, the CAREconnect programme, developed by CaringSG under the ELI, connects caregivers with community volunteers and the wider community to create a network of support. Positive outcomes from the programme include reduced caregiver stress and improved well-being for both caregivers and care recipients.

Countering Illegal Gambling Holistically

In 2022, Tote Board commissioned an independent study to uncover trends and insights surrounding both legal and illegal gambling. As anticipated, the COVID-19 pandemic fuelled significant growth in online betting, both globally and within Singapore. Advancements in technology and the increasing accessibility of the internet have contributed to the rising popularity of online betting, with a notable shift in the betting population's preferences towards sports wagering. The study also provided insights into the illegal gambling market. As one Tote Board Group, our mandate is to counter illegal gambling by providing a responsible, safe and trusted environment for people who choose to engage in betting activities, and we actively collaborate with key stakeholders in the ecosystem to tackle this issue holistically.

Embarking on Our Next Mile with Confidence and Conviction

Under the leadership of Mr Fong Yong Kian, Tote Board underwent an exceptional transformation from a demand-led grantmaker to a proactive, collaborative grantmaker using an outcome-based grantmaking approach. I thank Yong Kian for laying the robust foundation that propels Tote Board forward.

Looking ahead, our strategic priorities include several key areas. We are committed to working closely, with care and empathy, alongside Singapore Turf Club (STC) and other relevant stakeholders to ensure the smooth transition and closure of STC by March 2027. We will also press on with the implementation of our strategic review, including the scaling up of our Impact & Outcome Management Framework to our entire portfolio and the wider sector to create a shared reality and purpose for collective action.

I am energised by the Tote Board team's commitment to do good, and grateful for the unwavering support of our stakeholders and partners. Together, let us build an inclusive, resilient and vibrant community.



“It has been a privilege to serve as Chief Executive of Tote Board. I am grateful to have had strong guidance from the Board. Most importantly, the unstinting support and friendship from many Tote Board staff who share the same conviction about the mission of Tote Board is something that I will not forget. I leave Tote Board with fond memories, and also with the belief that with Choon Shian at the helm, Tote Board is well-positioned to meet opportunities and challenges, making Singapore a better place for all of us and our future generations.”

Mr Fong Yong Kian
Chief Executive
Tote Board
(2014 - 2023)

Our Board



1. Mrs Mildred Tan
Chairman

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

3. Mr Aubeck Kam
Permanent Secretary
Ministry of Social &
Family Development

4. Mr Hou Wey Fook
Chief Investment Officer
DBS Bank Ltd

5. Mr Kevin Shum
Deputy Secretary (Planning)
Ministry of Finance
(Appointed from 1 April 2023)

**6. BG Narayanan
Letchumanan**
Singapore Armed
Forces

7. Mr Neo Sing Hwee
Partner
Ernst & Young Advisory
Pte. Ltd

8. Mr Ng How Yue
Permanent Secretary
(Health Development)
Ministry of Health

9. Mrs Penny Goh
Senior Advisor
Allen & Gledhill

10. Ms Tan Gee Keow
Permanent Secretary
Ministry of Culture,
Community and Youth

11. Mr Yee Ping Yi
Deputy Secretary (Strategy,
Sustainability & Technology)
Ministry of Transport
(Until 31 March 2023)

Our *Management*



Mr Tan Choon Shian
Chief Executive



Ms June Koh
Senior Director
Corporate



Mr Keith Ng
Senior Director
Legal and Board Secretary



Ms Tan Su-Yin
Senior Director
Grants



Mr Jason Tan
Senior Director
Strategic Planning & Finance



Ms Rachel Tan
Senior Director
Group Internal Audit



Doing Good, **With You in Mind**

For over three decades, Tote Board has been touching lives and caring for Singaporeans through our broad-based funding support for social and community well-being.

From enabling healthy living to championing social care and inclusion, we empower individuals, families and communities today, with a vision for a better tomorrow.

A Different Ball Game

The ball is in your court, they say. Meet Radiance Tan, a 16-year-old student-athlete who chose to learn valuable life lessons through her experiences in competitive volleyball. For Radiance, the court is not just a place to win or lose, but an opportunity to grow as a person.

“I still vividly remember the first time I saw my captain cry,” she recounted. That happened after Radiance’s team lost a key competition narrowly. “Before that day, I had always been focused on myself — my skills and my wins. I didn’t think team morale was my responsibility. After that match, I realised there was more to the sport. I wanted to care for my teammates. I wanted to become a person who was not just focused on the game but also on the people around me.” This pivotal moment has shaped Radiance’s approach to sports today.

Radiance is a member of the ActiveSG Volleyball Academy, which is supported by Tote Board’s Sporting Singapore Fund. The Fund

aims to promote sporting activities for social bonding and healthy living among Singaporeans of all ages and abilities. Through initiatives like these, young athletes like Radiance can continue to grow and develop both on and off the court.

Radiance’s love for volleyball began at the age of eight, inspired by her older siblings. She learned the value of perseverance from her brother’s “unyielding and persistent spirit” and adopted her sister’s approach of using sports to connect people. Radiance has since reached out to friends to join volleyball and has witnessed firsthand how sports can bring people together and create lasting memories.

“I wanted to become a person who was not just focused on the game but also on the people around me.”



Radiance (front) attributed her growth in discipline, focus and endurance to sports, which has also helped her form close bonds with friends.

SPORTING SINGAPORE FUND

\$550M

FY2018 – FY2022

(Renewed for FY2023 – FY2027)



Provide shared experiences and social bonding opportunities



Empower vulnerable groups and persons with disabilities



Promote national pride through sporting successes

Active Minds, Active Lives

Movements for Health began as a vision to look at how collective human actions, when harnessed positively, can generate momentum and bring about sustainable behaviour change towards health. By empowering individuals and communities to take ownership of their health, we create a healthier and more resilient society.

Community champions such as VintageRadio.SG and Hatch are making a difference in their local communities through programmes, supported by Tote Board, that encourage Singaporeans to adopt healthy habits and lifestyles.

Vintage Notes

Since young, Alice Rappa, loved music. Some of her fondest memories involve attending live bands, immersing in the atmosphere, and letting the lively music wash over her. Although those concert-going days are behind her, the spirited 69-year-old retiree is able to relive those cherished memories thanks to VintageRadio.SG.

“I listen to the uninterrupted streaming of music on VintageRadio.SG while I tend to my garden or travel. It makes me feel young again,” said Alice. In addition to the entertainment, she tunes in to the podcasts

that share tips to help seniors stay healthy and active. “The ‘Stronger For Longer’ podcasts on sarcopenia — a condition of gradual loss of muscle mass — was a reminder to keep myself physically active. That’s why I enjoy gardening in my free time.”

VintageRadio.SG is a live streaming digital service designed for seniors like Alice to connect with their memories and reminisce through music from the 1950s to 1970s. It also helps to bridge the digital divide so seniors can stay entertained and well-informed on health information and other senior-related content.



Alice Rappa uses gardening time to tune in to VintageRadio.SG's health podcast and stay up-to-date on healthy living tips.

The Hood Connection

Meet Jennifer Chen, a 78-year-old volunteer at the Loving Hearts Active Ageing Centre in Yuhua. Jennifer knows firsthand the challenges of aging, both physically and mentally. For the past 40 years, she has been advocating the benefits of Qigong to improve fitness and overall well-being. As a certified Qigong instructor, Jennifer volunteers her time to run Qigong activities for seniors, encouraging them to lead a healthy life through exercise.

In the past, Jennifer had to rely on posters and word-of-mouth to share about her Qigong activities. Now, with Hood, the social media page highlights, community-driven efforts like Jennifer's can spread rapidly in the Yuhua neighbourhood. Through its digital community, Hatch connects seniors to health promotion activities to drive active community participation in healthy living. After Hatch featured her in a video, Jennifer's Qigong group grew from 70 to more than 100 participants as more seniors came to know about it.

"Hood helped me reach out to Yuhua residents. More seniors have come to know about Qigong and are inspired to join in to stay active and keep healthy," said Jennifer.



Jennifer staying active and healthy in her weekly Qigong sessions with other seniors.

MOVEMENTS FOR HEALTH

\$3.1M

FY2022 – FY2024

Create and drive sustainable social movements for health by:



Activating communities to adopt healthy behaviours through capability building



Developing social connectedness where community champions tailor groundup actions to the needs of community

From Darkness To Light

Hope comes from being able to see light in the darkness. Through the Tote Board Social Service Fund (TBSSF), we support a wide range of social service programmes that serve and empower individuals and families in need. The stories of Charlie* and Cheryl are testament to how individuals, given positive interventions in the community, can move forward out of darkness into a new hope.

Charlie: A Story of Overcoming

Six years ago, Charlie* was in a dark place. He had thoughts of self-harm, and was almost completely disconnected from society. When he was referred to SAMH YouthReach, his mental and physical health were both in bad shape. He rarely attended school, had no friends and was even bedridden for a period of time.

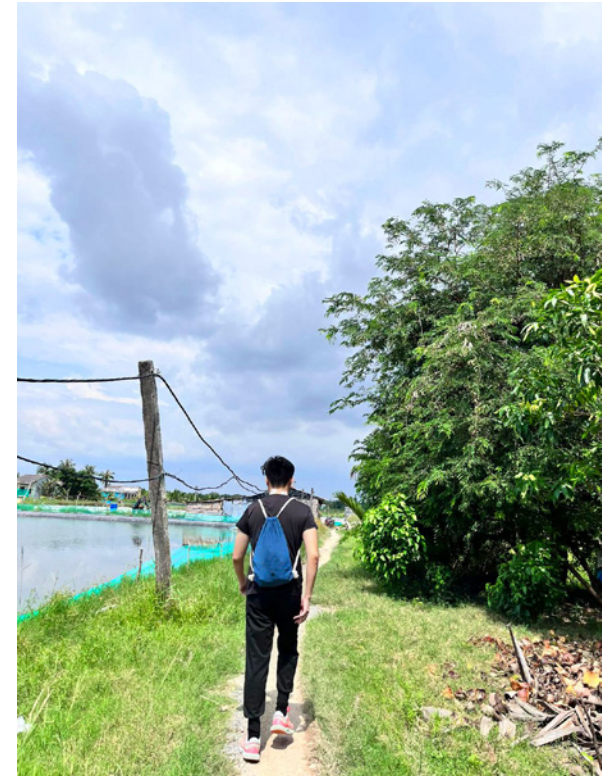
YouthReach is a psychosocial support and recovery programme offered by the Singapore Association for Mental Health (SAMH YouthReach). It provides help for youths who struggle with emotional, psychological and psychiatric challenges in the community. The programme is one of the many social services funded by the TBSSF, which supports individuals like Charlie.

“My caseworker taught me life skills, from something simple like setting reminders for appointments, to coping with intrusive thoughts,” said Charlie. “When I talked to other youths like me who are in the programme, I also learned communication skills and became more confident to start interacting with new people.”

Since joining SAMH YouthReach, Charlie has developed an interest in exercise and outdoor activities. “Experiencing sunlight on my skin again is a blessing.”

Now, Charlie is well on his way to recovery. He is better equipped to deal with mental health stressors, able to be meaningfully employed, and feels much more confident about his future.

** Name changed for privacy*



Individuals like Charlie (pictured) benefit from the Tote Board Social Service Fund, which supports critical and strategic core social services as well as community programmes.

“I learned communication skills and became more confident to start interacting with new people.”

Cheryl Tan: A Journey of Perseverance

Cheryl Tan's job seeking journey was an endless series of disappointments. Not only did she face a difficult job market, several potential employers who responded to her job applications were reluctant to hire her after knowing about her condition.

Cheryl was diagnosed with relapsing and remitting multiple sclerosis in 2015. Her condition worsened, and in 2019, she was diagnosed with secondary progressive multiple sclerosis, which required her to use a motorised wheelchair. After leaving her job as a patient service associate, she faced multiple rejections in her job search but remained determined to explore various avenues to find employment.

It was then that Cheryl chanced upon the SPD Employment Support Programme, funded under the TBSSF. She was pleasantly surprised to find that her job coach was invested in understanding her strengths and interests, rather than just helping her land any job that came her way. Together, they worked towards finding a job that was enjoyable for Cheryl, and which came with an inclusive and accommodative employer.

“My work allows me to give back to society and help other persons with disabilities. It has inspired me to think about how I can make Singapore a better place for all, even beyond work.”

Today, Cheryl works as a Customer Experience Inclusivity Officer at Tower Transit Singapore, a public transport operator. She finds it a meaningful job that allows her to meet new people and learn new things — all on a flexible work schedule. She also conducts public inclusivity courses to help others understand the challenges faced by persons with disabilities and mobility challenges on board a bus, so as to foster a more caring and inclusive commuting culture.

“My work allows me to give back to society and help other persons with disabilities. It has inspired me to think about how I can make Singapore a better place for all, even beyond work.”



As a Customer Experience Inclusivity Officer, Cheryl contributes to a smoother transit by providing assistance in wayfinding and crowd control for passengers at the Yishun Integrated Transport Hub.

TOTE BOARD SOCIAL SERVICE FUND

\$580.4M

FY2019 – FY2022



>70 programmes
by

>90 social service
agencies



>360,000

beneficiaries
(includes vulnerable families,
children and youths, the
elderly, persons with
disabilities and persons with
mental health issues.)

Renewed for FY2023 – FY2027

\$846.4M

A Mother's Love

For Chan Fui Lee, 54, every day is a labour of love.

She is mother to Cheong Chel Sie, a 20-year-old who has autism as well as a chromosomal disorder that causes intellectual disabilities and severe health issues.

Since infancy, Chel Sie requires around-the-clock attention. "Being a full-time caregiver for a neurotypical and a special needs child without a helper at home was physically and mentally straining. I needed to cater for their different needs," shared Fui Lee.

As Chel Sie grew up, her escalating behavioural issues became increasingly difficult to manage, even for care centres with trained personnel. As a result, "most of the time Chel Sie was at home and we needed to look for activities to engage her," said Fui Lee.

Hope came when Fui Lee joined CAREconnect, a programme by CaringSG, an organisation that offers

caregiver support and resources for caregivers of special needs children or persons with disabilities. This was among the 22 programmes supported by Tote Board's Enabling Lives Initiative grant in FY2022/23. Through this grant, and in partnership with SG Enable, we bring together a community of partners to innovate and scale solutions for persons with disabilities and their caregivers.

CAREconnect offers a support network for caregivers like Fui Lee. Whenever Fui Lee and Chel Sie join CAREconnect activities, Fui Lee is able to have some time for herself and the rest of her family, while Chel Sie could engage with her peers through social activities. "With the mental support from fellow caregivers, we don't feel as lonely in our lifelong journey in taking care of our special needs child," said Fui Lee.

Since January 2022, CAREconnect has held 44 events which engaged 2,800 caregivers. Of these, over 1,100 are connected to support groups.



Chel Sie (centre, seated) and her family were among the 30 caregivers and children who attended a CaringSG event, where participants shared life experiences with other families.

ENABLING LIVES INITIATIVE

\$25M

FY2020 – FY2023

Uplifting the lives of persons with disabilities and their caregivers in three areas:



**Living independently
and encouraging self-
sufficiency**



**Realising their potential
through opportunities
for employment and
skills development**



**Connecting
communities to increase
accessibility and
enhance inclusion**

The Golden Lining

By 2030, one in four Singaporeans will be over 65 years old. While this demographic shift presents significant challenges, it also offers a golden lining: the opportunity to build a more compassionate and supportive society that values and cares for its seniors. That is why it is imperative to build up a robust community care sector that ensures seniors are well cared for and can age-in-place with a good quality of life. The Tote Board Community Health Fund supports the piloting of innovative programmes for the community care sector, such as the Reablement Programme and the “Both Sides, Now” arts-based community programme.

Dillagavathi Rengasamy Shunmugam: Enabling Reablement

Madam Dillagavathi’s world fell apart when her husband passed away in February 2022. The 72-year-old homemaker had been his sole caregiver as he battled various medical conditions.

Despite her husband’s poor health, the couple was socially active and Madam Dilla could attend activities at TOUCHpoint@Yishun162, an active ageing centre. However, a fall in 2021 resulted in constant pain in her legs and an abrupt change in her routine. During this time, her husband’s health also took a turn for the worse and he became bedbound, which added difficulty to her caregiving responsibilities. Madam Dilla felt emotionally and physically drained.

“I felt depressed. I was not used to confronting my problems alone without my husband. As I had difficulties walking, I did not have the confidence to go out alone. I was also depending on people to run errands for me,” shared Madam Dilla.

After her husband passed away, a TOUCH reablement coordinator approached Madam Dilla to share about the Reablement Programme supported by the Tote Board Community Health Fund. The programme initiates a new care approach that empowers seniors to take charge of their health, and promotes independence and autonomy. Supported by care professionals, seniors receive personalised coaching to age well, and age-in-place.

“The team taught me how to overcome my fears and worked with me to set goals that matter to me,” said Madam Dilla. She began to rediscover her aspirations, which included being able to walk further to the neighbourhood shops, take part in social and recreational activities, as well as improve her nutrition to manage her chronic conditions. “I recalled how happy I was to be in the company of the seniors at the Centre. We did things together like drawing and painting. It was fun!”

Now, Madam Dilla is able to watch out for and assist other vulnerable seniors. She even volunteers her time to support the Centre’s needs, such as reminding seniors to attend activities. “I feel great!” she said. “Now that I am a volunteer, my life has more purpose.”



The support offered by the Reablement Programme helped Madam Dilla (middle) to be socially active and to enjoy the company of friends and neighbours once again.

Both Sides, Now: Art for “Die-logues”

Initiating end-of-life discussions is one of the toughest conversations to have. Yet, in rapidly ageing Singapore, these are necessary to enable better care for seniors. To promote awareness on end-of-life issues, we supported the “Both Sides, Now” multi-disciplinary arts-based community programme by Drama Box and ArtsWok Collaborative that sought to humanise and dispel the stigma around this difficult topic.

From 2021–2023, the programme was focused on connecting with Malay-Muslim community approaching

topics such as loss, regrets, and death in ways that were more personal and culturally sensitive.

The project has helped families have more open and honest conversations about end-of-life matters. One volunteer invited her mother to watch the “Kata-Kata Kita” (Our Words) variety shows online and shared how it opened up opportunities to discuss the topic of loss and regrets: “She watched the shows and the segments acted as a stimulus for me to discuss this topic with her. Even though I was initially subtle, it later sparked more conversations. I feel closer to her, and am ready to be more direct when discussions of end-of-life matters come up.”



The highlight of Kata-Kata Kita (Our Words) was a panel discussion on sensitive end-of-life topics.

TOTE BOARD
COMMUNITY HEALTH FUND

\$63M

FY2020 – FY2024

Providing seed funding for innovative programme pilots in three areas:



Care and Support

New care models to enable out-of-hospital care, ageing-in-place and caregiver support



Care Integration

Coordinated health and social care services in the community



Emerging Areas

Identify and address new priorities of care as needs evolve

TOTE BOARD SHARED GIFTING CIRCLE FOR CHILDREN AND YOUTH MENTAL HEALTH

It's OK To Be Not OK

“The support from the Shared Gifting Circle gave us the wings to create impact at a level I could only have dreamed of then,” said Asher Low, founder and Executive Director of Limitless, a non-profit organisation for youth empowerment.

The organisation was in its infancy when it received funding from the Tote Board Shared Gifting Circle for Children and Youth Mental Health in 2019, to conduct school-based mental health awareness programmes. “That was a time when young people were still unaware about mental health. Building awareness and encouraging help-seeking behaviour was a necessity,” said Asher.

The Shared Gifting Circle was a novel participatory grantmaking approach where grant partners were empowered to make funding decisions to spur collaboration and innovation based on collective groundup needs.

Asher’s project was named “It’s OK to be not OK”, which is also his personal core belief. Over three years, Limitless conducted school outreach activities such as assembly talks, exhibitions and training of mental health ambassadors.

Over 28,000 students participated in the programme, of which nearly 85% reported an increase in awareness. Over 1,000 youths and school personnel were also trained in understanding common mental health conditions, treatment and supporting persons with mental health challenges.

Five years on, Limitless now reaches thousands of youth through counselling, training and outreach. “The Shared Gifting Circle helped lay the foundation for many of our services today,” added Asher.



Limitless’s workshops and outreach activities helped raise awareness about youth mental health, and empowered youths to be mental health ambassadors to their peers.

TOTE BOARD SHARED GIFTING CIRCLE FOR CHILDREN AND YOUTH MENTAL HEALTH

\$2M

FY2019 – FY2022

7 projects focused on:



Encourage help-seeking behaviour and early detection of mental health issues for intervention



Reduce mental health stigma



Increase accessibility to community based services

Art for The Heart

Singapore's communities have been transformed into masterpieces of art and heritage, thanks to the efforts of residents and visitors alike.

As part of our work in fostering social cohesion and nurturing vibrant local communities, Tote Board supported three initiatives where people came together to create shared memories, and connect through diverse forms of art that showcase the best of our local culture.

The Colours of Unity in Macpherson

Imagine walking around your neighbourhood and stumbling upon an art piece that instantly evokes your childhood memories. Thanks to the Arts@Macpherson community arts project, this is now a reality for residents in MacPherson. Since 2018, Tote Board has been supporting Participate in Design Limited, a non-profit organisation, to spearhead a series of art initiatives that aim to foster community bonds and connect people in MacPherson.

In 2022, local artists and community groups collaborated with residents to co-create community art pieces that have brought new life to shared spaces and fostered friendships in the neighbourhood. The result is a vibrant tapestry of unity and creativity that celebrates memories of the neighbourhood. Residents, artists and community workers all felt it “heartwarming” to see seniors participating actively in the art-making sessions.

“Each senior had a unique story. We allowed them freeform on the subject matter and colour, which worked out really well. The artwork was very vibrant. As artists, we are inspired to collaborate with the community on more art projects for public enjoyment,” said Cindy Witono, an artist from LiteWerkz who worked with seniors and volunteers from Care Community Services Society on a community artwork titled ‘Memory Lane’.



Artists from ArtSolute co-creating the ‘Happy Streets’ mural with Macpherson residents.



‘Memory Lane’ transforms the connecting space over the MacPherson canal into a colourful floating gallery.

Old Meets New at Dakota-Cassia

Leaving behind old friendships as people relocate to a new neighbourhood can be a daunting experience. However, thanks to Art in the Commons: Dakota-Cassia, a multidisciplinary contemporary art project by Singapore Art Museum (SAM) in partnership with Drama Box, residents of Cassia Crescent and adjacent areas had opportunities to rebuild community bonds and make new friendships.

Funded by Tote Board, the project aims to enhance the wellbeing of residents, many of whom are seniors who relocated from old housing estates such as Dakota Crescent. Through arts programmes, residents could start building their support networks within the community, and with fellow residents.

‘The Wind Came Home’, a puppet performance exploring end-of-life topics, and sessions of hands-on interaction with SAM’s Touch Collection artworks, were amongst the activities to encourage dialogue and relationship-building in the community.



Residents staying around Cassia Crescent were invited to a puppet performance by renowned puppeteer Tan Beng Tian.

On Homeground at the Singapore HeritageFest 2022

“All aboard the train up north!” Many Singaporeans have fond memories of a bygone era when trains ran the length of the island from Tanjong Pagar to Woodlands en route to Malaysia. Thanks to the Homeground exhibition at the National Museum of Singapore, visitors were able to relive this experience through a recreated train cabin that transported them back in time. Nestled at the backdrop of the train were scenes of the Rail Corridor, now set aside as a nature area.

Supported by Tote Board as part of the Singapore HeritageFest, Homeground featured stories of travel and natural heritage, which were the themes of the festival’s 2022 edition. Along with talks and workshops, these experiences evoked a sense of shared heritage and joint identity among Singaporeans on one homeground.



A recreated train cabin transported visitors down memory lane and formed the highlight of the Homeground exhibition.



ARTS@MACPHERSON

\$100,000

FY2020 – FY2022



ART IN THE COMMONS
SERIES: DAKOTA-CASSIA

\$140,000

FY2021 – FY2023



SINGAPORE HERITAGEFEST

\$400,000

2020 – 2022

Breaking New Ground

To look forward to the future, we build capability and lay the foundation for what is to come. This means breaking new ground and exploring new frontiers, whether it's in social innovation, groundup mobilisation or impact and outcomes management. By pushing the boundaries, we can create new opportunities and unlock possibilities that have the potential to shape the giving landscape for years to come.

A Society Of The Future

Our care for tomorrow starts today. To build a future-ready society, the Future-ready Society Impact Fund and Knowledge Partnership was launched to bring together community partners to address complex social issues and emerging needs.

This initiative, a partnership between Tote Board, the Lee Kuan Yew Centre for Innovative Cities (LKYCIC) and the Institute of Policy Studies (IPS), bridges knowledge and action, starting with two thematic areas: Future of Resilient Families and Empowered Communities, and Future of Civic Engagement. Futures research will be carried out in these areas, and insights will be used to develop solutions that can be piloted under the Impact Fund. Five pilot projects are expected from 2023 to 2025, with lessons learned shared with the wider community.

Tote Board has committed \$6 million over three years to the programme.



Dr Harvey Neo, LKYCIC, Ms Tan Su-Yin, Tote Board and Dr Justin Lee, IPS during a panel discussion on the opportunities for collaboration among the people-private-public sectors.

From The Ground Up

The COVID-19 pandemic has highlighted the impact of groundup efforts in Singapore, particularly in the rise of informal giving. However, there are still knowledge gaps about the landscape in which groundups operate, and a complete understanding of the sector has yet to be achieved, according to Michele Wooi, Deputy Director of Community Resource & Networks at the National Volunteer & Philanthropy Centre (NVPC).

To address this, Tote Board has partnered NVPC in commissioning the Groundup Initiative Study in 2021. The study sought to provide insights into groundup motivations, barriers and behaviours which could affect their success. These will be useful in understanding the value of groundup initiatives, formulating strategies to empower groundup groups, encouraging greater citizen participation, and providing better care to the wider community.

“The findings of the study will be the start of building a more connected and integrated ecosystem that better supports groundups in achieving their impact,” said Ms Wooi.

The research findings will be fruitful in understanding fellow groundup groups and areas for improvement and growth.

Mathilda Ho
Advocate For Refugees - Singapore



For Impact And Change

Measurement and impact go hand in hand. To ensure that our grantmaking efforts achieve the intended positive impact on our beneficiaries, we have developed and piloted the Impact and Outcomes Management (IOM) Framework since 2022.

The IOM Framework provides a common language on impact and outcomes, as well as a standard for evaluation. It covers a wide spectrum of focus areas under our strategic outcomes and enhances transparency for Tote Board and our partners. By moving away from traditional methods of measuring impact, we can achieve more strategic, evidence-based funding

outcomes that can address wider social issues.

In FY2022, Tote Board worked with our grant partners to conduct 15 pilots on existing programmes to test the IOM Framework and gather insights and learnings. Over 100 hours of capability building sessions were held, allowing staff and external stakeholders to engage in conversations on how the framework could be implemented for each programme.

The IOM Framework has the potential to revolutionise grant-making practices, enabling us to effectively assess the efficacy of our giving and drive greater social impact in key strategic areas.



Grant partners engaged in an IOM workshop, understanding the framework that drives positive outcomes across sectors, groups and individuals.

“We’re grateful to be on this journey of the pilot with Tote Board. Through this effort, we were able to better evaluate and measure the Art Grant’s impact, both from a qualitative and quantitative basis, for diverse student profiles, ranging from mainstream schools to special education schools. We look forward to continuing this collaboration with Tote Board in its journey of being a more impactful giver.”

May Tan
Director, Education & Manpower Development, National Arts Council

“Measuring outcomes and impact are critical to effective grantmaking. The Tote Board IOM framework enables grantmakers to have fruitful conversations with our grantees on understanding their theory of change to address problems and gaps, as well as the intended outcomes from their interventions.”

Angela Yak
Director, Sector Planning & Development, Agency for Integrated Care



Upholding Responsible Gaming

Responsible gaming is ingrained in our core. We counter illegal gambling by providing safe, legal and responsible service offerings.

With a firm commitment to fairness, transparency, and social responsibility, we are dedicated to protect customers through social safeguards and work with stakeholders on a balanced regulatory system.

Singapore Pools

Since inception, Singapore Pools has had a long-standing commitment to doing good and giving back to those in need. Staff volunteers support activities held all year round, from helping disadvantaged communities, to conserving the environment. Its responsible gaming practices have been awarded the highest level of certification by the World Lottery Association's Responsible Gaming Framework since 2012.

Responsible Gambling

Responsible Gambling Awareness Week

An annual roadshow organised by the Responsible Gambling Forum, the 2022 edition of the Responsible Gambling Awareness Week (RGAW) was held from 28 October to 6 November 2022, with the theme "Are you Playing Smart? Play Safe, Act Now". Singapore Pools conducted an outreach programme across 10 outlets and, in line with RGAW's theme, games were used to share about responsible gambling and create awareness for the National Council on Problem Gambling hotline. Customers also completed a Problem Gambling Severity Index quiz for self-assessment.



Singapore Pools' RGAW public outreach programme reached a total of 554 participants over 20 hours.

Responsible Gambling Certifications and Awards

World Lottery Association Responsible Gaming Framework Level 4 Certification

Singapore Pools received the World Lottery Association's (WLA) Level 4 certification, the highest global standard in the gaming industry. It first achieved the certification in 2012 and was re-certified in 2015, 2019 and 2022.

World Lottery Association Best Flagship Award for Level 4 in Responsible Gaming

Singapore Pools also received the Best Flagship Award for Level 4 in Responsible Gaming from the WLA, for its "My Gaming Profile" monitoring and risk profiling tool, which categorises players based on their risk propensity to problem gambling from online betting behaviour.

This award is given to Level 4 certified WLA members who have shown adherence to best practices and innovativeness in responsible gaming programmes, measures or initiatives.

OUR SUBSIDIARIES GIVE BACK

Community Giving and Outreach

For the past 20 years, Singapore Pools has actively given back to the community, especially through its people. Employees have contributed time and effort to a variety of initiatives related to sports, environment, and engaging with youths, elderly and the underprivileged. Several community giving initiatives include:

iShine Cloud

A charity set up by Singapore Pools in 2018, iShine Cloud has been enabling the digital transformation journey of other charities, so as to improve productivity and governance processes in the non-profit sector. iShine Cloud also conducts online clinics to share the cloud solutions that charity organisations can leverage upon to improve their operations.

iShine Cloud's suite of solutions for charities include donor and volunteer management systems that promote efficient engagement of people groups in charities. Currently, there are about 55 charities and over 2,000 users on the iShine Cloud platform.

Singapore Pools Academy

Formed in 2019, the Academy was created to institutionalise the learning capabilities and training programmes developed by Singapore Pools. It provides a platform for trusted industry partners to contribute their expertise and resources to build a steady supply of learning assets, and equip social service organisations with relevant competencies. In 2022, the Academy offered close to 700 learning spaces for the sector.

Football With A Heart 2022

Singapore Pools raised a record \$1.05 million in its Football With A Heart charity fundraiser held on 26 November 2022. Tote Board contributed

to the funds raised with dollar-to-dollar matching, and all proceeds were channelled to six beneficiaries: FAS Cares, Filos Community Services Ltd, GreenSG Collab Ltd, Heartware Network, iShine Cloud Limited and SportCares.



Close to 70 staff volunteers supported Football With A Heart 2022 alongside co-organisers Football Association of Singapore and Sport Singapore.

Top Corporate Volunteer Award

Singapore Pools was awarded the Top Corporate Volunteer Award by AMKFSC Community Services Ltd on 10 December 2022 for its efforts to befriend and engage with seniors at the Punggol Community Network Centre, through monthly crafting sessions, festive celebrations, and excursions.

OUR SUBSIDIARIES GIVE BACK

Majestic Smart Seniors Applied Learning Centre

A community project by Singapore Pools and RSVP Singapore, The Organisation of Senior Volunteers, the Majestic Smart Seniors Applied Learning Centre was launched by President Halimah Yacob in early 2022 to help seniors pick up digital literacy skills at their own pace. Workshops are conducted in both English and Chinese, and are facilitated and organised by fellow seniors. These facilitators educate seniors on topics ranging from e-payments to food delivery apps, government apps, and more. Since its launch, more than 200 workshops have been conducted for over 7,000 seniors.



Singapore Pools volunteers assisting seniors on the use of digital e-payments.

Business Technology Awards

CX Asia Excellence Awards

Singapore Pools was awarded the Gold Award for Best Use of Customer Experience Technology at the CX Asia Excellence Awards 2022, beating notable competitors such as Alliance Bank Malaysia and Shell. This esteemed award recognises the highest level of achievement in customer experience throughout Asia and is a testament to Singapore Pools' outstanding dedication and performance in this category.

Enterprise Architecture Award In Asia Pacific

Singapore Pools' Business Technology team was named one of the three finalists for the Forrester Enterprise Architecture Award in Asia Pacific. The Award emphasises examples of Enterprise Architecture excellence that contributes to a good customer experience and operational excellence.

This accomplishment can be attributed to the outcome-driven enterprise architecture in Singapore Pools. To meet the concerns of different stakeholders, the Singapore Pools Account was enhanced with e-payment options, remote Know Your Customer, a secure customer onboarding platform, and MyInfo integration to enable quicker registrations for customers.

Singapore Turf Club

Singapore Turf Club actively connects with the community and seeks to create a positive impact. Through its multitude of community engagement initiatives and social partnerships, the Club aims to bring people closer together, and build a stronger, more inclusive community.

Run for Inclusion

Singapore Turf Club (STC) partnered inclusive sports co-operative Runninghour to host its signature event, Run for Inclusion (RFI) in December 2022.

In the lead up to RFI, STC teamed up with Runninghour to organise a horseshoe cleaning and brisk walking session for employees to meaningfully engage persons with special needs.

Held on 3 December, RFI was graced by Guest-of-Honour President Halimah Yacob and drew over 2,000 participants. In support of the event, a 170-strong employee and family contingent from STC served as race participants and volunteers. To commemorate STC's 180th anniversary, the Club further donated \$32,400 to Runninghour.



Together with STC farriers, the participants cleaned and upcycled used horseshoes into RFI medals.



The STC contingent walked, ran and cycled alongside persons with special needs and their caregivers.

MYBeats Music Festival

In November 2022, STC opened its space to the inaugural MYBeats Music Festival — the first large-scale festival for youths in Marsiling-Yew Tee GRC.

Organised by grassroot organisations in Marsiling-Yew Tee GRC, the festival was part of ongoing outreach efforts to connect with youths through music and the arts. Festival-goers savoured a relaxing night under the stars, with performances by homegrown musicians in various genres and styles, food as well as trucks and stalls, and other fringe activities.



MYBeats attracted youths and young adult attendees to get their groove on for over four hours.

Our *Corporate Governance*

The Tote Board Group, which includes Tote Board, Singapore Pools and Singapore Turf Club (STC), upholds the highest standards of corporate governance.

THE BOARD OF TOTE BOARD

The Board is the organisation's highest decision-making body. In addition to carrying out its statutory responsibilities, the Board sets strategic directions and policies to fulfil Tote Board's mission. The Chairman and Members of the Board are individuals from both public and private sectors with broad and diverse expertise and experience, appointed by the Minister for Finance.

Audit and Risk Committee

The Audit and Risk Committee (ARC) oversees the internal controls, financial reporting, compliance, and risk management of Tote Board. The ARC also provides oversight of the Tote Board Enterprise Risk Management (ERM) Framework through regular risk management reports.

The ARC has the authority to conduct or authorise investigations into any matters within its scope, with full access to and cooperation from Management. It can also directly engage with Group Internal Audit (Group IA) and external auditors.

Audit and Risk Committee

Chairman

Mr Neo Sing Hwee

Members

BG Narayanan Letchumanan
Mr Nagaraj Sivaram
Ms Wan Mei Kit

Grant Approval Committee

The Grant Approval Committee (GC) evaluates and approves non-structured grant proposals exceeding \$1 million, up to and including \$5 million. The GC also identifies opportunities to enhance cross-sector collaboration and funding and presents them to the Board for consideration.

Grant Approval Committee

Co-Chairs

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

Investment Committee

The Investment Committee establishes and reviews policies related to the investment of Tote Board's surplus funds. It evaluates investment returns, monitors the performance of fund managers, and makes decisions regarding the appointment or termination of fund managers, investment consultants and other service providers.

Investment Committee

Chairman

Mr Hou Wey Fook

Members

Mr Yee Ping Yi (Until 31 Mar 2023)
Mr Kevin Shum (From 1 Apr 2023)
Dr Chia Tai Tee (Until 31 Dec 2022)
Mr Kevin Bong
Mr Teo Jwee Liang
Mr Lo Tak Wah (From 1 May 2023)

ACCOUNTABILITY, INTERNAL CONTROLS AND RISK MANAGEMENT

Enterprise Risk Management

The Tote Board Group's ERM framework, drawing reference from ISO 31000 and COSO standards, provides consistent risk management systems and processes across the Group. It is aligned with the Group's mission, objectives and strategies to guide the Group towards a risk-intelligent culture where employees make appropriate risk-informed decisions. The Board, through the ARC, exercises overall risk governance and oversight of the ERM framework.

Internal Controls

The Board ensures that Management maintains a sound system of internal controls to safeguard the interests of stakeholders and assets of the Group. The ARC oversees an annual review of the effectiveness of these internal controls. For projects, controls, or areas where independent expertise is required, external professionals and service providers are appointed accordingly.

Internal Audit

Tote Board's Group IA is an independent function reporting functionally to the ARC Chairman and administratively to the Chief Executive. To ensure the independence of the IA function, IA auditors have unrestricted direct access to the ARC and to documents, records, properties, and personnel within the Group to carry out its duties effectively.

Based on the annual internal audit plan approved by the ARC, it conducts risk-based audits to evaluate the reliability and effectiveness of internal controls within the Tote Board Group. Group IA collaborates with external auditors and provides stakeholders with reasonable assurance on control effectiveness and governance processes.

Group IA adheres to the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors. Quality Assurance reviews are conducted periodically to ensure compliance with these standards.

External Audit

During the annual financial statements audit, external auditors review the internal controls aligned with the audit purpose and scope. Any material non compliance or control weaknesses are communicated to the ARC, with recommendations from the external auditors.

The ARC reviews non-audit services provided by the auditors and the associated fees to maintain their independence. The ARC confirms that the provision of non-audit services does not impair the independence of the Tote Board Group's external auditors, who also provide confirmation of their independence to the ARC.

Whistleblowing Policy

Tote Board Group has a whistleblowing policy to enable employees, partners, vendors, and the public to report instances of malpractice and misconduct. The policy encourages reporting in good faith, ensuring fair treatment and protection from reprisals for those making reports. Confidentiality is maintained for all whistleblowing reports, including the identity of the whistleblower.

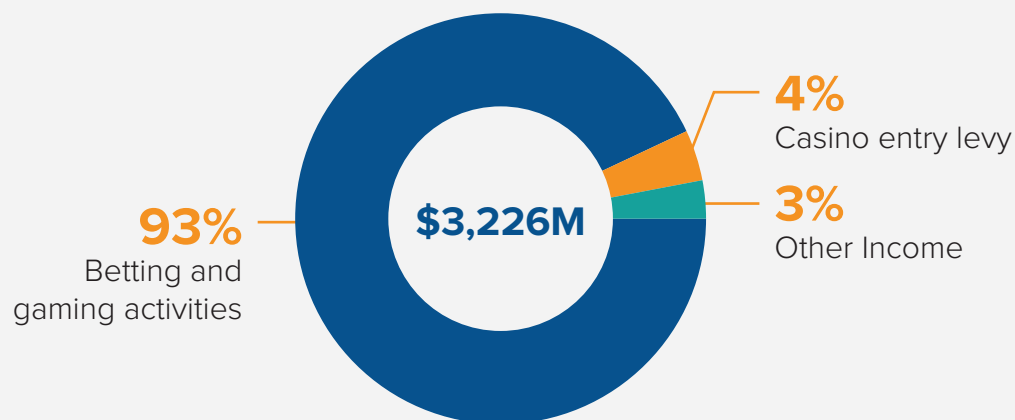
Oversight of Singapore Pools and STC

Tote Board provides oversight for its subsidiaries, Singapore Pools and STC. This includes appointing the Board of Directors for Singapore Pools, the Management Committee for STC, the Chief Executive Officer of Singapore Pools, and the President and Chief Executive of STC. Tote Board also performs internal audit functions for its subsidiaries.

Our *Financial Highlights*

SOURCES OF INCOME

based on cashflow

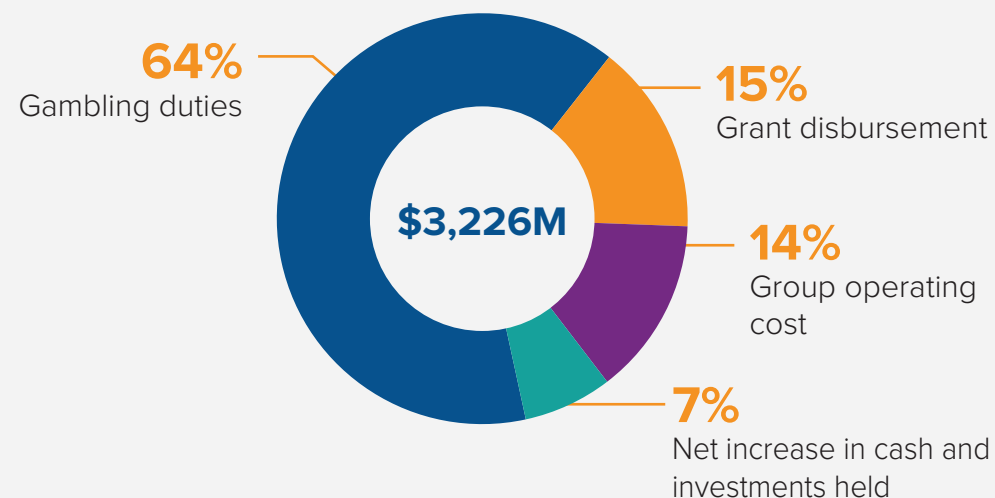


In FY2022/23, Tote Board received \$3,226 million in income, an increase of slightly over 10% from \$2,922 million in FY2021/22. This increase was largely due to betting during the World Cup season, which took place from November to December 2022. The reopening of the Singapore Turf Club to the public in April 2022, following the easing of COVID-19 restrictions, also contributed to the revenue increase.

To meet the needs of the population and uplift vulnerable communities in Singapore, Tote Board renewed our support for a number of broad-based

DISTRIBUTION OF FUNDS

based on cashflow



programmes in this financial year. Most notably, the Tote Board Social Service Fund (TBSSF) was renewed from FY2023 to FY2027 with a commitment of up to \$846.4 million. The TBSSF supports the critical and strategic social services under the Ministry of Social and Family Development, Ministry of Education and Ministry of Health, as well as community programmes under SG Enable and the National Council of Social Services.

In FY2022/23, grant disbursements increased by around 5% to \$486.1 million, compared to FY2021/22.



Giving Hope
Improving Lives