

Heart *of the* Community



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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Cover photo: For Joseph Lazar (right), New Hope @ Margaret Drive became more than a shelter. With support from social workers like Koh Peck Sian (left), he found care, connection and a community. He now lives in his own rental flat but still visits his friends at New Hope regularly.

Message from Our Chairman



Mrs Mildred Tan

At Tote Board, our mission is simple yet profound: to do good better, every day.

This year, we continued to work alongside our partners and communities to create meaningful and lasting impact across Singapore. From strengthening digital connectivity and mental well-being among adolescents and families, to building resilient communities where people look out for one another, our efforts are guided by a shared commitment to uplift lives and strengthen the social fabric of our nation.

We have seen communities come together to celebrate belonging and social cohesion through events like Chingay and National Day.

We have supported initiatives that bridge divides, foster connections, and help rough sleepers find pathways to stable housing and renewed hope. These are not just programmes; they are stories of resilience, dignity and collective care.

As stewards of public resources, we see our role as more than funding good causes.

We are stewards, not just donors — bringing intentionality, accountability and responsibility to every grant we make. We continually seek to maximise impact, strengthen partnerships and ensure that every dollar entrusted to us contributes to meaningful outcomes for our society.

“We are stewards, not just donors — bringing intentionality, accountability and responsibility to every grant we make.”



Tote Board has supported the National Day Parade (NDP) since 1999. As Singapore marked its diamond jubilee at NDP 2025, people from all walks of life came together in a shared celebration of community, belonging and nationhood.



Nor Rahman Bin Jaafar (left), a multi-sport coach at the ActiveSG Para Sport Academy, trains with Devdan Devaraj in frame running. By making sport more inclusive and accessible, the programme helps create opportunities for every individual to participate, grow and thrive.

Looking ahead, we recognise that the future will be shaped by new technologies and new possibilities. We are committed to embracing innovation, including artificial intelligence and advanced data capabilities, to strengthen governance, improve decision-making and deepen insights into the communities we serve. These tools will help us become more effective and responsive, enabling us to be even better in doing good.

Yet, amid rapid change, our true measure of success remains unchanged. It is found in the positive difference that endures in people's lives long after our work is done — stronger families, more connected communities, greater opportunities, and a more caring and inclusive Singapore.

None of this would be possible without the dedication of our staff, the commitment of our partners and the trust of the communities we serve. Our shared belief in a stronger and more compassionate Singapore transforms our grants into genuine and lasting change.

“Our shared belief in a stronger and more compassionate Singapore transforms our grants into genuine and lasting change.”

As we look to the future, we do so with purpose, humility and an unwavering belief in what we can achieve together. By working hand in hand across sectors and communities, we can continue to build a Singapore where every individual has the opportunity to thrive, and where doing good becomes a collective endeavour that benefits generations to come.

Together, we will continue doing good better, every day.



Mr Tan Choon Shian

A Conversation with Our Chief Executive

What defined FY2025/26 for Tote Board?

FY2025/26 was a year of consolidation. After a period of significant change, we shifted from managing change to acting on strategic priorities, strengthening our core capabilities, and making deliberate choices about where we invest our time and resources. The result is a Tote Board that is more focused, resilient and better positioned for the future.

What were the grantmaking highlights?

We deepened our commitment to impact measurement, focusing on building capability and resources for the sector partners we serve.

We are supporting the Greater Impact Forward Together (GIFT) Programme and equipping non-profit organisations across five sectors to implement impact measurement in their organisations. Within Tote Board, we published our first Better Everyday Impact Card, using aggregated impact data to demonstrate the measurable change in the lives of Singaporeans served by our funded programmes.

Our grants continued to focus on supporting national objectives. With mental health being a national priority, we are funding Digital Mental Health Connect — a digital initiative that enables clinicians and counsellors to connect individuals with the most appropriate mental health services based on their needs and risk profiles, strengthening care coordination across more than 450 agencies nationwide.

We were also very much involved in the nation's SG60 celebrations. Besides funding various SG60 programmes, we collaborated with the Ministry of Digital Development and Information, National Library Board and our subsidiary Singapore Pools on the Heart&Soul Experience. Through the Community With A Heart initiative, Tote Board and Singapore Pools dedicated \$500,000 to four mental wellness charities. It was fitting that a flagship SG60 event brought Singaporeans together — not just in celebration, but also in caring for one another and for those who need it most.



Professionals from non-profit organisations (NPOs) exchange ideas during a GIFT Programme workshop. Bringing together NPOs across five sectors, GIFT helps organisations build the capabilities to measure, understand and strengthen their impact.

How is Tote Board approaching its gaming oversight role?

Trust cannot be taken for granted. We continue to strengthen governance over Singapore Pools' operations through closer collaboration with stakeholders, as well as more robust oversight mechanisms and reporting structures.

In the area of countering illegal gambling, we leverage research and data to identify targeted opportunities to strengthen public awareness.

How is the winding-down of Singapore Turf Club (STC) progressing?

Steadily and with care for everyone involved. As of March 2026, STC has successfully organised five job fairs for its employees. Within three months from offboarding, 77% of offboarded employees have secured at least one job offer.

We completed an appraisal of heritage artefacts and artworks at the Racecourse and are working with relevant agencies on the retention of key items of heritage and cultural significance, some of which may be relocated to suitable sites for public enjoyment.

What gave you the most encouragement as a leader in FY2025/26?

We see digital transformation as an investment in our people. All our staff now have access to AI tools and training to deepen digital and AI literacy. In a recent survey, staff sentiment reflected a strong adoption of systems and technology to improve work and enable innovation, positioning us ahead of the public service norm. This gives us confidence that we are building the capabilities needed to better serve Singapore.

During our office renovation, we took the opportunity to put our sustainability commitment into practice by repurposing, recycling, reusing and donating office furniture, equipment and other office peripherals. Ultimately, only 3% of the items were disposed of. As a grantmaker that funds sustainability causes, it was important that we walked the talk — and I am proud that we did.

“We see digital transformation as an investment in our people.”

With Tote Board well positioned for its next chapter, I am pleased to welcome Mark Tan as Chief Executive-Designate. I know he will bring fresh perspectives and leadership to build on the momentum we have created together, while staying true to Tote Board's purpose of improving lives and building a better Singapore. It has been a privilege to serve alongside our Board, management and staff, and I look forward to supporting Mark and the team in my new role as Senior Advisor, as Tote Board continues its journey of building a Better Everyday for Singapore.

Our Board



Mrs Mildred Tan
Chairman



A/Prof Ang Seng Bin
Senior Consultant
Family Medicine Service
KK Women's and
Children's Hospital
(until 31 December 2025)



Professor Cheah Tiang Seng Jason
Deputy Group CEO
(Strategy, Planning and
Resourcing)
National Healthcare Group



Ms Chong Yiun Lin
Deputy Secretary
(Higher Learning & Skills)
Ministry of Education



Mrs Penny Goh
Senior Advisor
Allen & Gledhill
(until 31 May 2026)



Mr Hou Wey Fook
Chief Investment Officer
DBS Bank Ltd
(until 31 December 2025)



Mr Aubeck Kam
Permanent Secretary
Ministry of Social and
Family Development



Mr T. Raja Kumar
Senior Advisor
(International)
Ministry of Home Affairs



Mr Lee Wei Hock
Head of Assurance
Ernst & Young LLP
Singapore
(from 1 June 2026)



Mr Neo Sing Hwee
Partner
Ernst & Young
Advisory Pte Ltd
(until 31 May 2026)



Mr Ng How Yue
Permanent Secretary
(Services)
Ministry of Health



Mr Kevin Shum
Deputy Secretary
(Planning)
Ministry of Finance



Ms Teoh Zsin Woon
Permanent Secretary
Ministry of Culture,
Community and Youth



Mrs Tracey Woon
Board Director
United Overseas
Bank Limited
(from 1 June 2026)

Our Management



(From left to right)

Mr Jason Tan

Senior Director
Strategic Planning & Finance

Ms June Koh

Senior Director
Corporate

Mr Tan Choon Shian

Chief Executive

Mr Keith Ng

Senior Director
Legal & Board Secretary

Ms Wendy Leo

Senior Director
Grants

Ms Rachel Tan

Senior Director
Group Internal Audit

Tote Board's total staff strength as at September 2025 is 70.

Overview: Our Work

We are an impact-focused grantmaker, building a caring and resilient Singapore. We steward the operating surplus from gaming revenue to create lasting social impact through broad-based funding support and sound governance, advancing a Better Everyday for Singapore.



Para swimmer Benovan Sim (left), from the ActiveSG Para Sport Academy, trains alongside his coach, Silas Parasuraman s/o Rajoo. Supported by Tote Board, the Academy provides persons with disabilities with opportunities to participate in sport and develop their potential.

Our Grantmaking Role

We touch lives and care for Singaporeans through our broad-based funding support for social and community well-being. Our grantmaking is focused on four strategic outcomes:



Healthy Lives

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



Empowered Vulnerable Groups

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



Cohesive Society

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

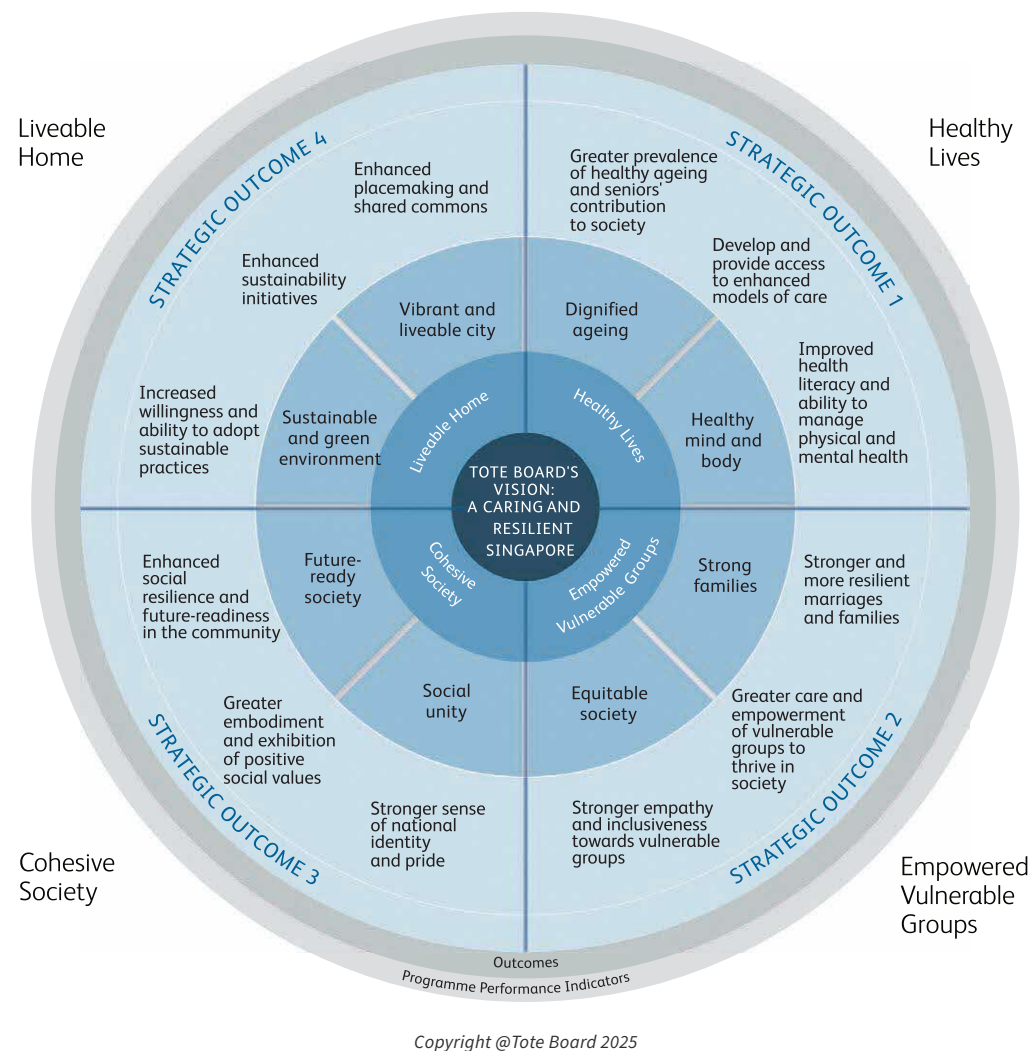


Liveable Home

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

TOTE BOARD'S IMPACT MEASUREMENT FRAMEWORK

Established in 2022’s Strategic Review and aligned with national priorities, our Impact Measurement Framework transforms vision into action through our four strategic outcomes. With clear programme performance indicators, and an evidence-driven approach, we ensure that every grant addresses community needs and delivers impact.



Elements of Impact Measurement Framework	Description
Tote Board's Vision	Organisation's ideal future state
Strategic Outcomes	Long-term goals in grantmaking
Impact Areas	Underlying key areas driving Strategic Outcomes
Aggregated Outcomes (AOs)	High-level summary outcomes for intuitive mapping/ association and storyboarding
Outcomes	More specific outcomes for operational purposes (programme planning, out-of-scope areas, etc.)
Programme Performance Indicators (PPIs)	Measure of change showing direct results of the activities undertaken

Our Governance Role

Tote Board exercises oversight of Singapore Pools' and Singapore Turf Club's corporate governance, including their strategic directions and significant business decisions related to socially responsible gaming and countering illegal gambling. We also work closely with the Gambling Regulatory Authority to foster responsible gambling.



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.



Singapore Turf Club managed and operated the sport of horse racing at the Singapore Racecourse at Kranji. It held its last race on 5 October 2024.

Key Highlights

FY2025/26

\$555M

Grants disbursed



\$32M

Healthy lives



\$166M

Empowered vulnerable groups



\$354M

Cohesive society



\$3M

Liveable home

1,045

Ongoing projects

with **409**
grantees and
partners

\$150M

Grants approved

Voices: Heart of the Community

Every voice matters, and every story reflects the heart of the community — this is what drives us to give better, every day.



Muhammad Sarimuddeen Bin Abudbakkar Sardhar (left) with social worker Muhammad Faiz from SHINE Children and Youth Services. Supported by the Tote Board Social Service Fund, The Scaffold Programme helps secondary school students like Sarimuddeen, who faced challenges with school engagement, relationships and self-confidence, to build resilience, belonging and a stronger sense of purpose.

The Beat That Belongs to Everyone



Muhammad Riduan Bin Zalani (centre) performed at Chingay Parade 2026 as part of a 40-member multicultural drumming ensemble. Led by Riduan, the performance celebrated Singapore's multiculturalism by showcasing the distinct traditions of Malay, Chinese, Indian and Western percussion before bringing them together in a unified finale.

For 20 years, Muhammad Riduan has grown alongside Chingay—from performer to composer to leading a 40-member multicultural drumming ensemble at Chingay Parade 2026. His journey shows how Chingay, supported by Tote Board, brings people of different cultures together, and strengthens connections across communities.

Growing up, Muhammad Riduan Bin Zalani learned to play the rebana¹ the way many things are learned in a close-knit community — by watching, listening and quietly absorbing what the people around him did.

His natural aptitude quickly became apparent. Before long, what began as keen observation had become a passion for the craft.

The lessons he absorbed as a child eventually became something he could pass on. Along the way, Riduan became a **Chingay Parade** performer, a composer of fanfares for guests of honour, and the founder of Nadi Singapura, a dynamic ensemble that reimagines traditional Malay percussion for the modern era.

¹ The rebana is a traditional Malay percussion instrument in the form of a frame drum. It is widely played across Southeast Asia to accompany performing arts, religious activities and community events.

Today, Riduan is also known as “Abang” (*big brother*) to the younger drummers around him. At Chingay Parade 2026, he led and performed with a 40-member multicultural drumming ensemble that brought together four local drumming groups — Nadi Singapura, Drum Feng², Damaru³ and Sambiesta⁴ — alongside performers from four ASEAN countries. It was his most ambitious Chingay production yet, after two decades with the parade. Yet, what he remembers most is a quick glance.



Once a young percussionist in the People's Association's Orkestra Melayu Singapura, Riduan has grown with Chingay over the years—from performer to contingent director and is now one of the creative forces behind the parade's signature performances.

“I looked back at my ensemble — everyone holding their own drum, proud to be there,” he says.

“The people you shared the stage with may not be there next year. These are things we have to cherish.”

The piece Riduan composed gave each ensemble eight bars of unscripted expression, their own voice intact, before the music came together as one. “Our multiculturalism, our harmony — that is very precious,” he says. Each ensemble’s distinct sound was honoured before the music converged into something shared — a deliberate choice that mirrors how Singapore’s communities work best: not by homogenising all cultures, but by letting those voices speak before finding the common rhythm that binds us all.

Supported by Tote Board since 2008, Chingay has grown into one of Singapore’s most expansive celebrations of community and culture. Every year, people from all walks of life come together as onsite audiences, performers and volunteers at the parade as well as related outreach programmes such as community float-making and heartland celebrations. Beyond celebrating culture, Chingay creates opportunities for different communities to connect, deepening understanding between those who might otherwise never share a stage, a float, or a drum.



Riduan rehearses with a member of Nadi Singapura. What began as a percussion ensemble has grown into a community of musicians who have stayed together across two generations, united by a shared commitment to the craft and to one another.

“We are friends before we are musicians,” Riduan says.

And when friends perform together, each voice distinct, each rhythm honoured – that is what a community sounds like when it plays as one.

- 2 Drum Feng is a Singapore-based percussion ensemble group that specialises in both traditional Chinese percussion music pieces and cross-genre work.
- 3 Damaru is a school of traditional Indian drumming, focusing on the folk, street and classical drumming traditions from various states in India, presenting them in a contemporary style that is unique to Singapore.
- 4 Sambiesta is a Singapore-based percussion band specialising in fusing Afro-Brazilian percussion with modern funk, drum and bass.

CHINGAY

Chingay is Singapore's largest multicultural celebration, bringing people from all walks of life together to celebrate the nation's rich cultural diversity and shared identity. Supported by Tote Board since 2008, Chingay and its national education programme foster racial harmony, cultural appreciation and community participation, creating opportunities for Singaporeans and residents to build understanding, strengthen social bonds and reaffirm the values that unite a multicultural society.

PROGRAMME EDITION

2025

STRATEGIC OUTCOME

Cohesive Society

KEY PARTNER

People's Association

PROGRAMME PARTICIPANTS

Community (volunteers, performers, residents, students)

NUMBER OF PARTICIPANTS

281,701

ACTIVITIES

- Chingay Parade
- Celebrations in the heartlands
- Community engagement activities

Impact and Outcomes (2025)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES ⁵	AGGREGATED OUTCOME	STRATEGIC OUTCOME
Funding	2-day Chingay Parade	281,701 participants at Chingay and outreach engagement programmes	4.8% increase in the respondents' level of appreciation of different cultures and traditions in Singapore	Greater embodiment and exhibition of positive social values	Cohesive Society
Manpower resources	1-month islandwide Chingay@Heartlands				
	6-month community engagement initiative: - PAssionArts Street@Chingay: 25 community art installations - Joyous ART-Venture: 200 students from 8 schools participated in collaborative art-making - PAssionArts x Chingay 2025 Community Floats: 3,400 residents co-created 14 floats	2,395,692 social media engaged users	20.7% increase in understanding of Chingay's values among students e.g. volunteerism and multiculturalism, as a result of the National Education Programme		
	National Education Programme for primary and secondary school students	2,250,713 TV, MeWatch and online audience			

5 Outcomes were measured using pre- and post- event surveys of approximately 70 Chingay participants.

Beyond the Stage



Youths from Singapore Boys' Home perform as part of Theatre for Dreams, a three-month programme by Esplanade. Since 2017, the programme has provided a safe and supportive space for participants to develop confidence, creativity and communication skills through the performing arts.

Photo: Esplanade - Theatres on the Bay

The arts can transform lives. Supported by Tote Board, Esplanade - Theatres on the Bay uses evidence and impact measurement to continually strengthen its programmes, creating deeper and more lasting change for communities.

Since 2017, Esplanade - Theatres on the Bay's flagship programme Theatre for Dreams has been helping youths at Singapore Boys' Home find their voice through applied theatre.

Developed in partnership with theatre practitioner Oniatta Effendi, the three-month programme uses creative expression to help participants reflect on their aspirations, build confidence and strengthen relationships with their families and peers. Over six editions, it has engaged more than 90 youths.

"Theatre for Dreams was a life-changing experience," shared John* from the 2025 cohort. "I learned to speak up more and that it is okay to speak up. Before attending the programme, I didn't feel close to my parents. Now I feel the closeness."



Many participants begin Theatre for Dreams hesitant to share their thoughts during sessions. Over three months, participants build trust with artists and peers, culminating in a final showcase at Esplanade where they share their aspirations.

Photo: Esplanade – Theatres on the Bay

Stories like these point to the difference this programme has made. But Esplanade also wanted evidence to better understand how change happens, and how programmes like Theatre for Dreams could create even greater impact.

With Tote Board's support, Esplanade aligned its own impact evaluation efforts to Tote Board's Impact Measurement Framework. By tracking shifts in participants' Attitude, Ability, Access and Action⁶, it gathered evidence that helped refine programme design while

demonstrating the contribution of the arts to inclusion, wellbeing and stronger communities.

For Theatre for Dreams, this informed programme improvements such as the introduction of structured reflection sessions, backstage experiences with Esplanade's technical production team, and greater family involvement in the youths' journeys.

One former participant took up an internship with Esplanade's production team while another pursued an internship at a law firm.

The programme's refinements ultimately served a more fundamental purpose: helping youth articulate their dreams, strengthen their resolve, and take meaningful steps towards realising their goals.

Today, this evidence-informed approach shapes programmes across Esplanade, which delivers more than 4,000 arts activities each year, including over 600 arts and wellbeing programmes reaching more than 10,000 beneficiaries. In FY2025, audiences reported a 15% improvement in quality of life and an 11% increase in their sense of community and belonging after attending an Esplanade programme.

"Meaningful change rarely comes from a single intervention," says Rachele Tan, Assistant CEO (Enterprise). "Sustained engagement is what builds trust and creates lasting social change. Tote Board gave us more than funding – it gave us the confidence to think beyond the next programme cycle, to invest in relationships, build trust with communities and stay committed for the long term."

The work is never truly finished. Each programme, each participant and each insight offers an opportunity to learn, adapt and do better. Behind every participant's journey is a programme that continues to evolve – not by intuition alone – but through evidence that helps Esplanade understand how to create even greater impact.

**Name changed for privacy reasons.*

⁶ Tote Board's 4A Change Model defines change for beneficiaries by tracking Attitude (shifting mindsets and beliefs), Ability (acquiring essential skills and capabilities), Access to resources (creating pathways to essential resources and opportunities) and/or Action (fostering behaviour change through sustained action in the longer term).

ARTS PROGRAMMES FOR THE COMMUNITY

Since its opening in 2002, Esplanade has been bringing the arts beyond the stage and into the heart of Singapore's communities. From 2010, Tote Board has focused its funding on Esplanade's community programmes which promote inclusion, strengthen community bonds, enhance wellbeing and inspire learning among people of all ages and backgrounds—from children and youths to seniors, persons with disabilities and vulnerable communities. This long-standing partnership has enabled Esplanade to build a culture of continuous improvement, using impact measurement and evidence to refine programme design and create deeper, more lasting impact.

PROGRAMME DURATION

FY2023 to FY2027

STRATEGIC OUTCOMES

- Cohesive Society
- Liveable Home

KEY PARTNER

Esplanade - Theatres on the Bay

PROGRAMME PARTICIPANTS

General public including seniors, persons with disabilities, vulnerable youths and children

NUMBER OF PEOPLE REACHED

More than 1.4 million in live attendance for community programmes
(Annually from FY2023 to FY2025)

ACTIVITIES

Over 3,000 free and paid arts and cultural programmes for targeted communities
(Annually from FY2023 to FY2025)

Impact and Outcomes (FY2025/26)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES ⁷	AGGREGATED OUTCOMES	STRATEGIC OUTCOMES
Funding	4,311 free and paid activities - including more than 2,500 community programmes - and over 600 arts & wellbeing programmes	100% respondents reported a positive impact on their wellbeing (e.g. increased levels of happiness, confidence and optimism)	15% improvement in quality of life contributed by performance/activity	Enhanced placemaking and shared commons	Liveable Home
Manpower Resources			13% increase in understanding of people from different backgrounds and cultures contributed by performance/activity	Greater embodiment and exhibition of positive social values	
Programme Partners			11% increase in sense of community and belonging contributed by performance/activity	Enhanced social resilience and future-readiness in the community	Cohesive Society
	More than 1.8 million in live attendance including - over 1.4 million who attended Esplanade's community programmes - and 16,000 beneficiaries from social service agencies who participated in Esplanade's arts & wellbeing programmes		95% improvement in availability and quality of arts resources	Stronger sense of national identity and pride	
			92% improvement in opportunities to participate in heritage, arts, and/or cultural programmes in Singapore		

⁷ Outcomes were measured using pre- and post-event surveys of approximately 70 participants in Esplanade's programmes.

More Than A Game



Claudia Yap, Head Coach of Netball Rising, guides players during a practice session. Through GIFT, Netball Singapore gains a clearer picture of the programme's impact and where it can be strengthened.

Supported by Tote Board's Greater Impact Forward Together (GIFT) Programme, non-profit organisations like Netball Singapore are building the capabilities to measure what matters, enabling them to strengthen programmes and deepen their impact over time.

Before Claudia Yap could figure out how to explain a drill to her student, another teammate stepped in. She broke it down in her own words, relating it to a dance move, and suddenly, Claudia understood what coaching was really about.

“It reminded me that coaching isn’t just about teaching skills,” says Claudia, 26, Head Coach of Netball Rising. “It’s about creating an environment where teammates support and uplift each other.”

That moment on the court captured something essential about Netball Rising, a programme by Netball Singapore that brings together girls aged 14 to 16 from vulnerable backgrounds, for 10 months of structured coaching, life skills workshops and competitive exposure. More than a sports programme, it is a safe space where young people can belong.

Netball Singapore's Programme Manager Chew Hui built the programme around three pillars: character, confidence and competency. Weekly Friday trainings are paired with monthly learning sessions on topics like nutrition, financial literacy and stress management. The goal is to develop participants holistically, both on and off the court.

Knowing whether Netball Rising is achieving its goals, however, requires more than instinct. That is where Tote Board's **Greater Impact Forward Together** (GIFT) Programme comes in. Through training, consultation and mentorship, GIFT helps non-profit organisations (NPOs) embed impact measurement into their work, so they can better understand what works and strengthen their programmes.



Netball Singapore's Programme Manager Chew Hui (left) and Head Coach Claudia Yap demonstrate a passing drill. Netball Rising is a pilot programme by Netball Singapore that provides girls from vulnerable backgrounds with structured coaching, developmental support and opportunities to grow through sport.

GIFT is part of Tote Board's wider effort to strengthen impact measurement capabilities in the non-profit sector, following gaps identified through a 2024 dipstick survey.

With the implementation of GIFT, an impact measurement guide, workshops and clinics for the non-profit sector, a 2025 study showed that impact measurement ability rose from 76% to 85% and access to external resources from 48% to 56%. Among the NPOs, 72% have applied some form of impact measurement.

For Netball Singapore, that journey is taking shape through a structured framework to track outcomes such as participants' confidence, motivation, growth and sense of belonging. Supported by GIFT's Innovation Fund, the organisation is testing and refining how it measures these outcomes, so that future cohorts can benefit from programmes designed with greater intention and informed by evidence.

In partnership with the Singapore Management University (SMU)'s Lien Centre for Social Innovation, GIFT has onboarded 12 NPOs in its first cycle. Participants receive training and one-on-one consultation to develop impact measurement approaches tailored to their organisations.

The goal, in line with Tote Board's broader impact measurement approach, is not simply to count outputs, but to understand whether meaningful change is taking place — and to use those insights to improve programmes over time.

With insights from GIFT and its emerging impact framework, Chew Hui is already considering how Netball Rising will evolve. Future cohorts will have more clearly defined outcomes from the outset, with programme activities designed more intentionally to achieve them — so that each girl's growth, confidence and sense of belonging can be better understood and built upon over time.

It is still early days, but visible shifts are taking place. Attendance has become more consistent. Friendships have blossomed despite the girls coming from different schools. In the past, some girls simply skipped training, leaving coaches unsure of what had happened. Today, they are more likely to show up and be upfront about having a difficult day.

For Chew Hui, these are signs of growing trust and self-awareness. "At least now we know the headspace they're coming into training with and can support them accordingly."

What makes GIFT distinctive is the one-on-one support NPOs receive. Across the first cohort, NPOs have received approximately 48.5 hours of sessions. In its first cycle, some 40 staff from 12 organisations have been trained.

What does long-term success look like? For Claudia, it is about nurturing empathy. "I hope they will feel more empathetic towards each other and carry that into society," she says.

GREATER IMPACT FORWARD TOGETHER (GIFT) PROGRAMME

The GIFT Programme helps NPOs embed impact measurement into their programmes and organisational strategies. Through training, consultation, mentorship and innovation support, the programme strengthens NPOs' capability in measuring outcomes, applying insights, and building sustainable impact measurement practices across the non-profit ecosystem.

PROGRAMME DURATION

January 2025 to
March 2028

NUMBER OF PARTICIPANTS

24

STRATEGIC OUTCOME

Cohesive Society

KEY PARTNER

SMU Lien Centre for
Social Innovation

KEY ACTIVITIES

- Onboarding and training of NPOs
- Setting up a \$400,000 Innovation Fund to support NPOs in implementing impact measurement

PROGRAMME PARTICIPANTS

Non-profit organisations

Impact and Outcomes (2025)

INPUTS	ACTIVITIES	OUTPUTS	INTENDED OUTCOMES ^{8,9}	AGGREGATED OUTCOME	STRATEGIC OUTCOME
Funding	Training bootcamp	12 NPOs trained in impact measurement	10% increase in NPOs' access to sector-specific impact measurement implementation best practices and tips	Enhanced social resilience and future-readiness in the community	Cohesive Society
Manpower resources	Masterclasses	1 impact measurement training bootcamp	10% increase in NPO staff's capability to measure the impact of programmes and services		
External subject matter experts and consultants	One-on-one consultation with subject matter experts	2 masterclasses:	10% increase in NPOs' adoption of sustainable impact measurement practices at organisational level		
	Innovation Fund to support testing, refinement and scaling impact measurement practices	• impact communication • change management			
		9 applications received for Innovation Fund			

⁸ The impact and outcomes of the GIFT programme's first cycle are being evaluated at the time of publication.

⁹ The outcomes will be measured using the Evaluation Capacity Diagnostic Tool, which is designed to measure an organisation or programme's ability to plan, implement and use evaluation.

“This Place is Heaven”

Joseph Lazar (centre) with his social worker Koh Peck Sian (left), and Lilian Ong, Director of Social Work at New Hope Community Services. Joseph still visits New Hope @ Margaret Drive, his interim home for two years after experiencing a series of family and health challenges.

When Joseph Lazar entered New Hope @ Margaret Drive, he found more than a roof over his head. Supported by the Tote Board Social Service Fund, the shelter helps people facing life's toughest circumstances find not just a place to stay, but the stability, belonging and hope to rebuild their lives.

Sometime in March 2023, at midnight amidst heavy rain, Joseph Lazar landed at Changi Airport with a medical condition, dwindling savings and nowhere to go. He was 74. Every hotel he called was either closed or too expensive. He had not planned to be homeless.

Two years later, Joseph has a favourite spot. It is the dining table at **New Hope @ Margaret Drive (New Hope @ MD)**, which was home from January 2024 to December 2025. “I sit there like a lawyer and people come to me.” They come with disputes, worries or problems. He listens and he helps.

The road to that table was long. After a sudden divorce which upended not just his marriage but also his living arrangements, Joseph spent years navigating Singapore's hotels, paying thousands a month for rooms that offered shelter but little else. When hotel stays became out of reach, he flew to Australia to stay near his children. A health condition brought him back to Singapore, and the cycle repeated.

With chronic medical issues like diabetes and sleep apnea, Joseph needed a suitable place to lay his head.

New Hope @ MD is run by New Hope Community Services, with support from the **Tote Board Social Service Fund** (TBSSF).



Joseph enjoyed spending time with fellow residents at New Hope @ Margaret Drive, where conversations and friendships gave him a greater sense of belonging.

In partnership with the National Council of Social Service, the TBSSF supports essential social services for vulnerable individuals and families across Singapore.

New Hope @ MD was founded on a simple conviction: make the barriers to getting help as low as possible, so that no one is turned away when they need it most. Beyond providing a roof, the shelter offers residents a full continuum of care, from healthcare coordination and employment support to the kind of steady human presence that helps people in distress and despair.

It was the first shelter Joseph ever entered. "After going through all the struggles I had, this was heaven for me," he says.

Senior social worker Koh Peck Sian became central to his journey from August 2024. She coordinated his medical appointments, supported his recovery after surgery, and worked through his HDB application process, including securing a medical memo that justified his need for a single-occupancy room due to his CPAP (continuous positive airway pressure) machine. "Having a home is so important," she says. "I cannot imagine not being able to go back to a home after work."

However, Peck Sian knew that practical support alone was not enough. She encouraged Joseph to participate in communal life, so he could build a social

network that would sustain him long after he leaves the shelter. That network became meaningful in ways nobody quite planned for. Joseph mediated disputes between residents. He identified problems around the shelter and proposed practical fixes, ultimately seeing them implemented.

Within a year, with Peck Sian's help, Joseph moved into a rental flat unit under HDB's Single Room Shared Facilities scheme. Like Joseph, 67% of New Hope @ MD residents achieved stable housing within a year in FY2025, up from 56% the year before, reflecting the programme's deepening ability to journey with each resident.

For Lilian Ong, Director of Social Work at New Hope, the numbers point to something larger. "It is really about that sense of connectedness and belonging," she says. "The ability to contribute is equally important." With Tote Board's support, more people like Joseph now have the chance to find their footing and, in time, help others find theirs.

Joseph is 76 now, managing his health and still visiting New Hope @ MD regularly. Two former shelter residents live near him at his new rental flat. When they quarrel, they still call on him to help sort things out.

Looking back, Joseph is grateful. "If I didn't have this place, I don't know where I would have gone."

NEW HOPE @ MARGARET DRIVE

New Hope @ MD, an interim shelter open round the clock, is a safe place for rough sleepers to rest and rebuild their lives.

New Hope @ MD supports its residents on their journey towards stable, long-term housing — whether that means a rental flat, living with family, or a suitable community home. Through case management, practical life skills and personalised support, residents rebuild confidence, strengthen relationships and navigate everyday challenges, so they reintegrate into the community with dignity and hope.

PROGRAMME EDITION

FY2023 to FY2025

STRATEGIC OUTCOME

Empowered Vulnerable Groups

KEY PARTNERS

- National Council of Social Service (Fund Administrator)
- New Hope Community Services (Programme Partner)

SERVICE USERS

Rough sleepers

NUMBER OF SERVICE USERS

287

KEY AREAS OF INTERVENTION AND SUPPORT

- Provision of safe accommodation
- Case management services

Impact and Outcomes (FY2025)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	AGGREGATED OUTCOME	STRATEGIC OUTCOME
Funding	Provision of immediate safe accommodation	90 unique service users served	67% of residents obtained stable accommodation within a year (up from 56% in FY2024)	Greater care and empowerment of vulnerable groups to thrive in society	Empowered Vulnerable Groups
Manpower Resources	Provision of case management services to facilitate rough sleepers' discharge to stable housing through programming support and life skills development		Of the residents who obtained stable accommodation, 82% were able to stay housed for 6 months after leaving the shelter		
Resources, materials, facilities and technology necessary for programme implementation					

The Boy at the Hockey Pitch



Sarimuddeen (right) fell into bad company in secondary 1 and 2 and described himself as a “problem child” back then. The turning point came when social worker Muhammad Faiz saw his strengths, had a heart-to-heart talk with him and followed through to support him in his growth.

When social worker Muhammad Faiz asked Sarimuddeen about his strengths, it marked the beginning of a different future. Through The Scaffold Programme, supported by the Tote Board Social Service Fund, youths are empowered to recognise their strengths, build resilience and realise their potential.

“I told him his conduct grade wasn’t looking good, but I also asked him if he knew what his strengths were.”

Social worker Muhammad Faiz still remembers the afternoon he brought Muhammad Sarimuddeen down to the hockey pitch. Sarimuddeen was in Secondary 2, with a string of discipline cases behind him. Yet, one of his teachers saw in him the potential to lead, while recognising that he still had room to grow. What happened in that conversation would change the trajectory of his secondary school years.

Prior to joining **The Scaffold Programme**, Sarimuddeen was navigating a difficult period in school. He often found himself disengaged in class, struggling academically, and getting into conflicts with peers. When his form teacher first referred him to the programme, he did not know what to expect but showed up. He stayed because he enjoyed the games, and time with his peers, teachers and a social worker who believed in his potential.

Supported by the **Tote Board Social Service Fund** (TBSSF), Scaffold is an early intervention programme run by SHINE Children and Youth Services, to support secondary school students facing challenges with school, relationships or self-confidence, by strengthening their social-emotional competencies, sense of belonging in school and sense of purpose for themselves.

Scaffold is one of 75 programmes supported by TBSSF, in partnership with the National Council of Social Service and other sector administrators. Together, these programmes form a broad ecosystem of support for vulnerable individuals and communities across Singapore.

Although Sarimuddeen saw himself as “a problem child”, Faiz saw his strengths – the boy was creative, strategic and detail-oriented.

At the hockey pitch, they agreed on the goal: not perfection but growth; a change in conduct that would help the teachers entrust him with the Head of Events leadership role he wanted.

Over several months, Faiz worked closely with Sarimuddeen through a mix of individual sessions and group activities, checking in regularly with his teachers to track his progress and their observations.

Through structured group activities designed to build self-awareness, communication and resilience, Sarimuddeen also found himself among peers who were navigating similar struggles. Woven into various activities were conversations about identity, relationships, and what it meant to be responsible for oneself and for others.

Gradually, his ability to regulate himself improved; conflicts with peers became less frequent and his attendance steadied. He was ready for the leadership role.

“When I got that role, I fell in love with planning events,” he says. One such event involved organising activities for underprivileged children, helping them make cards and keychains. “I saw the smiles on their faces when they finished. That was the most meaningful event I’ve ever been part of.”

That sense of purpose carried into everything else. Sarimuddeen, who once failed almost every subject, is now scoring A1s. He is among the first students at his school to work towards the National Youth Achievement Award (NYAA) Bronze. He has also begun to imagine a future in social work.

His growth is not unique. In FY2025, Scaffold served 766 students across four centres, with improvements in positive youth development outcomes. Through the programme, a growing cohort of young people is learning to see their own potential, thanks to a community that keeps showing up and believing in them.



Social worker Muhammad Faiz (left) works not only with teachers but also students’ families. In Sarimuddeen’s case, he engaged his mother regularly, helping her see beyond her son’s discipline record. Sarimuddeen credits Faiz’s support and his own improved emotional regulation with bringing him closer to his family.

THE SCAFFOLD PROGRAMME

Scaffold is an early intervention programme that helps lower secondary students stay engaged in school and on a positive path. Through social work support for students, families and schools, the programme strengthens resilience and addresses challenges before they escalate, leading to better school outcomes, stronger parent-child relationships and a greater sense of belonging in school.

PROGRAMME DURATION

FY2023 to FY2025

STRATEGIC OUTCOME

Empowered Vulnerable Groups

KEY PARTNERS

- National Council of Social Service (Fund Administrator)
- SHINE Children and Youth Services (Programme Partner)

SERVICE USERS

Lower secondary school students at risk of school withdrawal

NUMBER OF SERVICE USERS

2,066

KEY AREAS OF INTERVENTION AND SUPPORT

Social work interventions

Impact and Outcomes (FY2025/26)

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES ¹⁰	AGGREGATED OUTCOME	STRATEGIC OUTCOME
Funding Manpower resources Resources, materials, facilities and technology necessary for programme implementation	Social work interventions targeting students' ecosystems to address risk factors of premature school withdrawal - Group work covering positive youth development and school to job topics - Family engagement sessions (e.g. home visits, family counselling sessions) - Casework management (e.g. individual counselling sessions with students) - Activities to engage youths outside of group work	766 Unique service users	2% Improvement in positive youth development outcomes	Greater care and empowerment of vulnerable groups to thrive in society	Empowered Vulnerable Groups

¹⁰ These are measured using the ACT SG framework tools which is a set of survey questions to establish if the outcome is attained, and comparing pre/post programme mean score of programme service users.

Showing Up for the Unseen



Contractor by day, animal rescuer by night, Gabriel Cai (right) is a long-time volunteer with ACRES, a local wildlife charity helmed by CEO Kalaivanan Balakrishnan (left). Here, the duo gently moves a snapping turtle from its old, small enclosure to bigger and better living quarters in ACRES' expanded sanctuary.

Gabriel Cai has devoted every Saturday night for 15 years to rescuing animals most people avoid. His dedication is a window into what Tote Board's Enhanced Fundraising (EFR) Programme makes possible.

Gabriel Cai was 14 when he first became fascinated by reptiles — drawn to creatures that most people instinctively shied away from. That curiosity stayed with him. Over the next two decades, he would spend his Saturday nights climbing trees in the dark to rescue stranded eagles, coaxing pythons out of drains, and driving across Singapore for animals that most people would rather not think about. He has been volunteering with the Animal Concerns Research and Education Society (ACRES) since 2010, and he has no plans to stop.

“Everybody knows the goal here,” says Gabriel, 41. “What you do or what you did before, I don’t really care. We have the same goal, which is just to do something for the animals.”



While most of Singapore sleeps, Gabriel is often on the road responding to wildlife rescue calls. A long-time ACRES volunteer, he spends every Saturday night on rescue duty, with busy shifts sometimes stretching until 5am.



An electrical contractor by trade and arborist in his spare time, Gabriel has spent every Saturday night on ACRES' wildlife rescue shifts for the past 15 years. Reptiles first, because "people won't wait". "Snakes have a bad reputation — people will try to kill them first," he said wistfully. Then the birds, the pick-ups, the long drives back to ACRES at dawn. Over the years, he has added rope access certification, arboriculture training, and occupational first aid to his skillset, all in service of getting animals out safely. On Sunday mornings, after his night shift, he heads to the sanctuary to clear trees, contributing in whatever way he can. "In the end, I just want to provide a good, safe working environment — for the staff and for the animals."

Behind every rescue is a community that has quietly built itself around the belief that every animal, however unglamorous, deserves care. Last year, ACRES' rescue hotline received 16,459 calls and its team rescued 3,838 animals. Keeping that operation running — staff salaries, animal feed, veterinary care and logistics — costs a significant amount each month.

"A lot of donors will fund projects or food for the animals, but not salaries. This is where Tote Board's EFR funding is really helpful — it helps us remain sustainable and be stable so we can focus on critical projects," says ACRES CEO Kalaivanan Balakrishnan.

Tote Board's **Enhanced Fundraising Programme** provides matching support for fundraising projects that support charitable causes in the community.

One of those critical projects enabled by the EFR has been years in the making. Since 2009, the ACRES Wildlife Rescue Centre has operated on just a fraction of its land, after ground contamination left most of the site unusable. Animals were housed in cramped indoor enclosures and rehabilitation was constrained. The team kept going anyway, rescuing, rebuilding, making do. In 2024, approval for the expansion came. With support from the EFR grant, new enclosures are being built, giving rescued wildlife more space to recover and a better chance of returning to the wild.

"It's literally a dream come true for me," says Kalai. "It can definitely house more animals, but more crucially, it can improve the way we care for our current animals and how we rehabilitate them."

For Gabriel, his dream is showing up for the animals - climbing a tree, clearing a bush, fixing a light - week after week.



Kalai and Gabriel at work on the grounds of ACRES' expanded wildlife sanctuary. Beyond wildlife rescue, Gabriel helps to maintain the premises, from laying electrical and water lines to clearing trees—skills that prove invaluable as ACRES develops its new sanctuary.

ENHANCED FUNDRAISING PROGRAMME

Since FY2020, the EFR programme has been instrumental in supporting Singapore's charity sector. Today, it supports approximately 500 organisations, enabling them to expand their reach and deepen their impact in our communities. Our partner charities serve diverse needs – from providing essential social services and healthcare support to enriching our society through arts, heritage, education and sports programmes.

INCEPTION

FY2020

STRATEGIC OUTCOME

Cohesive Society

GRANTS DISBURSED

\$82,000,000
(FY2025/26)

GRANT RECIPIENTS

Singapore-registered charities

NUMBER OF GRANT RECIPIENTS

393 unique charities supported
(FY2025/26)

NUMBER OF FUNDRAISING PROJECTS SUPPORTED

977 projects approved
(FY2025/26)

Impact and Outcomes (2025)

In a 2025 survey of 163 charities that have received EFR grants,

91% said that EFR supported their charity's resourcing needs



88% reported an improvement in the charity's capability to implement new programmes



85% agreed that EFR support has influenced donor contributions



The survey results suggest that charities broadly view EFR support as meaningful and impactful. The highest agreement (**91%**) is around resourcing needs, which points to EFR being effective at its fundamental purpose — helping charities sustain their operations.

The capability finding (**88%**) indicates that the impact goes beyond immediate relief — charities feel better equipped to grow and deliver new programmes, enabling longer-term organisational development.

The finding on donor contributions (**85%**) is noteworthy, suggesting that EFR is actively driving donor behaviour and encouraging more giving from the public, potentially due to the signalling of credibility and the multiplier effect of their donations.

Connecting the Right Care

Through DMHC, patients can be referred more easily to the mental health services they need, while care providers can coordinate more closely through care plans and referral tracking.

Good mental healthcare depends on more than individual providers—it requires a connected system. Supported by Tote Board, the Digital Mental Health Connect initiative is bringing healthcare and community partners together to make mental health support more coordinated and accessible.

Dr James Cheong, a General Practitioner (GP), has seen it many times. A patient sits across him, having plucked up the courage to seek professional help for his mental health challenges. As a doctor, he knows the right care is out there—a counsellor, a community team, a social service agency. The challenge is figuring out what kind of help each patient needs, especially when their condition or needs may change over time. It can also be difficult to identify and navigate the range of community mental health resources available, and to match patients to services that best meet their clinical needs, preferences, and circumstances.

The support landscape is extensive but complex. Knowing where to go, who to call or whether something is the right fit is rarely straightforward. “It can be difficult to identify and navigate the range of community mental health resources available out there,” says Dr Cheong, whose clinic serves residents in Aljunied Crescent.

Under the government’s National Mental Health and Well-being Strategy, more GPs like Dr Cheong are providing mental health care in the community. To support this shift, appropriate infrastructure needs to be in place for service providers to triage, refer and coordinate mental health care for their patients across primary, community and hospital-based care settings.

That is why Tote Board is supporting the **Digital Mental Health Connect** (DMHC). Co-developed by the MOH Office for Healthcare Transformation (MOHT) and the Ministry of Health’s National Mental Health Office

(NMHO), DMHC aims to support the National Mental Health and Well-being Strategy by strengthening referral coordination across mental health, social and community care pathways. DMHC is a national digital platform to support service providers in assessing needs, making and tracking referrals, and coordinating care across health, social and community services.

At the heart of DMHC is a built-in recommendation engine that helps mental healthcare professionals identify the most suitable mental health service for each patient based on standardised assessments.

The new platform will improve the process for doctors to coordinate their patients’ care with other healthcare partners, so patients do not have to repeat their stories to different service providers, reducing duplication for everyone involved.

When fully implemented, DMHC is expected to connect providers across a network of more than 450 health and social service agencies.

To ensure the DMHC initiative is not another standalone system, MOHT is working with partners like the Agency for Integrated Care (AIC), GP representatives like Dr Cheong and other community mental health partners to identify pain points and to integrate the platform into existing workflows in the community mental health sector. By strengthening and connecting what is already in place, service providers can avoid duplicative work, respond more quickly as patients’ needs change, and intervene earlier when issues arise.

For a national project of this scale to be successful, agencies have to align their workflows, build trust across sectors and commit to working as one connected ecosystem. Tote Board’s support helps bring these elements together — enabling the platform, strengthening partnerships and supporting the coordination needed to deliver lasting impact. As Dr Cheong puts it, the goal is simple: to help patients receive the right care, from the right provider, at the right time.

The Right Care, at the Right Time

When people need mental health or care support, navigating the system should be the least of their worries. DMHC is making referrals simpler:

	1 ASSESSMENT	2 FINDING THE RIGHT SUPPORT	3 REFERRAL	4 ONGOING CARE
Today	Patients repeat their history at every visit across different care providers	Finding the right service isn't always straightforward	Patients may not always receive timely follow-up after a referral	Care across multiple providers can be hard to coordinate
With DMHC	Captured once, shared securely across providers	Matched to the right service, catered to individual needs	Every referral is tracked. No one is left without support	Care plan keeps everyone on the same page

DIGITAL MENTAL HEALTH CONNECT (DMHC)

The DMHC advances the Government's National Mental Health and Well-being Strategy by improving access to and coordination of mental health support services. The platform streamlines referrals between healthcare and social service professionals, enabling seamless care for individuals with mental health needs.

PROGRAMME DURATION

FY2024 to FY2028

STRATEGIC OUTCOME

Healthy Lives

KEY PARTNERS

MOH Office for Healthcare Transformation (MOHT)

SERVICE USERS

Health and social service agencies across primary, community and hospital-based care settings

NUMBER OF SERVICE USERS

More than 450

Impact and Outcomes

INTENDED ACTIVITIES	INTENDED OUTPUTS	INTENDED OUTCOMES	AGGREGATED OUTCOME	STRATEGIC OUTCOME
Alignment workshops and focus group discussions with stakeholders	Number of unique DMHC users	Increase in confidence of clinicians and counsellors in using the DMHC-recommended mental health support services	Develop and provide access to enhanced models of care	Healthy Lives
Development and implementation of the DMHC recommendation engine	Proportion of referrals made by clinicians based on DMHC recommendations			
Development and implementation of change management framework				
Review and refinement of DMHC prototype				
Evaluation, data collection and analysis to inform future system enhancements				



HEART
& SOUL
WHERE HEART MEET MIND



SINGAPORE POOLS
COMMUNITY
WITH A HEART

The Windows of Time photo booths invited Singaporeans to reflect on their shared journey and capture moments of connection as part of the SG60 Heart&Soul Experience. Through the Community With A Heart initiative, Tote Board and Singapore Pools pledged \$500,000 in support of four Community Chest-supported charities championing mental wellness.

Together: Collective Good

One purpose. Different strengths.
Together, the Tote Board Group
supports communities and
contributes to a caring and
resilient Singapore.

Singapore Pools

Singapore Pools continues to deepen its commitment to responsible gaming and its role as a trusted community partner. It maintains the highest level of Responsible Gaming accreditation while strengthening communities through purposeful partnerships and innovative programmes. In FY2025/26, 60% of its employees volunteered, contributing nearly 8,500 hours to community initiatives and fundraising efforts.

RESPONSIBLE GAMBLING

World Lottery Association Responsible Gaming Framework Level 4 Recertification

The World Lottery Association (WLA) Level 4 Responsible Gaming Framework (RGF) recertification was awarded to Singapore Pools in January 2026, extending accreditation through January 2029. Awarded by the Independent Assessment Panel (IAP), this represents the highest level of Responsible Gaming accreditation.

Since first achieving Level 4 certification in 2012, Singapore Pools has held the distinction of being the only operator in Southeast Asia to have achieved and sustained this

level of certification, an accreditation which has since been maintained through recertifications in 2015, 2020 and 2022. The IAP assessed the latest submission as demonstrating significant progress across several of the 10 programme elements that make up the WLA Level 4 RGF.

The certification reflects an ongoing commitment to embedding responsible gaming principles into daily operations — from strengthening player protection and enhancing Safer Play practices, to equipping staff with the tools and training needed to support responsible play.

COMMUNITY GIVING AND OUTREACH

Singapore Pools Academy: Expanding Digital Outreach and Community Care

Since 2019, the Singapore Pools Academy (SgPA) has shared its learning assets to strengthen the non-profit sector. To date, SgPA has extended over 3,400 learning places to 75 organisations, while its process automation coaching has supported 33 digitalisation projects to help charities work more efficiently.

In FY2025/26, SgPA offered a webinar series focused on critical topics like ESG and resilience. This accounted for 23% of learning places for the year, engaging 200 participants from over 50 organisations.

In the area of community care, SgPA catalysed a three-year collaboration with HMI Institute and ITE College Central to elevate home caregiving standards. The reporting year saw the release of the first of 10 essential caregiving videos on the HMI Carebuddy platform.

Weekend With A Heart/Football With A Heart

The 2025 edition of Weekend With A Heart (WWAH) brought together over 10,000 participants on 16 and 17 August 2025 at the National Stadium, raising \$1.22 million for seven local beneficiaries — APSN Ltd, Cerebral Palsy Alliance Singapore, Hugs Community



Parliamentarians took part in charity round-robin matches with ex-football legends, joined by Guest of Honour Mr David Neo, Minister for Culture, Community and Youth & Second Minister for Education.

Services, New Hope Community Services, SportCares, Unlocking ADHD and Yong En Care Centre. The event was co-organised with the Football Association of Singapore, Sport Singapore, Mediacorp CLASS 95 and Singapore Children's Society, and supported by Tote Board and Kallang Alive Sport Management.

At the core was the 10th edition of Football With A Heart, where 56 corporate teams competed alongside charity matches featuring Parliamentarians and Singaporean football legends. Beyond football, there was a Mobile Legends: Bang Bang TeleMatch and Mediacorp CLASS 95's Mega Movie Party.

Community With A Heart (CWAH)

The Community With A Heart (CWAH) campaign returned for its third year in 2025, aligning with the SG60 Heart&Soul

Experience. In partnership with the Ministry of Digital Development and Information and the National Library Board, the campaign invited Singaporeans to reflect on the connections that unite our community through the Windows of Time photo booths located at Orchard Central, Punggol Regional Library, Jurong Regional Library and the Singapore Pools Building.

As a pledge to our shared journey into tomorrow's Singapore, Singapore Pools and Tote Board committed \$500,000 to Community Chest Singapore in support of charities dedicated to mental wellness — Children's Aid Society, Club HEAL, Mindfull Community Limited (formerly Caregivers Alliance Limited), and the Singapore Association for Mental Health.



From left to right: Tote Board Chief Executive Mr Tan Choon Shian, Singapore Pools then-Chairman Mr Kai Nargolwala, Guest of Honour Mrs Josephine Teo, Minister for Digital Development and Information, Community Chest Vice-Chairman Mr Danny Koh and Singapore Pools CEO Mr Lam Chee Weng at the Community With A Heart 2025 cheque presentation ceremony held in March 2026.

Hub With A Heart @ Bukit Merah

Soft-launched in June 2025, Hub With A Heart (HWAH) @ Bukit Merah is an extension of Singapore Pools' Community Housing Scheme, where second-level spaces above Singapore Pools retail outlets are put to meaningful use. At HWAH @ Bukit Merah, residents can access health screenings and enriching programmes provided by more than 15 community partners. Besides featuring partners like Samaritans of



Radin Mas Adviser Mr Melvin Yong (sixth from left) at the soft launch of Hub With A Heart @ Bukit Merah together with representatives from Singapore Pools and community partners.

Singapore, Fullerton Health and SingHealth, The event also introduced SGAssist's Carebell, a feature within a community app that connects users to urgent, real-time assistance for their loved ones.

Project Sama Sama

Singapore Pools supported Project Sama Sama @ North West, an initiative by SPH Media and Auresys Pte Ltd, to provide low-income households with 24/7 access to essential daily goods through vending machines placed across Admiralty, Canberra, Limbang, Nee Soon South, Ulu Pandan and Zhenghua constituencies.

The initiative seeks to ease the burden of rising living costs by offering complimentary credits redeemable for necessities such as food, toiletries and cleaning products, as well as other household necessities. Drawing its name from the Malay word for "togetherness", Project Sama Sama reflects a broader commitment to strengthening social support systems and building a more inclusive community for all.



Launch of Project Sama Sama @ North West on 29 June 2025 in Limbang with Guest of Honour, Prime Minister Lawrence Wong (fourth from left).

AWARDS AND ACCOLADES

Workwell Leaders Awards: Top 25 Impact Employers

Singapore Pools was recognised as one of the Top 25 Impact Employers in Singapore at the Workwell Leaders Awards 2025. The recognition affirms Singapore Pools' efforts in fostering a supportive workplace culture and its ongoing commitment to employee wellbeing.

The Straits Times Singapore's Best Employers 2025

Singapore Pools was recognised as one of Singapore's Best Employers in an independent survey jointly conducted by The Straits Times and market researcher Statista. The award evaluates the attractiveness of employers in Singapore based on two key criteria: the willingness of employees to recommend their employer to friends and family and employees' evaluations of other employers within their industry.

Singapore HR Awards 2025

Singapore Pools received five awards at the 18th Singapore HR Awards:

- Gold standard in Employee Experience and Well-being; Talent Management & Acquisition; People Policy and Design
- Silver standard in Learning & Development with Coaching & Mentoring; Total Rewards and Recognition

Singapore Turf Club

With the curtain drawn on 182 years of horse racing heritage, the Singapore Turf Club (STC) turned its attention to preserving the legacy of a sport that shaped generations.

A Journey Through Time (AJTT)

Held from May to October 2025, AJTT paid tribute to the sport, the place and the people who defined STC. Visitors journeyed through the Club's evolution from its home at Farrer Park to Kranji, relived historic races and experienced the Club's heritage through artefacts, interactive elements and multimedia displays.

The exhibition also served as a platform for connection — offering employees exclusive

previews, engaging the wider community and deepening ties with relevant organisations. Over 500 invited guests attended, alongside over 300 members of the public during the Healthy Living Festival @ North West from 30 May to 1 June 2025.

More than an exhibition, AJTT is a tribute to everyone who was part of Singapore's racing story, and a reminder that while the races have ended, the legacy lives on.



The exhibition began with *Our Evolution*, a nostalgic walk tracing the Club's journey from Farrer Park to Bukit Timah, and finally to Kranji in 1999.



Visitors at *Historic Races of Our Heritage* gained deeper understanding of prestigious races like Singapore Derby – the oldest feature race – and the Grand Singapore Gold Cup, which marked the final chapter of horse racing in Singapore.



Display of trophies from historic races added a powerful, tangible connection to their legacy.



A visual feast, *Capturing Our Beauty* showcased winning entries from a nationwide and STC employee photography competition that offered intimate and diverse perspectives on the world of horse racing.



A visitor played jockey at the *Interactive Photo Wall*.



Visitors relived the excitement, emotion and echoes of the last gallop at *Tribute Gallery*, featuring 10 exhilarating videos from Singapore's final race day on 5 October 2024.



The experience concluded at the *Legacy Cinema* with screenings from CNA's *In the Grandstand* documentary series, offering candid reflections and behind-the-scenes glimpses of the sport.

Our Corporate Governance

The Tote Board Group, which includes Tote Board, Singapore Pools and Singapore Turf Club, 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) reviews the adequacy and effectiveness of Tote Board's internal controls and risk management framework, specifically over financial reporting, operations, compliance and technology.

The ARC has the authority to conduct or authorise investigations into any matters within its scope, with full access to and cooperation from Management. The ARC engages directly with the Group Internal Audit function and external auditors for matters relevant to its mandate.

The ARC also meets privately with the external and internal auditors at least once annually, or more frequently as deemed necessary.

Grant Approval Committee

The Grant Approval Committee (GC) evaluates and approves non-structured grant proposals exceeding \$2 million, and up to and including \$10 million. The GC may also identify opportunities to enhance cross-sector collaboration and funding and present them to the Board for consideration.

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.

CHAIRMAN

Mr Neo Sing Hwee

(until 31 May 2026)

Mr Lee Wei Hock

(from 1 June 2026)

MEMBERS

Mr Nagaraj Sivaram

Mr T. Raja Kumar

(from 1 January 2025)

Ms Wan Mei Kit

CO-CHAIRS

A/Prof Ang Seng Bin

(until 31 December 2025)

Mrs Penny Goh

(until 31 May 2026)

Ms Chong Yiun Lin

(from 1 January 2026)

Prof Jason Cheah

(from 1 June 2026)

MEMBERS

Mr Clarence Yeo

Ms Grace Young

Mr Joseph Schooling

Ms Lee Huay Leng

(until 31 October 2025)

Ms Loke Wai Yin

Dr Tan Poh Heng

Ms Yvonne Tham

CHAIRMAN

Mr Hou Wey Fook

(until 31 December 2025)

Mrs Tracey Woon

(from 1 June 2026)

MEMBERS

Mr Kevin Shum

*Acting Chairman
(1 January – 31 May 2026)*

Mr Kevin Bong

Mr Lo Tak Wah

Mr Teo Jwee Liang

ACCOUNTABILITY, INTERNAL CONTROLS AND RISKS

Enterprise Risk Management

The Board, through the Audit and Risk Committee (ARC), exercises overall risk governance and oversight of the Tote Board Group's Enterprise Risk Management framework. This framework, which draws reference from ISO 31000 and COSO standards, ensures consistent risk management across the Group. Aligned with the Group's mission and strategies, it guides a risk-intelligent culture where employees make appropriate risk-informed decisions.

Internal Audit

Tote Board's Internal Audit (IA) is an independent function reporting functionally to the ARC Chairman and administratively to the Chief Executive.

Based on the annual internal audit plan approved by the ARC, it conducts risk-based audits to evaluate the adequacy and effectiveness of internal controls within the Tote Board Group.

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.

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 Singapore Turf Club

Tote Board provides oversight for its subsidiaries, Singapore Pools and Singapore Turf Club (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 exercises financial oversight of its subsidiaries through regular budget reviews and monitoring. This ensures robust financial governance, prudent resource management, and alignment with strategic objectives across the Group. Tote Board also carries out internal audit functions for its subsidiaries.

Our Financial Highlights

From the consolidated financial statements of the Tote Board Group (comprising Tote Board, Singapore Pools and Singapore Turf Club) for the financial year ended 31 March 2026.

In FY2025/26, Tote Board Group recorded \$3,935 million in income, an increase of 6% from \$3,705 million in FY2024/25. This is primarily attributed to higher contribution from lotteries and higher finance income from robust investment performance.

Out of this income, \$2,515 million, or 64%, is returned to Singapore and Singaporeans in the form of gambling duties, corporate tax and contribution to the consolidated fund – an increase of 7% from \$2,344 million in FY2024/25.

The Group's operating cost stands at \$442 million, a decrease of 10% from \$492 million in FY2024/25 as the winding down exercise of the Singapore Turf Club continues.

Tote Board's broad-based grantmaking continued to create meaningful impact across Singapore, supporting programmes that drive our four Strategic Outcomes of Healthy Lives, Empowered Vulnerable Groups, Cohesive Society and Liveable Home.

In FY2025/26, grant disbursements to grant partners totalled \$555 million, a 2% decrease from \$568 million in FY2024/25. The year-on-year variation reflects changes in funding requests by grant partners and the cyclical nature of disbursements.

TOTAL INCOME

\$3,935M

Betting and gaming activities

\$3,458M

Finance income

\$305M

Casino entry levy

\$137M

Other income

\$35M

TOTAL EXPENDITURE

\$3,512M

Gambling duties

\$2,362M

Corporate tax

\$127M

Contribution to consolidated fund

\$26M

Group operating cost

\$442M

Grant disbursement

\$555M

The logo for 'toteboard' is centered on a dark blue background. It features the word 'toteboard' in a white, lowercase, sans-serif font. A white curved line, resembling a smile or a swoosh, is positioned under the 'tote' portion of the text.

toteboard