COVERING LETTER

1 The Singapore Sports Council (rebranded as "**Sport Singapore**" or "SportSG" with effect from 1 April 2014) invites you to submit a Proposal in respect of the specifications set out in Section 2 (Requirement Specifications) of this document.

2 Vendors are reminded to submit their Proposals in accordance with the instructions set out in Section 6 (Proposal Submission) of this document. SportSG reserves the right to reject any Proposal that is not submitted in accordance with the instructions.

3 Where applicable, the Vendor is encouraged to incorporate green initiatives as part of its operations to promote environmental sustainability. Examples of such initiatives include, but are not limited to, the use of energy-efficient equipment, energy-saving features, environmentally sustainable materials and measures to minimise unnecessary energy consumption.

4 Vendors are to submit their Proposals by hand at SportSG Headquarters, Tender Box D, no later than **Wednesday, 25 November 2026, 12:00 pm**. Submissions will **not** be accepted after the Closing Date and Time.

Proposals shall be submitted by hand in a sealed envelope, clearly marked as follows:–

Tender:	Working Pods
Addressed to:	Sport Singapore 3 Stadium Drive Singapore 397630
Tender Box No.:	Tender Box D
From:	[Vendor's Company Name] [Vendor's Registered Address]

5 Vendors shall furnish a **Tender Deposit** in the form of a cashier's order, equivalent to one (1) month's Fixed Licence Fee based on the minimum deployment of five (5) working pods, regardless of the number of working pods proposed by the Vendor. The cashier's order shall be made payable to **'Singapore Sports Council'**.

6 Tender Deposits submitted by unsuccessful Vendors will be returned free of interest within fourteen (14) days after the award, and the successful Vendor's Tender Deposit will be banked in and used to offset the Licence Fee payable upon commencement of contract.

7 Vendors are reminded that any withdrawal of a Proposal and/or offer after successful award shall be subject to potential penalties and debarment from future Government contracts.

8 For clarifications or to request for a sample Licence Agreement, you may contact Cassandra Neo at Cassandra_NEO@sport.gov.sg and Doris Toh at Doris_TOH@sport.gov.sg. The deadline for clarifications is **Monday, 16 November 2026, 12:00 pm**. Clarifications via telephone or fax will **not** be entertained.

SECTION 1: INTRODUCTION

1 ActiveSG is a national movement by Sport Singapore **("SportSG")** to promote inclusive and widespread participation in sport through accessible facilities and programmes for individuals of all ages and abilities.

2 ActiveSG manages facilities at over 40 locations across Singapore, which include 25 pools, 30 gyms, 19 sports halls and 13 stadiums[1]. Please refer to Annex A of this document for a non-exhaustive list of ActiveSG locations.

3 Today, ActiveSG serves over 2.6 million users across Singapore, reaching different audience groups within the community. Users span all age groups, with the majority being working adults aged twenty (20) to fifty-nine (59).

4 ActiveSG aims to expand the offerings at its Sport Centres through added services to enhance visitors' experience. For this purpose, SportSG is inviting partners to participate in this Call for Partnership (Licence) to deploy, operate and maintain **five (5) to twenty (20) working pods** at SportSG facilities for a period of **two (2) years, with the option to extend for a further one (1) year.**

[1] SportSG reserves the right to add and/or remove locations as and when required, as well as to adjust the timelines for the opening of new facilities and rejuvenation plans. For more information on ActiveSG facility closures, please refer to the latest schedule here.

SECTION 2: REQUIREMENT SPECIFICATIONS

1 PURPOSE

1.1 The Vendor shall deploy, operate and maintain a **minimum of five (5)** working pods, up to a **maximum of twenty (20)** pods, across SportSG premises.

1.2 The Vendor shall propose the number and locations of working pods for deployment. The final number and deployment locations shall be subject to SportSG's assessment and approval.

2 POD TYPES AND FEATURES

2.1 The Vendor shall propose **multi-user working pods** designed to accommodate between two (2) and four (4) users per pod for deployment across SportSG premises.

2.2 The Vendor shall ensure that all working pods are fit for their intended use and equipped with, at minimum, the following features:

a) **Air-conditioning and Ventilation** – Each pod shall be equipped with air-conditioning and adequate ventilation;

b) **Lighting** – Each pod shall be equipped with sufficient internal lighting;

c) **Power Supply and Charging Facilities** – Each pod shall be equipped with sufficient power outlets and charging facilities to support the use and charging of electronic devices;

d) **Access and Security Features** – Each pod shall be equipped with a secure access control system to restrict access to authorised users during their respective booking periods. Users shall be able to safely exit the pod at all times, including in the event of a power or system failure;

e) **Internet Connectivity** – Each pod shall be provided with reliable internet connectivity;

f) **Furniture** – Each pod shall be equipped with suitable seating and work surface(s) for its intended capacity; and

g) **Acoustic Privacy** – Each pod shall incorporate appropriate acoustic treatment to ensure privacy for users.

3 POD DESIGN AND SPECIFICATIONS

3.1 The Vendor shall display **clear information and instructions** on the working pods, including relevant usage instructions and customer support contact details.

3.2 The Vendor shall submit the proposed design and technical specifications of the working pods as part of its Proposal, including but not limited to the pod dimensions, capacity, layout, power requirements and other relevant specifications.

3.3 Prior to installation, the Vendor shall obtain SportSG's approval for the final exterior design, branding and/or graphics of the working pods. All costs and expenses for printing and installation shall be borne by the Vendor.

3.4 The Vendor **shall not put up any third-party advertisements or branding** on or within the working pods.

4 COMPLIANCE

4.1 The Vendor shall ensure that the working pods, including their installation and operation, comply with all prevailing laws, regulations, codes, standards and requirements of the relevant authorities.

4.2 The Vendor shall obtain and maintain, at its own cost, all necessary licences, permits, approvals and/or certifications required for the deployment and operation of the working pods at SportSG premises.

4.3 In this regard, SportSG and any party authorised by it shall be entitled to conduct checks on the working pods and request such information as may be necessary to verify the Vendor's compliance with the requirements.

5 USER PRICING

5.1 Generally, to keep the service affordable for members of the public, the Vendor shall propose the pricing to be charged to users for each working pod, which **shall not exceed S$12.00 per hour**. This price cap shall be inclusive of Goods and Services Tax ("**GST**") and all applicable charges payable by users.

5.2 All proposed pricing at the point of award shall remain valid for the duration of the Licence Period. Any changes to the price cap shall be subject to SportSG's approval.

6 BOOKING, PAYMENT AND ACCESS

6.1 The Vendor shall provide and maintain an integrated end-to-end platform for the booking, payment and access of the working pods. The platform shall enable users to, at minimum:

a) View the locations and real-time availability of working pods;
b) View the applicable user pricing prior to booking;
c) Select the preferred working pod, date and booking duration;
d) Make and manage bookings, including extending an existing booking, subject to availability;
e) Make cashless payment for bookings;
f) Receive confirmation of successful booking and payment;
g) Access the working pod for the confirmed booking period; and
h) View the applicable booking, cancellation, extension and refund policies, including any relevant terms and conditions, prior to confirmation of the booking.

6.2 The Vendor shall provide **cashless payment options only** through their platform, such as credit/debit cards and/or PayNow, and shall state the proposed payment methods in its Proposal.

6.3 Upon successful booking and payment, users shall be provided with the necessary means to access the working pod for the confirmed booking period. The Vendor shall ensure that access rights are restricted to the confirmed booking period and automatically expire upon completion of the booking period.

6.4 The Vendor shall be responsible for maintaining and updating the platform throughout the Licence Period to ensure continued functionality.

7 SERVICE STANDARDS

7.1 The Vendor shall ensure that the working pods are **operational and available for use every day**, including Saturdays, Sundays and Public Holidays, minimally during ActiveSG's operating hours (i.e. 7:00 am – 10:00 pm), except during scheduled closures[2] or as otherwise determined by SportSG.

7.2 The Vendor shall maintain **at least one (1) customer support channel** (e.g. hotline, WhatsApp or in-app support) that is available to users throughout the operating hours of the working pods.

7.3 In the event of an emergency or critical operational issue requiring on-site assistance (e.g. a user being unable to safely exit the working pod), the Vendor shall provide timely on-site support to address the issue.

7.4 The Vendor shall ensure that the working pods and all associated equipment and systems are maintained in good working condition throughout the Licence Period.

7.5 The Vendor shall be responsible for the overall cleanliness and hygiene of the working pods and shall carry out regular cleaning and housekeeping to ensure that the pods are kept clean and suitable for use.

7.6 The Vendor shall undertake all preventive and corrective maintenance and ensure timely rectification of faults, defects and other operational issues. The Vendor shall service the working pods regularly or as and when required by SportSG. Where a working pod is unsafe or unsuitable for use, the Vendor shall promptly render the affected pod unavailable for booking and use until the fault or defect has been rectified.

7.7 The Vendor shall be responsible for handling all user feedback and service recovery matters, including any associated costs. Such instances may include, but are not limited to:

a) Booking-related issues (e.g. booking not reflected or double booking);
b) Payment and refund-related issues (e.g. payment made but booking not confirmed);

[2] SportSG reserves the right to adjust ActiveSG facilities' operating days and hours as and when required. For more information on ActiveSG's facility closures, where applicable, please refer to the latest schedule here.

c) Access-related issues (e.g. booking confirmed but user is unable to access the working pod);
d) Pod or equipment breakdown;
e) Connectivity-related issues; and
f) Cleanliness and maintenance-related issues.

In the event of any disputes, SportSG's decision shall be final.

Note:

1. SportSG reserves the right and discretion to award the Licence **in whole or in part** to one or more Vendors, or not to award the Licence at all.

2. SportSG reserves the right to reject any Proposal that does not comply with the requirements set out in Clauses 1 to 7 above.

SECTION 3: LICENCE PERIOD

1 The Licence shall be for a **period of two (2) years, with an option to extend for a further one (1) year** on such terms as may be set by SportSG, upon the written request of the Vendor.

2 Such request shall be made at least six (6) months before the expiration of the Licence Period and shall be subject to the sole discretion of SportSG.

3 Upon renewal, SportSG reserves the right to revise the Licence Fee and Utility Charges in accordance with the prevailing market rate, and other Terms and Conditions set out in the Licence.

4 The Licence Agreement is **targeted to commence** within the **first or second quarter of 2027,** subject to confirmation by SportSG after award. The deployment of working pods may be carried out in phases and/or may require co-ordination between Vendors.

SECTION 4: LICENCE FEE

1 The Vendor shall submit an offer for a **Fixed Licence Fee (S$) per working pod per month**, payable to SportSG. The offer quoted shall **exclude Utility Charges**, which shall be separately payable to SportSG at **S$50.00 per working pod per month**. Both the Fixed Licence Fee and Utility Charges shall be exclusive of prevailing GST[3].

2 The Vendor shall note that as and when there is an increment or reduction in the number of working pods, the Fixed Licence Fee and Utility Charges shall be pro-rated based on the actual number of days deployed for the affected month.

3 The offer shall be provided in accordance with the prescribed format as set out in Annex B of this document. Proposals with Licence Fees of any other permutations will not be accepted.

[3] The Vendor shall bear and pay to SportSG all amounts of GST chargeable at the time of the Licence.

SECTION 5: OTHER LICENCE TERMS

1 The Vendor shall **bear all costs associated with the installation and operation** of the working pods, including deployment, relocation, removal, maintenance, servicing and any other miscellaneous costs.

2 The deployment areas within ActiveSG premises (also known as the **"Licensed Areas"**) shall be on an **as-is-where-is basis** and mutually agreed upon following the successful award. The Vendor shall be deemed to have visited the relevant ActiveSG Sport Centres and assessed the suitability of the Licensed Areas.

3 SportSG may, at its discretion during the Licence Period, require the Vendor to relocate and/or temporarily remove any working pod due to operational requirements, site constraints, facility closures, rejuvenation works, events or other requirements.

4 The Vendor shall comply with "**Clean Venue**" requirements, where applicable, when the venues and/or facilities are used for national and/or international games and events. The working pods may be required to be covered up entirely during such periods. In such an event, SportSG will notify the Vendor of the requirement in writing.

5 The Vendor shall make all payments promptly on or before the due date stated on the invoice, failing which SportSG reserves the right to charge interest on the outstanding amount at the prevailing rate.

6 The Vendor shall, at its own cost, effect and maintain all necessary **insurance policies** (in the joint names of SportSG and the Vendor), including but not limited to public liability, all risks, fire and any other insurance which are required by law for the operation of the working pods during the Licence Period.

7 SportSG shall not be liable for any losses, claims, demands, actions, proceedings, damages, costs, expenses or other liabilities incurred by the Vendor or any person arising from or in relation to the intended business at SportSG facilities.

8 The Vendor shall be required to pay a **Security Deposit** equivalent to five per cent (5%) of the total Licence Fee for the two (2)-year Licence Period (i.e. 24 months), based on the Vendor's proposed Fixed Licence Fee per working pod per month and the maximum deployment of twenty (20) pods, regardless of the number of pods actually deployed.

9 The Security Deposit shall be held by SportSG throughout the Licence Period and refunded to the Vendor one (1) month after the expiry or termination of the Licence Agreement, or such longer period as may be necessary in connection with the Licence Agreement.

10 The Security Deposit shall be made payable to SportSG in the form of a cashier's order or a guarantee issued by a participating financial institution under the eGuarantee@Gov programme.

11 Either party may **terminate** the Licence Agreement, without furnishing any reasons, by giving at least six (6) months' notice in writing.

SECTION 6: PROPOSAL SUBMISSION

1 The following list of information and/or documents are to be included as part of the Proposal, to be submitted by hand at SportSG Headquarters, Tender Box D:

1.1 The Vendor's **company profile**, including but not limited to:

a) Total number of working pods deployed in Singapore (at the point of submission); and

b) Number of years of experience in the working pod industry.

1.2 The Vendor's proposed **business concept and plans**, including but not limited to:

a) Number and locations of working pods proposed for deployment;

b) Design and specifications of working pods, including visuals, dimensions, capacity (i.e. number of users per pod), electrical and connectivity requirements, and other key features;

c) User pricing, booking, payment and access solution, including the booking platform, payment methods and access method(s);

d) Service standards, including operating hours, cleaning and maintenance arrangements, customer support channel(s) and expected response time, fault response and rectification timelines, refund processes, etc.;

e) Lead time required to commence and operationalise upon notification of award from SportSG, including necessary testing and deployment; and

f) Any additional requirements that may form part of the Proposal, for SportSG's consideration and approval.

1.3 The **proposed Licence Fee** shall be duly completed in accordance with the prescribed format set out in Annex B of this document. There shall be no alteration to the prescribed text or format.

1.4 The Vendor's **financial records**, where the following documents shall be duly submitted:

a) Company's Accounting and Corporate Regulatory Authority ("ACRA") Business Profile;

b) Company's QuestNet Corporate Search; and

c) Company's audited financial statements for the past three (3) financial years.

Notes:

1. SportSG reserves the right to (i) assign the appropriate scoring where information required for the evaluation is omitted or incomplete; and/or (ii) reject any Proposal that is incomplete or not submitted in accordance with the submission requirements set out in this document or any clarification issued by SportSG.

2. SportSG is not bound to accept the highest bid or any bid. Under no circumstances shall any Vendor be entitled to claim against SportSG for any costs or expenses incurred in the preparation and submission of its Proposal.

3. Where SportSG requires clarification on any aspect of the Proposal, the Vendor shall provide a full and comprehensive response within three (3) working days from SportSG's request, or within such other timeframe as may be specified by SportSG.

4. Any Vendor found to have breached, terminated or abandoned any other contract, or provided false information in its Proposal Submission, may be subject to forfeiture of deposits, penalties and/or debarment from future Government contracts.

SECTION 7: EVALUATION CRITERIA

All Proposals shall be evaluated based on the following criteria[4]:

1 CRITICAL CRITERIA

Non-compliance with any of the critical criteria will preclude the Proposal from further evaluation by SportSG:

1.1 Debarment Status
The Vendor shall not be debarred on or after the closing date of the Call for Partnership, by the Standing Committee on Debarment, c/o Ministry of Finance, from participating in public sector projects.

1.2 Compliance with the minimum deployment of five (5) working pods as specified in Clause 1.1 of Section 2 of this document.

1.3 Compliance with the two (2) to four (4)-user working pod requirement and minimum pod features as specified in Clause 2 of Section 2 of this document.

1.4 Compliance with the design specification of not putting up any third-party advertisements or branding as specified in Clause 3.4 of Section 2 of this document.

1.5 Compliance with the S$12.00 per hour price cap as specified in Clause 5.1 of Section 2 of this document.

1.6 Compliance with the booking, payment and access requirements as specified in Clause 6 of Section 2 of this document.

2 OTHER CRITERIA

2.1 Proposals which have fulfilled the Critical Criteria shall be further evaluated based on the Other Criteria as listed below:

S/N *(Ranked by Weightage)*	**Other Criteria**
1	Fixed Licence Fee per working pod per month
2	Financial Soundness
3	Number of working pods currently deployed in Singapore
4	Number of years of experience in the working pod industry

[4] SportSG shall not be obliged to enter into any correspondence with any Vendor regarding the reasons for the non-acceptance of its Proposal or non-award of the Licence.

ANNEX A

LIST OF ACTIVESG LOCATIONS

WEST
- ActiveSG @ Jurong Lake Gardens
- ActiveSG Sport Village @ Jurong Town
- Bt Batok Swimming Complex
- Bt Gombak Sport Centre
- Choa Chu Kang Sport Centre
- Hockey Village Gym @ Boon Lay
- Jurong East Sport Centre
- Jurong West Sport Centre
- Senja-Cashew CC

NORTH
- Bt Canberra Sport Centre
- Woodlands Sport Centre
- Yio Chu Kang Sport Centre
- Yishun Sport Centre
- Yishun Swimming Complex

NORTHEAST
- ActiveSG Gym @ Ang Mo Kio CC
- ActiveSG Gym @ Fernvale Square
- ActiveSG Gym @ Serangoon Central
- ActiveSG Sport Park @ Teck Ghee
- Bishan Sport Centre
- Burghley Squash & Tennis Centre
- Hougang Sport Centre
- Punggol Sport Centre Upcoming
- Sengkang Sport Centre
- Serangoon Sport Centre

CENTRAL
- ActiveSG Gym @ Enabling Village
- ActiveSG Gym @ Toa Payoh
- ActiveSG Gym @ Toa Payoh West CC
- Clementi Sport Centre
- Delta Sport Centre
- Geylang East Swimming Complex
- Jalan Besar Sport Centre
- MOE Evans
- Queenstown Sport Centre
- Toa Payoh Sport Centre Rejuvenation till 2030

EAST
- ActiveSG Sport Park @ Bedok North
- Bedok Stadium
- Heartbeat@Bedok
- Home of Athletics
- Kallang Sport Centre
- Katong Swimming Complex
- Our Tampines Hub
- Pasir Ris Sport Centre

Note:

1. SportSG reserves the right to add and/or remove locations as and when required, as well as adjust the timeline for rejuvenation plans. For more information on ActiveSG facility closures, please refer to the latest schedule here.

ANNEX B

PROPOSED LICENCE FEE

With reference to Section 4 and Section 6 (Clause 1.3) of this document, the Vendor shall submit an offer based on a Fixed Licence Fee, payable to SportSG on a monthly basis. The prevailing GST shall apply at the point of payment.

Deployment	Fixed Licence Fee per working pod per month
Five (5) to twenty (20) working pods across SportSG Premises	S$_____ per working pod per month + S$50.00 per working pod per month for Utility Charges