

***CORPORATE SOCIAL  
RESPONSIBILITY REPORT 2013-14***  
*Ontario Lottery and Gaming Corporation*

# About OLG

## GRI G4-3 to G4-9

Ontario Lottery and Gaming Corporation (OLG) is an Operational Enterprise Agency of the Province of Ontario. OLG's mandate is to provide gaming entertainment in an efficient and socially responsible manner in order to maximize economic benefits to the people of Ontario, related economic sectors and our host communities. We have corporate offices in Sault Ste. Marie and Toronto. OLG operates exclusively in Ontario, and our activities are legislated under the *Ontario Lottery and Gaming Corporation Act, 1999*.

OLG operates, or has under development, five operating segments. Each is a distinct revenue-generating business unit that offers different products and services.

- **Lottery:** OLG operates 19 terminal-based lottery and sports games and offers 79 INSTANT lottery products through approximately 9,800 independent retailers across Ontario.
- **Charitable Gaming:** OLG conducts and manages the operations of 20 Charitable Bingo and Gaming Centres across Ontario. In addition to paper-based bingo products, these centres offer bingo-style games on electronic player devices as well as through electronic Break Open Ticket dispensers.
- **OLG Slots and Casinos:** OLG owns and operates five casinos in Ontario. OLG owns and maintains authority over the slot machine operation at the Great Blue Heron Charity Casino which is operated under private contract. OLG also operates 14 slot machine facilities at racetracks across Ontario.
- **OLG Resort Casinos:** OLG is responsible for conducting and managing four Resort Casinos — Caesars Windsor, Casino Rama, Casino Niagara and Niagara Fallsview Casino Resort. These sites are operated under contract by private companies.
- **Internet Gaming:** During fiscal 2013–14, OLG was developing an Internet-based gaming platform. PlayOLG will offer a safe, secure and responsible Internet gaming platform for table games, slots and select lottery games.

OLG and our contract management companies employ approximately 16,000 people in Ontario.

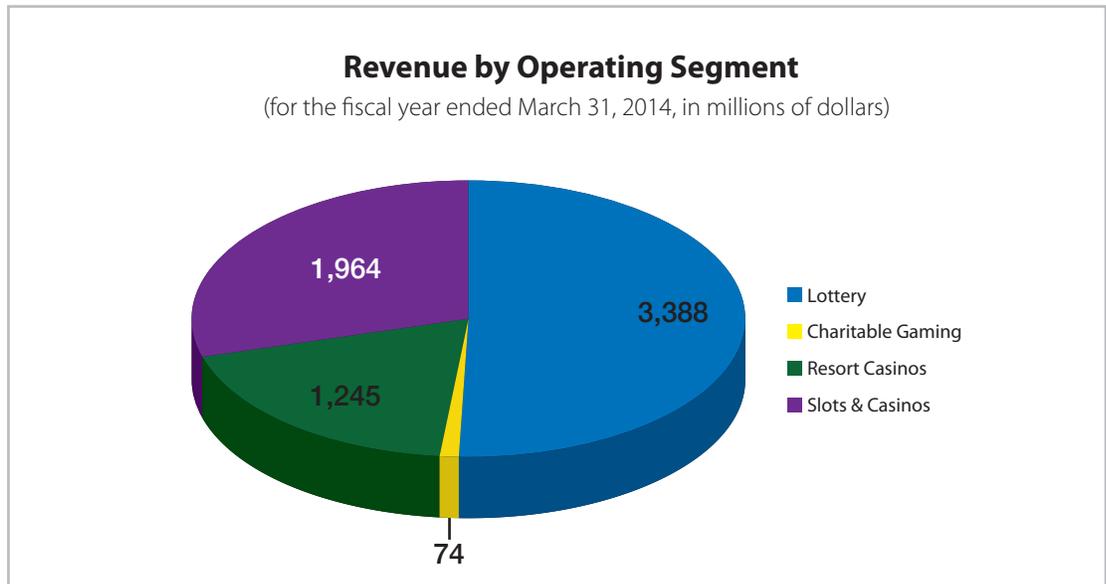


# OLG Operations



## Sources of Revenue

In fiscal 2013–14, OLG’s operating segments generated \$6.67 billion in revenue.



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# Message from the Minister

As a government agency, OLG is committed to operating in the best interests of the Province and the people of Ontario. This means conducting its business in a conscientious manner, while integrating social responsibility into the core of its products, marketing and customer service.

OLG is modernizing its business to provide more benefit to the Province, which will help us build Ontario up through key investments, including new schools and hospitals. At the same time, OLG will continue to strengthen its reputation as a good corporate citizen by supporting communities across the province.

OLG's transformation will also include a greater focus on Responsible Gambling (RG) through adherence to regulatory and third-party standards, evidence-informed program development and continuous improvement.

Currently, Ontario provides more funding to RG than any other jurisdiction in North America. Together, OLG and the Ministry of Health and Long-Term Care dedicated more than \$52 million in fiscal 2013–14 to Responsible Gambling and the prevention, treatment and research of problem gambling.



The Honourable Charles Sousa  
Minister of Finance



# Message from the President and CEO

## GRI G4-1, G4-2

Since joining OLG in January 2015, I have been meeting with employees and other people who make our business work or influence it – within government and across our host municipalities. Although some of the activities outlined in this Corporate Social Responsibility Report launched before my arrival, the results outlined in it are very much consistent with my observations and understanding of OLG. This is a well-run organization with really good people.

At OLG, we take great pride in contributing to provincial priorities by providing approximately \$2 billion in revenue to the Ontario government each year. We are equally proud to support local communities through the support funding we deliver to the cities and towns that host our facilities – money they use to create jobs, build infrastructure and invest in culture. In 2013–14, we delivered more than \$132 million to those communities.

OLG is committed to continuing our proud tradition of community support. That is why we are transforming our organization – to ensure it is sustainable for future generations. Like in other jurisdictions, the lottery and gaming marketplace in Ontario is becoming more competitive. A number of factors have changed the market, including demographic shifts, the introduction of new technology, and changes in shopping patterns and cross-border traffic. Within this changing landscape, we are committed to becoming a modern, efficient organization and believe that our modernization will serve as a model of public partnership excellence.

Our role as a good corporate citizen goes far beyond our ability to contribute financially to the Province and our host communities. Corporate Social Responsibility (CSR) is part of our culture and is visible in our Responsible Gambling (RG) programming; employee contributions at work and in the community; and efforts to reduce our impact on the environment. We are proud of our work in these areas and are pleased to report on our progress.

Our objective is to be among the best in our industry at reporting on social responsibility measures. This year, we are moving closer to that goal by incorporating the Global Reporting Initiative (GRI) guidelines in our CSR report. The guidelines will help us report on our initiatives in a way that is consistent with best practices around the world. We will continue to develop and report on our CSR programs, while building on the goals and targets we set for our organization.

The standard we are pursuing in Responsible Gambling (RG) programming is a key element of our social responsibility efforts. For a small portion of the population, gambling is

an activity that leads to problems. That is why we work to prevent problem gambling from occurring in the first place and provide a bridge to assistance for those who need it.

Our RG program continues to develop and improve and we are pleased to have received the highest level of certification from the World Lottery Association (WLA). In 2014, the WLA also recognized our RG program as the best in the world while acknowledging OLG as a best-practice leader in five areas: Research, Remote Gaming Channels, Player Education, Stakeholder Engagement, and Reporting and Measurement. As we move forward, RG will remain an important focus for us and we will ensure that it is an integral part of our relationships with service providers.

The progress we have made in RG and the other areas of social responsibility outlined in this report would not be possible without the dedication of OLG employees. Not only do they help us deliver revenue to the Province, their many community initiatives and fundraising efforts are making Ontario a better place.

OLG's success is built on the strong relationships we have with our stakeholders – our regulator, Ontario communities, non-profit agencies, customers and our employees – who work extremely hard to make OLG a leader in its field. Together, we are contributing to a stronger Ontario, today and for decades to come.



Stephen Rigby  
President and Chief Executive Officer



# Highlights

## A Modern OLG

Since 1975, OLG has provided lottery and gaming entertainment that benefits the province, communities and the people of Ontario. Shifting demographics and advances in technology have required OLG to make significant changes to ensure a viable and sustainable business.

OLG is modernizing to meet the needs of today's customers. For example, we are implementing online gaming through PlayOLG and expanding lottery distribution to include large retailers. We are becoming more efficient by shifting day-to-day delivery of lotteries and gaming to private-sector service providers.

OLG remains responsible and accountable for the aspects of the business that are of critical interest to Ontario citizens, including Responsible Gambling (RG) programs, while the capital costs of maintaining, improving and expanding gaming facilities in Ontario will no longer be carried by taxpayers. New operators will be required to adhere to the same rigorous RG standards and controls that are in place at OLG. They will also be required to deliver RG training, which OLG will continue to develop in collaboration with the Centre for Addiction and Mental Health (CAMH).

## Responsible Gambling

- **100%** – OLG Slots and Casino sites accredited by the Responsible Gambling Council's RG Check
- **1<sup>st</sup>** – Ranking of Responsible Gambling program by the World Lottery Association among 44 eligible global contenders that have Level 4 WLA accreditation
- **\$52.4 million** – Amount spent by OLG and the Government of Ontario on programs to identify and assist players at risk and to prevent and mitigate problem gambling
- **98%** – Gaming employees who consider themselves knowledgeable about Responsible Gambling
- **77%** – Public confidence rating of OLG as a responsible operator

## Building Strong Communities

- **\$873 million** – Payments of wages and benefits to direct and indirect employees
- **\$2 billion** – Net profit to the Province of Ontario
- **\$527.5 million** – Contributions to communities (payments to host communities and lottery retailers; purchase of local goods and services)
- **\$13.3 million** – Proceeds distributed through Charitable Gaming
- **\$2.3 million** – Sponsorships of more than 250 arts, culture and community events in Ontario
- **\$750,000** – Total direct employee contributions to Ontario's United Way and Federated Health Charities

## Workplace

- **16,000** – Approximate number of OLG direct and indirect employees, including 6,851 direct employees
- **50/50** – Ratio of female to male Board Members

## Environment

- **3%** – Reduction in electricity use since fiscal 2010–11, representing a cumulative savings of 13.2 million kW-h, 10,418 tonnes of CO<sub>2</sub> emissions and \$352,000
- **34,900** – Number of trees saved through reduction in paper use since 2009
- **30%** – Reduction in fuel use since fiscal 2008–09, representing a cumulative savings of 1.18 million litres of fuel, 1,676 tonnes of CO<sub>2</sub> emissions and \$1.1 million
- **600** – Kilograms of waste collected by 278 employees province-wide who participated in the Great Canadian Shoreline Clean Up organized by WWF-Canada



# About This Report

## GRI G4-28 to G4-31, G4-33

This is OLG's second Corporate Social Responsibility Report and our first using the Global Reporting Initiative's (GRI) G4 framework. We are reporting in accordance with the GRI G4 at the "Core level". The GRI's framework and guidelines are widely used around the world to help organizations report comprehensively and transparently on their economic, environmental and social performance and impacts. A GRI Index of this report's content, identified by GRI aspect and indicator, is provided [here](#). For more information about GRI, visit the [GRI website](#).

This report covers performance for the fiscal year ended March 31, 2014. We include data from previous years and progress made in fiscal 2014–15, where relevant.

Unless otherwise indicated, we report economic data from all activities across OLG's four operating segments (Lottery, Charitable Gaming, OLG Slots and Casinos, and OLG Resort Casinos). All financial data are in Canadian dollars.

Environmental and workforce data are reported for OLG-operated activities only. The following are excluded from environmental and workforce data unless otherwise indicated:

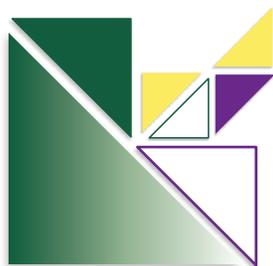
- Lottery retailing (with the exception of paper used at retail lottery ticket terminals)
- Charitable Bingo and Gaming Centres
- OLG Resort Casinos operated under contract by private operators (Caesars Windsor, Casino Rama, Casino Niagara and Niagara Fallsview Casino Resort)
- Operations at the Great Blue Heron Charity Casino

OLG reports on our commitments, programs and performance through a variety of platforms to a diverse range of stakeholders. The CSR Report is one such means. Others include:

- Websites ([olg.ca](#), [olgmobile.ca](#), [modernolg.ca](#), [knowyourlimit.ca](#), [playolg.ca](#))
- Annual Report
- RG Scorecard and Measurement Reports
- Quarterly performance reports for OLG Slots and Casinos and OLG Resort Casinos (which include revenue, numbers of patrons and employees, revenue to municipalities, and numbers of slot machines and table games)
- A variety of public lottery ticket reports (about unclaimed lottery tickets, sales locations of winning tickets, for example)
- Presentations at meetings with municipalities and our regulator, town hall meetings and similar activities

Because this is our first GRI-based report, we have elected not to seek independent third-party/external assurance or verification. As our CSR reporting program evolves, we will review our approach to external assurance.

We welcome your comments on this report.  
Please visit [https://secure.olg.ca/lottery\\_contact.jsp](https://secure.olg.ca/lottery_contact.jsp)



# Governance, Awards, Memberships and Commitments

GRI G-34, [G4-35, G4-3, G4-39], G4-14 to G4-16, G4-LA12

## Governance

OLG is an Operational Enterprise Agency of the Province of Ontario. We are subject to two legal statutes: the *Gaming Control Act, 1992* and the *Ontario Lottery and Gaming Corporation Act, 1999*. The Alcohol and Gaming Commission of Ontario (AGCO) is the government agency that regulates gaming in Ontario under these statutes. OLG has a single shareholder, the Government of Ontario, and reports through our Board of Directors to the Minister of Finance.

## Board Mandate

The Board of Directors establishes policies for OLG and counsels the President and CEO and senior executives, who oversee the Corporation's business operations. The Board's mandate is to direct management's focus to optimizing the Corporation's overall performance and increasing shareholder value. The Board is responsible for overseeing the Code of Business Conduct and Conflict of Interest to ensure the highest standards when dealing with customers, suppliers and staff, with due regard to ethical values and the interests of the community at large in all corporate endeavours, as well as to ensure compliance with key policies, laws and regulations.

As of March 31, 2014, the OLG Board of Directors operated through three permanent working committees:

- **Governance and Human Resources Committee**, assisting the Board on governance policies and practices; identifying qualified candidates as directors; recommending, for Board approval, the compensation and benefit plans for senior management
- **Audit and Risk Management Committee**, assisting the Board with oversight responsibilities by reviewing the Corporation's financial statements as well as its internal controls over financial reporting, its capital expenditure and enterprise risk management programs and its compliance systems
- **Social Responsibility Committee**, assisting the Board in ensuring that the Corporation conducts business in a socially responsible manner including responsible gambling, game design integrity, Smart Serve food and beverage service, and age verification. The Committee oversees the integration of RG with business objectives and liaises with external stakeholders or community organizations and interests to help advance OLG's social responsibility and community mandate

Members of the Board are appointed by Ontario's Lieutenant Governor in Council. Neither the Chair nor members of the board are full-time, nor are they members of management. The total remuneration paid to board members in fiscal 2013–14 was \$154,000.

For more information on Board structure and members, visit [http://www.olg.ca/about/who\\_we\\_are/governance.jsp](http://www.olg.ca/about/who_we_are/governance.jsp)



## Executive Leadership

OLG's Executive Leadership Team (ELT) is responsible for driving the organization's CSR efforts, which are an integral part of OLG's strategic business plan. Specifically, our senior corporate leaders provide oversight for Finance; Legal, Regulatory and Compliance; Human Resources; Marketing, Communications and Stakeholder Relations; Transformation and Information; Modernization; our four lines of business (land-based Gaming, Lottery, Charitable Gaming and Internet Gaming); as well as for Responsible Gambling and major community initiatives such as the Sault Ste. Marie Digital Task Force.

The ELT reports through the President and CEO to the Board of Directors.

## Fiscal 2013–14 Awards, Memberships and Commitments

### Awards

- World Lottery Association Best Overall Responsible Gaming Program, received in November 2014 for achievements to May 2014
- WWF-Canada Champion of the Year Award to OLG employee, Alan Forbes, in November 2013

### Certifications and Accreditations

- World Lottery Association Level-4 accreditation achieved in 2011, with renewal in fall 2014 (for 2014–17)
- By the end of fiscal 2013–14, RG Check had been achieved at all of OLG's Slots and Casino facilities.

### Memberships and Commitments

- Advertising Standards Canada
- Alcohol and Gaming Commission of Ontario's RG Policy Roundtable
- Canadian Business for Social Responsibility
- Chamber of Commerce: All OLG-operated gaming sites are members of the Chamber of Commerce in their host community as well as in select municipalities
- Greater Toronto Airport Authority Partners in Project Green
- Interprovincial Lottery Corporation's Responsible Gambling Sub-Committee (ILC-RGSC)
- World Lottery Association



# Ethics and Integrity

## GRI G4-56

At OLG, our reputation depends on adherence to the federal and provincial legislation that regulates us, the highest ethical standards, and open and honest relations with employees, customers, communities, suppliers and contractors.

OLG operates within a structured and rigorous regulatory framework that enforces legislation governing gaming, alcohol sales, privacy, anti-money laundering and terrorism financing, accessibility, family responsibility and support arrears, and French language services. We have a compliance team that works within a strategy and framework of policies and controls to manage regulatory and compliance issues related to our business operations. Compliance staff provide oversight on OLG's conduct and manage role. The compliance function reports to the Audit and Risk Management Committee of the Board of Directors.

### Mission and Vision

- Our **vision** is to create excitement and fulfill dreams.
- Our **commitment** is to build trust by delivering gaming responsibly.
- Our **success** is demonstrated by the profit and jobs we generate.
- Our **strength** is our sophisticated understanding of our customers.
- Our **goal** is to be a destination of choice for world-class entertainment.

### Our Values

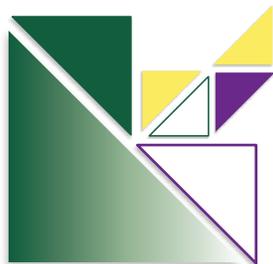
**Be accountable.** We accept the responsibility of setting and attaining high standards for ourselves in serving our customers and acting in the public interest.

**Act with integrity.** This means doing the right thing. We will balance what our customers and business partners ask of us with what the people of Ontario expect of us.

**Respect our customers, employees, partners and the people of Ontario.** Respect starts with listening openly and honestly to the diversity of people and ideas around us.

## Adhering to Canada's Anti-Money Laundering Legislation

Casino operations conducted and managed by OLG are subject to the provisions of the federal *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* and associated Regulations. The law requires OLG to implement an anti-money laundering compliance program and submit certain reports to the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC). Casinos are also required to assess, document and monitor the risk of money laundering or terrorist



activity financing that could occur during the course of casino operations. OLG has developed comprehensive policies and procedures to detect and deter individuals from conducting suspicious transactions in Ontario casinos and, with the assistance of the AGCO and the Ontario Provincial Police, has been instrumental in training customer-facing employees to recognize and report suspicious activity.

## **Code of Business Conduct and Conflict of Interest**

At OLG, we depend on our reputation for continued growth and success. The very nature of our business requires public confidence in the security and integrity of our games and in the commitment and professionalism of our employees. The Code of Business Conduct and Conflict of Interest reflects our values and beliefs and represents the standards of professional conduct required of every OLG employee. The Code has been developed to eliminate situations in which an employee's actions might inadvertently affect the reputation of OLG. Each employee is asked to acknowledge receipt of the Code as well as their understanding of it. Employees are reminded annually about the need to comply with the Code and are asked to report, through a confidential and anonymous reporting service, any situation that may not adhere to it.

## **Supporting Lottery Integrity Through Analytics**

OLG uses Data Analysis Retrieval Technology (DART), a state-of-the-art data analysis and retrieval technology system, to support lottery security, customer protection and fraud detection. The DART system maintains a database of the more than 15 billion lottery transactions made since 2009. In fiscal 2013–14, DART capabilities assisted OLG in finding the rightful winner of an unclaimed \$50-million LOTTO MAX prize.

## **Employee Participation in Gaming**

OLG employees are not eligible to participate by themselves or as a group in lottery games in Ontario, including without limitation, purchasing, validating or receiving a ticket as a gift, and are not entitled to claim any prize in lottery. Employees are also prohibited from playing games of chance at OLG-operated slots and casinos, as well as from playing bingo and eBingo at Charitable Bingo and Gaming Centres across the province. Other than senior executives and certain others, employees may play games of chance at any of the four Resort Casinos in Ontario (Niagara Fallsview Casino Resort, Casino Niagara, Casino Rama and Caesars Windsor). It is the policy of OLG that immediate family members and/or relatives of OLG employees will be subject to Insider Win prize claim procedures.

## **Integrity and Transparency in Procurement**

OLG procurement is designed in compliance with Government of Ontario procurement regulations. Vendors doing business with OLG are held to a high standard, and they may be required to be registered with the AGCO and/or undergo a due diligence assessment prior to OLG engaging in business with them. We seek out best practices and processes to continually improve our ability to be a business that vendors want to work with and that drives value for our business partners. Our processes include Requests for Information (RFI), Requests for Pre-Qualification (RFPO) and Requests for Proposals (RFP). The RFI and RFPO are open, public processes. Due to its commercially sensitive nature, the RFP process



is confidential, with participation of qualified bidders only. In addition, for certain requests, such as for OLG-branded giveaways, OLG suppliers must submit third-party certification showing that they comply with, or implement, international ethical, environmental and socially responsible practices.

## Complaints About OLG Business Operations

The OLG Support Centre is responsible for handling inquiries and complaints about OLG's business operations. OLG has developed operating policies and procedures that ensure that all complaints are recognized, documented and handled appropriately.

## Modernization Procurement

Since OLG's modernization was announced in March 2012, our goal has been to establish and execute a process for modernization-related procurement that is fair and competitive, auditable and responsive to market conditions. Integrity is at the heart of our procurement activities. OLG has engaged the services of a Fairness Monitor to provide oversight and advice to support integrity and fairness throughout modernization. For more information, visit [http://www.olg.ca/about/modernizing\\_lottery\\_and\\_gaming\\_project\\_status.jsp](http://www.olg.ca/about/modernizing_lottery_and_gaming_project_status.jsp)

## Auditor General's Report

In April 2013, the Auditor General of Ontario was asked by the Province's Standing Committee on Public Accounts to conduct a review of OLG's modernization, including the cancellation of the Slots at Racetracks Program. OLG publicly committed to supporting the Auditor General's work in every way possible.

The Auditor General's report was released on April 28, 2014. At that time, Philip Olsson, Chair of OLG's Board of Directors, responded to some of the report's key findings.

For more information, the Auditor General's Report is available at [http://www.auditor.on.ca/en/reports\\_en/OLGC\\_modernizationplan\\_en.pdf](http://www.auditor.on.ca/en/reports_en/OLGC_modernizationplan_en.pdf)  
View OLG's response at [http://media.olg.ca/?p=nmm\\_news\\_detail&i=f3cd4d38-f934-487a-a357-69ebc40a1dda](http://media.olg.ca/?p=nmm_news_detail&i=f3cd4d38-f934-487a-a357-69ebc40a1dda)

### Protecting OLG's Integrity and Reputation

Integrity Matters is OLG's confidential and anonymous reporting service that provides employees with a safe and easy way to report concerns related to unethical, fraudulent or illegal activities or other serious wrongdoings. Employees can contact the service, operated by a third party, through the Internet, by telephone or by mail. It is available at all hours, every day, year round. OLG recognizes and supports the right of every employee to disclose a wrongdoing with protection from reprisal.



# Stakeholder Engagement, Materiality and Issue Prioritization

## GRI G4-17 TO G4-27

**Engagement** with stakeholders is the cornerstone of an effective CSR strategy and a key component to delivering value and responding to commitments to customers, business partners, employees and the people of Ontario.

### Stakeholder Engagement

We engage with a broad range of stakeholders in different ways according to the stakeholder group and the issue. Some of our common forms of engagement include formal consultations with our regulator and the communities in which we operate, customer panels and focus groups, as well as through collaborations with academia, research bodies, non-profits and non-governmental organizations. We also engage and communicate with our employees in a variety of ways that include training sessions, surveys, newsletters and other information channels, and site meetings. As well, we regularly survey Ontarians so we have a clear, continual understanding of what our constituents think of our organization.

Tables 1-4: Summarize our primary stakeholder groups, their issues of concern and some of the ways we engage them.

**Table 1: Primary RG Stakeholder Groups**

OLG is committed to providing RG information to players so that they can make informed decisions about their gambling and know what to do if it becomes problematic. OLG is equally committed to informing our employees to help them continue to provide exceptional customer service.

Stakeholder Group	CSR Topics	Engagement Type
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Learning and development</li> <li>• Support for employees during modernization</li> <li>• Employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• InsideOLG</li> <li>• Employee newsletters, Modernization Minute and other information forums</li> <li>• Future Ready Program to support employees through OLG transition</li> <li>• Town hall meetings</li> <li>• Training</li> <li>• RG Survey</li> </ul>
<b>Players</b>	<ul style="list-style-type: none"> <li>• Player education and awareness</li> <li>• Ethics in advertising and promotion</li> <li>• Customer assistance, including a range of RG supports, referrals and assistance</li> <li>• Game and venue design, including game integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Customer panels and focus groups</li> <li>• RG brochures, posters, digital messages and player tools</li> <li>• Customer service interactions</li> <li>• Surveys</li> <li>• Knowyourlimit.ca</li> <li>• Responsible Gaming Resource Centres</li> <li>• Voluntary Self-Exclusion program</li> </ul>



## Table 2: External RG Stakeholder Organizations

In pursuing a “gold standard” for RG, OLG works with organizations on the design and delivery of our RG program, which is embedded into all aspects of our business.

Stakeholder Group	CSR Topics	Engagement Type
<b>Alcohol and Gaming Commission of Ontario (AGCO)</b>	<ul style="list-style-type: none"> <li>• RG policies and standards</li> <li>• Transparency and disclosure</li> <li>• Advertising and promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility Report</li> <li>• Formal consultation</li> <li>• Regular meetings, briefings and presentations</li> <li>• RG Provincial Policy Roundtable</li> <li>• Audits/reviews</li> </ul>
<b>Centre for Addiction and Mental Health (CAMH)</b>	<ul style="list-style-type: none"> <li>• Employee training in RG</li> <li>• RG research</li> <li>• RG policy and program development</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing consultation</li> <li>• Training design and delivery</li> <li>• Research collaboration</li> <li>• Memorandum of Understanding</li> </ul>
<b>Responsible Gambling Council (RGC)</b>	<ul style="list-style-type: none"> <li>• Transparency, disclosure around RG</li> <li>• Customer education and awareness</li> <li>• Ethics in advertising and promotion</li> <li>• RG research</li> <li>• RG policy and program development</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing consultation</li> <li>• Responsible Gaming Resource Centres at Gaming and Charitable Bingo and Gaming Centres</li> <li>• Research collaboration</li> <li>• RG Check accreditation</li> <li>• Memorandum of Understanding</li> </ul>

## Table 3: Local Stakeholder Groups

OLG’s goal is to maximize benefits to the Province and our host communities. Working with local stakeholder groups helps OLG continue to build a strong and sustainable business that directly benefits the people of Ontario.

Stakeholder Group	CSR Topics	Engagement Type
<b>Host Municipalities</b>	<ul style="list-style-type: none"> <li>• Presence of OLG in the community</li> <li>• Financial contributions to host cities</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing outreach and communication</li> <li>• Host Municipalities Mayors’ Meeting</li> <li>• Clerk and staff meetings with Charitable Gaming</li> <li>• Sponsorship of community events and festivals</li> <li>• Community recognition events</li> <li>• OLG presence and speaking roles, Chamber of Commerce events, Mayor’s breakfasts, etc.</li> </ul>
<b>Charities</b>	<ul style="list-style-type: none"> <li>• Financial proceeds to charities from Charitable Bingo and Gaming Centre operations</li> <li>• Employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Communication of charitable-giving guidelines</li> <li>• Meetings through Ontario Charitable Gaming Association</li> <li>• Participation in and support of community-based events</li> </ul>
<b>Value Chain</b> (supply chain, retail and procurement)	<ul style="list-style-type: none"> <li>• Engagement of retailers and operators in RG/CSR</li> <li>• Engagement of Charitable Bingo and Gaming Centre operators, including Commercial Gaming Association of Ontario (CGAO)</li> <li>• Transparency</li> <li>• Environmental, social and ethics criteria in procurement</li> </ul>	<ul style="list-style-type: none"> <li>• RFIs and RFPs</li> <li>• Trade show participation</li> <li>• Standing committees’ oversight (e.g., product review, strategic sourcing)</li> </ul>

## Table 4: Environmental Sustainability Stakeholder Organization

OLG is committed to reducing our impact on the environment. We continually build on our efforts by partnering with a reputable environmental non-government organization and engaging our employees across all lines of business.

Stakeholder Group	CSR Topics	Engagement Type
<b>WWF-Canada</b>	<ul style="list-style-type: none"> <li>• Energy consumption</li> <li>• Paper use</li> <li>• Partnerships on sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorship and participation in environmental engagement programs</li> </ul>

## Materiality and Prioritization of Issues

In February 2014, OLG worked with an external consultant to identify the issues of greatest importance to OLG and its stakeholders. As part of the process, a scan of OLG program documents was undertaken and informational interviews with two-dozen managers from our corporate functions, lines of business and gaming facilities were held. In addition, 12 external stakeholders were interviewed. Through this process, 22 material issues were identified and prioritized under five CSR material aspect categories: Responsible Gambling; Community Building; Human Resources; Value Chain (supply chain, retail and procurement); and Environmental Management. In preparation for this report, we validated these findings with an internal cross-functional team and select external stakeholders. The issues of greatest importance to OLG and its stakeholders are listed below, and of these, responsible gambling and community building were among the issues identified as high priority. Material issue definitions and boundaries are provided in Appendix 1 of this report.

### Material Issues

#### Responsible Gambling

- Employee training in RG
- Protecting minors
- Player education and awareness/change in player behaviour
- Assisting customers
- Game and venue design
- Engagement of retailers and operators in RG/CSR
- Transparency and disclosure around RG
- Advertising and promotion (ethics)

#### Community Building

- Financial contributions to Province
- Financial contributions to host municipalities
- Financial proceeds to charities
- Presence of OLG in the community

#### Value Chain (supply chain, retail and procurement)

- Ethics and integrity
- Environmental, social and ethical criteria
- Transparency

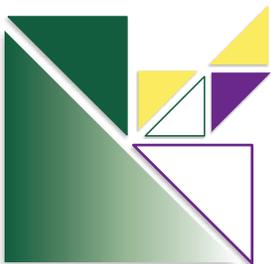
#### Human Resources

- Support to employees during modernization transition
- Employee engagement
- Learning and development

#### Environmental Management

- Employee engagement in environmental initiatives
- Energy consumption
- Partnerships on sustainability
- Paper consumption

OLG's stakeholders and material issues are not static. In keeping with best practices in reporting, we intend to review our material issues as we continue to grow our CSR program and reporting approach to ensure that we have an accurate understanding of internal and external issues of importance.



# Senior Management Interview

## CSR at OLG: An Interview with Paul Pellizzari

### GRI G4-1

OLG is undergoing significant change in its operations and structure. We asked Paul Pellizzari, Executive Director, Policy and Social Responsibility, to tell us about the ways in which the organization's CSR activities support that change.

**Q: 2013 and 2014 have been years of tremendous change at OLG. What has this meant for CSR within your organization?**

**A:** Modernization is one of the biggest government transformations in Canadian history. We're fundamentally changing the way lottery and gaming is delivered in this province. One thing that is not changing is the focus we bring to our CSR activities, particularly when it comes to Responsible Gambling (RG). In fact, modernization will mean an even greater focus on RG. While we continue to pursue a gold standard in RG, we will also focus on earning and keeping customer trust, supporting our employees and their involvement in the community, and reducing our impact on the environment.

**Q: As you say, RG is the cornerstone of OLG's CSR activities. How has RG evolved over the years?**

**A:** Well, the RG field has grown considerably since casino-style gambling first came to Ontario in 1994. Back then, RG really began as a public awareness campaign, but as the industry in Ontario matured, so did we. Now RG is an important part of the player experience and is essential to achieving our business objectives. We've been working on embedding RG into every area of our business and we're seeing results. All of our gaming facilities have RG Check accreditation from the Responsible Gambling Council of Canada and we hold the highest level of accreditation from the World Lottery Association (WLA). In November 2014, we were proud to receive the WLA's award for the world's best overall RG program.

**Q: How does OLG manage the inherent conflict between its objective of raising revenues and addressing problem gambling?**

**A:** We don't see it as a conflict. In fact, having a customer base that visits our sites and plays our games responsibly as part of their regular entertainment is in OLG's best interest. Ontario spends more annually on programs to identify and assist players at risk than any other jurisdiction in North America. Our RG program involves thousands of employees across all lines of our business. Thanks to our rigorous training program developed in partnership with the Centre for Addiction and Mental Health (CAMH), those employees are well equipped to identify and respond to problem gambling risk behaviours.

**Q: Why has OLG decided to issue this CSR report using the Global Reporting Initiative's guidelines?**

**A:** We want to demonstrate leadership in our industry, both within Canada and globally. To do that, it is important that we apply an international standard, such as the Global Reporting Initiative's framework, to the way we report on CSR. We are



proud of our efforts; and using GRI's framework will help us tell our stakeholders about the progress we are making in an open and transparent way that can be tracked year over year and measured against similar organizations worldwide.

**Q: What's next for CSR at OLG?**

**A:** We know that when it comes to CSR there is always room for improvement.

For us, continuous improvement in RG means that we can never stop learning from research and best practices. That's why collaborating and sharing information with research organizations, business partners, treatment providers and support service agencies is so important. It helps us improve RG across all areas of our organization through consistent RG policies, programs and practices.

When it comes to the environment, we have been working hard on becoming more energy efficient and we're making progress. Since 2011, we have saved more than \$350,000 through our energy conservation efforts alone. That helps the environment and our bottom line.

We will continue to work hard on establishing clear CSR commitments and measuring our performance against those commitments. We look forward to sharing our progress with all Ontarians in future reports.

## CSR Focus Area: RESPONSIBLE GAMBLING

### GRI G14

#### Statement of Commitment

OLG is committed to working towards reducing the incidence of problem gambling through prevention efforts and to limiting harm to those who may have developed a problem by providing a gateway to complementary external services and community resources.

#### The Issue

Most players gamble problem-free; however, independent research\* indicates that up to three per cent of adult Ontarians are either moderate or severe problem gamblers. OLG's Responsible Gambling (RG) program is integral to our business. OLG does not want or need problem gamblers visiting our sites or purchasing our products.

#### Our Approach

OLG delivers an enterprise-wide RG program that includes core policy and program elements tailored to the needs of individual lines of business, compliance controls and continuous improvement. The RG program is evidence-informed, and designed and delivered in collaboration with independent organizations that are experts in prevention, research, credit counselling and the treatment of problem gambling. These organizations include the Centre for Addiction and Mental Health (CAMH), the Responsible Gambling Council (RGC), Gambling Research Exchange Ontario (GREO) (formerly the Ontario Problem Gambling Research Centre), the Ontario Problem Gambling Helpline (OPGH) and Credit Canada Debt Solutions.

\**Gambling and Problem Gambling in Ontario 2005*. Jamie Wiebe, Phil Mun & Nadine Kauffman, Responsible Gambling Council, September 2006, and *The Population Prevalence of Problem Gambling: Methodological Influences, Standardized Rates, Jurisdictional Differences and Worldwide Trends*. Robert Williams, Rachel Volberg and Rhys Stevens. Report prepared for the Ontario Problem Gambling Research Centre and the Ontario Ministry of Health and Long-Term Care, May 8, 2012.



OLG's RG program strategy provides direction and sets accountability. Our goal is to build a sustainable base of customers by helping to prevent and mitigate problem gambling among our customers. We do this by enabling players to make informed decisions about their gambling and by encouraging and facilitating access to a range of support services.

At the core of our RG strategy are three key concepts: sustainable players, informed decision-making and access to support services. We define these concepts in Appendix 2: Glossary.

### Responsible Gambling Standards in Ontario

In November 2013, the AGCO issued the Registrar's Standards for Gaming. These apply to all OLG gaming sites, including casinos, Charitable Bingo and Gaming Centres, and Internet Gaming. AGCO's RG standards for Lottery are expected to be completed in fiscal 2015–16 and to closely mirror the Gaming Standards.

In response, OLG began standardizing our RG program design, policies and implementation in fiscal 2013–14. This compliance initiative is a part of a broader objective of OLG's modernization, which is to deliver a "gold standard" for RG programming. For OLG, this means delivering a comprehensive RG program that meets or exceeds AGCO's RG standards and third-party RG accreditation programs (such as RGC's RG Check and the World Lottery Association's RG Framework) and is consistent across OLG's lines of business. Our progress at the end of fiscal 2013–14 is shown in Table 5: RG Standardization, Fiscal 2013–14.

**Table 5: RG Standardization, Fiscal 2013–14**

Stage of Standardization	OLG Slots and Casinos and Resort Casinos	Charitable Gaming	Internet Gaming	Lottery
<b>Program Design:</b> <i>Description of program objective, elements and performance measures</i>	Complete	Complete	Complete	Underway
<b>Program Policy:</b> <i>Policies and procedures to guide and enable operations to meet RG standards</i>	Complete	Targeted for fiscal 2015–16	Complete	Targeted for fiscal 2015–16
<b>Program Implementation:</b> <i>Fully operational policies and procedures; tools, resources, manuals, employee awareness and compliance</i>	Underway	Targeted for fiscal 2015–16	Underway	Targeted for fiscal 2015–16



## Performance Highlights

	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14
<b>Fostering Responsible Gambling Behaviour (by per cent)</b>			
<b>People who....</b>			
Know safe play habits	57	72	71
Know how slots work	84	82	79
Know how lotteries work	86	84	87
<b>Supporting People with Concerns</b>			
Voluntary Self-Exclusion (SE) registrations	3,001	2,917	2,983
Number of people who voluntarily re-enter gambling after SE (reinstatement)	1,880	1,886	1,838
Number of detected breaches of SE program	1,988	1,933	1,977
Number of people in SE program supported by RG Centre staff	2,510	3,020	3,217
Number of referrals to professional services by RG Centre staff	2,644	3,251	4,054
<b>RG Funding in Ontario (in millions of dollars)</b>			
Total RG expenditure by OLG	12.9	12.1	13.4
Contributions to the Province's problem gambling strategy (research, prevention, treatment)	41	39	39



In 2014, the World Lottery Association recognized OLG for Best Overall Responsible Gaming Program from among 44 eligible global lottery and gaming operators. Only those who have Level 4 WLA accreditation (44 of the more than 140 WLA members) are eligible to receive the award.

## Program Accreditation

In fiscal 2014–15, OLG was recognized by the WLA for Best Overall Responsible Gaming Program from among 44 eligible global lottery and gaming operators. This prestigious award was paired with the WLA's re-accreditation of our RG program at a Level 4, the highest level attainable. The WLA accreditation, which is judged by a panel of international experts in social responsibility, recognizes excellence in integrating RG policy and programs into daily operations.

Also in fiscal 2013–14, we completed RG Check certification for all 19 OLG-operated slots and casino facilities. The RG Check is awarded by the Responsible Gambling Council of Canada to facilities that meet a stringent, internationally recognized set of standards in such areas as self-exclusion, informed decision making and employee training. Facilities must apply for RG Check certification renewal every three years.



In fiscal 2013–14, OLG completed RG Check accreditation at all 19 OLG slot and gaming facilities.

## Responsible Gambling Research GRI G4-S02

OLG collaborates with RG agencies, academic and independent market researchers, and industry peers to ensure our RG programming is relevant, effective and evidence-informed. OLG research focuses on three areas:

- OLG program-focused research that includes focus groups, surveys, and collaborative research studies with external academics and stakeholders such as the Responsible Gambling Council (RGC), Centre for Addiction and Mental Health (CAMH) and Gambling Research Exchange Ontario (GREO)
- Studies conducted across Canada's provincial gaming jurisdictions with the Interprovincial Lottery Corporation (ILC), with OLG serving as a study participant by providing access to sites or as a source of data for the research



- Research support through the provision of anonymous player data and program statistics to independent researchers with the goal of advancing knowledge and deepening global understanding of the attributes of an effective RG program

In fiscal 2013–14, OLG participated in more than 20 studies that included:

- RG awareness surveys to measure levels of RG knowledge among players
- Assessments of training for front-line gaming employees to measure its effectiveness in helping employees recognize and respond to signs that may be indicative of problem gambling
- Player behaviour analytics used to develop and send customized messages to players of different risk levels to promote informed decision-making
- CEO Player Advisory Panels, allowing OLG’s President and CEO and other senior executives to gain first-hand information about the experiences of gamblers with different profiles, particularly those who may have gambling-related problems
- RG engagement with Ontario Asian and Aboriginal communities to help inform OLG’s ethno-cultural player education program with the aim of developing culturally relevant RG messaging and problem gambling prevention materials

#### **Ontario Responsible Gambling Policy Roundtable**

OLG has participated in the provincial Responsible Gambling Policy Roundtable with provincially funded organizations focused on RG and Problem Gambling (PG), including RGC, CAMH and GREO, since the Roundtable’s inception in December 2012. Established by the AGCO, the Roundtable provides a forum for senior officials to collectively deliberate and improve the Registrar’s RG Standards and Requirements. It also allows discussion of areas of shared interest among the regulator, OLG and leading research and treatment-focused organizations as well as stakeholders focused on prevention and awareness. The Roundtable meets at least twice yearly and has provided input into OLG’s RG strategy and the AGCO’s standards. It has also hosted foreign officials seeking to understand Ontario’s RG model.

## **Employee Training** **GRI G4-LA9**

At OLG, Responsible Gambling (RG) Training positions RG as an extension of good customer service. Training provides important RG knowledge and skills to help ensure employees are well positioned to promote RG to customers and provide assistance as needed, including non-clinical strategies, to deal with players exhibiting signs potentially indicative of problem gambling.

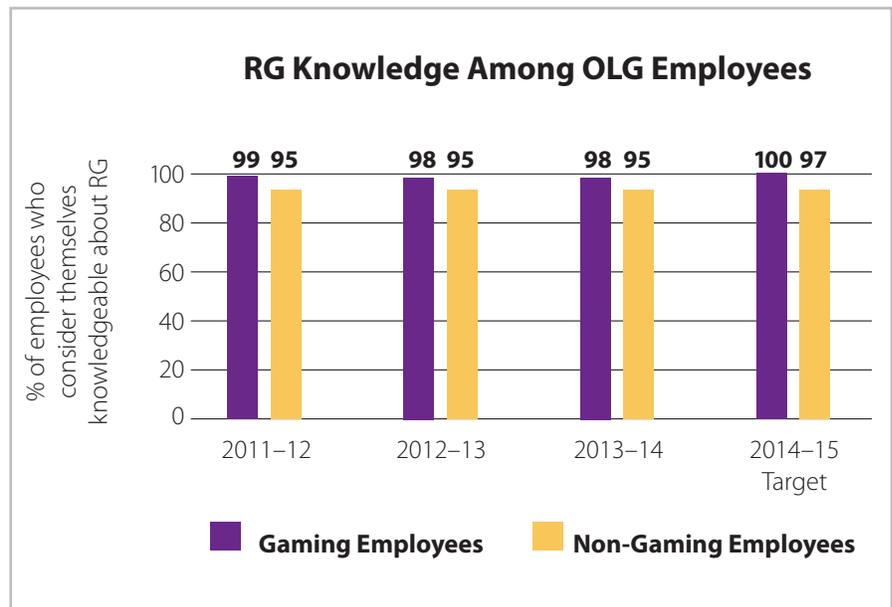
OLG partners with CAMH, recognized for its expertise in responsible and problem gambling as well as in adult learning, to co-design and co-deliver RG Training for all customer-facing employees (including OLG employees as well as service operators for Internet Gaming and Charitable Gaming).

OLG’s RG Training focuses on how to recognize, respond to and report signs of red-flag behaviours and is informed by feedback from employees, customer tracking tools, and third-party research and analysis. Programming includes training needs assessments, development and delivery of training content and the development of reinforcement activities.



In fiscal 2013–14, the following RG Training activities took place:

- **Gaming Employees** – Based on employee and customer feedback as well as an independent needs assessment, new Core and Advanced training modules were developed for all Gaming employees in fiscal 2013–14 and launched in April 2014. The Core module is 30 minutes in length and delivered online, and the Advanced module, which is for senior staff with operational responsibilities on the gaming floor, provides two hours of in-class training facilitated by CAMH
- **Charitable Gaming and Bingo Operations** – After Charitable Gaming operations were revitalized in fiscal 2013–14, all service operators' employees were required to take Core RG Training, while supervisors and managers were also required to attend Advanced RG Training specifically designed for Charitable Gaming employees
- **Internet Gaming Operations** – In preparation for the launch of PlayOLG.ca, all the service provider's customer care employees completed Core RG Training for Internet Gaming
- **Support Centre Employees** – Advanced RG Training was refreshed and delivered for all Support Centre employees who handle RG-related customer communications
- **Lottery Operations** – RG training continued to be integrated into general orientation training for new and changed retailers
- **Corporate OLG employees** – RG training continued to be integrated into general orientation



## Player Programming and Information GRI G4-PR1, PR3

Over the past two decades, OLG has developed RG awareness initiatives that focus on informed decision making and access to support services. Our materials are constantly evolving to respond to customer needs, new research and changes in technology. OLG is now building a gambling education resource that will be directed at gamblers of all levels of experience without focusing on players who think of themselves as problem gamblers. Our goal is to design a program that will equip all players with the knowledge and tools to manage and enjoy problem-free gambling over the long term.

Our player education programs include:

- **knowyourlimit.ca**, OLG's RG website, which offers information and interactive tools to educate players about gambling myths, how games work and the odds of winning. The website also includes an interactive self-assessment tool that helps players assess their gambling behaviours and a cost-of-play calculator that allows players to calculate the cost of play over time (per hour, per month and per year) to get a practical view of the long-term costs of gaming.
- **Responsible Gaming Resource Centres** (RGRC), operated at OLG Slots and Casino sites and Charitable Bingo and Gaming Centres in partnership with the Responsible Gambling Council. RGRCs offer materials and resources to promote safe gambling practices including referrals to treatment services and credit counselling by local providers. RGRCs are specially designated, onsite, stand-alone facilities, with RGC staff on hand at eight centres, and other sites visited by regional coordinators on a regular basis.
- **Player Information**, including print advertising, digital signage, brochures, signage and an *It Pays to Know* trivia game kiosk that offers a wide range of RG messaging including gambling risks, setting time and money limits, where to get help and game information, such as the rules of play and the odds of winning.
- **Voluntary Self-Exclusion** (SE), a self-help program that assists people to take steps to control or cease their gambling behaviour by making a written commitment to stay away from all casinos and slot facilities in Ontario. OLG works to support these people by eliminating incentives and other enticements to gamble, by providing support service information, and by creating deterrents to discourage SE individuals from returning to gaming sites.

## Age Requirement Awareness Month

In October 2013, OLG launched its first Age Requirement Awareness Month, a campaign at our 19 OLG Slots and Casinos sites to increase awareness among our customers and the public about the age requirements in place to enter our gaming facilities. The annual campaign reinforces the importance that OLG places on ensuring that only patrons who are of legal age are entering facilities. Employees are given refresher information about the minimum age requirements and their role in supporting their site's adherence to the age requirements as outlined in Ontario's *Gaming Control Act, 1992*. Onsite awareness posters and buttons worn by customer-facing employees help draw customers' attention to the requirements.



### **Case Study** **Developing RG for Internet Gaming (PlayOLG.ca)**

In 2010, OLG received a mandate from the Government of Ontario to develop an Internet gaming channel and, from the outset, OLG has been committed to embedding RG program elements into the platform design. Throughout the procurement process and site development, we consulted with our RG stakeholders and researchers from across Canada, the United Kingdom and Australia to help inform the RG requirements. Based on this input, we have built into the platform a suite of play management tools to help players manage their gambling. These include industry-leading time and money limits built directly into the Internet gaming platform. RG player communications are driven by data analysis of play patterns to encourage healthier habits and are tailored according to players' levels of gambling risk. The platform also provides direct links to register for Voluntary Self-Exclusion and link players to support services. Sophisticated third-party age- and identity-verification technology has been integrated into the registration process to limit unauthorized access to the site.

## **Advertising and Promotion** **G4- PR3**

OLG advertising and marketing communications are regulated under the Registrar's Standards for Gaming and the Television Bureau of Canada's Telecaster Gambling Advertising Guidelines. We also adhere to OLG's Code of Business Conduct and Gaming Code of Advertising Practices and Lottery Business Marketing Code. These provide requirements for, and guidance on, a range of social responsibility issues. For example, they stipulate that all OLG marketing and advertising materials must not mislead, must not target underage ("minors" are defined as under the age of 19 for gaming and Internet Gaming, 18 for Lottery and Charitable Gaming) or self-excluded individuals and must, where effective, contain a RG message.

To ensure RG elements are considered, an RG manager reviews and assesses advertising. The RG manager is often engaged at the conceptual phase to make suggestions and identify areas of potential risk. Once materials are in the market, OLG evaluates and tracks public comments and complaints through its Support Centre call line. Feedback is shared with the appropriate marketing manager and/or RG staff person.

In fiscal 2013–14, OLG developed a Statement of Corporate Commitment within its enterprise-wide RG Program Strategy that explicitly supports RG-appropriate marketing and related materials and communications. The RG Strategy has been reviewed by the Board and is being used to inform policies, programs and communications to OLG employees, customers and the public. New gaming service providers will be expected to sign on to this commitment.



# CSR Focus Area: BUILDING STRONG COMMUNITIES

## Statement of Commitment

OLG is committed to building a strong and sustainable business so that we can continue to help support strong communities in Ontario.

## The Issue

Since 1975, OLG has provided nearly \$40 billion through lottery and gaming entertainment to the Province and the people of Ontario. Modernization will help OLG provide more money to Ontario for government priorities.

## Our Approach

OLG's annual payments to the Province have helped support health care; education, research, prevention and treatment of problem gambling; amateur sport through the Quest for Gold program; and local and provincial charities through the Ontario Trillium Foundation.

In addition to OLG's payments to the Province, there are several direct beneficiaries of gaming proceeds, including OLG's host municipalities and Ontario First Nations. OLG's Charitable Bingo and Gaming Revitalization Program delivers proceeds to support community-based charitable organizations.

## Performance Highlights

### Economic Value Distributed and Retained GRI G4-EC1

For the fiscal years ended March 31, 2013 and 2014 (in thousands of Canadian dollars)

Indicator	Fiscal Year 2012–13	Fiscal Year 2013–14
<b>Direct Economic Value Generated</b>		
Revenue*	6,632,571	6,670,378
<b>Direct Economic Value Distributed</b>		
Operating Costs**	2,646,421	2,800,434
Employee wages and benefits***	892,470	873,289
Payments to providers of capital† – The Province	1,909,702	2,082,606
Payments to governments†† (taxes) – Government of Canada	262,964	281,891
Community investment††† (Payments to host communities, lottery retailers, and providers of local goods and services)	725,155	543,083
<b>Economic Value Retained††††</b>	<b>\$195,899</b>	<b>\$89,075</b>

Notes:

\*Revenue includes sales from lottery, Charitable Gaming, slot and table games, and non-gaming products less returns, discounts and allowances. Revenues from slot and table games and Charitable Gaming sales excluding paper break-open tickets are recorded net of prizes paid. Revenue excludes interest income and revenue from sale of assets.

\*\*Operating Costs includes all other cash payments (excluding amortization) including prizes, marketing and promotion, property rental, licence fees, facility payments, commissions and fees paid to operators.

\*\*\* Total payroll comprises employee salaries, including amounts paid to government institutions (such as employee taxes, levies and unemployment funds) on behalf of employees. Non-employees working in an operational role are normally not included here, but rather under operating costs as a service purchased. Total benefits include regular contributions (toward pensions, insurance, company vehicles and private health coverage, for example). They do not include training or other cost items directly related to an employee's job function. All sites (including resorts) are represented in this total.

†Includes dividends to all shareholders and interest payments made to providers of loans. Payment to the Province of Ontario includes win contributions. The Corporation remits

a contribution to the Province of Ontario equal to 20 per cent of gaming revenue from the Resort Casinos and the Great Blue Heron Slot Machine Facility, in accordance with the *Ontario Lottery and Gaming Corporation Act, 1999*.

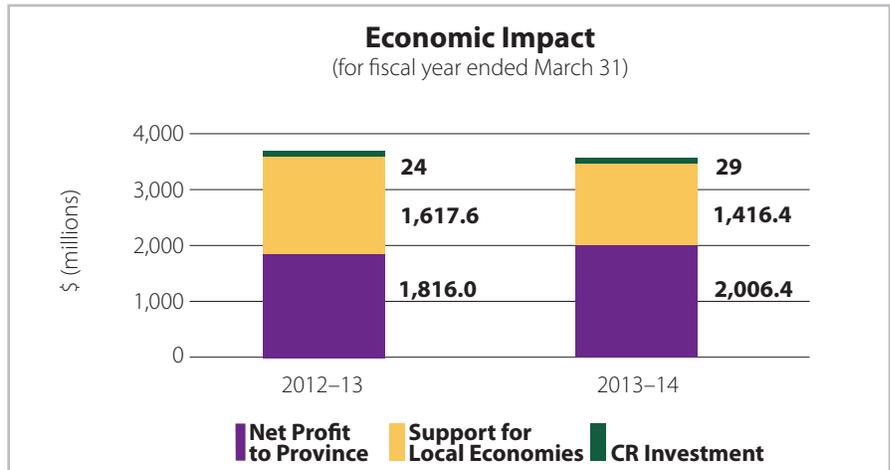
††As a prescribed registrant, the Corporation makes GST/HST remittances to the Government of Canada pursuant to the Games of Chance (GST/HST) Regulations of the *Excise Tax Act*.

†††Voluntary donations and investment of funds in the broader community where the target beneficiaries are external to the organization. These include contributions to charities, funds to support community infrastructure (such as recreational facilities) and direct costs of social programs (including arts and educational events, the sponsorship of community festivals and events, payments to lottery retailers, and payments for local goods and services). The amount included accounts for actual expenditures in the reporting period, not commitments. Fiscal 2012–13 included payments relating to Ontario's horse racing industry through the Slots at Racetracks Program (this program ended on March 31, 2013).

††††Economic Value Retained is the 'Direct Economic Value Generated' less the 'Direct Economic Value Distributed'.

## Economic Impact

In fiscal 2013–14, OLG experienced a decline in our workforce numbers, which resulted in a decline in wages and benefits paid compared to fiscal 2012–13. As well, OLG saw an overall decline in the purchase of goods and services. This contributed to a decline of more than \$200 million in contributions to local communities in fiscal 2013–14 compared to fiscal 2012–13.



## Fairness and Transparency in Host Municipality Agreements

OLG pays a portion of revenues from our gaming sites to the municipalities that host them. At the request of the Premier of Ontario, OLG reviewed our funding formula for communities that host OLG gaming facilities. In May 2013, a new, equitable formula was introduced that is consistent across the province and provides more money for all host municipalities. Under the new formula, host municipalities receive:

- 5.25 per cent on the first \$65 million of annual slot revenue; plus
- 3.0 per cent on the next \$135 million of annual slot revenue; plus
- 2.5 per cent on the next \$300 million of annual slot revenue; plus
- 0.5 per cent on annual slot revenue above \$500 million; plus
- 4.0 per cent on annual table game revenue, where applicable.

The new formula is part of a new Municipality Contribution Agreement (MCA) that also requires municipalities to participate in OLG’s Community Recognition Program, an annual event or initiative that illustrates how the local reinvestment of hosting funds benefits the community. Host municipalities also report their hosting fund expenditures annually to OLG.

*“Without the OLG funds, the Town of Hanover would not be able to continue to upgrade its infrastructure and maintain its assets in a timely and sustainable manner while keeping Hanover tax rate increases minimal. In addition, many community organizations and initiatives would not otherwise be possible without OLG funds.”*

**Sue Paterson, Mayor, Town of Hanover**





Host municipalities apply the contributions they receive to a variety of infrastructure and other programs. In 2013, the Village of Point Edward, which hosts OLG Casino at Point Edward, purchased fire trucks and equipment.

### Case Study Sault Ste. Marie Task Force

In March 2014, community stakeholders in Sault Ste. Marie formed a task force to help advance the local lottery and gaming sector in the city and create employment. The Digital Gaming Task Force, which includes OLG's former Acting President and CEO, Tom Marinelli, has two primary objectives:

- Build digital and data infrastructure to support new business opportunities for the gaming and lottery sector
- Create a Centre of Excellence and Expertise for lottery and gaming

The task force is focused on helping the city become a centre for development and a test market for new products related to gaming, lottery, charitable gaming and quality assurance.

Partnerships with post-secondary institutions, including Sault College and Algoma University, as well as with local provincial agencies and the Sault Economic Development Corporation, are key to the initiative's success. Together, these organizations want to build a pool of expertise that will support innovation and operations.

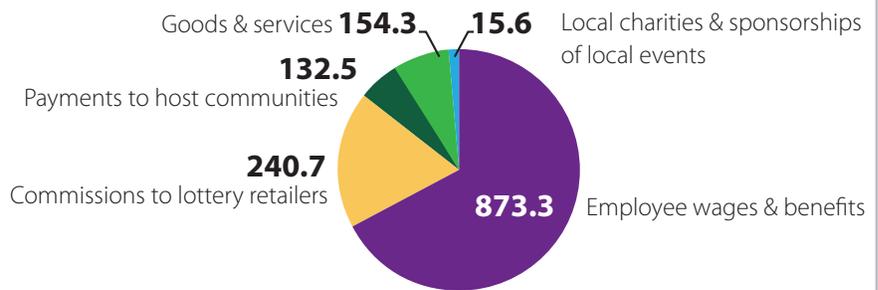
*"The Sault Digital Task Force is committed to ensuring our community's future as a hub for lottery and gaming excellence. We have attracted great interest, both through recruitment and proposed projects such as the construction of a Tier III data centre."*

**David Oraziotti, MPP for Sault Ste. Marie**

**In fiscal 2013–14, OLG purchased \$222.2 million in goods and services to support gaming operations (excluding Resort Casinos), including \$154.3 million or 69 per cent from Ontario businesses.**

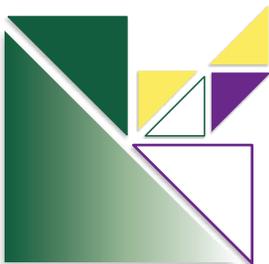
### Support for Local Economies

(Fiscal 2013–14, in \$ millions)



### Supporting Community Charities through Charitable Gaming

In fiscal 2013–14, OLG distributed \$13.3 million in charitable gaming proceeds to more than 1,400 participating local charities. The proceeds support a variety of initiatives, including AIDS education in Simcoe County, community support facilities in Sudbury, YMCA memberships in Fort Erie, Habitat for Humanity in Durham Region, and an MRI machine at Pembroke Regional Hospital.





**Winning in Sochi.** Each year, the Province of Ontario supports amateur athletes by providing \$10 million in revenue from the proceeds of the QUEST FOR GOLD game. Leading up to the Sochi Winter Olympics in February 2014, QUEST FOR GOLD funding provided support to 47 of the 58 Ontario athletes on Team Canada. Among those were Team Jacobs (pictured), Canada's Men's Gold Medal Winning curling team, which includes OLG's own E.J. Harnden (centre), Manager, Social Responsibility, Lottery, Sault Ste. Marie.



### Supporting Ontario Communities and Culture

OLG has a proud tradition of supporting local events and festivals in communities across Ontario. In fiscal 2013–14, OLG contributed \$2.3 million in sponsorships to more than 250 events, including Rotaryfest, Sault Ste. Marie's summer festival. Rotaryfest is a three-day community celebration with activities and attractions that draw participants from all around the Sault Ste. Marie area. In 2014, OLG returned as title sponsor of the OLG Sno-Bus during the Winterlude festival, held in Ottawa and Gatineau, Quebec, from January 31 to February 17. The OLG Sno-Bus enabled festival participants to travel between events free of charge.

**In fiscal 2013–14, OLG awarded more than \$1.9 billion in lottery prizes.**



In November 2014, OLG became a Premier Partner of the TORONTO 2015 Pan Am / Parapan Am Games. Also as a Presenting Partner of the TORONTO 2015 Pan Am Torch Relay, OLG gave exceptional people from across the province a once-in-a-lifetime opportunity to become a torchbearer and help ignite the spirit of the Games. OLG also presented the entertainment at many of the evening celebrations that ended each day of the Pan Am flame's 41-day journey across Ontario. OLG has a long history and tradition of helping build strong communities by sponsoring local events and supporting amateur athletics through our Quest for Gold program.



## CSR Focus Area: WORKPLACE

### Statement of Commitment

OLG is committed to providing a welcoming, safe and responsible workplace to help our employees be successful so that they can continue to help create OLG's success.

### The Issue

Our employees are vital to OLG's success, and their dedication to exceptional customer service and care for their colleagues, communities and deserving charities drives our business. As OLG prepares to transition through a period of significant change, we are intent on continuing to provide comprehensive workplace programs, as well as the support and tools our employees need throughout our modernization.

### Our Approach

OLG provides training and development, benefit plans, and health and safety policies and procedures to support and keep our employees safe and healthy in the workplace and in their personal lives. We expect our employees to act with integrity, and we encourage them to contribute and give back to their communities. OLG meets all regulatory workplace requirements.

On March 31, 2014, OLG employed approximately 16,000 employees, 6,851 of which were direct employees of the Corporation, while the others were employed through our contracted service providers. Of OLG's 6,851 direct employees, 31.9 per cent or approximately 2,185 were represented by a collective agreement. There were six different unions representing 13 different OLG locations. **GR11**

### Performance Data

#### GRI G4-GR10

#### OLG Direct Employees

Employee Type	Total	Male	Female	Supervisory/	
				Management	Staff
Permanent Full Time (FT)	4,247	2,194	2,053	1,189	3,058
Permanent Part Time (PT)	2,344	1,042	1,302	27	2,317
Temporary (including students)	260	122	138	13	247
Total	6,851	3,358	3,493	1,229	5,622



## Supporting Our Employees with Training and Development LA10

### Training Programs

Mandatory training is an important element for all OLG employees to promote a safe and responsible workplace. Training is mandatory in the following areas:

- Health and Safety
- Human Rights and Workplace Harassment
- Workplace Violence
- Accessibility for Ontarians with Disabilities
- Workplace Hazardous Materials Information System
- Canada's Anti-Spam Legislation
- Enterprise Document and Record Management
- Responsible Gambling

In addition, we offer more than 50 mandatory training programs that are associated with different roles and/or groups in the organization, such as FINTRAC and Smart Serve for customer-facing gaming employees. All OLG employees also take Responsible Gambling training, which we describe in this report's Responsible Gambling section [page17](#).

**100% of OLG employees receive RG training.**

As of January 2014, the second phase of training under the Accessibility for *Ontarians with Disabilities Act, 2005* (AODA) was in place. The Integrated Accessibility Standards Regulation (IASR), which was to be completed by employees by December 1, 2013, had a compliance rate of 99.88 per cent out of the 6,675 eligible employees.

### Employee Career Development

OLG supports a comprehensive employee development program, which includes on-the-job learning, secondments, project assignments, stretch goals, mentoring, job shadowing and other informal learning opportunities. We offer a wide selection of formal learning and development opportunities, including more than 100 required and mandatory online training modules, 1,000 online competency-based learning modules, an equal number of educational videos by business leaders and world-class educators as well as hundreds of business and leadership articles and book summaries. We also have a library of classroom training modules facilitated by HR, external experts and OLG business leaders, and offer financial support for external training, courses, conferences and memberships with professional associations.

### Employee Benefits

OLG provides a comprehensive benefits program to help employees balance work and family life, personal health and financial security. Benefit coverage for eligible full-time employees includes:

- Extended health and dental insurance; accidental death and dismemberment insurance; life insurance; disability plans



- Public and statutory holidays, vacation, leaves of absence, maternity and parental leave top-up
- Travel insurance and out-of-country coverage
- Employee Assistance Program
- Retirement benefit under the Public Service Pension Plan and OPSEU Pension Plan

Eligible part-time employees receive extended health and dental insurance and life insurance. Union contracts typically offer benefits similar to those that non-union employees receive, with minimal differences.

#### Employee Assistance Program

OLG's Employee Assistance Program (EAP) provides confidential assistance and short-term counselling for personal or work-related concerns — such as child- or elder-care issues, drug or alcohol abuse, or bereavement — through a comprehensive network of professional advisers who are available 24 hours a day, seven days a week.

## Supporting Employees During Modernization GRI G4-LA4

OLG is a dynamic agency in a state of transformation. This transformation will create new opportunities for our employees within the organization and across the broader gaming industry. We are committed to a fair and flexible approach in supporting our staff through any transitions.

In the case of the upcoming transition of large staff groups to service providers upon the completion of our procurement process, OLG has taken a number of steps to support our staff. Some examples of steps taken include:

- Requiring a 12-month guarantee of employment at the new service provider for employees who transition
- Expanding our Communications and Change Management functions to augment our internal employee communication activity
- Delivering two sets of pension sessions across our locations to keep staff informed on key issues that impact them personally

We recognize that our employees need information and tools to support them through the transition. The Change Management strategy is designed to provide support to employees across the organization. OLG updates the strategy each year to ensure it is meeting the current needs of employees. The strategy is based on four key principles:

1. Mobilize and align leaders: All leaders understand what it means to lead change and are actively supporting their teams.
2. Engage and communicate with employees: Employees receive communication through a variety of channels.
3. Align organization: Employees understand the change and how it will impact them, and are ready to transition.
4. Enable the workforce: Employees have the skills and knowledge required to perform their roles.



Engaging our employees is vital, and we introduced two broad initiatives to support our leaders and our staff in dealing with change. The first was establishing Future Ready programs and the second was establishing Building Change Resiliency and Change Acumen.

## Future Ready

Future Ready is intended to highlight initiatives specifically designed to support employees through change.

- **Future Ready Network** – introduced in August 2013 and includes over 350 volunteer employees representing all geographic locations and divisions at OLG. The Network teams primarily act as a voice for employees by sharing feedback with the Change Management Office and their respective Executive sponsors on a regular basis and, at times, as requested to measure impacts from specific communications. Divisional sponsors use the feedback to enhance two-way communications within their divisions and inform decisions or actions that may affect their employees. Change Management uses the feedback as one of several sources to measure organizational change readiness and to inform its strategy and development of programs and initiatives to support employees through transformation and transition. As early adopters of modernization they also play a role as champions of change, advocating the positives and sharing tools and resources to help support those who may be struggling with resiliency.
- **Connect Sessions** – informal face-to-face opportunities for OLG executives and small groups of employees to talk about issues of concern.
- **OLG Connections** – an internal social network launched in July 2014 to enable interaction in a new online community for OLG employees.
- **Supervisor Development Program** – a training program specifically designed to provide gaming supervisors with change management, communications and coaching tools to support staff during the modernization transition.
- **Modernization Minute** – brief weekly email updates delivered to all employees to introduce people who are involved in modernization activities and the projects and the work in which they are engaged.
- **Ask OLG Q&A** – a searchable database that lets employees ask questions and find answers to questions related to modernization activities.

## Building Change Acumen

We support our current employees and leaders by providing training, workshops and other support to manage through change and build change leadership. A key element of our employee support continues to be our Employee Assistance Program (EAP) that provides confidential support services and is available to all employees.

Since 2012, we have provided a series of workshops and tools to embed change leadership acumen with managers and executives to enable all employees to be able to identify and manage their own personal resiliency. These included:

- **Managing Through Change** – delivered through fiscal 2013–14, an orientation that provided an overview of change management and personal resiliency training.





*OLG is a significant supporter of Pride in Toronto. Since 2006, OLG has been the presenting partner of Central Stage, a showcase of up-and-coming Canadian artists.*

- Managing Your Change Muscles – piloted with Future Ready Network Leads in the fall of 2013, this vendor-provided workshop was attended by close to 300 OLG employees.
- Change Story – program that reached 350 employees designed to enhance and strengthen the understanding of modernization and align leaders and people managers on their messaging.
- Mentorship – program piloted across 100 employees in fiscal 2013–14 focused on increasing two-way communication and building trust across department lines.
- Inspirational Communications – in fiscal 2014–15, all Director-level staff and up participated in a Leadership Communication training session designed to increase communication skills during times of change.

## Diversity and Inclusion at OLG GRI G4-LA12

One of OLG’s values is “Respect our customers, employees, partners and the people in Ontario. Respect starts with listening openly and honestly to the diversity of people and ideas around us.” While OLG has long lived by this value, the organization began, in August 2014, to develop a strategy to become a better employer and to be a better place to work. We reached out to the Ontario Public Service’s Diversity Office, other leading diversity employers and our employees to understand best practices and, in December 2014, OLG announced the establishment of a Diversity and Inclusion Council that will create a strategy to guide the organization. One of the first steps of the Council was to have OLG join the Canadian Centre for Diversity and Inclusion as an employer partner. We will report on the Council’s progress in our fiscal 2014–15 CSR Report.

## Recognizing and Appreciating Our Employees

We believe it is important to recognize the great work of our employees. The Employee Appreciation Program is used toward a team or department event, or a gift for an individual or a group of staff members for a specific achievement at any time throughout the year. Managers have the discretion to select items to recognize employee achievements.

Since 2005, OLG has also recognized individuals or teams with Opal awards, which honour outstanding achievements in support of the organization and its core values. In fiscal 2013–14, we were proud to recognize the following individuals:

- |   |  |
|---|--|
| Deema Zebouni, Procurement Coordinator          | Angela Durand, Player Services Representative      |
| Randee Olive, Manager, IT Development           | Terry Clark, Cage and Coin Supervisor              |
| Neil Linden, Senior Manager, Regulatory Affairs | Shafraz Kassam, Dual Rate Slot Shift Manager       |
| Sherry Litras, Corporate Compliance Coordinator | Suzanne Taylor, Administrative Assistant           |
| Rhea Jankowski, Brand Manager, Lottery          | Shawn Blondin, Security Supervisor                 |
| James Fry, Dual Rate Security Supervisor        | Jennifer Sanderson, Player Services Representative |
| Danielle Hawley, Cage and Coin Supervisor       |  |



CJ Farkas, Dual Rate Slot Supervisor	Michael Mailman, Dual Rate Kitchen Supervisor
Colleen Sebastian, Slot Technician Supervisor	Matthew Veal, Security Officer Site
Deborah Fraser-Brown, Pit Manager	Tara Frontera, Audit Supervisor
David Lee, Host	Mary Volpe, Cage and Coin Cashier
Troy Walker, Slot Technician Supervisor	Jason Sousa, Host
Sean Savage, Customer Relations Supervisor	Sina Mitolidis, Executive Assistant
	Paul Tran, Product Development Manager

## Creating a Safe and Healthy Workplace

OLG's goal is to reduce the risk of injury or illness to all employees, contractors, subcontractors, consultants and vendors. OLG's Occupational Health and Safety (OHS) Policy, which is reviewed on an annual basis, outlines our commitment to provide a safe and healthy work environment for our employees. The Policy articulates a model of shared responsibility, which holds employer and employees jointly responsible for workplace health and safety with the goals to:

- Recognize that the people responsible for getting work done must be responsible for getting it done safely
- Enhance the ability of the workers and their supervisors to resolve health and safety issues cooperatively
- Promote a safety culture and best practices in the workplace
- Help ensure compliance through a joint management-worker effort

## Performance Highlights: Health and Safety Performance GRI G4 LA6

OLG is committed to the health and safety of our employees. Our Health and Safety Programs, including injury prevention initiatives, have achieved significant positive results. Our ability to offer modified work within 24 hours of an injury has significantly reduced lost time at work.

### Joint Health and Safety Committees

The IRS articulates the philosophy underlying OLG's Joint Health and Safety Committees (JHSC), which are required by Ontario legislation at sites with 20 or more employees. The role of a JHSC is to make recommendations for programs or procedure improvements or initiatives to help prevent accidents, illnesses and injuries in the workplace. Committees are composed of four or more members, half of whom are non-management employees. JHSCs undertake monthly workplace inspections and meet at least four times a year.

### Health and Safety Training

Every newly hired OLG employee receives a safety orientation that covers a broad range of health and safety topics, including general health and safety awareness, reporting injury/illness and hazards, workplace violence and harassment, the site-specific emergency plan, and the role of the JHSC. Employees also receive training specific to their job, such as safe operating procedures for equipment and the identification of hazards and controls. In addition, all managers and supervisors receive training for their specific responsibilities under the *Occupational Health and Safety Act*.



OLG uses both e-learning and classroom delivery for health and safety training. All technical health and safety programs are delivered in person and are facilitated by OLG's Regional Health and Safety Officers. Job aids and posters are utilized to support learning in the workplace.

### Policies and Procedures

Our policies provide guidance in a number of areas, including workplace inspection, hazard analysis and reporting, accident/near-miss reporting and root analysis, general safety (personal protective equipment, ladder safety) and ergonomics. We also have clearly defined and enforced policies on human rights, workplace harassment, workplace violence, smoking in the workplace and more.

### OLG in the Community

OLG employees are proud of the contributions they make in the workplace and in their communities. In fiscal 2013–14, OLG was the top employee fundraiser in the Ontario Public Service for Ontario's United Way and the second for Federated Health Charities, raising a total of more than \$750,000. For more on these, see Building Strong Communities [page 24](#).

In addition, our employees spearheaded a wide variety of fundraising events to support their local communities. We highlight just a few:

Staff at **OLG Slots at Georgian Downs** stepped up during a multiple-vehicle pile-up on Highway 400 near Innisfil in February 2014 to offer stranded motorists coffee, hot chocolate and warm shelter. OLG staff received much-deserved appreciation as valued community members from Innisfil Municipal Council.

**\$750,000 – Total employee contributions to Ontario's United Way and Federated Health Charities in fiscal 2013–14**



On November 8, 2013, Typhoon Haiyan struck the central islands of the Philippines, leaving thousands dead and thousands more injured and homeless. Over a 14-hour period, 22 employees from OLG Slots Woodbine raised \$1,889 for the Red Cross Typhoon Haiyan Fund through the sale of sausages and refreshments. In addition, two vans were filled with clothing and food and arrangements were made with a local church to ship the items to the Philippines.





**OLG Casino Thousand Islands** Bet on Green team and community volunteers planted 30 trees at the Town of Gananoque Public Works to provide a windbreak. Plans were also underway to pursue this activity at Thousand Islands Elementary School in Lansdowne, Ontario.



Since 2009, **OLG Casino Thunder Bay's** onsite vegetable garden has been an annual success, educating employees about pesticide-free gardening and also supporting the local food bank. In fiscal 2013–14, the casino donated 582 tomatoes and 245 stalks of fresh celery.



## CSR Focus Area: ENVIRONMENT

### Statement of Commitment

OLG is committed to reducing our environmental impact and continually improving our efforts by engaging our employees across all of our operations.

### The Issue

OLG's activities create a measurable environmental impact through energy and paper use, greenhouse gas emissions (GHGs) and other activities. Our reduction strategy and initiatives are designed for cost efficiency and motivated by our commitment to being a responsible gaming operator.

### Our Approach

Since 2009, OLG has driven environmental improvements through our Bet on Green (BOG) program, which focuses on three broad goals:

- Reducing the environmental impact of OLG operations
- Supporting OLG's efforts to become a global leader in energy-efficient gaming
- Promoting environmental awareness through engagement with employees, partners and customers



BOG identifies five areas of environmental impact. These include energy use and GHG emissions, paper use, waste reduction and management, janitorial and cleaning supplies, and water use.

OLG's Environmental Impact Code of Conduct sets out our commitment, initiatives and collaborative approach. Our commitment begins with the Board of Directors and CEO. In fiscal 2013–14, accountability for the development of our environmental strategy rests with the Senior Vice-President, Marketing, Communications and Stakeholder Relations, and the Sustainability Manager, who implements and monitors the outcomes of our initiatives. "Green Teams" of employee volunteers at OLG corporate offices and OLG-operated gaming facilities identify and carry out site-specific BOG initiatives, with the Social Responsibility corporate team providing program coordination, as well as logistical and operational assistance. The corporate team also oversees select company-wide initiatives.

### Performance Highlights

Indicator	2012	2013	2014
<b>Paper Use</b>			
Total number of sheets (8.5" by 11" each)	247,021,945	211,150,312	180,910,604
Reduction over baseline* (per cent)	19	21	31
Per cent recycled**	0.6	1.3	1.2
<b>Energy Use</b>			
Electricity (kWh)	83,904,748	78,775,405	78,845,786
Fuel (litres)	1,209,646	1,122,464	1,035,731
<b>Emissions</b>			
CO <sub>2</sub> (direct) emissions (tonnes)	9,370	9,460	10,267

\*Baseline for office paper is 2009: 22,600,182 sheets (8.5" by 11" each)

\*\*Represents the amount of recycled content of the office paper used vs. total amount of office paper used



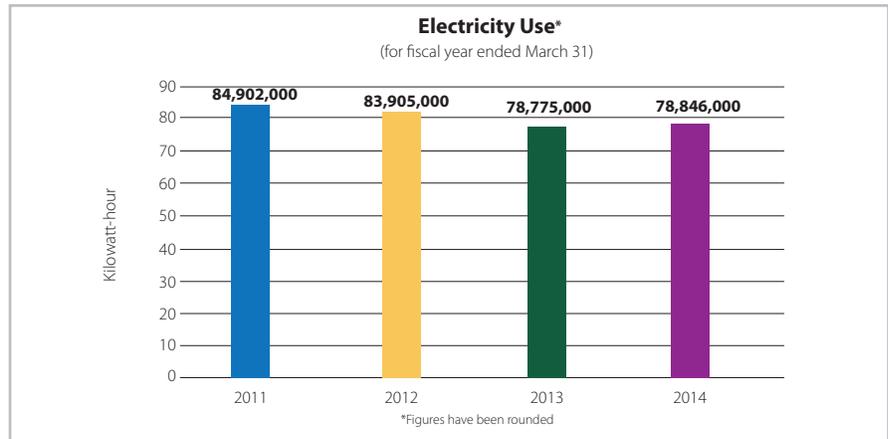
## Meeting our Goals

### 1. Bet on Green Goal: Reduce our environmental impact

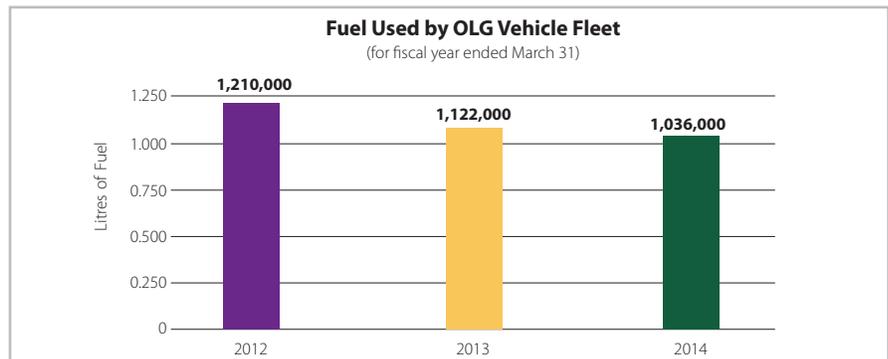
#### *Reducing Energy Use and Greenhouse Gas Emissions*

OLG's energy use and GHG impacts are concentrated at the facility and fleet level. Our reduction initiatives are focused on realizing efficiencies through conservation in both areas.

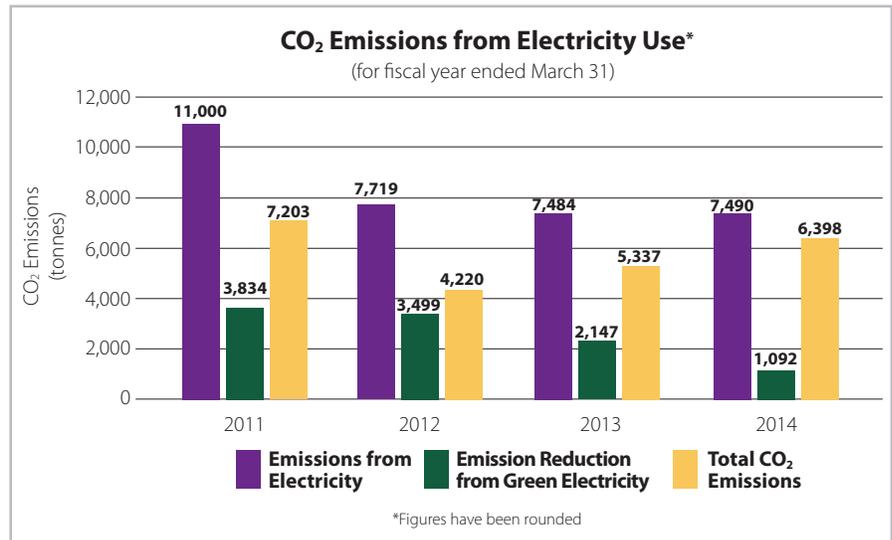
**Driving Facility Efficiency:** Our slots and casinos are significant energy-users — for lighting, security, and heating and cooling. Conservation initiatives focus on lighting retrofits, installation of motion sensors, and improvements to heating and air conditioning systems. In fiscal 2013–14, the total energy (electricity and natural gas) used at our facilities rose by 4.2 million equivalent kilowatt hours (ekW-h), an increase of 3.96 per cent over fiscal 2012–13 due to an increase in OLG's total facility area by 19 per cent. However, due to efficiency improvements related to lighting and slot machine units, electricity intensity (i.e., electricity consumption per square foot of space) improved by 16 per cent and natural gas intensity remained unchanged. Since 2011, we have achieved a 3 per cent reduction in electricity use, which represents a cumulative savings of 13.2 million kW-h, 10,418 tonnes of CO<sub>2</sub> emissions and \$352,000.



**Optimizing Our Fleet:** OLG leases a fleet of 224 vehicles and owns 13 shuttle buses. We reduce fuel use by using fuel-efficient vehicles, optimizing our lottery supply delivery system and implementing vehicle idling guidelines. In fiscal 2013–14, we reduced fuel use by 86,732 litres, a 7.73 per cent drop compared to fuel use in fiscal 2012–13. Since 2009, we have cut fuel use by 1.18 million litres, avoiding 1,676 tonnes of CO<sub>2</sub> emissions and saving approximately \$1.1 million.



**Cutting Carbon:** OLG's GHG emissions reduction strategy targets three areas: energy use reductions in facilities, in fleet operations and through the purchase of green energy. In fiscal 2013–14, we purchased green energy equal to energy usage at Casino Brantford, the slot operations at Georgian Downs, our digital signage network and to partially power our website operations, avoiding 1,091.91 tonnes of CO<sub>2</sub> emissions. Since 2009, OLG has purchased 116 million kilowatt hours of green electricity, avoiding more than 18,000 tonnes of CO<sub>2</sub> emissions.



### Reducing Paper Use

OLG uses significant volumes of paper for lottery tickets (printed at retail terminals) and in our operations. In fiscal 2013–14, we achieved a 31 per cent reduction, surpassing our goal of 20 per cent and representing a savings of 84 million sheets, compared to a 2009 baseline of 265 million sheets. Our efforts over five years have saved 34,900 trees, 3,927 tonnes of CO<sub>2</sub> emissions and \$5 million.

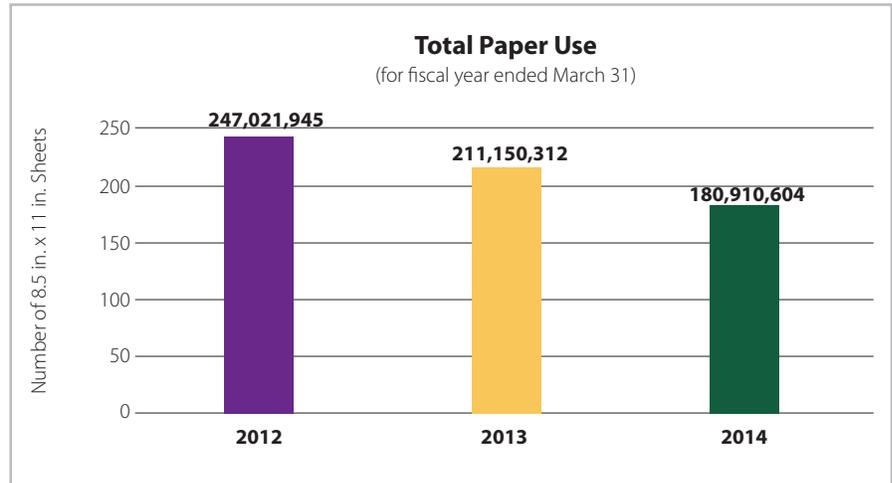
To achieve these results, we increased the efficiency of paper used for lottery tickets printed at retail terminals, as measured by the revenue per roll of lottery paper. In fiscal 2013–14, revenue increased to \$5,124 per roll from \$4,642 per roll in fiscal 2012–13 and \$4,600 per roll in fiscal 2011–12.

We also reduced office paper usage by 36 per cent or 8 million sheets, compared to the 2009 baseline. This represents a two per cent improvement (about 500,000 sheets) compared to fiscal 2012–13. We achieved these results primarily through increased use of electronic files, memos and approvals and, in fiscal 2013–14, the re-calibration of printers at our facilities to default to double-sided printing.

Although we surpassed our 20 per cent goal, we have maximized our efforts to scale down the size of lottery tickets printed at terminals, which account for 90 per cent of the paper we use. We have implemented successful redesign initiatives to reduce paper requirements per ticket by reducing font sizes to the smallest allowable point size and maximizing the use of printable areas while continuing to meet responsible gambling and regulatory requirements. However, the reality remains that when online lottery ticket sales rise, as they did in fiscal 2013–14 compared to fiscal 2012–13, our total paper use also rises.



Moving forward, we will continue to target reductions in office paper use and, in the future, expect to realize savings as lottery players move to paperless channels, such as online ticket purchases.



### **Reducing and Managing Waste**

As of fiscal 2013–14, 10 OLG-operated gaming sites have eliminated the use of plastic water bottles, with a total estimated reduction of 100,000 bottles annually. OLG also diverts an average of 28 per cent of waste from landfill.

### **Opting for Green Supplies**

In fiscal 2013–14, OLG sourced 90 per cent of its building maintenance supplies and materials from eco-certified or green sources. We define “green” as either complying with third-party certification standards or composed of recycled and recyclable materials.

### **Conserving Water**

In 2011, we began to track site-level water conservation initiatives, including the use of aerators, sensors and other equipment. While we have not been able to monitor the results of our water reduction goals and initiatives because less than 30 per cent of our slot facilities have their water metered separately from the host racetracks, we do know from our first survey that 22 out of 27 facilities were using low-flush toilets or faucet aerators, or both. We will be repeating our survey in fiscal 2014–15 to continue to monitor these initiatives.

### **Grand River Green Team in Action**

In fiscal 2013–14, led by an enthusiastic Green Team, OLG Slots at Grand River Raceway was tops in waste diversion, reducing its waste to landfill by 66 per cent through recycling, reuse and composting programs.



Approximately 75 per cent of our slot games are LED-lit, and approximately 95 per cent of our video slot games use LCD screens. LED-lit and LCD screens are more energy efficient than older slot games that use fluorescent or incandescent lighting and video displays with cathode ray tube screens.

## 2. Bet on Green Goal: Become a leader in energy-efficient gaming

OLG's gaming line of business is energy-intensive, both in the 24-hour facilities we operate and in the gaming equipment itself. We have little influence over the energy efficiency of gaming equipment because game design takes place in an international arena and several other factors in addition to energy usage are at play, including game integrity, security, safety and player experience.

We have greater control over energy efficiency in the management and operation of our facilities. In addition to conservation measures, we have focused our leadership initiatives on facility design. As we described in our fiscal 2012–13 CSR Report, our renovated facility at Slots at Georgian Downs was Leadership in Energy and Environmental Design (LEED) Certified in May 2012. Certification of a second facility, at Casino Brantford, is expected in 2015. In addition to annual utility cost savings of approximately \$110,000 per facility, these sites are environmental showpieces in their communities and provide best practices that we can transfer to other facilities.

## 3. Bet on Green Goal: Engaging to promote environmental awareness

OLG collaborates with employees, communities and business and environmental partners to raise awareness of environmental issues and encourage involvement in addressing them at our facilities and in our homes. We describe our environmental engagement initiatives below:

**Engaging Employees in Our Communities:** In fiscal 2013–14, employees participated in the Great Canadian Shoreline Cleanup and the Living Planet@Work program, both OLG-sponsored WWF initiatives. As well, Green Teams at our sites initiated a variety of local activities to raise awareness of environmental issues while raising funds to support their communities. For more information, see [Workplace page 28](#).

**Engaging with Business and Environmental Partners:** In fiscal 2013–14, we continued our partnerships with Bullfrog Power, from which we purchase green energy; Terracycle, to support our recycling programs; and Ontario Electronic Stewardship, for the collection of electronic waste. In addition, OLG sponsors WWF's Living Planet @ Work program, a source of environmental information to more than 500 Canadian companies and their employees.



### Great Canadian Shoreline Cleanup

In September 2013, 278 OLG employees, family and friends again participated in the Great Canadian Shoreline Cleanup, helping to pick up more than 600 kilograms of waste from the shorelines of our host communities across Ontario. OLG is a Provincial Sponsor of the Shoreline Cleanup, a WWF-Canada event. In 2013, the event's 20th anniversary, 58,500 participants removed more than 99,000 kilograms of litter from 3,035 kilometres of shoreline across Canada.





**OLG Employee Wins WWF-Canada Champion of the Year Award** In November 2013, Alan Forbes (second from right) was celebrated with the WWF-Canada Living Planet @ Work Champion of the Year award. Alan is the Bet on Green Team Lead at Casino Thunder Bay.

*"It's inspiring to see so many OLG employees across the province participate in WWF's initiatives such as Living Planet @ Work and the Great Canadian Shoreline Cleanup since the start of our partnership in 2009. OLG is leading by example, showing how, together, we can harness the power and passion of individuals to help build a sustainable future."*

**David Miller, President and CEO, WWF-Canada**

### Environmental performance under modernization

OLG is developing a strategy to engage future service providers and their employees in OLG's culture of conservation through participation in the Bet on Green program. As part of this work, we have:

- Completed a comprehensive inventory of environmental initiatives at each facility in 2011, with a follow-up survey underway in fiscal 2014–15
- Undertaken a cost-benefit study to demonstrate energy efficiencies, such as the installation of variable fan drives at Casino Brantford scheduled for 2015 that is anticipated to reduce energy consumption by 15 per cent, with a return on investment of 1.7 years and an annual savings of \$120,000
- Initiated strategies to bridge new service providers into our network of environmental partnerships
- Begun an update to the Bet on Green Code of Conduct to strengthen employee engagement practices and enrich participation



## Appendix 1: Material Issues, Definitions and Boundaries

OLG Pillar	Material Issue	Definition of Issue	Issue Boundary (where OLG has an impact, or organizations that impact OLG)
<b>Responsible Gambling</b>	<b>Employee training in RG</b>	<ul style="list-style-type: none"> <li>• Mandatory RG training for all employees</li> <li>• Promoting an effective understanding of the importance of RG and the effective execution of specific RG-related roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business (Lottery, Charitable Gaming, land-based Gaming (OLG Slots and Casinos) and Internet Gaming), as well as Corporate Services</li> <li>• RG Partners</li> </ul>
	<b>Protecting minors</b>	<ul style="list-style-type: none"> <li>• Ensuring minors do not access gaming facilities</li> <li>• Age verification at lottery point of sale</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• RG Partners</li> <li>• Customers</li> </ul>
	<b>Player education and awareness; change in player behaviour</b>	<ul style="list-style-type: none"> <li>• Providing RG information that is clearly stated, meaningful, accurate, available, visible and accessible to all customers</li> <li>• Building awareness of onsite RG Resource Centres (RGRCs) and player protection features</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• RG Partners</li> <li>• Customers</li> </ul>
	<b>Assisting customers</b>	<ul style="list-style-type: none"> <li>• Providing support to players who exhibit behaviours indicating problem-gambling risks; referrals to RGRCs; access to treatment information</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• RG Partners</li> <li>• Customers</li> </ul>
	<b>Game and venue design</b>	<ul style="list-style-type: none"> <li>• Ensuring games are clear, accurate, truthful, and do not mislead players or encourage excessive play or underage gambling; includes conducting risk assessments for game design (GamGaRD)</li> <li>• Creating venue design that promotes customer opportunities to track the passage of time and take breaks in play</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• RG Partners</li> <li>• Customers</li> </ul>
	<b>Engagement of retailers and operators in RG/CSR</b>	<ul style="list-style-type: none"> <li>• Expanding training initiatives along the value chain to include Lottery retailers, gaming vendors, Charitable Gaming service providers and independently managed Resort Casinos</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated and privately operated lines of business (Resort Casinos) as well as Corporate Services</li> <li>• RG Partners</li> <li>• Service Providers</li> </ul>
	<b>Transparency and disclosure around RG</b>	<ul style="list-style-type: none"> <li>• Disseminating information that promotes awareness and analysis</li> <li>• Communicating to stakeholders about RG initiatives and demonstrating performance post-modernization</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated and privately operated lines of business (Resort Casinos) as well as Corporate Services</li> <li>• External stakeholders and partners</li> <li>• Customers</li> </ul>
	<b>Advertising and promotion (ethics)</b>	<ul style="list-style-type: none"> <li>• Including RG messages in ads, promotional materials and related communications</li> <li>• Ensuring materials do not target underage or Self-Excluded individuals</li> <li>• Ensuring that materials are not misleading</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated and privately operated lines of business (Resort Casinos) as well as Corporate Services</li> <li>• External stakeholders and partners</li> <li>• Customers</li> </ul>

<b>OLG Pillar</b>	<b>Material Issue</b>	<b>Definition of Issue</b>	<b>Issue Boundary</b> (where OLG has an impact, or organizations that impact OLG)
<b>Community Building</b>	<b>Financial contributions to Province</b>	<ul style="list-style-type: none"> <li>• Making disbursements to the Province of Ontario and assessing their positive socio-economic impact</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated and privately operated lines of business (Resort Casinos) and Corporate Services</li> <li>• Government of Ontario</li> </ul>
	<b>Financial contributions to host municipalities</b>	<ul style="list-style-type: none"> <li>• Making quarterly contributions to municipalities and assessing their positive socio-economic impact</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated and privately operated lines of business (Resort Casinos) and Corporate Services</li> <li>• Host municipalities</li> </ul>
	<b>Financial proceeds to charities</b>	<ul style="list-style-type: none"> <li>• Allocating funds at local levels through Charitable Gaming Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Charitable Gaming activities</li> <li>• Service Providers</li> <li>• Recipients of funding</li> </ul>
	<b>Presence of OLG in the community</b>	<ul style="list-style-type: none"> <li>• Engaging in community activities and sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated and privately operated lines of business (Resort Casinos) and Corporate Services</li> <li>• Communities</li> <li>• Recipients of funding</li> </ul>
<b>Value Chain (supply chain, retail and procurement)</b>	<b>Ethics and integrity</b>	<ul style="list-style-type: none"> <li>• Ensuring ethics and integrity in procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• Vendors</li> </ul>
	<b>Environment, social and ethical criteria</b>	<ul style="list-style-type: none"> <li>• Including environmental, social and ethical criteria in procurement practices, including operator selection</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• Vendors</li> </ul>
	<b>Transparency</b>	<ul style="list-style-type: none"> <li>• Transparency in communications with stakeholders regarding modernization objectives, process, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• Vendors</li> </ul>
<b>Human Resources</b>	<b>Support to employees during modernization/transition</b>	<ul style="list-style-type: none"> <li>• Providing employees with necessary information and support; e.g., transition counselling throughout the modernization phase</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> </ul>
	<b>Employee engagement</b>	<ul style="list-style-type: none"> <li>• Providing opportunities for employees to participate in and contribute to CSR programs and community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> </ul>
	<b>Learning and development</b>	<ul style="list-style-type: none"> <li>• Providing all employees with training and professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> </ul>
<b>Environmental Management</b>	<b>Employee engagement in environmental initiatives</b>	<ul style="list-style-type: none"> <li>• Encouraging employees to participate in Bet on Green programs, Shoreline Cleanup, EarthHour and community e-waste collection</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• Partners</li> <li>• Communities</li> </ul>
	<b>Energy consumption</b>	<ul style="list-style-type: none"> <li>• Focusing on energy-use reductions through retrofits and mitigating impact through purchase of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• The broader community</li> </ul>
	<b>Partnerships on sustainability</b>	<ul style="list-style-type: none"> <li>• Partnering with environmental non-profit organizations to develop programs aimed at improving environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• Partners</li> <li>• The broader community</li> </ul>
	<b>Paper consumption</b>	<ul style="list-style-type: none"> <li>• Reducing paper use at corporate and site levels</li> </ul>	<ul style="list-style-type: none"> <li>• Activities across all OLG-operated lines of business and Corporate Services</li> <li>• The broader community</li> </ul>

## Appendix 2: Glossary

**Access to Support Services:** Providing players with information, assistance and referrals related to gambling counselling, credit counselling, family support and relationship counselling, and legal aid in local communities where gambling is offered

**AGCO (Alcohol and Gaming Commission of Ontario):** A provincial agency that regulates the sale, service and consumption of beverage alcohol, and ensures that commercial gaming, charitable gaming and lotteries are conducted in the public interest and in a manner that is socially and financially responsible

**Auditor General of Ontario:** An independent office of the Legislative Assembly of Ontario that conducts value-for-money and financial audits of the provincial government, its ministries and agencies

**CAMH (Centre for Addiction and Mental Health):** Canada's largest mental health and addiction teaching and research hospital

**CO<sub>2</sub> (Carbon Dioxide) Emissions:** Primary greenhouse gas (GHG) emitted through human activity and natural processes

**CSR (Corporate Social Responsibility):** The activities of an organization that assess and take into account a company's effects on the environment and impacts on society. The term applies to a company's efforts to go beyond what is required by regulation

**DART (Data Analysis and Retrieval Technology):** A state-of-the-art technology system that helps to detect and prevent fraud

**ENERGY STAR:** A mark awarded to high-efficiency products that meet strict technical specifications for energy performance and which are tested and certified

**GHGs (Greenhouse Gas Emissions):** Gases that are able to trap heat in the atmosphere and contribute to keeping the earth's surface warmer than it would be without the presence of these gases

**GREO (Gambling Research Exchange Ontario), formerly the Ontario Problem Gambling Research Centre (OPGRC):** An organization funded by the Ontario government that is mandated to provide research leadership, to build research and knowledge-exchange capacity in Ontario to support evidence-informed decisions about gambling

**GRI (Global Reporting Initiative):** A non-profit organization that has developed an international framework to promote the use of sustainability reporting as a way for organizations to measure, understand, manage and communicate their economic, environmental, social and governance performance. The GRI G4 is the most recent version of the GRI Guidelines, revised in 2013 with a greater focus on materiality and stakeholder engagement

**Informed Decision-Making:** Providing information to help players understand how the games work, the risk of gambling, how to adopt healthy play habits, and what to do if gambling becomes problematic. This includes the availability of support services, as well as tools to help players manage their gambling and adopt healthy play habits, such as interactive applications or options to set time and money limits on electronic forms of gambling

**Interprovincial Lottery Corporation (ILC):** A Canadian lottery organization made up of five provincial or regional lottery corporations — Atlantic Lottery Corporation, British Columbia Lottery Corporation, Ontario Lottery and Gaming Corporation, Loto-Québec and Western Canada Lottery Corporation — that undertake national lotteries, INSTANT games and other initiatives of common interest

**kW-h (kilowatt hour):** A unit of energy equivalent to one kilowatt of power expended for one hour

**LCD:** Liquid crystal display

**MW-h (megawatt hour):** Equal to 1,000 kilowatts (kW) of electricity used continuously for one hour and is approximately equivalent to the amount of electricity used by about 330 homes in one hour

**ekW-h (equivalent kilowatt hour):** Represents total energy consumption including electricity and natural gas, with the latter consumption usually measured in gigajoules being converted to kilowatt hours

**LED:** Light-emitting diode

**LEED (Leadership in Energy and Environmental Design):** A rating system developed by the United States Green Building Council for the design, construction, operation and maintenance of green buildings

**Materiality:** Topics that have a direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large

**Ontario Trillium Foundation:** A grant-making foundation and agency of the Government of Ontario's Ministry of Culture that allocates funding to Ontario-based not-for-profit organizations with mandates in the arts and culture, the environment, human and social services, sports and recreation

**RGC (Responsible Gambling Council):** An independent non-profit organization dedicated to problem-gambling prevention

**RG Check:** An accreditation program created by the Responsible Gambling Council (RGC) based on its Responsible Gambling Standards for gaming venues and for Internet gambling sites

**RGRC (Responsible Gaming Resource Centre):** Information centres located at OLG Slots and Casinos and at Charitable Bingo and Gaming Centres across Ontario, operated by RGC to provide patrons with information about safer gambling practices as well as with assistance and confidential referrals to local resources for help with gambling-related problems

**Stakeholder:** A person, group or organization that has an interest in and/or influence on an organization

**Sustainable players:** People who can gamble in a healthy manner over their adult life and whose behaviour does not adversely affect their financial situation, mental and physical health, or personal relationships

**WLA (World Lottery Association):** A worldwide association of state-licensed or state-controlled lottery organizations in more than 80 countries

**WWF-Canada:** A non-governmental organization dedicated to working on issues regarding the conservation, research and restoration of the environment

## Appendix 3: GRI Index

GENERAL STANDARD DISCLOSURES		LOCATION (page/link)
<b>STRATEGY AND ANALYSIS</b>		
<b>G4-1</b>	CEO Message	Message from the President and CEO Stephen Rigby, <a href="#">page 5</a>
<b>ORGANIZATIONAL PROFILE</b>		
<b>G4-3</b>	Name of the organization	About OLG, <a href="#">page 1</a>
<b>G4-4</b>	Primary brands, products and services	About OLG, <a href="#">page 1</a>
<b>G4-5</b>	Location of the organization's headquarters	About OLG, <a href="#">page 1</a>
<b>G4-6</b>	Countries of operation	About OLG, <a href="#">page 1</a>
<b>G4-7</b>	Nature of ownership and legal form	About OLG, <a href="#">page 1</a>
<b>G4-8</b>	Markets served	About OLG, <a href="#">pages 1</a> and <a href="#">2</a>
<b>G4-9</b>	Scale of the organization	About OLG, <a href="#">pages 1</a> and <a href="#">2</a>
<b>G4-10</b>	Total number of employees by employment (permanent and temporary)	CSR Focus Area: Workplace, <a href="#">page 28</a> OLG measures workforce in terms of permanent and temporary employees. The number of contract workers is not material to OLG and is not tracked.
<b>G4-11</b>	Percentage of total employees covered by collective bargaining agreements	CSR Focus Area: Workplace, <a href="#">page 28</a>
<b>G4-12</b>	Overview of supply chain	Integrity and Transparency in Procurement, <a href="#">page 11</a> For more insight into OLG's procurement process, visit <a href="http://www.olg.ca/about/procurement">www.olg.ca/about/procurement</a>
<b>G4-13</b>	Significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain	While there were no significant changes to the OLG supply chain during the reporting year, changes are expected to arise from OLG's modernization process. See the discussion on modernization on <a href="#">pages 6, 12</a> and online at <a href="http://www.olg.ca/about/modernizing_lottery_and_gaming_project_status">www.olg.ca/about/modernizing_lottery_and_gaming_project_status</a>
<b>G4-14</b>	OLG application of the precautionary approach or principle	CSR Focus Area: Responsible Gambling, <a href="#">pages 17–23</a> Additional information is on our website at <a href="http://www.olg.ca/about/responsible_gaming">www.olg.ca/about/responsible_gaming</a>
<b>G4-15</b>	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	Awards, Memberships and Commitments, <a href="#">pages 8</a> and <a href="#">9</a>
<b>G4-16</b>	Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: holds a position on the governance body; participates in projects or committees; provides substantive funding beyond routine membership dues; views membership as strategic. This refers primarily to memberships maintained at the organizational level.	Awards, Memberships and Commitments, <a href="#">page 9</a>

GENERAL STANDARD DISCLOSURES		LOCATION (page/link)
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
<b>G4-17</b>	Entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	For the reporting period covered, see our quarterly disclosures at <a href="http://www.olg.ca/about/public_disclosure/performance_highlights">www.olg.ca/about/public_disclosure/performance_highlights</a> . Performance indicators reported in this report include OLG Slots and Casinos. Resort Casinos are not reported, unless specifically noted.
<b>G4-18</b>	Process for defining the report content and the Aspect Boundaries, including how the organization has implemented the Reporting Principles for Defining Report Content	Materiality and Prioritization of Issues, <a href="#">page 15</a>
<b>G4-19</b>	Material Aspects identified in the process for defining report content	Materiality and Prioritization of Issues, <a href="#">page 15</a>
<b>G4-20</b>	Aspect Boundary within the organization including any entities or groups of entities included in the report (GR-17) for which an aspect is, or is not, material including any specific limitation regarding the Aspect Boundary within the organization	Materiality and Prioritization of Issues, <a href="#">page 15</a> As well, see Appendix 1: Material Issues, Definitions and Boundaries
<b>G4-21</b>	For each material Aspect, report the Aspect Boundary outside the organization, as follows: whether the Aspect is material outside of the organization; and if so, identify the entities, groups of entities or elements for which the Aspect is material. Include the geographical location where the Aspect is material for the entities identified and any specific limitation regarding the Aspect Boundary outside the organization.	Materiality and Prioritization of Issues, <a href="#">page 15</a> As well, see Appendix 1: Material Issues, Definitions and Boundaries
<b>G4-22</b>	The effect of any restatements of information provided in previous reports, and the reasons for such restatements	This is OLG's first GRI-based CSR report. As a result, restatements are not applicable.
<b>G4-23</b>	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	This is OLG's first GRI-based CSR report. As a result, the Scope and Aspect Boundaries are being identified for the first time.
<b>STAKEHOLDER ENGAGEMENT</b>		
<b>G4-24</b>	A list of stakeholder groups engaged by the organization	Stakeholder Engagement, <a href="#">pages 13 and 14</a>
<b>G4-25</b>	The basis for identification and selection of stakeholders with whom to engage	Stakeholder Engagement, Materiality and Prioritization of Issues, <a href="#">pages 13–15</a>
<b>G4-26</b>	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Stakeholder Engagement, Materiality and Prioritization of Issues, <a href="#">pages 13–15</a>
<b>G4-27</b>	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Stakeholder Engagement, Materiality and Prioritization of Issues, <a href="#">pages 13–15</a>

GENERAL STANDARD DISCLOSURES		LOCATION (page/link)
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**REPORT PROFILE**

<b>G4-28</b>	Reporting period (such as fiscal or calendar year) for information provided	Fiscal 2013–14 for performance data. Subsequent events from fiscal 2014–15 have been included as stories and in the DMAs to present a relevant and accurate description of OLG's CSR strategy, objectives and programs.
<b>G4-29</b>	Date of most recent previous report (if any)	Corporate Social Responsibility Report 2012–13
<b>G4-30</b>	Reporting cycle (such as annual, biennial)	Annual
<b>G4-31</b>	Contact point for questions regarding the report or its contents	Contact Us, <a href="#">page 7</a>
<b>G4-32</b>	Report the 'in accordance' option the organization has chosen, GRI content index and external assurance.	About this Report, <a href="#">page 7</a>
<b>G4-33</b>	Report the organization's policy and current practice with regard to seeking external assurance for the report.	As this is OLG's first GRI report, we have elected not to have this report or its data assured externally.

**GOVERNANCE**

<b>G4-34</b>	The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision making on economic, environmental and social impacts.	Governance, Awards, Memberships and Commitments, <a href="#">page 8</a> See also <a href="http://www.olg.ca/about/who_we_are/governance.jsp">http://www.olg.ca/about/who_we_are/governance.jsp</a>
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**ETHICS AND INTEGRITY**

<b>G4-56</b>	Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Ethics and Integrity, <a href="#">page 10</a>
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**SPECIFIC STANDARD DISCLOSURES**

**CATEGORY: ECONOMIC**

**ASPECT: ECONOMIC PERFORMANCE**

<b>G4-EC1</b>	Direct economic value generated, distributed and retained	CSR Focus Area: Building Strong Communities, <a href="#">page 24</a>
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For the fiscal year ended March 31, 2014 (in thousands of Canadian dollars)

Indicator	2013	2014
<b>Direct Economic Value Generated</b>		
Revenue*	6,632,571	6,670,378
<b>Direct Economic Value Distributed</b>		
Operating Costs**	2,646,421	2,800,434
Employee Wages and Benefits***	892,470	873,289
Payments to Providers of Capital† – The Province	1,909,702	2,082,606
Payments to Governments†† (taxes) – Government of Canada	262,964	281,891
Community Investment††† (Payments to host communities, lottery retailers, local goods and services)	725,155	543,083
Economic Value Retained††††	\$195,899	\$89,075

Notes:

\*Revenue includes sales from lottery, Charitable Gaming, slot and table games, and non-gaming products less returns, discounts and allowances. Revenues from slot and table games and Charitable Gaming sales excluding paper break-open tickets are recorded net of prizes paid. Revenue excludes interest income and revenue from sale of assets.

\*\*Operating Costs includes all other cash payments (excluding amortization) including prizes, marketing & promotion, property rental, license fees, facility payments, commissions, fees paid to operators.

\*\*\* Total payroll comprises employee salaries, including amounts paid to government institutions (such as employee taxes, levies, and unemployment funds) on behalf of employees. Non-employees working in an operational role are normally not included here, but rather under operating costs as a service purchased. Total benefits include regular contributions (such as to pensions, insurance, company vehicles, and private health). They do not include training or other cost items directly related to the employee's job function. All sites (including resorts) are represented in this total.

†Includes dividends to all shareholders and interest payments made to providers of loans. Payment to the Province of Ontario includes win contributions. The Corporation remits a contribution to the Province of Ontario equal to 20 percent of gaming revenue from the

Resort Casinos and the Great Blue Heron Slot Machine Facility, in accordance with the *Ontario Lottery and Gaming Corporation Act, 1999*.

††As a prescribed registrant, the Corporation makes GST/HST remittances to the Government of Canada pursuant to the Games of Chance (GST/HST) Regulations of the *Excise Tax Act*.

†††Voluntary donations and investment of funds in the broader community where the target beneficiaries are external to the organization. These include contributions to charities, funds to support community infrastructure (such as recreational facilities) and direct costs of social programs (including arts and educational events, the sponsorship of community festivals and events, payments to lottery retailers, and payments for local goods and services). The amount included accounts for actual expenditures in the reporting period, not commitments. Fiscal 2012–13 included payments relating to Ontario's horse racing industry through the Slots at Racetracks Program (This program ended on March 31, 2013.)

††††Economic Value Retained is the 'Direct Economic Value Generated' less the 'Direct Economic Value Distributed'.

See also CSR Focus Area: Environment, Performance Highlights, [page 36](#)

SPECIFIC STANDARD DISCLOSURES		LOCATION (page/link)
<b>G4-EC8</b>	Indirect economic impacts	CSR Focus Area: Building Strong Communities, <a href="#">page 24</a>
<b>G4-EC9</b>	Percentage of local spending on suppliers at significant locations of operation	CSR Focus Area: Building Strong Communities, <a href="#">page 24</a> See Data Summary for local procurement spending by community.
<b>CATEGORY: ENVIRONMENT</b>		
<b>G4-EN1</b>	Materials used by weight and volume	CSR Focus Area: Environment, <a href="#">page 36</a>

Paper Use	FY2012	FY2013	FY2014
Lottery paper (8.5" by 11" sheets) Previous ticket sizes	284,058,216	243,401,086	242,551,831
Lottery paper (8.5" by 11" sheets) New, reduced ticket sizes	231,886,587	196,241,903	166,391,028
Reduction — lottery paper	52,171,629	47,159,183	76,160,803
Office paper (8.5" by 11" sheets)	15,135,358	14,908,409	14,519,576
Reduction* — office paper	7,464,824	7,691,773	8,080,606
Per cent reduction*,** — office paper	33	34	36

\*Reductions in office paper used are relative to the baseline of 22,600,182 (8.5" by 11") sheets used in fiscal 2008–09.

\*\* Calculated by dividing the total savings for the three fiscal years by the projected usage for the same period using the baseline usage (i.e., baseline usage x 3).

Note: An increase in amount of savings of lottery paper increases is realized when ticket sales increase. This implies that the more tickets sold, regardless of the value of the tickets, the more savings in paper are generated. Sales for lottery tickets were: FY2012: \$274,567,036; FY2013: \$ 259,951,156; FY2014: \$288,680,704.

See also CSR Focus Area: Environment, Performance Highlights, [page 36](#)

<b>G4-EN2</b>	Percentage of materials used that are recycled input materials	CSR Focus Area: Environment, Performance Highlights, <a href="#">page 36</a>
<b>G4-EN3</b>	Energy consumption	

Energy consumption	FY2012	FY2013	FY2014
Fuel consumed (OLG fleet) (litres)	1,209,646	1,122,464	1,035,731
Electricity consumed (kW-h)	83,904,748	78,775,405	78,845,787
Natural gas consumed (GJ)	134,465	140,205	160,185

Fuel consumption (litres)	FY2012	FY2013	FY2014
Diesel	135,740	138,148	131,449
Ethanol (all types)	168,559	163,099	146,088
Propane	0	0	192
Gasoline (all types)	905,347	821,217	758,002
<b>Total fuel consumed</b>	<b>1,209,646</b>	<b>1,122,464</b>	<b>1,035,731</b>
<b>Reduction* in total fuel</b>	<b>241,676</b>	<b>328,858</b>	<b>415,591</b>

\*Reduction in total fuel use is over baseline of 1,451,322 litres established in FY2008–09.

<b>G4-EN5</b>	Energy intensity	
<b>G4-EN6</b>	Reduction of energy consumption	See G4-EN5

SPECIFIC STANDARD DISCLOSURES	LOCATION (page/link)
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**G4-EN15** Direct greenhouse gas (GHG) emissions (Scope 1)

GHG emissions — Scope 1	FY2011	FY2012	FY2013	FY2014
Natural gas usage (m <sup>3</sup> )	3,747,747	3,557,283	3,709,130	4,237,697
CO <sub>2</sub> emissions* (tonnes)	7,042	6,684	6,969	7,963
CO <sub>2</sub> emissions (reduced)/increased (tonnes)	baseline	(358)	(73)	921**

\*Conversion factor is 1,879 g/m<sup>3</sup> (<http://www.ec.gc.ca/ges-ghg/default.asp?lang=En&n=AC2B7641-1>)

\*\*Increase attributed to a 19 per cent increase in total area of the facilities, from 944,475 sq. ft. to 1,126,149 sq. ft.

CO <sub>2</sub> emissions* — Scope 1 By fuel type (tonnes)	Baseline (FY2009)	FY2012	FY2013	FY2014
Diesel	551	361	368	350
Ethanol	623	252	243	218
Propane	1	0	0	0.3
Gasoline (all types)	2,611	2,072	1,880	1,735
<b>Total emissions</b>	<b>3,786</b>	<b>2,686</b>	<b>2,491</b>	<b>2,304</b>
<b>Reduction* in total CO<sub>2</sub> emissions</b>	n/a	1,100	1,295	1,482

\*Reductions are calculated from baseline established in fiscal 2008–09. Emission factors for diesel, propane, ethanol and gasoline from <http://www.ec.gc.ca/ges-ghg/default.asp?lang=En&n=AC2B7641-1>.

**G4-EN16** Energy indirect greenhouse gas (GHGs) emissions (Scope 2)

GHG emissions — Scope 2 Electricity	Baseline (FY2011)	FY2012	FY2013	FY2014
Total usage (kW-h)	84,901,718	83,904,747	78,775,404	78,845,786
Green electricity usage (kW-h)	29,494,707	83,904,747	78,775,404	78,845,786
CO <sub>2</sub> emissions (tonnes) — electricity used	11,037	7,719	7,484	7,490
CO <sub>2</sub> emissions reduction* (tonnes) — due to green electricity used	3,834	3,499	2,147	1,092
<b>Total CO<sub>2</sub> emissions (tonnes)</b>	<b>7,203</b>	<b>4,220</b>	<b>5337</b>	<b>6398</b>
<b>Emission factor**</b>	130gCO <sub>2</sub> /kW-h	92gCO <sub>2</sub> /kW-h	95gCO <sub>2</sub> /kW-h	95gCO <sub>2</sub> /kW-h

\*Year-over-year reduction may be due to the lower emission factors used during the subsequent years after the baseline year. \*\* Source: Environment Canada. Greenhouse Gas Division, National Inventory Report 1990–12 Part 3: Greenhouse Gas Sources and Sinks in Canada (Ottawa: Environment Canada, 2014), pp. 69–81 (taken from Energy Advantage Report on OLG's GHG Emissions).

**G4-EN19** Reduction of greenhouse gas emissions

See G4-EN15 and G4-EN16

**SPECIFIC STANDARD DISCLOSURES**

**LOCATION  
(page/link)**

**CATEGORY: LABOUR PRACTICES AND DECENT WORK**

**New Hires FY 2013–14**

**By Gender and Employee Category**

Employee Type	Male	Female	Total
Permanent FT	66	40	106
Permanent PT	152	137	289
Temporary (including students)	199	257	456
Total	417	434	851
Percentage	49	51	100

<b>G4-LA5</b>	Joint Management-Worker Health and Safety Committees	Creating a Safe and Healthy Workplace, <a href="#">page 33</a>
<b>G4-LA9</b>	Average hours of training per year per employee by gender and by employee category	Supporting our Employees with Training and Development, <a href="#">page 29</a>
<b>G4-LA10</b>	Programs for skills development and lifelong learning	Supporting Our Employees with Training and Development, <a href="#">page 29</a>
<b>G4-LA12</b>	Composition of governance bodies including gender, age and employee category	At year-end Fiscal 2013–14 the OLG Board of Directors was composed of 50 per cent males and 50 per cent females.

**Workforce Diversity Fiscal 2013–14 – Breakdown of Direct Employees**

Age group	Total	Male	Female	Permanent FT	Permanent PT	Temporary
<30	1,032	538	494	255	651	126
30-49	3,968	1,985	1,983	2,751	1,126	91
50-64	1,747	773	974	1,190	517	40
65>	104	62	42	51	50	3
Total	6,851	3,358	3,493	4,247	2,344	260

SPECIFIC STANDARD DISCLOSURES		LOCATION (page/link)
<b>CATEGORY: SOCIETY</b>		
<b>G4-SO2</b>	Operations with significant actual or potential negative effects on local communities	OLG's activities can have an impact on society at the community level and among customers of our gaming activities. We have programs in place to mitigate any potential impacts. These include Responsible Gambling, community engagement and contributions, employee engagement in the community, and environmental initiatives. We track public opinion of our programs on a regular basis. In fiscal 2013–14, 77 per cent of the public, on average, had confidence in OLG to operate responsibly. Approximately 73 per cent thought OLG does all it can to make sure lotteries, casinos and slot facilities are run in a socially responsible manner, and 69 per cent said OLG is good for the economy of Ontario. However, only 46 per cent believed OLG was committed to being environmentally responsible and only 42 per cent believed that OLG and its employees positively contribute to the community's environmental efforts. Our goal is to improve our performance in these areas.
<b>G4-SO4</b>	Communications and training re: anti-corruption policies and procedures	Ethics and Integrity, <a href="#">page 10</a> In addition, Casino operations conducted and managed by OLG are subject to the provisions of the federal <i>Proceeds of Crime (Money Laundering) and Terrorist Financing Act</i> and associated Regulations. The law requires OLG to implement an anti-money laundering compliance program and submit certain reports to the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC). Casinos are required to assess, document and monitor the risk of money laundering or terrorist activity financing that could occur during the course of casino operations. OLG has developed comprehensive policies and procedures to detect and deter individuals from conducting suspicious transactions in Ontario casinos and, with the assistance of the Alcohol and Gaming Commission of Ontario and the Ontario Provincial Police, has trained customer-facing employees to recognize and report suspicious activity.
<b>G4-SO11</b>	Grievance mechanisms for impacts on society	Ombudsman Ontario has a formal grievance mechanism that applies to OLG. As outlined in the 2013–14 Ombudsman Report, there were 62 case complaints received about OLG in the reporting year. See <a href="https://ombudsman.on.ca/Resources/Reports/2013-2014-Annual-Report.aspx">https://ombudsman.on.ca/Resources/Reports/2013-2014-Annual-Report.aspx</a>
<b>CATEGORY: PRODUCT RESPONSIBILITY</b>		
<b>G4-PR1</b>	Per cent of significant product and service categories for which Customer Health and Safety impacts are assessed for improvement	100 per cent of OLG's products across all lines of business are assessed for customer health and safety (problem gambling) through OLG's Responsible Gambling program. CSR Focus Area: Responsible Gambling, <a href="#">page 22</a>
<b>G4-PR2</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Based on information currently available, OLG has not identified any incidents of non-compliance with regulations governing customer health and safety during the reporting period.
<b>G4-PR3</b>	Type of product and service information required for product and service labelling and percentage of product and service categories subject to information requirements	100% of OLG products labeled with minimum age requirements and "Know your limit." Also see Advertising and Promotion in CSR Focus Area: Responsible Gambling, <a href="#">page 22</a>
<b>G4-PR6</b>	Sale of banned or disputed products	CSR Focus Area: Responsible Gambling, <a href="#">pages 17 and 18</a>
<b>G4-PR7</b>	Advertising and Promotion — Incidents of non-compliance	Based on information currently available, OLG has not identified any incidents of non-compliance with regulations and voluntary codes in the area of advertising and promotion of its products during the reporting period.

## Appendix 4: Data Summary

Indicator	Unit	2011-12	2012-13	2013-14
<b>Investing in Communities</b>				
Revenue	\$ millions	6,717	6,632	6,670
Payments to Province of Ontario <sup>1</sup>	\$ millions	1,924	1,909	2,082
Net to the Province <sup>2</sup>	\$ millions		1,816	2,006
Employee Wages and Benefits <sup>3</sup>	\$ millions	950.6	892.5	873.3
Community Investment <sup>4</sup>	\$ thousands		725,155	543,088
Total payment for Goods & Services <sup>5</sup>	\$ thousands			222.2
Total payment for Goods & Services (local) <sup>6</sup>	\$ thousands			36.7
<b>Responsible Gambling</b>				
Total Responsible Gaming Expenditures	\$ millions	13.4	12.1	13.4
Contribution to Province's Problem Gambling Strategy	\$ millions	41	39	39
<b>Fostering Responsible Gambling Behaviour</b>				
People who know safe play habits	%	57	72	71
People who know how slots work	%	84	82	79
People who know how lotteries work	%	86	84	87
<b>Supporting People with Concerns</b>				
Total Voluntary Self-Exclusion (SE) Registrations	#	3,001	2,917	2,983
Total who voluntarily re-enter gambling after SE (reinstatement)	# of people	1,880	1,886	1,838
Detected breaches of SE program	# of breaches	1,988	1,933	1,977
Total RG Centre staff support for people in SE program	# of employees	2,510	3,020	3,217
Referrals to professional services by RG Centre Staff	# of referrals	2,644	3,251	4,045
<b>Workforce</b>				
Total Employees (Direct)	# of people	na	na	6,851
Permanent Full Time	# of people	na	na	4,274
Permanent Part Time	# of people	na	na	2,344
Temporary (includes students)	# of people	na	na	260
<b>Workforce by Gender</b>				
Male	Number of people	na	na	3,358
Female	Number of people	na	na	3,493
<b>Workforce by Age Group</b>				
<30	Number of people	na	na	460
30-49	Number of people	na	na	305
50-64	Number of people	na	na	84
65>	Number of people	na	na	2
<b>Health and Safety</b>				
Health Care Claims	Number of claims	116	92	208
Lost Time Claims	Number of claims	92	117	99
<b>Total Claims</b>	<b>Number of claims</b>	<b>208</b>	<b>317</b>	<b>239</b>

Indicator	Unit	2011-12	2012-13	2013-14
<b>Environment</b>				
<b>Paper Use</b>				
Lottery (Previous ticket size)	8.5 x 11 Sheets	284,058,216	243,401,086	242,551,831
Lottery (New ticket size)	8.5 x 11 Sheets	231,886,587	196,241,903	166,391,028
Lottery - Sheets Reduced <sup>7</sup>	8.5 x 11 Sheets	52,171,629	47,159,183	76,160,803
Office	8.5 x 11 Sheets	15,135,358	14,908,409	14,519,576
Office - Sheets Reduced over baseline <sup>8</sup>	8.5 x 11 Sheets	7,464,824	7,691,773	8,080,606
Office - Reduced over baseline <sup>8</sup>	%	33	34	36
Total Paper Used	8.5 x 11 Sheets	247,021,945	211,150,312	180,910,604
Reduced over baseline <sup>8,9</sup>	%	19	21	31
Recycled Content - Total Paper	%	0.6	1.3	1.2
Recycled Content-Office Paper	%	11	23	21
<b>Energy Use</b>				
<b>Fuel Consumption</b>				
	litres			
Diesel	litres	135,740	138,148	131,449
Ethanol (all types)	litres	168,559	163,099	146,088
Propane	litres	0	0	192
Gasoline (all types)	litres	905,347	821,217	758,002
Total Fuel Consumed	litres	1,209,646	1,122,464	1,035,731
Total Fuel Reduced - over baseline	litres	241,676	328,858	415,591
Total Electricity Consumed	kWh	83,904,748	78,775,405	78,845,787
Total Natural Gas Consumed	Gj	134,465	140,205	160,185
<b>Energy Intensity</b>				
Area	sq ft	944,475	944,475	1,126,149
Electricity Intensity	kWh/sq ft	88.84	83.4	70.01
Natural Gas Intensity	Gj/sq ft	0.14	0.15	0.14
<b>Greenhouse Gas Emissions - Scope 1</b>				
Total Emissions from Fuel (OLG Fleet)	tonnes	2,686	2,491	2,304
Natural Gas-Usage	m <sup>3</sup>	3,557,283	3,709,130	4,237,697
Natural Gas - CO <sub>2</sub> Emissions	tonnes	6,684	6,969	7,963
<b>Greenhouse Gas Emissions - Scope 2</b>				
Electricity - CO <sub>2</sub> Emissions	tonnes	7,719	7,848	7,490
Green Electricity - Reductions in CO <sub>2</sub>	tonnes	3,499	2,147	1,092
Total Emissions - Scope 2	tonnes	4,220	5,337	6,398

Notes:

1 Revenue includes sales from lottery, Charitable Gaming, slot and table games, and non-gaming products less returns, discounts and allowances. Revenues from slot and table games and Charitable Gaming sales excluding paper break-open tickets are recorded net of prizes paid. Revenue excludes interest income and revenue from sale of assets.

2 Includes dividends to all shareholders and interest payments made to providers of loans. Payment to the Province of Ontario includes win contributions. The Corporation remits a contribution to the Province of Ontario equal to 20 percent of gaming revenue from the Resort Casinos and the Great Blue Heron Slot Machine Facility, in accordance with the *Ontario Lottery and Gaming Corporation Act, 1999*.

3 Total payroll comprises employee salaries, including amounts paid to government institutions (such as employee taxes, levies, and unemployment funds) on behalf of employees. Non-employees working in an operational role are normally not included here, but rather under operating costs as a service purchased. Total benefits include regular contributions (such as to pensions, insurance, company vehicles, and private health). They do not include training or other cost items directly related to the employee's job function. All sites (including resorts) are represented in this total.

4 Voluntary donations and investment of funds in the broader community (excluding Resort Casinos) where the target beneficiaries are external to the organization. These include contributions to charities, funds to support community infrastructure (such as

recreational facilities) and direct costs of social programs (including arts and educational events, the sponsorship of community festivals and events, payments to lottery retailers, and payments for local goods and services). The amount included accounts for actual expenditures in the reporting period, not commitments. Fiscal 2012-13 included payments relating to Ontario's horse racing industry through the Slots at Racetrack Program (This Program ended March 31, 2013)

5 Goods and services purchased to support gaming operations (OLG Slots and Casinos)

6 Goods and services purchased from Ontario businesses to support gaming operations (OLG Slots and Casinos)

7 Reductions in lottery paper used are relative to the baseline sizes of lottery tickets in Fiscal Year 2008-09, which were subsequently reduced for the sole purpose of reducing the amount of lottery paper stock being used to generate them. The reductions is based on the actual amount of lottery paper used compared to the amount of lottery paper that would have been used had the tickets sizes not been reduced.

8 Reductions in office paper used are relative to the baseline of 22,600,182 (8.5 x 11 sheets) used in fiscal year 2008-09.

9 Reductions in lottery paper used are relative to the baseline sizes of lottery tickets in Fiscal Year 2008-09, which were subsequently reduced for the sole purpose of reducing the amount of lottery paper stock being used to generate them.

## Benefits by Community

Community	Revenue to host municipality	Number of gaming employees	Wages and benefits	Local and regional procurement	Value of OLG-sponsored events	Payments in lieu of property taxes
Ajax	\$ 6.8 million	326	\$ 14.7 million	\$ 3.3 million	\$ 25,600	
Brantford	\$ 5.0 million	881	\$ 40.1 million	\$ 1.5 million	\$ 120,600	\$ 2.2 million
Cavan-Monaghan	\$ 3.0 million	164	\$ 8.4 million	\$ 1.0 million	\$ 27,650	
Central Huron (Clinton)	\$ 600,000	85	\$ 4.2 million	\$ 200,000	\$ 40,250	
Centre Wellington	\$ 2.0 million	165	\$ 6.9 million	\$ 400,000	\$ 53,180	
Chatham-Kent	\$ 700,000	83	\$ 4.3 million	\$ 200,000	\$ 24,350	
Gananoque-Leeds and Thousand Islands	\$ 3.4 million	403	\$ 17.8 million	\$ 1.0 million	\$ 52,750	\$ 700,000
Hamilton	\$ 4.8 million	204	\$ 10.1 million	\$ 2.3 million	\$ 69,640	
Hanover	\$ 1.0 million	94	\$ 4.7 million	\$ 200,000	\$ 38,000	
Innisfil	\$ 5.0 million	314	\$ 13.5 million	\$ 2.0 million	\$ 68,950	
London	\$ 4.4 million	292	\$ 13.5 million	\$ 1.2 million	\$ 38,350	
Milton	\$ 5.5 million	224	\$ 11.3 million	\$ 100,000	\$ 44,300	
Ottawa	\$ 5.3 million	243	\$ 12.5 million	\$ 2.2 million	\$ 224,900	
Point Edward	\$ 2.5 million	342	\$ 17.4 million	\$ 1.4 million	\$ 42,600	\$ 700,000
Sault Ste. Marie	\$ 1.3 million	275	\$ 13.3 million	\$ 1.6 million	\$ 62,759	\$ 300,000
Sudbury	\$ 2.3 million	151	\$ 7.8 million	\$ 900,000	\$ 63,250	
Thunder Bay	\$ 2.4 million	315	\$ 15.0 million	\$ 1.4 million	\$ 61,250	\$ 1.4 million
Toronto	\$ 15.5 million	720	\$ 34.1 million	\$ 15.5 million	\$ 941,031	
Woodstock	\$ 1.4 million	92	\$ 4.7 million	\$ 100,000	\$ 27,790	