



ONTARIO LOTTERY AND GAMING CORPORATION

Corporate Social Responsibility Report 2014-15

Revised December 2016





*Ever since our first lottery
draw in 1975,*

\$42 BILLION

**IN OLG PROCEEDS HAVE BEEN
INVESTED IN ONTARIO.**

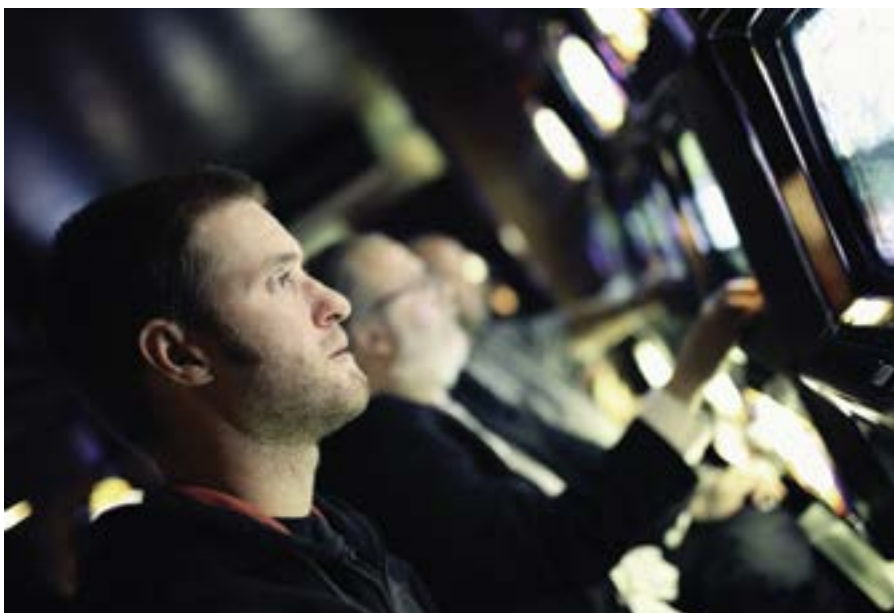
We are the provincial agency responsible for gaming facilities, the sale of province-wide lottery games, the PlayOLG Internet gaming website and the delivery of bingo and other electronic gaming products at Charitable Gaming Centres across Ontario.



Ontario Lottery and Gaming Corporation (OLG or “the Corporation”) delivered \$2 billion to the province and its citizens in fiscal 2014-15.

This revenue supported hospitals, amateur sports, and the prevention, treatment and research of problem gambling and other provincial priorities. We also provided \$129.3 million in direct funding to communities that host our facilities, \$20.78 million to local charities and \$6 million to sponsor local community festivals and events and the Toronto 2015 Pan Am/Parapan Am Games.

Visit olgallforhere.ca for videos featuring people and organizations that have been touched by OLG dollars, like the Sudbury Food Bank and the White Oaks Skate Park, in London, Ontario.



Gambling is a form of entertainment.
But for some players, it can also be a problem.

OLG takes strong measures to prevent and mitigate the effects of problem gambling. We collaborate with the Centre for Addiction and Mental Health, the Responsible Gambling Council, the Ontario Problem Gambling Helpline, Gambling Research Exchange Ontario and other experts on initiatives to equip players to make informed gambling choices and to help those with problems.



Ontario Problem
Gambling Helpline



WORLD LOTTERY ASSOCIATION
CERTIFIED
WLA RESPONSIBLE GAMING
FRAMEWORK
LEVEL 4 / VALID UNTIL 2017

We are incredibly proud that our Responsible Gambling program was recognized by the World Lottery Association as the best of its kind in the world in 2014.



In this, our third Corporate Social Responsibility (CSR) report, we share how OLG made Ontario a better place to live, work and play

in the fiscal year that ran from April 1, 2014 to March 31, 2015.

As a government agency, we are expected to be open, transparent, clear and accountable to the Government and people of Ontario. This report is one of the ways in which we meet this expectation.



[You can visit our website for all public disclosures.](#)

While we are involved in a variety of environmental, community and employee initiatives, we defined the content of our CSR report by asking people with whom we work closely and who are affected by our operations what they thought was most important. Learn more about how we identify material issues on [page 52](#).



[We welcome your comments on our report.](#)

HOW TO USE THIS REPORT

This document was designed with interactive elements to help you navigate through each section.

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Click this button to move to the previous page.

Click this button to move to the next page.

Click this button to move to the last page of the document.

The navigation menu across the top of the page is also available to help you move throughout the document. Mouse-over and click the menu items at the top of the page to reveal and select a section.

Additional information can be found on our websites by clicking on the links on the top right of each page. [Feedback](#) on this report is also welcome.

Bookmarks

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Recommended Software

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Message From the Minister



As a government agency, OLG's mandate is to deliver strong results for the people and province of Ontario. The revenue it generates helps the province make key investments to support important public services, such as education and health care.

It is incumbent upon OLG to operate in a socially responsible way. This includes giving back to communities in the province and supporting a positive impact on the environment.

Also, it means focusing on preventing and mitigating the effects of problem gambling. In 2014-15, Ontario allocated \$38 million in OLG revenue to fund problem gambling prevention, treatment and research. In addition, OLG spent \$16 million on its own Responsible Gambling programs. This makes Ontario's responsible gambling program one of the best funded in the world.

The revenue OLG provides to the Province, along with its ongoing social responsibility efforts, ensures that OLG is part of the government's economic plan to build Ontario up and deliver on its number-one priority to grow the economy and create jobs.

A handwritten signature in black ink, appearing to read 'Charles Sousa'.

Charles Sousa
Minister of Finance



Message From the President and CEO



OLG's business is much more than gaming entertainment. Our purpose is also to make life better for the people of this province, which is at the core of everything we do. We are proud of our work, from the player supports we build into all of our lines of business to the contribution we provide to the Government of Ontario and our host communities.

OLG reached new milestones in 2014-15 in our efforts to help players and establish our Responsible Gambling (RG) program as one of the most effective and well resourced in the world. In 2014, the World Lottery Association, a global accreditor, ranked OLG's RG program as the best overall gaming program. In addition, all of OLG's gaming sites earned RG Check, a rigorous external accreditation program. Our ongoing task is to continue to provide resources to prevent problem gambling from occurring in the first place, and to strengthen the bridge to assistance for those who need it.

While OLG is changing its business model, our commitment to RG will continue to remain a core priority. And as service providers begin to take over certain day-to-day operations of gaming sites, we will require operators to uphold all of OLG's current and future RG policies, programs and collaborative efforts, as well as maintain RG Check accreditation.

In addition to responsible gambling, we also take great pride in contributing to Provincial priorities. We continue to be one of the government's largest sources of non-tax revenue. In 2014-15, OLG provided \$2 billion in Net Profit to the government to help support the services that Ontarians rely on.

Our customers, our stakeholders and our shareholder rightly expect us to operate ethically and with integrity, and to integrate social responsibility into everything we do. Our contribution extends beyond the funds we provide to the Province. We also support the cities and towns that host our gaming facilities. In 2014-15, OLG provided \$129 million to communities, money they use to invest in the things that matter to their citizens, like creating jobs, building infrastructure and investing in arts and culture. We also delivered \$6 million in sponsorships to support more than 200 community festivals and events across Ontario.

Earning and keeping the trust of our customers and the public is vital to the success of our business. In 2014-15, three of every four adult Ontarians were confident in OLG's ability to operate responsibly. Our social responsibility activities are an important part of building on the trust they have in our organization.





OLG employees participating in the Great Canadian Shoreline Cleanup 2015 in Clinton, Ontario.

We are proud of our employees across the province who support environmental initiatives in the communities where they live, work and play. This includes reducing energy use and related greenhouse gas emissions at gaming sites, as well as reducing paper use for lottery tickets. Since 2011, we have been a proud Provincial Sponsor of the Great Canadian Shoreline Cleanup — a World Wildlife Fund Canada event. In 2014, more than 350 OLG employees took part in community cleanup events, collecting more than 1,000 kilograms of waste from 19 local waterways.

We will continue to build on the progress our organization is making in the area of social responsibility. We are pleased to share the results of this progress in this third Corporate Social Responsibility report. This is the second year our report has used the Global Reporting Initiative (GRI) guidelines. We continue to work towards our goal of being among the best in our industry at reporting on social responsibility measures in a way that is consistent with best practices around the world.

A stylized, handwritten signature in black ink.

Stephen Rigby
President and Chief Executive Officer

LOTTERY

21 **TERMINAL-BASED LOTTERY AND SPORTS GAMES**

81 **Instant LOTTERY PRODUCTS**

offered through approximately

9,700

independent retailers across Ontario

SLOTS AND CASINOS

14 **SLOT MACHINE FACILITIES AT RACETRACKS**

5 **CASINOS**

OLG owns and maintains authority over the slot machine operation at the Great Blue Heron Charity Casino, which is operated under contract

CHARITABLE GAMING

29 **CHARITABLE GAMING CENTRES**

offering electronic and traditional paper-based bingo games as well as TapTix (electronic devices used to play Break Open Ticket games)

Who We Are

Ontario Lottery and Gaming Corporation (OLG) is a provincial agency responsible for gaming facilities, the sale of province-wide lottery games, the PlayOLG Internet gaming website, and the delivery of bingo and other electronic gaming products at Charitable Gaming Centres across the province. Together with our contract management companies, which operate our four resort casinos and the Great Blue Heron Charity Casino, we employ more than 16,000 people in Ontario.

In 2014-15, OLG had four reportable segments, each of which was a distinct revenue-generating business unit offering different products and services.



RESORT CASINOS

4 **RESORT CASINOS**

are operated under contract by private companies.



In January 2015, we launched PlayOLG, our Internet gaming website.

PlayOLG offers table games, slots and select lottery games. It is the first Internet gaming website in Ontario that is regulated by the provincial government.



During the year, we also started to work with the Ontario government and the horse racing industry to integrate horse racing into OLG's operations and modernization efforts.

We work with many suppliers to support the ongoing operations of our corporate offices and business units. In the coming years, some of our relationships will change as our modernization progresses and private sector service providers are charged with managing day-to-day operations of the gaming facilities and lottery.

LEARN MORE

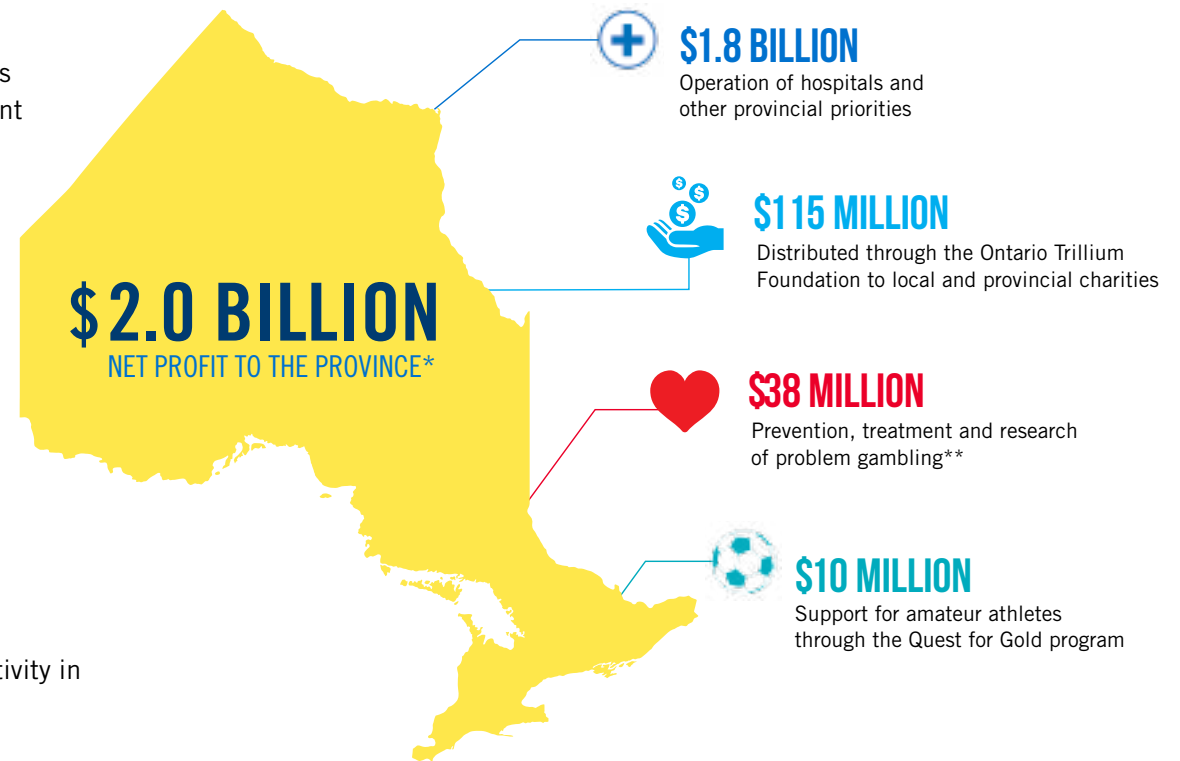
See [The Future of Gaming in Ontario](#) for more information.

Where the Money Goes

The *Ontario Lottery and Gaming Corporation Act, 1999* requires that net revenue from OLG operations be paid to the Government of Ontario Consolidated Revenue Fund. In fiscal 2014-15, this money was used for the operation of hospitals, amateur sports, the prevention treatment and research of problem gambling and other provincial priorities.

In addition, money was made available to the Ontario Trillium Foundation for distribution to charitable and not-for-profit organizations, and OLG's Charitable Gaming program contributed directly to charitable gaming associations. We also stimulate economic activity in Ontario by creating jobs, purchasing goods and services from local businesses, and making payments to host municipalities and lottery retailers.

In fiscal 2014-15, OLG generated \$3.6 billion in economic activity in Ontario. Here's where the money went:



*Net Profit to the Province is the amount the Corporation returns to the Province of Ontario after stakeholder and other payments.

**Based on government policy that directs 2% of forecasted OLG slot machine gross revenue (excluding OLG Slots at Great Blue Heron Charity Casino) to problem gambling funding.

\$1.6 BILLION

SUPPORT FOR LOCAL ECONOMIES



\$873.3 MILLION

Payroll for more than 16,000 direct and indirect employees***



\$129.3 MILLION

Payments to municipalities that host OLG gaming facilities, including Resort Casinos and Charitable Gaming Centres



\$192.7 MILLION

Goods and services purchased from local Ontario businesses to support OLG gaming operations (excludes Resort Casinos and OLG Slot operations at Great Blue Heron Charity Casino)



\$121.6 MILLION

Support for Ontario First Nations for use in community development, health, education, economic development and cultural development



\$235.8 MILLION

Commissions paid to lottery retailers

\$43.1 MILLION

CORPORATE RESPONSIBILITY



\$16.3 MILLION

Directed to Responsible Gambling customer education, policy and program development, staff training and Responsible Gaming Resource Centre costs



\$20.8 MILLION

Charitable Gaming proceeds distributed to participating local charities



\$6 MILLION

Sponsorship of local community festivals and events and the Toronto 2015 Pan Am/Parapan Am Games



Of course, we can't forget the over

\$1.8 BILLION

IN LOTTERY PRIZES THAT WENT DIRECTLY TO OUR PLAYERS.

***Direct employees are those employed directly by OLG. Indirect employees are those employed by OLG's Resort Casinos and the Great Blue Heron Slot Machine facility.

The Future of Gaming in Ontario

OLG provides the largest source of non-tax revenue to the province – about \$2 billion annually. However, our current business model requires change to keep pace with shifts in the marketplace.

Advances in technology, changes to shopping patterns and demographics and declining visits from the U.S. have combined to challenge the gaming industry and its contributions to the province. If we were to proceed on our current path, at least \$1 billion in public funds would be required to update our customer offerings.

To address the challenges, OLG is in the midst of modernizing to improve the customer experience, create jobs across the gaming industry and increase revenue for the province. Among other things, OLG's modernization involves:

- shifting the day-to-day operation and capital development of gaming facilities to private sector service providers
- shifting the day-to-day operation and capital development of the lottery network to a private sector operator
- launching PlayOLG, Ontario's first provincial government-regulated Internet gaming website
- revitalizing the charitable gaming market with products and technologies that invigorate the traditional bingo experience and appeal to a wider audience
- integrating horse racing into OLG operations to help create the conditions for a more sustainable industry in Ontario
- ensuring that service providers operating on our behalf uphold the same rigorous standards and controls as we do

As private sector operators take over certain day-to-day operations of lottery and gaming, OLG will continue to maintain control and accountability; require compliance with applicable regulations set out by the Alcohol and Gaming Commission of Ontario; be the owner of key player information; uphold the standards of our Responsible Gambling program through the service providers; and distribute payments to the communities that host gaming facilities.

LEARN MORE

modernolg.ca

[Download our 2015-16 Business Plan](#)



OUR APPROACH TO OUR RESPONSIBILITIES

OLG's purpose is to make life better for people across Ontario. We run a strong and efficient business that generates healthy profits and creates quality jobs – all to benefit the people of Ontario, today and for generations to come.

Our corporate mission and values express what is truly important to us as an organization and guide our approach to corporate social responsibility.

CORPORATE MISSION

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.



OLG employees are All for Here on the 2015 Pan Am/Parapan Am Torch Relay Tour.

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 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.

Governance

OLG is an Operational Enterprise Agency of the Province of Ontario. We were created by the *Ontario Lottery and Gaming Corporation Act, 1999* (“the Act”) and we are subject to a number of statutes, including the *Gaming Control Act, 1992*. The Alcohol and Gaming Commission of Ontario is the government agency that regulates lottery and 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.

A Memorandum of Understanding sets out the framework for and clarifies the roles, relationships, mutual expectations and accountability mechanisms between the Minister of Finance and the Corporation, as required by the Management Board of Cabinet Agencies and Appointments Directive.

The **Board of Directors** oversees the overall management of the affairs of the Corporation in accordance with its objectives as set out in the Act, the Corporation’s by-laws, the approved business plan and the Memorandum of Understanding between the Corporation and the Minister of Finance. The Board’s mandate is to direct management’s focus to optimizing the Corporation’s overall performance and increasing shareholder value, by executing its various responsibilities, which include the following:

- establish a well-defined planning process, setting strategic direction
- approve the annual business plan as well as operating and capital budgets
- define and assess business risks
- review the adequacy and effectiveness of internal controls in managing risks
- appraise the performance of the President and Chief Executive Officer

- oversee a code of conduct to ensure the highest standards in dealing with customers, suppliers and staff, with due regard to ethical values and the interests of the community at large in all corporate endeavours
- track the overall performance of the Corporation
- remain informed and provide input, as required, concerning communications with the Government of Ontario and stakeholders
- ensure compliance with key policies, laws and regulations

The Board operates through three working committees:



Governance and Human Resources Committee



Audit and Risk Management Committee



Social Responsibility Committee

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 **President and CEO** reports to the Board and is accountable for OLG’s day-to-day operations, including our Social Responsibility efforts. The President and CEO works with the Executive Committee to fulfill its responsibilities.

LEARN MORE

[Visit the corporate governance section of our website](#)

An Interview with Frances Lankin



Frances Lankin, Chair of the Social Responsibility (SR) Committee of OLG's Board of Directors, speaks about the role of OLG in society and how the OLG Board is involved.

What is the Board's role with respect to social responsibility at OLG?

Because OLG is a Crown corporation of the Province of Ontario, the OLG Board has a special role that includes all of the governance responsibilities of a publicly traded corporation as well as the responsibility to serve the province and its people, as expressed in OLG's mandate letter from government.

The Board provides oversight of fiduciary and social responsibility matters and ensures that OLG lives up to its mandate. The SR Committee of the Board works with OLG's different departments to ensure that areas of concern to us, like Responsible Gambling, public trust and environmental impacts, are being reviewed.

We want to understand OLG's activities and plans and, as new issues emerge, we want to know how these issues are being managed.

What does it mean to you, as a Board member, for OLG to be a responsible corporation?

OLG is about more than just gambling and gaming opportunities, and more than simply producing money, even though the funds go to incredibly important causes that support good, vibrant community life. We know that along with gambling comes the potential for social harm, and we need to help people control their gambling behaviour and minimize the negative impact on themselves and their families.

OLG provides support to help people in crisis, but we really want to prevent problems from happening in the first place. We want to build Responsible Gambling measures right into the play experience because we know it makes a world of difference to players and it's much more productive than waiting to intervene when there's an issue.

Where can OLG have the greatest positive impact on society?

OLG has a responsibility to give back to communities, and Corporate Social Responsibility is built into our plans. As we go through our modernization, we're bringing a renewed model of operation to communities and we're building new partnerships with them in areas such as employment opportunities and how gaming proceeds are reinvested. OLG can also be a model of good corporate citizenship in these communities by minimizing our environmental footprint, keeping our employees and the public safe and supporting local charities and events.

Separately, there's a huge opportunity for OLG to make a difference in the area of Internet gaming. We designed PlayOLG to be safe and fair and to include features to prevent gambling problems. The challenge is to strike the right balance between the gaming experience and Responsible Gambling measures, so that people keep coming back to our site to play.

What role will governance play in ensuring the Corporation's future legitimacy and prosperity?

The Board will continue to oversee the Corporation's growth and prosperity and ensure that the proceeds of its success are paid back to Ontario communities. This is OLG's mandate and the Board plays a central role in achieving it in partnership with OLG management and staff.

Engaging Stakeholders

Ongoing dialogue with our stakeholders is essential for delivering on our mission and commitments. It helps us prioritize topics of greatest concern, develop appropriate strategies and action plans, and build trust.

We identify our primary stakeholder groups as those that have the greatest influence on OLG and/or are the most significantly affected by our activities, as determined through stakeholder mapping. The chart below outlines how we engaged with key stakeholders in fiscal 2014-15, some key topics raised during our engagement activities and our responses:

PRIMARY STAKEHOLDER GROUPS	FREQUENCY OF ENGAGEMENT	TYPES OF ENGAGEMENT	KEY TOPICS	WHAT WE ARE DOING
OLG employees	Ongoing	<ul style="list-style-type: none"> InsideOLG intranet site Employee newsletters, Modernization Minute and information forums Future Ready Program to support employees through OLG transition Training Responsible Gambling (RG) survey Diversity and Inclusion 	<ul style="list-style-type: none"> Support during modernization Learning and development Compensation Responsible Gambling 	Supporting Employees Addressing Social Impacts
Players	Ongoing Annual Survey	<ul style="list-style-type: none"> Customer panels, focus groups and surveys RG brochures, posters, digital messages and player tools Customer service interactions Responsible Gaming Resource Centres Self-Exclusion program Knowyourlimit.ca (now PlaySmart.ca) and PlayOLG.ca 	<ul style="list-style-type: none"> Problem gambling education and awareness Ethics in advertising and promotion Customer assistance, including RG support and referrals Game and venue design, including game integrity 	Addressing Social Impacts
Alcohol and Gaming Commission of Ontario	Ongoing	<ul style="list-style-type: none"> Formal consultation Regular meetings, briefings and presentations Provincial Policy Roundtable Audits/reviews 	<ul style="list-style-type: none"> RG policies and standards Transparency and disclosure 	Addressing Social Impacts

Centre for Addiction and Mental Health	Ongoing	<ul style="list-style-type: none"> • Ongoing consultation • Training design and delivery • Research collaboration • Memorandum of Understanding 	<ul style="list-style-type: none"> • Employee training in RG • RG research • RG policy and program development 	Addressing Social Impacts
Responsible Gambling Council	Ongoing	<ul style="list-style-type: none"> • Ongoing consultation • Responsible Gaming Resource Centres at gaming facilities and Charitable Gaming Centres • Participation in RG Check accreditation programs for land-based and Internet gaming • Memorandum of Understanding 	<ul style="list-style-type: none"> • Transparency and disclosure around RG • Customer education and awareness • Ethics in advertising and promotion • RG research • RG policy and program development 	Addressing Social Impacts
Gambling Research Exchange Ontario	Ongoing	<ul style="list-style-type: none"> • Knowledge translation and exchange (e.g., literature review, synthesis of research findings) • Management of research projects • Coordination of researchers' requests for access to OLG gaming sites • Consultation services • Roundtable/think tank events 	<ul style="list-style-type: none"> • Peer review of research proposals, funding distribution and assessment of deliverables • Gambling, problem gambling and RG issues • Emerging gambling issues 	Addressing Social Impacts
Host municipalities	Ongoing	<ul style="list-style-type: none"> • Ongoing outreach and communication • Host mayors' meetings • Clerk and staff meetings with Charitable Gaming • Community recognition events • Sponsorship of community festivals and events • OLG presence and speaking roles at Chamber of Commerce events, mayors' breakfasts, etc. 	<ul style="list-style-type: none"> • OLG presence in the community • Financial contributions to host communities • Modernization 	Strengthening Communities
Ontario First Nations	Ongoing	<ul style="list-style-type: none"> • Ongoing outreach and communications • Sponsorship of festivals and events • Membership on OLG's Board of Directors 	<ul style="list-style-type: none"> • Financial distributions to Ontario First Nations • Financial contributions to host First Nations communities • Modernization • Responsible Gambling 	Strengthening Communities

Charities	Ongoing	<ul style="list-style-type: none"> • Charitable giving • Meetings through Ontario Charitable Gaming Association • Participation in and support of community-based events 	<ul style="list-style-type: none"> • Financial proceeds to charities from Charitable Gaming Centres 	Strengthening Communities
Business partners and service providers (supply chain, retail and procurement)	Ongoing	<ul style="list-style-type: none"> • Requests for Information and Requests for Proposals • Trade show participation • Standing committees' oversight (e.g., product review, strategic sourcing) 	<ul style="list-style-type: none"> • Engagement of retailers and operators in RG and CSR • Engagement of Charitable Gaming operators, including Commercial Gaming Association of Ontario • Transparency • Environmental, social and economic criteria in procurement where applicable 	Strengthening Communities
WWF-Canada	Ongoing	<ul style="list-style-type: none"> • Sponsorship and participation in environmental programs 	<ul style="list-style-type: none"> • Energy consumption • Paper use • Sustainability partnerships 	Reducing Our Footprint

LEARN MORE

Feedback relating to our CSR Report was obtained from various stakeholder groups through our annual materiality analysis.

For more information, see [Identifying Our Material Topics](#)

Awards, Memberships and Commitments

AWARDS



World Lottery Association's (WLA)
**Best Overall Responsible Gambling
 Program Award** (November 2014)

Presented every two years, the award recognizes excellence in Responsible Gambling and rewards the gaming and lottery organization with the best overall program among more than 140 member organizations from across the world. Eligibility for the top prize is limited to operators with Level 4 certification, the WLA's highest level of accreditation.



Canadian Awards for Training Excellence
**Silver Award for the Responsible
 Gambling Training Program for
 Gaming Employees** (program developed in
 fiscal 2014-15, award announced in August 2015)

The Institute for Performance and Learning's Canadian Awards for Training Excellence honour innovative Canadian-developed learning programs that demonstrate professional standards of competence in workplace learning and validate the use of best practice learning principles for impacting business success.

CERTIFICATIONS AND ACCREDITATIONS

WLA Level 4 accreditation achieved in 2011, with reaccreditation received in 2014 (valid until 2017)

RG Check accreditation, the most rigorous RG accreditation program in the world, for all 19 OLG gaming sites

Memberships and Commitments (where OLG holds a position, participates in projects or on committees, provides substantive funding and/or finds strategic value for the organization):

- Advertising Standards Canada
- Alcohol and Gaming Commission of Ontario's RG Policy Roundtable
- Canadian Business for Social Responsibility
- Canadian Gaming Association
- Canadian Centre for Diversity and Inclusion
- Canadian Marketing Association
- Chambers of Commerce: all OLG-operated gaming sites are members of the Chamber of Commerce in their host community as well as in other select municipalities
- Festivals and Events Ontario
- Greater Toronto Airports Authority Partners in Project Green
- Interactive Advertising Bureau Canada
- Interprovincial Lottery Corporation
- Marketing Research and Intelligence Association
- Ontario Restaurant, Hotel and Motel Association
- Toronto Board of Trade
- World Lottery Association

WHAT MATTERS MOST

OLG's CSR reporting focuses on the economic, social and environmental issues that matter most to our business and to the people of Ontario, as identified through stakeholder consultation and our own governance, risk management and business processes.

Each year, we conduct an analysis of our priorities to ensure that we have a current understanding of the issues of greatest importance. In 2015, we hired a third party to review our previous year's analysis and determine CSR priorities through a series of interviews, meetings and workshops with internal and external stakeholders. See [Identifying Our Material Topics](#) for details. As a result, these 10 priorities (or "material topics"), presented under five pillars, are the focus of this year's CSR report:



Building Public Trust

- Employee and supplier integrity
- Transparency and disclosure



Addressing Social Impacts

- Responsible Gambling policies and programs
- Preventing problem gambling
- Mitigating harm
- Employee, retailer and operator engagement in RG



Supporting Employees

- Engaging and developing our people



Strengthening Communities

- Financial contributions to the province and local economies
- Community engagement and support



Reducing Our Footprint

- Energy and resource management

This year's materiality analysis included interviews with representatives from the Alcohol and Gaming Commission of Ontario, the Centre for Addiction and Mental Health, Chinese Family Services of Ontario, Credit Canada, Gambling Research Exchange Ontario, the Responsible Gambling Council, Lakeridge Health, WWF-Canada and the YMCA Youth Gambling Awareness Program.

LEARN MORE

OLG's strategic direction and top risks are presented in [OLG's 2015-16 Business Plan](#)

See [Identifying Our Material Topics](#)

Building Public Trust



Greg McKenzie, Chief Operating Officer

As a government agency, OLG is accountable to the Province and the people of Ontario for the results we achieve and the way we conduct our business. We are held to high standards and we must continually work to build public trust and confidence.

Our attention to game integrity, Responsible Gambling, community impact and employee well-being is vital for earning and keeping this trust.

Similarly, we need a strong commitment from each and every person in our organization to live our values every day: be accountable, act with integrity and respect our customers, employees, partners and the people of Ontario.



OUR PRIORITIES

- Employee and supplier integrity
- Transparency and disclosure



OUR APPROACH TO BUILDING PUBLIC TRUST

OLG operates within a rigorous regulatory framework that enforces legislation governing gambling, privacy, sales to minors, anti-money laundering and more. Our compliance team manages regulatory and compliance issues and ensures that we have appropriate policies and controls in place. The team reports to the Audit and Risk Management Committee of the Board of Directors.

However, to maintain the trust and confidence of our stakeholders, we need to do more than simply follow the rules. Our corporate values and structure of policies, programs and procedures are designed to promote a culture of integrity and ethical behaviour where every employee knows the right thing to do in every situation and acts accordingly.

If employees suspect unethical, fraudulent or illegal activity, they are encouraged to speak to their manager or human resources representatives about it. If they prefer, they can also contact the Integrity Matters hotline, an independent and anonymous reporting service. OLG recognizes the right of every employee to disclose a wrongdoing without fear of reprisal, and we give employees suspected of wrongdoing the opportunity to respond.

We also uphold high standards of information disclosure and transparency, while adhering to personal privacy and commercial confidentiality requirements. Public disclosures are posted on our corporate website. They include annual reports, business plans, salary and expense disclosures and extensive information about lottery transactions. Similarly, we follow transparent and competitive procurement processes in compliance with the Government of Ontario Procurement Directive, where applicable.

KEY POLICIES/PROGRAMS/PROCEDURES	DESCRIPTION
Employee integrity and professional conduct	<ul style="list-style-type: none"> • Employees must acknowledge receipt and understanding of the OLG Code of Business Conduct. • A Responsible Gambling Code of Conduct was adopted in June 2015 for all employees. • OLG employees are prohibited from participating in lottery games and Internet gaming, and from playing games at OLG-operated slots, casinos and Charitable Gaming Centres. • The Integrity Matters hotline is available to all employees and vendors to anonymously report suspected unethical, fraudulent or illegal activities.
Game integrity	<ul style="list-style-type: none"> • Policies and programs are in place to ensure gaming integrity and compliance with Alcohol and Gaming Commission of Ontario (AGCO) regulations. • Lottery retailers must comply with our Lottery Retailer Code of Conduct and compliance program. • State-of-the-art Data Analysis and Retrieval Technology supports lottery security, customer protection and fraud detection.

Procurement	<ul style="list-style-type: none"> • When applicable, opportunities are posted on MERX™, an electronic tendering service used for doing business with the Canadian public sector and government agencies. • Vendors may be required to register with the AGCO.
Protecting minors	<ul style="list-style-type: none"> • Age restrictions are established for all game types (19 years of age for slots and casino gaming and 18 years of age for charitable gaming and lottery play). On PlayOLG, players must be at least 18 years old to register and play lottery games; they must be at least 19 years old to register and play slots and casino games. • A “We ID 30 and Under” policy is in effect in slots and casino locations. • We use a Mystery Shop program to confirm that lottery retailers and their employees check the photo IDs of people who appear to be under age 25.
Anti-money laundering and anti-terrorist financing	<ul style="list-style-type: none"> • Comprehensive policies and procedures are in place to detect and deter individuals from conducting suspicious transactions, including money laundering. • We partner with the AGCO and Ontario Provincial Police to train customer-facing employees to recognize and report suspicious activity.
Privacy	<ul style="list-style-type: none"> • Privacy considerations are embedded into the design and architecture of business systems and processes, in keeping with legislative requirements and the principles of Privacy by Design promoted by the Ontario Information and Privacy Commissioner. • OLG’s Information Access and Privacy Services group provides advice, conducts privacy impact assessments and investigates reported breaches and complaints.
Complaints about business operations	<ul style="list-style-type: none"> • The OLG Support Centre is available for the public to submit complaints about business operations. • We have developed operating policies and procedures that ensure all complaints are recognized, documented and handled appropriately.
Accessibility	<ul style="list-style-type: none"> • Operations are guided by the Accessibility for Ontarians with Disabilities Act, 2005 standards for customer service, information and communications, employment, transportation and design of public spaces.

LEARN MORE

Visit olg.ca to learn more about OLG [public disclosures](#) and [procurement practices](#).

2014-15

Performance Snapshot

99,831 customer calls were placed to the OLG Support Centre.

Inquiries most often focused on getting the facts about our products, and confirming that OLG operations are built on integrity, that lotteries are conducted fairly and that odds are mathematically correct.

2.8% of lottery prize claims

representing 1.2% of payouts were considered to be Insider Wins in fiscal 2014-15 and, as a result, were independently investigated. OLG policy requires that these prize claims be publicly announced on our website, and that the prize be withheld for 30 days to allow anyone with concerns to come forward.

100%

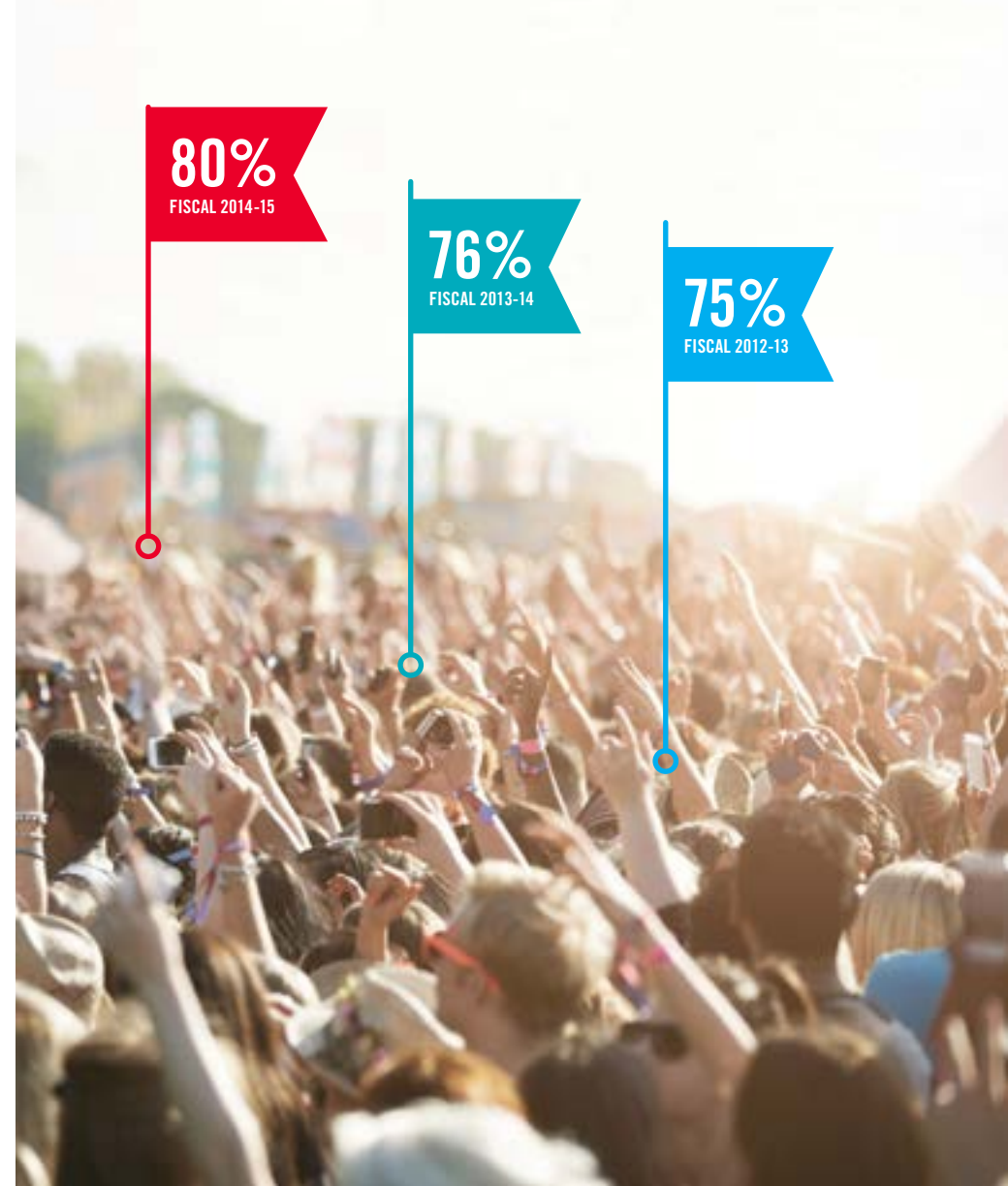
compliance with
*Accessibility for Ontarians
with Disabilities Act, 2005*
requirements

In 2014-15, our team focused on bringing OLG websites and web content in conformance with the WCAG 2.0 level A standard. This included integrating more than 20 features related to font, text resizing, colour contrasting, tagging photos, text alternatives for non-text content and more.

PUBLIC TRUST IN OLG

People who agree that OLG does everything possible to ensure safety, fairness and fraud detection:

(Source: Vital Signs Public Perception Survey, March 2015)



CASE STUDY

Ensuring Lottery Integrity

Some 817 million lottery tickets were sold in Ontario in fiscal 2014-15, and OLG awarded over \$1.8 billion in prizes. People have fun dreaming about how a lottery win might enhance their lives and we are a trusted source for playing the games they love.

Great effort goes into protecting the integrity of our lottery system. OLG has a strict [Lottery Retailer Code of Conduct](#) that specifies no play at work. Retailers who have a contract with OLG to sell lottery products are prohibited from purchasing or redeeming tickets at their own location. Those who violate our policies face escalating penalties, including revocation of their right to sell lottery tickets.

“ Lottery ticket sales build traffic in our stores and they’re an important part of our business. We respect the rules that OLG puts in place for retailers. It’s as essential to us as it is to OLG that customers trust the lottery games and the way they’re run.

Steve Pitts, Director of Marketing, Mac’s Convenience Stores

OLG publishes information on lottery wins of \$1,000 or more. All claims of \$10,000 or more are escalated to our Corporate Investigations team to ensure they are legitimate. Major prize claims by insiders (e.g., lottery retailers or employees of retailers and their immediate family members) are independently investigated and held for 30 days.

OLG’s Forensic Investigative Unit monitors lottery terminal activity and conducts data analysis to support lottery investigations. The team uses state-of-the-art Data Analysis and Retrieval Technology to review billions of transactions in a matter of seconds. It enables us to recognize patterns that identify potentially fraudulent behaviour or claims.

In addition, our toll-free hotline (1-800-387-0098) gives the public the ability to confidentially report suspicious actions by retailers. This information is acted upon by staff in the Player Protection Investigations Unit, who work closely with the Ontario Provincial Police.

LEARN MORE

Visit olg.ca to learn more about [lottery integrity](#).



CASE STUDY

Open and Transparent Procurement

As part of OLG's modernization, certain day-to-day operations of land-based gaming sites will be transferred to private sector service providers. We are taking rigorous steps to ensure the selection of these service providers is fair, open and transparent for all vendors. This includes engaging an impartial Fairness Monitor, PPI Consulting, to provide oversight on the integrity and fairness of the procurement process.

There are three stages to the strategic procurement process:

- i. **The Request for Information (RFI)** stage helps us gather valuable information from industry, stakeholders and potential service providers about how gaming could be approached in the Ontario market as well as what the procurement risks might be.
- ii. **The Request for Pre-Qualification (RFPQ)** stage is informed by the RFI and identifies organizations capable of providing the day-to-day services needed.
- iii. **The Request for Proposals (RFP)** stage is an opportunity for the pre-qualified companies to make formal bids. RFPs are distributed only to those pre-qualified. We evaluate the bids against a number of criteria, including operations, approach to labour and financials.

PPI Consulting submits an attestation report at the end of each stage. In September 2015, following the selection of Ontario Gaming East Limited Partnership as the service provider for the East Gaming Bundle, PPI wrote in its report, "As the Fairness Monitor for the Request for Proposal 1415-007 Gaming Bundle 2 (East) issued by OLG, we certify that the principles of openness, fairness and transparency have been, in our opinion, properly established and maintained throughout the Request for Proposal. Furthermore, we were not made aware of any issue that emerged during the process that would impair the fairness of the initiative."

LEARN MORE

Please visit modernolg.ca for updates on our modernization procurement process.

Addressing Social Impacts



Paul Pellizzari, Executive Director, Policy and Social Responsibility

For most people, gambling is a fun and entertaining experience – and we do our best to keep it that way. However, a small proportion of players is either at risk for problems or is identified as problem gamblers.

Preventing and mitigating the effects of problem gambling is part of OLG's mandate – for the good of the individuals themselves and the broader community and for the good of our business.

A sustainable business needs a sustainable customer base – that is, people who can gamble in a healthy manner over the course of their adult lives and whose behaviour does not adversely affect their individual financial situations, mental and physical health, or personal relationships.

OUR PRIORITIES



- Responsible Gambling (RG) policies and programs
- Employee, retailer and operator engagement in RG
- Preventing problem gambling
- Mitigating harm



OUR APPROACH TO RESPONSIBLE GAMBLING

RESPONSIBLE GAMBLING POLICIES AND PROGRAMS

We recognize that gambling carries risks. That's why it is important for players to understand how our games work, to know the difference between myth and fact, to recognize their own gambling behaviours and to know where and when to get help if they are concerned about a gambling problem.

Working in partnership with government and independent agencies, OLG provides information and tools to help prevent problem gambling and equip players to make informed decisions. For those who have gambling problems, we provide support and partner with organizations and professionals better able to serve them directly.

Our Responsible Gambling (RG) program includes policies and initiatives tailored to individual lines of business and embedded in their regular processes. The program is evidence-informed and is designed and delivered in collaboration with the Centre for Addiction and Mental Health (CAMH), the Responsible Gambling Council (RGC), Gambling Research Exchange Ontario (GREO), the Ontario Problem Gambling Helpline and Credit Canada.

OLG has comprehensive memoranda of understanding with CAMH, RGC and GREO, and we collaborate with these organizations on many RG initiatives. These three agencies were instrumental in helping us incorporate meaningful RG content and features into PlayOLG.

We have a government mandate to continue to be a leader in RG programming. As such, all 19 OLG slots and casinos have been accredited by the Responsible Gambling Council's RG Check, the most rigorous RG accreditation program in the world.

EMPLOYEE, RETAILER AND OPERATOR ENGAGEMENT IN RG

OLG views RG as an extension of good customer service and requires that all customer-facing employees, including Support Centre, Prize Centre and Charitable Gaming staff receive proper training. Developed in collaboration with CAMH, the training focuses on how to recognize, respond to and report problem gambling warning signs. RG training for lottery retailers is integrated into the mandatory training that retailers complete in order to sell lottery products, thereby positioning RG as a key component of lottery sales.

We use annual employee RG surveys and customer tracking tools to assess training effectiveness and drive improvements.

As we shift certain day-to-day operations of slots, casinos and the lottery business to private sector service providers, OLG will be responsible for ensuring that these operators uphold our RG standards. In addition to mandating compliance with AGCO regulations, operating agreements will have detailed RG terms, including requiring third-party accreditations with RG Check for gaming and Internet gaming and with the World Lottery Association for lottery.

LEARN MORE

[Responsible Gambling Policies and Programs](#)
[World Lottery Association](#)

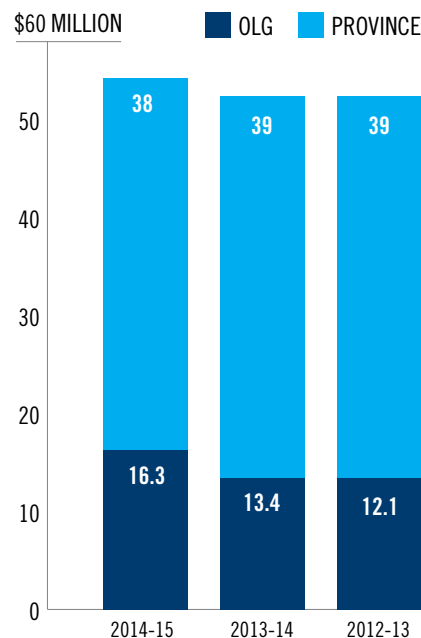
2014-15

Performance Snapshot

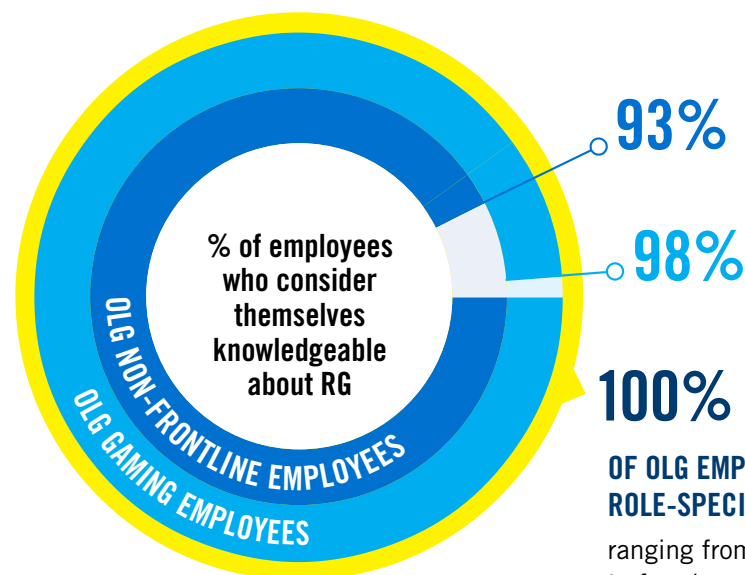
300+ lottery retailers visited the *It Pays to Know* interactive kiosk at the Convenience U CARWACS show to learn more about Responsible Gambling.

92 RG gaming site team meetings took place – each site has an RG team and holds at least four meetings a year.

Responsible Gambling Funding



At gaming sites, we ask for ID from patrons who appear to be under 30 years of age. OLG employees are trained to spot fraudulent identification and have access to technology to verify the age on presented ID. As a result, 1,320 minors were refused entry to OLG-operated gaming sites in 2014-15.



(Source: Annual Employee RG Survey)

100%

OF OLG EMPLOYEES COMPLETED ROLE-SPECIFIC RG TRAINING,

ranging from 30 minutes to up to four hours per person. This included more than 1,200 Charitable Gaming Centre employees who completed their training online.



When OLG's RG program was ranked number one in the world by the World Lottery Association in 2014, program components were cited as best practice examples for research, player education, remote gaming channels, stakeholder engagement, reporting and measurement.

LEARN MORE

Visit olg.ca for more 2014-15 RG performance data:

[2014-15 Responsible Gambling Scorecard](#)

[2014-15 Responsible Gambling Progress Report](#)

[2014-15 Responsible Gambling Metrics: Measuring Awareness and Outcomes](#)

CASE STUDY

On the Frontline

OLG's Support Centre works for all lines of business, so when a customer concern comes through, it could relate to any type of gaming. Staff need to be well trained on all forms of gaming and have quick and easy access to tools and information. They also need to know how to identify risky gambling behaviours and offer support.

OLG engaged CAMH to help develop the core content for Support Centre training, leveraging the model of “recognize, respond and report” that is the basis for RG training modules in other lines of business. CAMH also developed advanced training for employees who deal with the most serious calls that come in, like calls from players in distress or those exhibiting “red flag” behaviours (i.e., signs of problem gambling).

“Training by CAMH is really helpful for frontline employees. We also benefit from regular discussions with CAMH to resolve issues and develop methods to prevent these issues from affecting us personally.”

Sarah Huckson, OLG Support Centre Team Leader

With the launch of PlayOLG, special RG training was developed and delivered by CAMH to prepare Support Centre staff to address issues related to online gaming. Staff was also given training and access to new tools, such as Bet Buddy, a unique customer analytics software that gives players a risk profile and risk-appropriate gambling recommendations based on their gambling behaviour.



OUR APPROACH TO PREVENTING PROBLEM GAMBLING AND MITIGATING HARM

PREVENTING PROBLEM GAMBLING

Through initiatives like our Know Your Limit (now PlaySmart) website and *It Pays to Know* ads and brochures, and the efforts of our trained staff, OLG educates players about how games work, how to play safely and how to recognize signs of problem gambling. All OLG gaming sites have Responsible Gaming Resource Centres (RGRCs), eight of which are full-service and staffed by the Responsible Gambling Council. By March 31, 2015, 16 casino and slots locations and 23 Charitable Gaming Centres had self-serve RGRCs. The education programs are highly interactive and designed to engage people.

With advances in technology, we are introducing personal play management tools, such as interactive applications or options to set time and money limits on some electronic forms of gambling. PlayOLG and our new My PlaySmart tool, which is being piloted at OLG Slots at Georgian Downs, feature some of the most advanced technology available. Data analytics on PlayOLG give our players a risk rating and recommendations to help them understand and manage their gambling habits.

MITIGATING HARM

OLG collaborates with multiple stakeholders to help players with gambling problems. In some instances, we direct them to the RGRCs and the Ontario Problem Gambling Helpline, who, in turn, connect them to local treatment providers, debt counsellors and other support services. At other times, we provide direct support through our voluntary Self-Exclusion program,

a program for individuals who wish to limit or stop their gambling.

Participants make a written commitment to stay away from all slots and casino gaming facilities in Ontario for the term of their Self-Exclusion. At that point, we stop sending them OLG marketing materials. They may also be referred to professional counselling and specialized services.

With the launch of PlayOLG, we tailored the Self-Exclusion program to allow PlayOLG players to register for Self-Exclusion online. Once they have finished their term, they can apply for reinstatement by contacting PlayOLG Player Support and completing a mandatory online tutorial.

A slot machine is displayed at the RGRC 10th Anniversary event in Windsor, Ontario.



2014-15

Performance Snapshot

327

Number of times OLG employees suggested to players at a gaming site that they should take a break from play because of serious red flag behaviours.

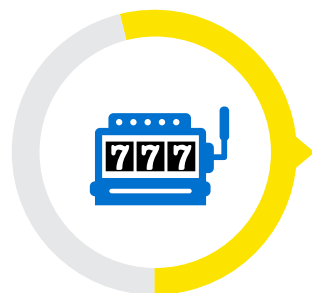
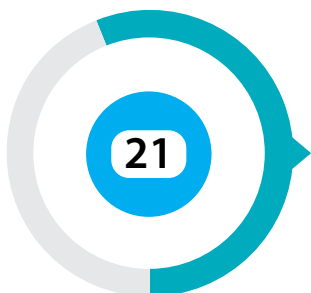
1 MILLION VISITORS

In July 2014, the Responsible Gaming Resource Centres at OLG gaming sites welcomed their one-millionth visitor.

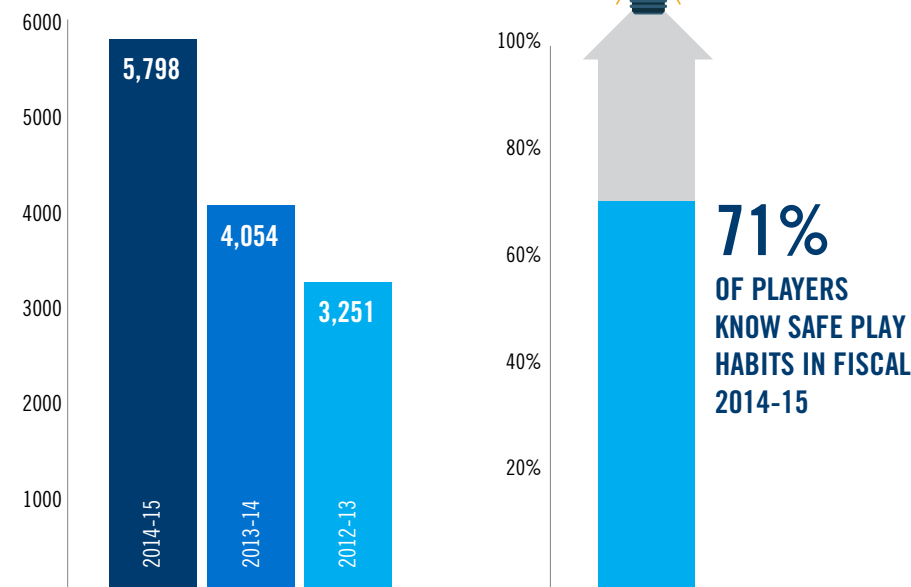
During 2014-15 alone, 259,245 players visited an RGRC to learn about games, safe gambling habits and support resources.

↑ This was a 26% increase over the previous year.

According to our annual RG Player Awareness Survey



Number of referrals to support services by OLG and RGRCs



COMMUNITY INVOLVEMENT

- During the development of PlayOLG, our staff met with more than 30 community stakeholder groups, including credit counselling and problem gambling centres, to share our progress in embedding RG in the new Internet gaming platform and to confirm that we were on the right track.
- As part of OLG's *Spotlight in Your Community* initiative, we met twice with members of the Garden River First Nation community near Sault Ste. Marie to provide an RG overview. OLG representatives also made an RG presentation to community members and treatment providers in Aboriginal communities in northern Ontario at the annual Nishnawbe Aski Nation meeting, and we participated in three service provider gambling and addictions networking events coordinated by the Métis Nation of Ontario.
- OLG has a three-year relationship with YMCA's Youth Gambling Awareness Program (YGAP), a free service that helps youth and youth workers identify and address potentially risky behaviours like gambling. In 2014-15, we participated in YGAP advisory committees, shared information, spoke at their events and solicited their input on RG programs and issues related to minors.

CASE STUDY

My PlaySmart

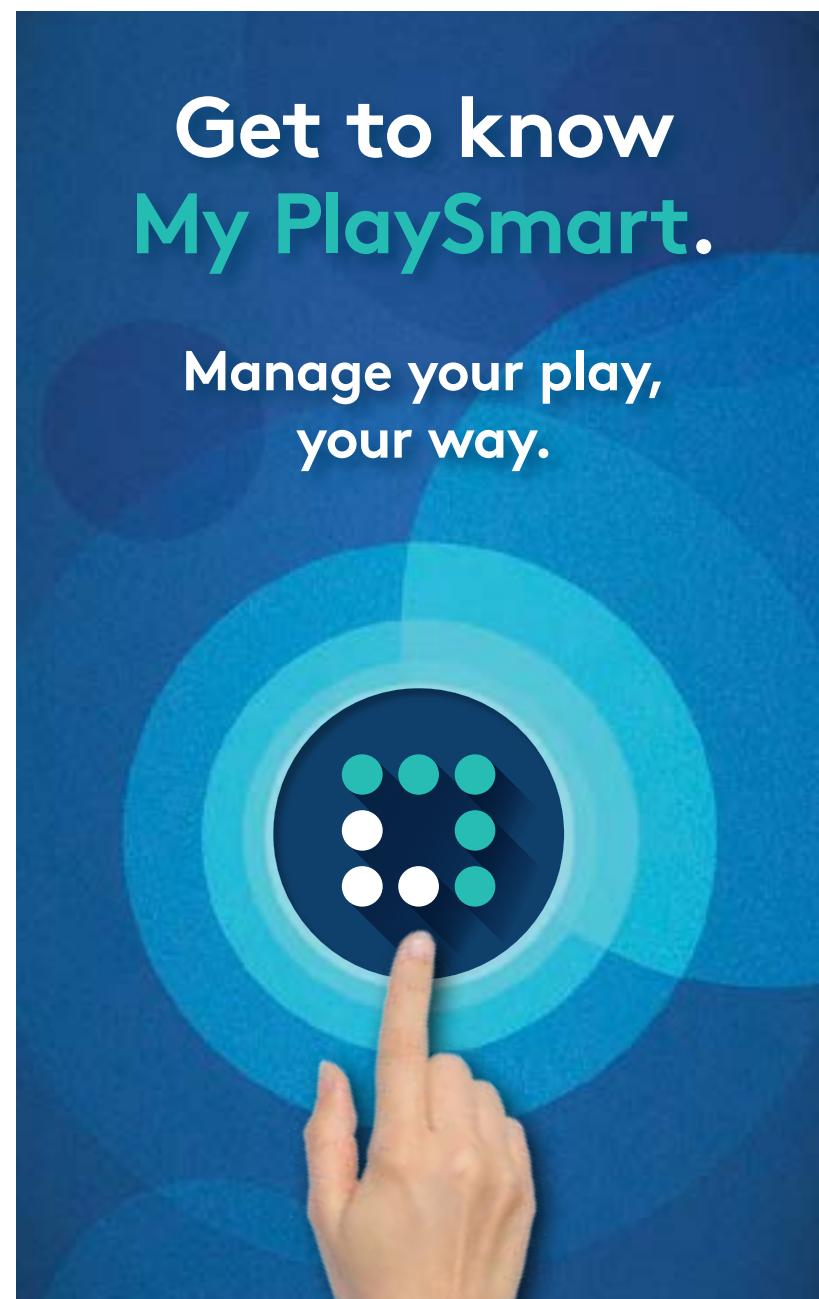
My PlaySmart is an innovative personal tracking tool being piloted at OLG Slots at Georgian Downs. The first of its kind in Canada to be offered in a casino environment, the tool helps players manage their play by setting daily targets for the amount of time and money they intend to spend on slot machines.

My PlaySmart is embedded right into the slot machine and linked to *Player Plus*, a new loyalty program. During their play session, players receive on-screen notifications as to how they are tracking against their targets. They must acknowledge the notifications before resuming play. Informed by academic and industry research of comparable tools, the approach offers a good way to engage players of all gambling risk profiles.

“Player feedback has been positive. We’ve been careful to promote *My PlaySmart* as a soft tool that gives players a heads-up on how they’re doing instead of restricting their play. It seems to be working.

Tim O’Doherty, General Manager, OLG Slots at Georgian Downs

Depending on the success of the pilot, we expect to make *My PlaySmart* available at other OLG slots and casino sites once they transition to a private sector service provider. The future system will include functionality to detect and support at-risk and self-excluded customers across all OLG slots and casino sites using multiple methods and alerts.



CASE STUDY

Credit Canada Collaboration

Credit Canada is a key stakeholder in helping expand the reach of problem gambling information into the credit counselling arena. This non-profit organization provides Canadians with free credit counselling and debt help.

OLG and Credit Canada work together on communications to promote Credit Canada services on digital displays at gaming sites. Their services are also promoted in *It Pays to Know* brochures and support service materials given to individuals registering for Self-Exclusion and through RGRC referrals. We also promote their services on our RG websites.

“OLG has been great for getting the message out on how we can help people with financial issues. Going forward, I think we’re both interested in understanding the effectiveness of RG programs and their actual impact on the acquisition of debt.

There’s also a need for us to work with OLG to provide budgeting and debt management support to the large numbers of seniors who will be retiring in the next five years and to young people reaching the legal age to gamble within a few years.

Laurie Campbell, CEO of Credit Canada



Supporting Employees



Larry Rourke, Senior Vice President, Human Resources

About 16,000 Ontarians are employed in the lottery and gaming business, and we're often a major employer in our host communities. It's a big responsibility that we take very seriously.

In the workplace, we try to create an environment where people flourish and are rewarded for their contributions. In return, their passion, skills and ideas drive our success. Modernization is aimed at growing our business and ultimately creating sustainable jobs – not just at OLG, but across the gaming industry and the province. To help employees succeed in this new environment, we've prioritized strong leadership, two-way dialogue, change management support and professional development.



OUR PRIORITY

- Engaging and developing our people



OUR APPROACH TO SUPPORTING EMPLOYEES

We want our employees to enjoy coming to work every day and to go home safely at the end of each workday. To achieve these goals, we:

- work to create a strong culture rooted in integrity, accountability and respect
- implement robust policies and programs that reward employees for their contributions and give them the training, opportunities and support needed for personal success and growth
- encourage employees to be themselves, have fun and give back to the community

Our corporate values and Code of Conduct set out the basic expectations for all OLG employees – and create the conditions for people to flourish. All individuals are to be treated with respect and dignity. We do not tolerate discrimination of any form. To help promote diversity and inclusion, the Executive Committee formed a corporate [Diversity and Inclusion Committee](#).

OLG encourages employees to learn, grow and take the next steps in their careers. In addition to participating in mandatory training related to health and safety, Responsible Gambling and relevant compliance topics, employees can develop their skills through on-the-job learning, secondments, project assignments, mentoring, job shadowing and a wide selection of formal learning and development programs.

We are committed to providing and maintaining a safe and healthy work environment and we encourage all employees to act together to achieve this goal. Our Occupational Health and Safety policy outlines expectations.

Giving back to the community is an integral part of life at OLG and keeps us true to our core purpose and values. Employees spearhead the annual United Way and Federated Health Charities fundraising campaigns, and many site teams take it upon themselves to help their local communities. We applaud their efforts and give them time to do so.

Since the start of OLG's modernization, we have scaled up employee communications and change management support. Many OLG employees will be transferring to new service providers. Our agreements with the service providers will include employment guarantees of at least 12 months for transitioning employees and pension and benefits requirements.

We have put in place a number of initiatives to address questions and concerns while maintaining day-to-day business. Among them:



Future Ready Network

More than 350 employees across the organization act as ambassadors and provide feedback to OLG leadership on the pulse of the organization. Volunteers selected by their leaders invite employee input and report common themes to the senior Human Resources team and executive leadership on a daily basis after major organizational announcements or otherwise monthly. The process allows for immediate action on issues.



Modernization Minute

Brief email updates on elements of modernization are sent to all employees.



AskOLG Q&A

A searchable database lets employees ask questions and find answers related to modernization and other corporate activities.

Employee engagement is tracked through standard human resources metrics like turnover, absenteeism and training take-up rates as well as mechanisms such as the Future Ready Network.

2014-15

Performance Snapshot

\$2,971,000

spent on employee training

\$873.3 MILLION

paid to employees (direct and indirect) in wages and benefits

\$743,520

raised by OLG employees for United Way and Federated Health Charities

WORKFORCE COMPOSITION*

62%

4,247 permanent full time employees

Male: 2,194 Female: 2,053

34%

2,344 permanent part time employees

Male: 1,042 Female: 1,302

4%

260 temporary employees (including students)

Male: 122 Female: 138



6,851 EMPLOYEES

*Direct employees. Numbers for period ended March 31, 2015.

WORKFORCE

1,199

EMPLOYEES IN
SUPERVISORY OR
MANAGEMENT ROLES

5,652

SUPERVISED
EMPLOYEES

CASE STUDY



OLG values, fosters and promotes diversity and inclusion as essential elements of our culture, one where employees have the space to be themselves and use their imaginations and skills to benefit the people and the Province of Ontario. We are a proud employer partner of the Canadian Centre for Diversity and Inclusion.

In December 2014, our newly created 10-member Diversity and Inclusion Committee appointed by the Executive Committee, began meeting and crafting a long-term strategy for the organization. Its first tasks included:

- establishing an online resource for employees
- celebrating key events like Pride, the Scotiabank Toronto Caribbean Carnival, National Aboriginal Day and 400 Years of French Presence in Ontario
- external networking
- developing an employee survey with the goal of eventually becoming one of Canada's Best Diversity Employers

“ We were really pleased with the response to our Pride initiative. Our President and CEO declared the week of June 23, 2014, OLG World Pride week. In return for a donation to Federated Health Charities, employees were given a rainbow flag to show their support. The 500 flags we had ordered were gone within 48 hours, proving how inclusive OLG employees are.

Lesley Byrne, Executive Director, Strategic Communications and Diversity and Inclusion Committee Chair



Strengthening Communities



Jake Pastore, Director, Municipal and Community Relations

OLG exists to benefit the communities of Ontario. All proceeds are directed to provincial priorities like the operation of hospitals, local communities and the Ontario Trillium Foundation.

But there's more to it than that. Our people are proud to be part of the communities where our gaming sites are located. In addition to providing funding, our sites improve the quality of life in those communities by creating jobs, stimulating economic activity, supporting local projects and events...and, of course, offering great games and entertainment.

We value our community relationships and work hard to build trust and goodwill.



OUR PRIORITIES

- Financial contribution to Ontario and communities
- Community engagement and support



OLG employees Diana Pasqua, Jake Pastore and Kevin Bunting pose with the 2015 Pan Am/Parapan Am Torch.

OUR APPROACH TO STRENGTHENING COMMUNITIES

OLG has a strong and vibrant presence in the communities that host its gaming sites and operations. We want to be a good neighbour and build positive relationships with local mayors, council members, Chambers of Commerce, economic development and tourism offices and community members.

We formally track public perception of OLG and its performance through *Vital Signs* brand health and reputation research. Each month, we survey a random sample of 400 Ontario adults by telephone.

SLOTS AND CASINOS

Our community relations leaders meet at least twice a year with members of each of the 22 municipalities and two First Nations communities that host our gaming sites to discuss plans, understand their needs and concerns and collaborate on community priorities. With modernization, municipal or First Nation approval is required before a service provider can build a new gaming site or move a site to another location within its boundaries.

For the 22 communities hosting slots and casinos, OLG pays a portion of revenue earned at the local gaming site to the municipality. Under the Municipality Contribution Agreement (MCA), host communities receive:

- 5.25% on the first \$65 million of annual Electronic Games Revenue; plus
- 3.0% on the next \$135 million of annual Electronic Games Revenue; plus
- 2.5% on the next \$300 million of annual Electronic Games Revenue; plus
- 0.5% on the remainder of annual Electronic Games Revenue; plus
- 4.0% of annual Live Table Game Revenue, where applicable.

The MCA also requires municipalities to participate in our Community Recognition Program and profile at least one initiative per year that shows how their MCA payment benefited the community.

CHARITABLE GAMING

Charitable Gaming is a unique partnership of the public, private and charitable/non-profit sectors. As a result of our Charitable Gaming Revitalization Initiative aimed at revitalizing the bingo industry and introducing new electronic products, we now have 29 Charitable Gaming Centres across the province. Each centre is operated by a service provider. The charities and service providers each receive commissions based on percentages of net win, adjusted net win or non-gaming revenue. To receive the funding, charities must be actively involved in the operation of their centre and must promote how the funds raised support the good works they carry out in their community.

LOTTERY

There are approximately 9,700 lottery retailers under contract to OLG across the province. Lottery ticket sales build traffic in their stores and we pay the retailers sales commissions and prize redemption fees.

CORPORATE SPONSORSHIPS AND SUPPORT

OLG has a proud tradition of helping build strong communities by sponsoring local festivals and events across Ontario and supporting amateur athletes. The proceeds from our QUEST FOR GOLD lottery, \$10 million annually, are administered by the Ministry of Tourism, Culture and Sport to support athletes across Ontario through financial assistance, enhanced coaching and training and competitive opportunities.

LEARN MORE

[Where the Money Goes](#)

Visit [2014-15 Community Benefits Summaries](#) on our website for a detailed breakdown of OLG financial contributions to each host community.

2014-15

Performance Snapshot

\$121.6 MILLION TO ONTARIO FIRST NATIONS

Through a provincial funding arrangement with Ontario First Nations, OLG annually distributes 1.7% of total gross revenue to Ontario First Nations for use in community development, health, education, economic development and cultural development. OLG also makes payments under contracts with the Mississaugas of Scugog Island First Nation and Rama First Nation for hosting gaming facilities.

250+ FESTIVALS AND EVENTS

were sponsored by OLG, including the Fergus Scottish Festival, Bon Soo Winter Carnival in Sault Ste. Marie, Ottawa Jazz Festival, the Royal Agricultural Winter Fair in Toronto, the Festival Franco-ontarien Banque National in Ottawa and Francophonie en Fête in Toronto.

\$85 MILLION

was raised for charities by Charitable Gaming Centres since 2005. In 2014-15, Charitable Gaming ("cGaming") proceeds benefited 1,516 charities including local chapters of Big Brothers, Big Sisters, Alzheimer Society, John Howard Society, Multiple Sclerosis Society, various Knights of Columbus chapters, Canadian Hearing Society, various Crime Stoppers, March of Dimes and Habitat for Humanity.

PUBLIC PERCEPTION*

that OLG acts in the best interests of the people of Ontario rose by

↑ **6% to 65%**

and 66% of people surveyed agree that OLG is an organization that is good for local communities, up from 64% the year prior.

*According to our health and reputation survey (March 2014 to March 2015)

GIVING BACK

Our employees make OLG a great place to work and a great corporate neighbour. Here are a few of the ways they gave back to their communities in 2014-15:

- 1 OLG Slots at Woodbine Racetrack formed a 35-member Woodbine Charity Team that managed the employee Federated Health Charities and United Way campaigns and led monthly initiatives like a food drive for the Daily Bread Food Bank.
- 2 For the past two years, groups of employees at OLG Slots at Western Fair District have gone to the local Ronald McDonald House throughout the year to cook and provide meals for families staying there.
- 3 OLG Slots at Hanover Raceway ran its annual Gift of Warmth campaign in which employees donated more than 50 items for the Kincardine Women's Shelter.
- 4 On January 4, 2015, OLG Casino Point Edward had its 4th Polar Dip event where eight participants dipped into the freezing waters of the St. Clair River, raising more than \$1,000 for the WWF-Canada's Arctic Program.



OLG employee, Sue Short, and Pan Am Athlete, Taylor Stewart, pose for a photo outside OLG Slots at Western Fair District.

CASE STUDY

Host Gaming Mayors Committee

The mayors of the communities that host our gaming sites are key stakeholders for OLG. Recognizing their shared interests, the mayors formed a Host Gaming Mayors Committee a few years ago and meet with OLG's President and CEO and other leaders at least twice a year. The committee was co-hosted by mayors Randy Hope of Chatham-Kent and Gordon Krantz of Milton in 2014-15.

Committee meetings provide a forum for updating the mayors on OLG corporate developments and gathering their input. Naturally, the mayors have questions about OLG's modernization impact on jobs in their communities and where new gaming sites might be located. They want to hear about our plans first-hand so they can explain them to their constituents.

“ OLG gaming facilities are important anchors in our communities. We welcome the opportunity to meet regularly with OLG leadership and discuss issues of mutual concern. We all have an interest in seeing the facilities succeed and doing what we can to help.

Randy Hope, Mayor of Chatham-Kent

Throughout the year, OLG also sponsors Mayors' Breakfasts in host communities. In addition to funding, we use these events to gain exposure for local Ontario amateur athletes sponsored by the Quest for Gold program.

OLG Slots at Mohawk Racetrack contributes to the community of Milton, Ontario.



CASE STUDY

Charitable Gaming in the Community

Local charities and not-for-profits are the focus of OLG Charitable Gaming Centres. Since 2005, the Centres have raised more than \$85 million to support participating charities across Ontario. OLG, the Ontario Charitable Gaming Association, the Commercial Gaming Association of Ontario and the charities themselves work together to make each Centre successful.

Habitat for Humanity Durham (Habitat Durham) is one of the 60 charities that raise funds at Delta Gaming Pickering. The organization was established to address an affordable housing crisis in Durham Region. Its mission is to mobilize volunteers and community partners to build affordable housing and promote home ownership as a means of breaking the cycle of poverty.

Habitat Durham is currently focused on building on a site in Oshawa called CentreTowne. Construction began in 2012 and two blocks of homes have already been completed and dedicated to families. Habitat Durham will continue to build CentreTowne until it consists of four blocks of townhouses that will be home to 24 families upon its completion in 2017.

“Customers often suggest that one of the great benefits of playing bingo at Charitable Gaming Centres is knowing that they’re helping support charities in their local communities. The funds raised go directly to the participating charities. For Habitat Durham, it’s meant nearly \$60,000 since 2013.

David Fraser, Director of Governance and Relationship Management, cGaming



Reducing Our Footprint



Catherine Jarman, Director, Policy and Social Responsibility

People across Ontario are becoming more concerned about environmental issues such as climate change and waste reduction. If we are serious about improving communities, we need to do our part to minimize our environmental footprint.

This means taking action in the areas where OLG has the greatest impact, namely energy use and related greenhouse gas emissions at gaming sites, and paper use for lottery tickets. Reducing our impacts in these areas is not only environmentally responsible, it can also save money and build goodwill in our communities and among our employees.

Everyone at OLG has rallied around our environmental program, Bet On Green, and we've already seen impressive results, like a 25 per cent reduction in the size of lottery tickets.



OUR PRIORITY

- Energy and resource management



OUR APPROACH TO REDUCING OUR FOOTPRINT



Our flagship environmental program, Bet On Green, has three primary goals: reduce the environmental impact of OLG operations; become a global leader in energy-efficient gaming; and increase green awareness among customers and employees.

To achieve these goals, we have established environmental action plans and performance metrics in five areas:

- energy use and greenhouse gas emissions
- paper use
- waste reduction and management
- partnerships with external stakeholders
- employee engagement

OLG's Social Responsibility team carries out select company-wide environmental initiatives, while green teams, composed of employee volunteers, bring Bet On Green to life at each site and community we serve. We have also established partnerships to help achieve our goals:



WWF-Canada

OLG is a provincial sponsor of WWF-Canada's Great Canadian Shoreline Cleanup and partner of its Living Planet@Work employee engagement program.



TerraCycle

We participate in TerraCycle's Brigades® programs to collect previously non-recyclable or hard-to-recycle waste like cell phones, air fresheners, cigarette waste and coffee pods so they can be recycled or used to create new products.



Ontario Electronic Stewardship (OES)

OES helps us collect electronic waste from our communities and divert it from landfills, while generating funds for local charities.



OfficeMax Grand & Toy

Our office supply company works with us to reduce the number of trees being cut down for paper production and to implement an ink and toner recycling program.



Swish

Our cleaning supply company helped us transition to environmentally friendly cleaning supplies containing less volatile organic compounds.



Bullfrog Power

This energy supplier injects green electricity to the Ontario power grid equivalent to the electricity used by some of our gaming sites and websites.

We will be engaging our service providers and their employees on environmental sustainability. To this end, we completed an inventory of environmental initiatives underway at each gaming facility and have undertaken a cost-benefit study to demonstrate the merits of energy efficiency initiatives.

2014-15

Performance Snapshot

Approximately 85% of our slot games are LED-lit and more than 97% of our video slot games use LCD screens. These technologies are considerably more energy efficient than the older fluorescent or incandescent lighting and video displays with cathode ray tube screens.

Public perception of OLG's green efforts improved to 45% by March 2015, up 6% from one year prior, without any significant marketing of our efforts. (Source: OLG Research)

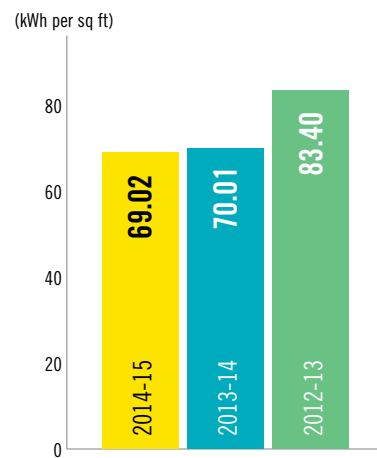


Direct Greenhouse Gas Emissions went down
2,574 TONNES CO₂
 between fiscal 2013-14 and fiscal 2014-15

Electricity Use



Energy Intensity



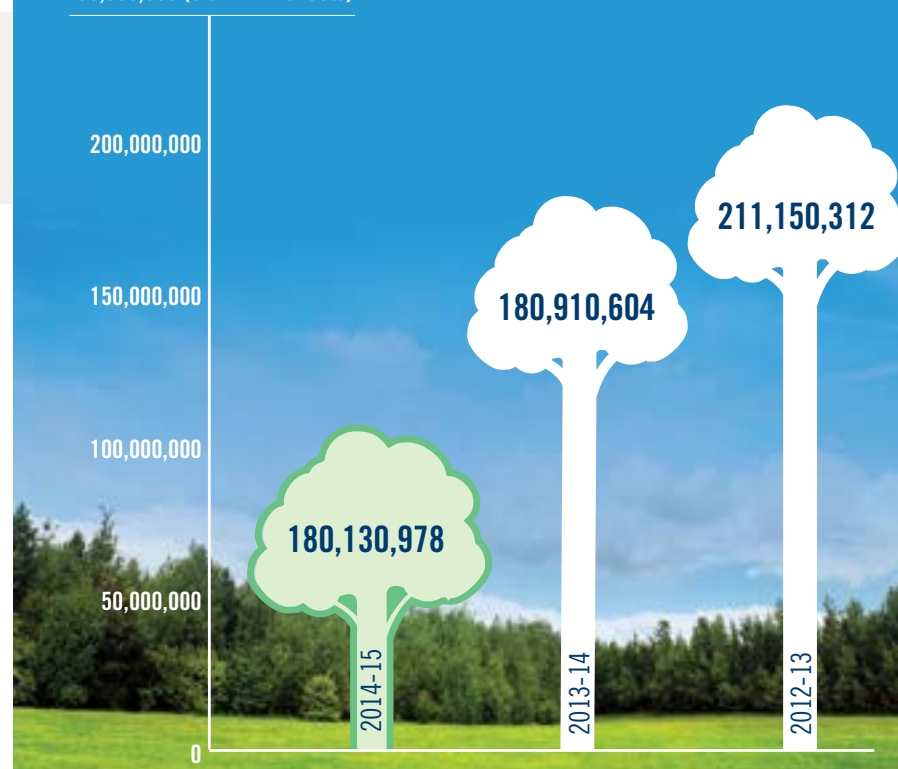
PAPER USE

Paper used in OLG offices contains more than
26% post-consumer recycled content.

We have made huge strides in paper reduction. Through redesign initiatives like reducing font sizes to the smallest allowable point size and maximizing the use of printable areas while continuing to print messages needed for Responsible Gambling and regulatory requirements, **we have reduced lottery ticket sizes by 25%.**

OLG Paper Usage

250,000,000 (8.5" x11" Sheets)



CASE STUDY

Betting on Green Energy

Our Gaming line of business is energy intensive. Many of our facilities are open 24 hours a day and need energy for lighting, heating and cooling and security. We also have gaming equipment that uses large amounts of energy.

Lighting consumes the biggest share of electricity at OLG sites, offices and warehouses, so we have made it a priority to replace energy-intensive incandescent bulbs with LED lights and compact fluorescents. These simple retrofits have shrunk total electricity use by three per cent since 2011 – even though our square footage has grown by 19 per cent.

Ten sites use light dimmers, eight sites use timers and sensors, and 13 sites have programmable thermostats to reduce energy consumption. We expect further improvements once we install more variable frequency drives on some of our air-handling units. We are in the process of conducting energy audits, which have already helped identify energy-saving opportunities at OLG Slots at Ajax Downs and OLG casinos in Brantford, Thunder Bay and Thousand Islands.

OLG Slots at Georgian Downs was certified as meeting Leadership in Energy and Environmental Design (LEED) standards in May 2012, and OLG Casino Brantford achieved LEED Silver certification in August 2015. LEED-certified buildings are recognized for creating a healthier interior environment through better air ventilation and more natural daylight and for reducing waste, conserving energy and decreasing water consumption.

We have chosen green energy from Bullfrog Power for knowyourlimit.ca (now PlaySmart.ca), PlayOLG.ca, OLG Casino Brantford, 60 per cent of the electricity used at the LEED certified OLG Slots at Georgian Downs and our 1,200 digital signage monitors and computer hard drives. In choosing renewable energy, we reduce our carbon footprint by more than 1,400 tonnes each year.

“When you add it all up, OLG has reduced greenhouse gases by 15,903 tonnes over the past four years. According to the U.S. Environmental Agency, you’d need to take more than 3,348 cars off the road for a year to reduce that much carbon!”

Noel Padilla, Sustainability Manager

L-R: Chris Friel, Mayor of Brantford; Ron Seftel, CEO, Bullfrog Power; Stephen Rigby, President and CEO, OLG; Eddy Day, General Manager, OLG Casino Brantford; and Stephen Hill, Director, Capital Projects, OLG.



CASE STUDY**TerraCycle Brigades®**

OLG gaming sites have joined TerraCycle Brigades® programs to collect previously non-recyclable or hard-to-recycle waste items like cell phones, air fresheners, cigarette waste, candy wrappers, beauty product containers, writing instruments and coffee pods. TerraCycle pays OLG for the volume collected, so that the initiative not only diverts waste from landfill, it also generates income that the sites donate to local charities. In 2014-15, OLG sites collected 1.9 million units of waste weighing 751 kilograms and delivered \$1,600 to local charities.



ABOUT THIS REPORT

This is OLG's third Corporate Social Responsibility Report. We are reporting in accordance with the Global Reporting Initiative (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 most critical economic, environmental and social performance and impacts. A GRI Index of this report's content is provided [here](#). For more information about GRI, visit the [GRI website](#).

This report covers performance for the fiscal year ended March 31, 2015. We include data from previous years and progress made in fiscal 2014-15, where relevant. Our most recent report was released in 2015, covering OLG's fiscal 2013-14 performance.

Unless otherwise indicated, the report contains economic data from all activities across our 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 lottery terminals)
- Charitable Gaming Centres
- OLG Resort Casinos (Caesars Windsor, Casino Rama, Casino Niagara and Niagara Fallsview Casino Resort) operated under contract by private operators
- operations at the Great Blue Heron Charity Casino

Identifying Our Material Topics

Each year, we conduct a materiality analysis to ensure that we have current understanding of internal and external topics of importance. In 2015, we hired a third-party firm to review our previous year's materiality analysis and recommend CSR priorities.


This year's process involved:

- an online survey of several OLG managers and certain staff to rank CSR topics (linked to the GRI Aspects and Responsible Gambling Guidelines), based on the level of priority to OLG and its stakeholders
- a workshop to review the survey results to propose the topics that are of greatest priority to OLG and those topics that are believed to be most significant to OLG's stakeholders
- 20 interviews with OLG experts and executives and a Board member to gather feedback on recent highlights, challenges and plans and to confirm the level of importance of OLG's CSR priorities
- 10 interviews with external stakeholders to understand what they

perceive to be OLG's strengths and opportunities for improvement and to confirm the level of importance of OLG's CSR priorities. Interviewees included representatives from the Alcohol and Gaming Commission of Ontario (AGCO), the Centre for Addiction and Mental Health (CAMH), Chinese Family Services of Ontario, Credit Canada, Gambling Research Exchange Ontario (GREO), the Responsible Gambling Council (RGC), Lakeridge Health, WWF-Canada and the YMCA Youth Gambling Awareness Program

- confirmation of the proposed priority topics, along with the GRI Aspects that correspond to each topic, so that we could plan our data and information collection in advance of the development of this report

Here are OLG's 10 priority topics, presented under five pillars, identified through the materiality analysis and how they relate to Aspects from the GRI G4 framework, which have guided our report content:

PILLAR	 PRIORITY TOPIC	G4 ASPECT(S) (GRI categories most closely linked to the OLG priority topic)	ASPECT BOUNDARY WITHIN THE ORGANIZATION (affected stakeholders)	ASPECT BOUNDARY OUTSIDE THE ORGANIZATION (affected stakeholders)
Building Public Trust	Employee and supplier integrity	<ul style="list-style-type: none"> • General standard disclosures 	Whole organization	<ul style="list-style-type: none"> • Business partners
	Transparency and disclosure			<ul style="list-style-type: none"> • Ministry of Finance • AGCO

Addressing Social Impacts	Responsible Gambling policies and programs	<ul style="list-style-type: none"> • Customer health and safety • Product and service labelling • Customer privacy 	Whole organization	<ul style="list-style-type: none"> • Players • Business partners • RGC, GREO
	Preventing problem gambling	<ul style="list-style-type: none"> • Product and service labelling • Customer privacy 		
	Mitigating harm	<ul style="list-style-type: none"> • No G4 Aspect is specified 		<ul style="list-style-type: none"> • Players • Business partners • CAMH, RGC, GREO
	Employee, retailer and operator engagement in RG	<ul style="list-style-type: none"> • Training and education 		
Supporting Employees	Engaging and developing our people	<ul style="list-style-type: none"> • Training and education • Labour/management relations • Occupational health and safety • Diversity and equal opportunity 	Whole organization	<ul style="list-style-type: none"> • Business partners
Strengthening Communities	Financial contributions to Ontario and local economies	<ul style="list-style-type: none"> • Economic performance 	Whole organization	<ul style="list-style-type: none"> • Municipalities • Ontario First Nations
	Community engagement and support	<ul style="list-style-type: none"> • Indirect economic impacts 		
Reducing Our Footprint	Energy and resource management	<ul style="list-style-type: none"> • Materials • Energy • Emissions 	Whole organization	<ul style="list-style-type: none"> • Business partners • Charities • WWF-Canada

GRI Index

GENERAL STANDARD DISCLOSURES		LOCATION AND/OR RESPONSE	ASSURANCE
Strategy and Analysis			
G4-1	CEO message	Message from the President and CEO The accomplishments included in this report have enabled OLG to accomplish its short and long term policy and program goals and objectives. However, an analysis of comparing accomplishments to annual targets has not been undertaken. Social responsibility performance targets have not yet been formally approved for the mid- or long-term.	No
Organizational Profile			
G4-3	Name of the organization	Who We Are	No
G4-4	Primary brands, products and services	Who We Are	No
G4-5	Location of the organization's headquarters	Contact	No
G4-6	Countries of operation (located only in Canada)	Who We Are	No
G4-7	Nature of ownership and legal form	Who We Are	No
G4-8	Markets served	Who We Are	No
G4-9	Scale of the organization	Who We Are GRI Index, G4-EC1	No

G4-10	Total number of employees by type of employment (permanent and temporary)	<p>Supporting Employees</p> <ul style="list-style-type: none"> • Permanent Full Time: 4,247 • Permanent Part Time: 2,344 • Temporary: 260 • Total: 6,851 <p>OLG measures workforce in terms of permanent and temporary employees. The number of contract workers is not material to OLG and is not tracked.</p>	No
G4-11	Percentage of total employees covered by collective bargaining agreements	35% of our employees are covered by collective bargaining agreements.	No
G4-12	Overview of procurement	<p>Who We Are</p> <p>For more insight into OLG's procurement process, visit www.olg.ca/about/procurement</p>	No
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain	While there were no significant changes to OLG's supply chain during the reporting year, changes are expected to arise from OLG's modernization process. See the discussion on modernization in " Who We Are " and " The Future of Gaming in Ontario " and online at www.modernolg.ca/whats-changing .	No
G4-14	OLG application of the precautionary approach or principle	<p>OLG's policymaking and program development are evidence-informed whereby policies and programs are informed by scientific evidence. OLG also adheres to the precautionary principle and does not implement policies and programs where the consequences are uncertain and potentially dangerous.</p> <p>Additional information is on our website at www.olg.ca/about/responsible_gaming.</p>	
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	Awards, Memberships and Commitments	No

G4-16	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	No
Identified Material Aspects and Boundaries			
G4-17	Entities included in the organization's Consolidated Financial Statements or equivalent documents	About This Report For the reporting period covered, see our quarterly disclosures at www.olg.ca/about/public_disclosure/performance_highlights . Performance indicators discussed in this report relate to Lottery, Charitable Gaming and OLG Slots and Casinos. Resort Casinos are not reported on, unless specifically noted.	No
G4-18	Process for defining the report content and the Aspect Boundaries	About This Report Identifying Our Material Topics	No
G4-19	Material Aspects identified in the process for defining report content	Identifying Our Material Topics	No
G4-20	Aspect Boundary within the organization	Identifying Our Material Topics	No
G4-21	For each material Aspect, report the Aspect Boundary outside the organization	Identifying Our Material Topics	No
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements	No restatements were made.	No
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	There were no significant changes in the Scope and Aspect Boundaries.	No

Stakeholder Engagement

G4-24	A list of stakeholder groups engaged by the organization	Engaging Stakeholders	No
G4-25	The basis for identification and selection of stakeholders with whom to engage	Engaging Stakeholders Identifying Our Material Topics	No
G4-26	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.	Engaging Stakeholders Identifying Our Material Topics OLG engages stakeholders on an ongoing and regular basis through various means. We also engage stakeholders through monthly public surveys and annual players' surveys, regular policy roundtables with the Alcohol and Gaming Commission of Ontario, the Centre for Addiction and Mental Health, the Responsible Gambling Council, Gambling Research Exchange Ontario and other types of consultations and dialogues.	No
G4-27	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.	Engaging Stakeholders Identifying Our Material Topics	No

Report Profile

G4-28	Reporting period (such as fiscal or calendar year) for information provided	Fiscal 2014-15 is the reporting period for performance data. Subsequent events from fiscal 2015-16 have been included within the stories and in the Disclosure on Management Approach (DMA) within this report to present a relevant and accurate description of OLG's CSR strategy, objectives and programs.	No
G4-29	Date of most recent previous report (if any)	Corporate Social Responsibility Report 2013-14 (published in 2015)	No
G4-30	Reporting cycle (such as annual, biennial)	Annual	No

G4-31	Contact point for questions regarding the report or its contents	Contact Us	No
G4-32	Report the “in accordance” option the organization has chosen, GRI content index and external assurance.	About This Report	No
G4-33	Report the organization’s policy and current practice with regard to seeking external assurance for the report.	OLG has elected not to have this report or its data assured externally and does not have policies relating to CSR report assurance.	No

Governance

G4-34	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 See also www.olg.ca/about/who_we_are/governance	No
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Ethics and Integrity

G4-56	Values, principles, standards and norms of behavior, such as codes of conduct and codes of ethics	Our Approach to Our Responsibilities Governance Building Public Trust	No
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SPECIFIC STANDARD DISCLOSURES

LOCATION AND/OR RESPONSE

ASSURANCE

Category: Economic Performance

Disclosure on Management Approach (DMA)	Economic Performance	Where the Money Goes Strengthening Communities Evaluation to determine the Social Return on Investment of the Community programs is being piloted in one location. The results of the evaluation will be included in the 2015-16 CSR Report.	No
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G4-EC1	Direct economic value generated, distributed and retained	Strengthening Communities	No
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For the fiscal years ended March 31 (in thousands of Canadian dollars)

INDICATOR	2014-15	2013-14	2012-13
Direct Economic Value Generated			
Revenue*	6,644,208	6,670,378	6,632,571
Direct Economic Value Distributed			
Operating Costs**	2,753,963	2,800,434	2,646,421
Employee Wages and Benefits***	873,281	873,289	892,470
Payments to Providers of Capital† – the Province of Ontario	2,048,198	2,082,606	1,909,702
Payments to Governments†† (taxes) – Government of Canada	285,215	281,891	262,964
Community Investment††† – (Payments to host communities, lottery retailers, local goods and services)	584,581	543,083	725,155
Economic Value Retained	\$98,970	\$89,075	\$195,859

*Revenue includes revenue from lottery, Charitable Gaming, slot and table games, and non-gaming revenue less returns, discounts and allowances. Revenues from slot and table games and Charitable Gaming excluding paper Break Open Tickets are recorded net of prizes paid. Revenue excludes interest income and revenue from sale of assets.

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

***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 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 includes 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, which ended on March 31, 2013.

GENERAL STANDARD DISCLOSURES		LOCATION AND/OR RESPONSE	ASSURANCE
DMA	Indirect Economic Impacts	Strengthening Communities Evaluation to determine the Social Return on Investment of the Community program is being piloted in one location. The results of the evaluation will be included in the 2015-16 CSR Report.	No
G4-EC8	Significant indirect economic impacts	Strengthening Communities	No
DMA	Procurement Practices	Open and Transparent Procurement The Fairness Monitor for the RFP for East Gaming Bundle certified that the principles of openness, fairness and transparency had been, in their opinion, properly established and maintained throughout the Request for Proposal process. Furthermore, they attested that they were not made aware of any issue that emerged during the process that would impair the fairness of the initiative. No adjustment will be made in the approach.	No
G4-EC9	Percentage of local spending on suppliers at significant locations of operation	Strengthening Communities Performance Snapshot	No
Category: Environment			
DMA	Materials	Reducing Our Footprint The results of the assessment to further reduce the sizes of online lottery tickets to realize more paper savings indicate that further reductions are not possible any more as legal requirements (e.g., <i>Access to Ontarians with Disabilities Act</i> and <i>Ontario French Language Services Act</i>) preclude reducing the sizes of the tickets further.	No

G4-EN1	Materials used by weight and volume	Reducing Our Footprint	No
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PAPER USE	2014-15	2013-14	2012-13
Lottery paper (8.5" by 11" sheets) Previous ticket sizes	241,308,914	242,551,831	243,401,086
Lottery paper (8.5" by 11" sheets) New, reduced ticket sizes	166,142,170	166,391,028	196,241,903
Reduction – lottery paper	75,166,744	76,160,803	47,159,183
Office paper (8.5" by 11" sheets)	13,988,808	14,519,576	14,908,409
Reduction* – office paper	8,611,374	8,080,606	7,691,773
Per cent reduction** – office paper	38	36	34

*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 is realized when ticket sales increase. This implies that the more tickets that are sold, regardless of the value of the tickets, the more savings in paper are generated.

G4-EN2	Percentage of materials used that are recycled input materials	Reducing Our Footprint Performance Snapshot	No
DMA	Energy	Reducing Our Footprint Energy audit results indicate that there are still opportunities to reduce energy use. Energy conservation measures are being implemented in sites that have undergone energy audits as well as in other sites that have similar opportunities as the audited sites.	No

G4-EN3

Energy consumption

[Reducing Our Footprint
Performance Snapshot](#)

No

ENERGY CONSUMPTION	2014-15	2013-14	2012-13
Electricity consumption (Joules)	2.79822E14	2.83845E14	2.83591E14
Heating consumption (natural gas in Joules)	146,889,675	158,066,098	138,350,549
FUEL CONSUMPTION (JOULES)	2014-15	2013-14	2012-13
Diesel	4,397,220	5,084,447	5,343,565
Ethanol (all types)	3,077,652	3,447,677	3,849,136
Propane	0	4,902	0
Gasoline (all types)	24,111,437	26,272,349	28,463,381
Total fuel consumed	31,586,309	34,809,375	37,656,082
Reduction* in total fuel	17,731,501	14,404,384	11,398,218

For electricity consumption and heating consumption, data is provided by a third-party service provider that calculates the amount of electricity used in kilowatt hours and natural gas used in cubic metres based on electricity and natural gas invoices provided by OLG. If there are missing invoices, the service provider estimates consumption through its proprietary method. Fuel consumption is provided by a separate third-party service provider in litres of the various types of fuel consumed based on actual consumption.

Conversion factors used to arrive at Joules are as follows: ([Source](#))

For electricity consumption conversion from kWh to Joules: 1 kWh = 3,600,000 Joules

For natural gas conversion from cubic metres to Joules: 1 cubic metre = 37.2398 Joules

For fuel consumption conversion to Joules:

- For diesel: 1 litre = 38.68 Joules
- For gasoline: 1 litre = 34.66 Joules
- For ethanol: 1 litre = 23.60 Joules
- For propane: 1 litre = 25.53 Joules

*Reduction in fuel consumption based on the difference between the current year and the baseline year (fiscal 2008-09).

G4-EN5	Energy intensity	Reducing Our Footprint Performance Snapshot	No
G4-EN6	See performance data below	Reducing Our Footprint	No

REDUCTION OF/(INCREASE IN) ENERGY CONSUMPTION	2014-15	2013-14	2012-13
Fuel* Joules	17,731,501	14,404,384	11,398,218
Electricity** Joules	2.58241E13	2.18014E13	2.20547E13
Heating (Natural Gas)** Joules	(7,087,255)	(18,245,640)	1,438,089

*Reduction in total fuel use is over baseline of 50,302,820 Joules established in 2008-09.

**Reduction in electricity and natural gas use compared to the baseline of 3.05646E14 Joules and 139,565,349 Joules, respectively, established in 2010-11 while the total square footage of the facilities was 19% less than at the start of 2013-14.

DMA	Emissions	Reducing Our Footprint The original plan was to extensively use green electricity to reduce emissions. However, an assessment in 2011 resulted in a change in program direction to focus on actual emissions reduction through energy conservation measures and fuel consumption reduction instead of buying green electricity.	No
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G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	See performance data below	No
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GHG EMISSIONS – SCOPE 1: NATURAL GAS	2014-15	2013-14	2012-13
Heating (natural gas usage; Joules)	146,889,675	158,066,098	138,350,549
CO₂ emissions* (tonnes)	7,399	7,963	6,969
CO₂ emissions (reduced)/increased from baseline (tonnes)**	357***	921***	(73)

*Emission factor is 50.45677 g CO₂/Joule (converted from data taken from <http://www.ec.gc.ca/default.asp?lang=en>).

**Reduction in emissions from heating is over the baseline of 7,042 tonnes established in 2010-11.

***Rise attributed to a 19 per cent increase in total area of the facilities, from 944,475 sq ft to 1,126,149 sq ft. GHG emissions were calculated by multiplying the usage by the conversion factor stated above.

CO₂ EMISSIONS* – SCOPE 1: BY FUEL TYPE (TONNES)	2014-15	2013-14	2012-13
Diesel	303	350	368
Ethanol	195	218	243
Propane	0	0.3	0
Gasoline (all types)	1,592	1,735	1,880
Total emissions	2,090	2,304	2,491
Reduction* in total CO₂ emissions	1,696	1,482	1,295

*Reductions are calculated from baseline established in fiscal 2008–09. Emission factors for diesel, propane, ethanol and gasoline from <http://www.ec.gc.ca/default.asp?lang=en>.

G4-EN16	Energy indirect GHG emissions (Scope 2)	See performance data below	No
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GHG EMISSIONS – SCOPE 2: ELECTRICITY	2014-15	2013-14	2012-13
Total usage (Joules)	2.79822E14	2.83845E14	2.83591E14
Green electricity usage (Joules)	4.54671E13	4.13776E13	8.13602E13
CO ₂ emissions (tonnes) – electricity used	5,907	7,490	7,484
CO ₂ emissions reduction* (tonnes) – due to green electricity used	960	1,092	2,147
Total CO₂ emissions (tonnes)	4,947	6,398	5,337
Emission factor**	76 g CO ₂ /kWh	95 g CO ₂ /kWh	95 g CO ₂ /kWh

*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 1990–2012 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 GHG emissions	See performance data below See G4-EN15 and G4-EN16 for gases included in the calculation (CO ₂ only)	No
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EMISSION REDUCTION (TONNES)	2014-15	2013-14	2012-13
Scope 1, All direct Greenhouse Gas emissions from natural gas	1,339	561	1,368
Scope 2, Indirect Greenhouse Gas emissions from consumption of purchased electricity, heat or steam	2,256	805	1,886
Total	3,395	1,366	3,234

Baseline for Scope 1 established in fiscal 2010-11 at 7,042 tonnes. Conversion factor used was 1,879 g/cubic metre natural gas (<http://www.ec.gc.ca/default.asp?lang=en>)

Baseline for Scope 2 established in fiscal 2010-11 at 7,203 tonnes. Conversion factor used was 130 g/kWh

Category: Labour Practices and Decent Work

DMA	Labour/Management Relations	Engaging Stakeholders Supporting Employees Although our collective agreements provide for regular labour/management meetings, a formal evaluation of our approach to labour/management relations was not undertaken during the reporting year. Therefore, adjustments were not made to our management approach. No decision has yet been made on when the review will occur.	No
G4-LA4	Minimum notice periods regarding operations changes	Some of our collective agreements provide for a minimum of 5 days' notice of any change to policies, rules or regulations affecting bargaining unit employees.	No
DMA	Occupational Health and Safety	Supporting Employees An evaluation of our approach to Occupational Health and Safety was not made during the reporting year. Therefore, adjustments were not made to our management approach. No decision has yet been made on when the review will occur.	No
G4-LA5	Joint management-employee health and safety committees	Supporting Employees There is a Joint Health and Safety Committee at each OLG workplace, providing representation for all OLG employees for health and safety-related matters.	No
G4-LA7	Workers who are involved in occupational activities and have high incidence or high risk of specific disease	There are no workers who are involved in occupational activities who have a high incidence or high risk of any specific disease.	No
DMA	Training and Education	Supporting Employees An evaluation of our approach to training and education was not made during the reporting year. Therefore, adjustments were not made to our management approach. No decision has yet been made on when the review will occur.	No

G4-LA9	Average hours of training per year per employee by gender and by employee category	Supporting Employees Performance Snapshot Except for Responsible Gambling training, hours for training are not tracked. In fiscal 2014-15, Responsible Gambling training ranged from at least 30 minutes to four hours per employee, depending on the employee's role.	No
G4-LA10	Programs for skills development and lifelong learning	Supporting Employees	No
DMA	Diversity and Equal Opportunity	Supporting Employees Diversity and Inclusion	No
G4-LA12	Composition of governance bodies including gender, age and employee category	At year-end fiscal 2014-15, the OLG Board of Directors was composed of 50 per cent males and 50 per cent females.	No

EMPLOYEE TYPE	TOTAL	MALE	FEMALE	SUPERVISORY	STAFF
Permanent Full Time	4,247	2,194	2,053	1,189	3,058
Permanent Part Time	2,344	1,042	1,302	0	2,344
Temporary (including students)	260	122	138	10	250
Total	6,851	3,358	3,493	1,199	5,652

Age group breakdown for governance body considered confidential.

Category: Society

DMA	Local Communities	Supporting Employees Strengthening Communities Evaluation to determine the Social Return on Investment of the Community programs is being piloted in one location. The results of the evaluation will be included in the 2015-16 CSR Report.	No
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G4-SO2	Operations with significant actual or potential negative effects on local communities	<p>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.</p> <p>We track public opinion of our programs on a regular basis. In fiscal 2014–15, 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.</p>	No
DMA	Anti-Corruption	<p><u>Building Public Trust</u></p> <p>OLG's anti-money laundering measures are reviewed on a regular basis by internal and external auditors, including OLG's Audit Services, the Alcohol and Gaming Commission of Ontario and the Financial Transactions and Reports Analysis Centre of Canada. We are constantly seeking ways to improve the program and any identified issues or recommendations are immediately acted upon by OLG's corporate Anti-Money Laundering Unit.</p> <p>Based on our analysis of the past fiscal year's audit results, we are making enhancements to our anti-money laundering reporting software and will be rolling out a new training program for front-line gaming staff.</p>	No

G4-S04	Communications and training relating to anti-corruption policies and procedures	Building Public Trust 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.	No
DMA	Grievance mechanisms for impacts on society	See the 2014–2015 Ombudsman Report	No
G4-S011	Number of grievances about impacts on society	Ombudsman Ontario has a formal grievance mechanism that applies to OLG. As outlined in the 2014–2015 Ombudsman Report , there were 67 case complaints received about OLG in the reporting year.	No
Category: Product Responsibility			
DMA	Customer Health and Safety	Building Public Trust Addressing Social Impacts Our Approach to Responsible Gambling OLG's products across all lines of business are assessed for customer health and safety (problem gambling) through OLG's Responsible Gambling program. OLG is continuously evaluating and improving the health and safety of its products. An evaluation of our management approach was not conducted and adjustments to it were not made in the reporting year.	No

G4-PR1	Percentage 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.	No
G4-PR2	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.	No
DMA	Product and Service Labelling	Addressing Social Impacts Our Approach to Responsible Gambling	No
G4-PR3	Type of product and service information required for product and service labelling and percentage of product and service categories subject to information requirements	Addressing Social Impacts Our Approach to Responsible Gambling 100% of OLG products are labelled with minimum age requirements and "Know your limit."	No
DMA	Marketing Communications	Addressing Social Impacts Our Approach to Responsible Gambling Our Approach to Preventing Problem Gambling and Mitigating Harm	No
G4-PR6	Sale of banned or disputed products	Addressing Social Impacts Our Approach to Responsible Gambling Our Approach to Preventing Problem Gambling and Mitigating Harm	No
G4-PR7	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.	No
DMA	Customer Privacy	Building Public Trust Our Approach to Responsible Gambling	No

OUR PERFORMANCE

OLG Benefits to Communities

COMMUNITY	GAMING REVENUE TO HOST MUNICIPALITY	# OF GAMING EMPLOYEES	WAGES AND BENEFITS	LOCAL AND REGIONAL PROCUREMENT	VALUE OF OLG-SPONSORED EVENTS	PAYMENTS IN LIEU OF PROPERTY TAXES
Ajax	\$6.9 million	327	\$14.6 million	\$1.9 million	\$44,400	
Brantford	\$5.1 million	860	\$40.5 million	\$2.2 million	\$54,500	\$2.4 million
Cavan-Monaghan	\$3.0 million	169	\$8.4 million	\$373,768	\$24,900	
Central Huron (Clinton)	\$600,000	86	\$4.3 million	\$41,583	\$27,000	
Centre Wellington	\$2.0 million	161	\$7.1 million	\$632,208	\$50,790	
Chatham-Kent	\$700,000	91	\$4.4 million	\$300,259	\$12,500	
Gananoque-Leeds and Thousand Islands	\$3.4 million	409	\$17.9 million	\$0.8 million	\$65,750	\$800,000
Hamilton	\$4.9 million	208	\$10.2 million	\$1.1 million	\$85,440	
Hanover	\$1.1 million	94	\$4.9 million	\$131,463	\$36,900	
Innisfil	\$5.1 million	290	\$13.6 million	\$1.3 million	\$84,800	
London	\$4.4 million	292	\$13.0 million	\$649,370	\$46,975	
Milton	\$5.6 million	209	\$10.9 million	\$100,000	\$53,840	
Ottawa	\$5.2 million	255	\$12.2 million	\$963,325	\$217,350	
Point Edward	\$2.4 million	337	\$16.4 million	\$1.4 million	\$30,150	\$600,000
Sault Ste. Marie	\$1.3 million	272	\$13.3 million	\$1.6 million	\$78,894	\$400,000
Sudbury	\$2.3 million	158	\$8.1 million	\$765,049	\$2,500	
Thunder Bay	\$2.4 million	313	\$14.7 million	\$1.6 million	\$31,000	\$1.4 million
Toronto	\$15.6 million	697	\$33.2 million	\$8.6 million	\$998,600	
Woodstock	\$1.4 million	91	\$4.8 million	\$100,000	\$30,440	



An Operational Enterprise Agency of the Province of Ontario

OLG Support Centre - Customer Inquiries

1-800-387-0098

The Ontario Problem Gambling Helpline

1-888-230-3505

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SAULT STE. MARIE

70 Foster Drive, Suite 800
Sault Ste. Marie, ON P6A 6V2
705-946-6464

TORONTO

4120 Yonge Street, Suite 500
Toronto, ON M2P 2B8
416-224-1772