

ONTARIO'S LOTTERY & GAMING

# All for Here

100% OF PROCEEDS IN ONTARIO



Corporate Social Responsibility Report  
2015–16







*At OLG, we're all for here.*

One hundred per cent of our proceeds are invested back into Ontario to support hospitals, libraries, community centres, charities, festivals, amateur sports and more.

WE'RE ALSO ALL FOR FUN –  
FOR ALL PLAYERS, ALL THE TIME.

That's why we work hard to offer great games and destinations, and we try to build gambling education and positive play habits into the gaming experience of every player.

In this, our fourth Corporate Social Responsibility (CSR) report, we share how OLG made Ontario a better place to live, work and play in the fiscal year April 1, 2015 to March 31, 2016.



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## HOW TO READ THIS REPORT

In keeping with OLG's commitment to accessibility, this report is produced in an interactive PDF format and designed to be viewed with Adobe Acrobat Reader version 7.0 or above on a computer with an Internet connection. In addition to saving paper and costs, the format enables us to provide links to online documents and other media. The PDF can also be viewed offline, but any external material will not be accessible.

The design of this document contains interactive navigational elements to help you find your way through the content.

Click on the elements within the Table of Contents on page 3 to directly access specific content in the document.



Click on the OLG logo in the upper left-hand corner of each page to return to the Table of Contents.



Click on the "Learn More" icons to take you to additional online documents and media.

Click on "Priority Topics" on the section-break pages to access specific content.

You can also move through the sections of the report via the navigation header on each page. In addition, each page footer has interactive text that identifies the section and page you are on.

Another option is to use the forward/backward buttons and search feature in Adobe Acrobat Reader to navigate through the document.

## Message from the Minister

**Proceeds generated by OLG have benefited Ontarians since 1975. The revenue generated provides for more investments in Ontario's priorities and greater supports to communities and families across the province.**

As its modernization progresses, OLG will continue to focus on Responsible Gambling and ensure its business is conducted in a responsible manner in the best interest of all Ontarians.

As a government agency, OLG must operate in a socially responsible way. This includes working with experts and leading researchers to prevent and mitigate the effects of problem gambling.




**Charles Sousa**  
Minister of Finance





## Message from the President and CEO

**OLG's mission is to generate revenue for the Province; stimulate and enhance economic development; and promote Responsible Gambling – all while operating in the best interests of the Province of Ontario.**

We continue to provide the Ontario government with its largest source of non-tax revenue. In 2015–16, we delivered more than \$2 billion in Net Profit to the government, which it used to invest in provincial priorities. Beyond that return to the Province, hundreds of millions more go on an annual basis to First Nations, the communities that host our land-based gaming sites, lottery retailers, the horse racing industry, and provincial and locally based charities and not-for-profits.

The revenue OLG generates and what we give back to the people and Province of Ontario underpin what we do today and will continue to guide what we do tomorrow. However, the contributions we make depend on OLG's ability to remain a sustainable organization. The global gaming industry is rapidly changing and the pace of change presents significant challenges not just here in Ontario, but around the world.

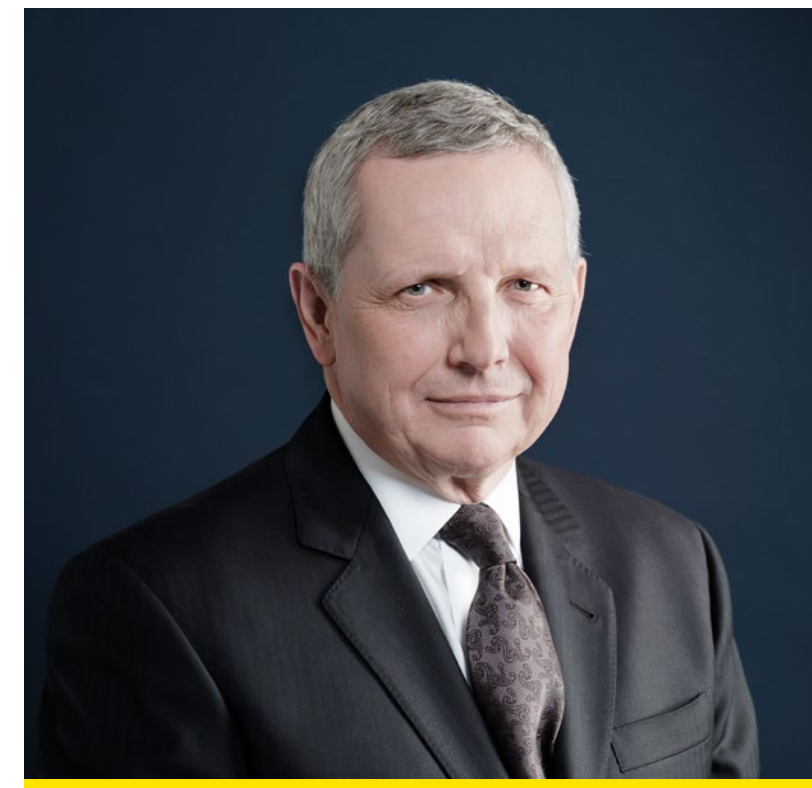
Shifts in demographics and advances in technology mean that OLG needs to be more innovative and agile in order to adapt to changing customer preferences in an increasingly digital industry. We need to focus on knowing the customer – understanding how they want to experience gaming entertainment and the environment that they want to be in – guided by the fundamental principles of Responsible Gambling (RG) that underlie everything that we do.

Ontarians expect us to operate in a responsible manner and take steps to reduce gambling-related harm. Through our RG efforts we are fostering a healthy, sustainable player base through education, risk reduction and player assistance.

In 2015–16, we launched *PlaySmart*, an innovative and research-based gambling education and player support program. It is a new approach that broadens the focus of RG from assisting only those experiencing problems to helping all players make informed choices about our products.

The goal of *PlaySmart* is to promote positive play, assistance and referral options as part of customer service; provide the right information to the right players at the right time; and grow our business in a healthy way.

*PlaySmart* builds on our years of experience working with independent experts to develop and manage player programs based on leading research about what is most effective. It is one example of how OLG is collaborating with key stakeholders and partners to position us for growth and innovation.



**“As our business model changes, our partnerships with the private sector will become increasingly integral to our success. However, as we change, our commitment to RG will remain strong.”**

– STEPHEN RIGBY, PRESIDENT AND CHIEF EXECUTIVE OFFICER



As our business model changes, our partnerships with the private sector will become increasingly integral to our success. However, as we change, our commitment to RG will remain strong. As new operators take over gaming sites, they will be required to adhere to the same rigorous RG standards and controls that are in place at OLG. Operators will be required to deliver RG training, which OLG has developed in collaboration with the Centre for Addiction and Mental Health.

Today, three out of four Ontarians believe that OLG does all it can to operate in a responsible manner. Our social responsibility activities are an important part of building on the trust they have in our organization. These include our efforts to reduce the impact our operations have on the environment. In 2015–16, we launched a Green Leadership Certificate program, developed in partnership with WWF-Canada. The program is designed to help our employees improve their understanding of environmental sustainability.

We are proud of our work in the area of social responsibility and we are pleased to share some of our results in our fourth Corporate Social Responsibility report.

**Stephen Rigby**  
President and Chief Executive Officer





ONTARIO'S LOTTERY & GAMING

*All for*  
**Who We Are**

100% OF PROCEEDS IN ONTARIO

**INVESTING**

Ontario Lottery and Gaming Corporation (OLG) is 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 charitable gaming products at Charitable Gaming Centres across the Province of Ontario.

**\$3.9 billion**  
**TOTAL ECONOMIC**  
**ACTIVITY**

in Ontario generated by  
OLG in fiscal 2015–16

**16,000**  
**PEOPLE EMPLOYED**  
**BY OLG**

and the companies that  
run day-to-day operations  
at our Resort Casinos and  
Great Blue Heron Casino

Celebrated the  
**40<sup>th</sup>**  
**ANNIVERSARY**  
**OF WINTARIO,**  
Ontario's first provincial  
lottery game, on  
May 15, 2015



# Our Business

OLG's operations are organized under five reportable segments. In fiscal 2015–16, these segments collectively generated \$7.45 billion in revenue.



## SLOTS AND CASINOS

**13 SLOT MACHINE FACILITIES** operated by OLG at racetracks

**4 CASINOS** owned and operated by OLG

**OWN AND MAINTAIN AUTHORITY** over the slot machine operation and table game operation (as of September 8, 2016) at the Great Blue Heron Casino, which is operated under contract by a private company

One casino and one slot machine facility where day-to-day operations are run by a private sector service provider (as of January 11, 2016)

**\$2,062 MILLION** (27.7% of revenue)



## LOTTERY

**20 TERMINAL-BASED** lottery and sports games

**79 INSTANT LOTTERY PRODUCTS** offered through approximately **9,600 INDEPENDENT RETAILERS** across Ontario

**\$3,786 MILLION** (50.8% of revenue)



## OLG RESORT CASINOS

**4 RESORT CASINOS** (Caesars Windsor, Casino Rama, Casino Niagara and Niagara Fallsview Casino Resort) operated under contract by private companies

**\$1,383 MILLION** (18.6% of revenue)



## CHARITABLE GAMING

**31 CHARITABLE GAMING CENTRES IN 26 MUNICIPALITIES** offer classic paper-based games and electronic bingo, as well as TapTix (electronic devices used to play Break Open ticket games)

**\$166 MILLION** (2.2% of revenue)



## INTERNET GAMING

**PLAYOLG** offers table games, slots and select lottery games

**\$49 MILLION** (0.7% of revenue)

## HORSE RACING

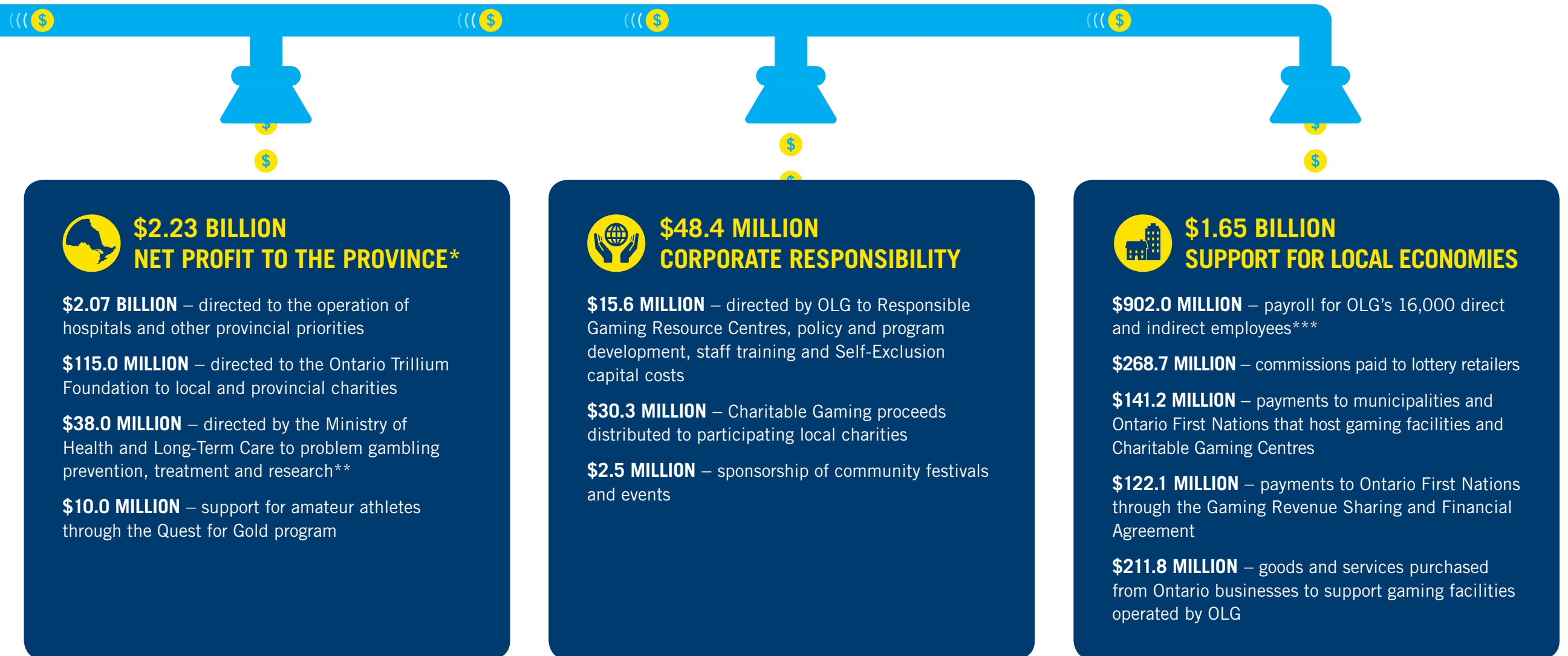
As part of our mandate from the Ontario government, we're working with the government and the horse racing industry to build the foundation for a more sustainable horse racing industry in the province.





# Where the Money Goes

OLG's operations generated \$3.9 billion in economic activity in fiscal 2015–16. This included:



**PLUS, MORE THAN \$2 BILLION IN LOTTERY PRIZES WENT DIRECTLY TO OUR PLAYERS.**

**LEARN MORE:**  
**VISIT [OLGALLFORHERE.CA](http://OLGALLFORHERE.CA)**

\* 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 two per cent of forecasted OLG slot machine gross revenue (excluding slot machine revenue from the Resort Casinos and the Great Blue Heron Casino) to fund problem gambling.

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



# Strategic Challenges

**OLG continually strives to generate greater and more sustainable financial benefits for Ontario. Here are two examples of the challenges we face and how we're responding:**

## FUTURE OF GAMING IN ONTARIO

Advances in technology, changes to shopping patterns and demographics and declining visits from the U.S. have combined to challenge Ontario's gaming industry and our contributions to the province. To keep pace with the shifts and sustain strong returns, we are in the midst of a multi-year modernization effort to become more efficient and innovative.

### What modernization milestones were achieved in 2015–16?

On January 11, 2016, we signed a 20-year casino operating and services agreement with Ontario Gaming East Limited Partnership (OGELP), a subsidiary of the Great Canadian Gaming Corporation. As of that date, OGELP took over day-to-day operations of the casino in the Thousand Islands as well as the slots facility at Kawartha Downs and was given the opportunity to build a new gaming and entertainment facility in Belleville. Procurement processes are underway to confirm service providers for other gaming sites across Ontario. In September 2016, a request for proposal (RFP) process for the Lottery business was cancelled in favour of a revised approach to unlocking the full potential of this business. The new approach will seek to enhance OLG's own capabilities in technology and innovation through partnerships with the private sector.

**How will OLG ensure that service providers maintain responsible practices?** There are stringent requirements, detailed in the contracts, for new operators to maintain OLG's strong commitment to social responsibility,

including complying with applicable regulations set out by the Alcohol and Gaming Commission of Ontario and upholding the standards of our gambling education and support program. OLG maintains control and accountability for these sites, is the owner of key player information and distributes payments to communities that host gaming facilities.



**LEARN MORE ABOUT MODERNIZATION:  
OLG's 2016–17 BUSINESS PLAN**

## PUBLIC PERCEPTIONS OF OLG AND GAMBLING

Among the issues affecting our business is the public perception, evidenced in our reputation surveys, that as a gaming corporation we focus mostly on making money and we need to do more to address problem gambling. Market research suggests that the stigma associated with gambling differs from judgements of alcohol or even marijuana, which is not yet legal in Canada.

**Why should people trust OLG?** Our business needs to build a long-term sustainable player base of healthy gamblers. That's why we work to enable safe gambling habits amongst our players – in much the same way that designated drivers and other safe practices are an unquestioned part of accepted social norms for drinking at social occasions.

### What programs are in place to deal with this issue?

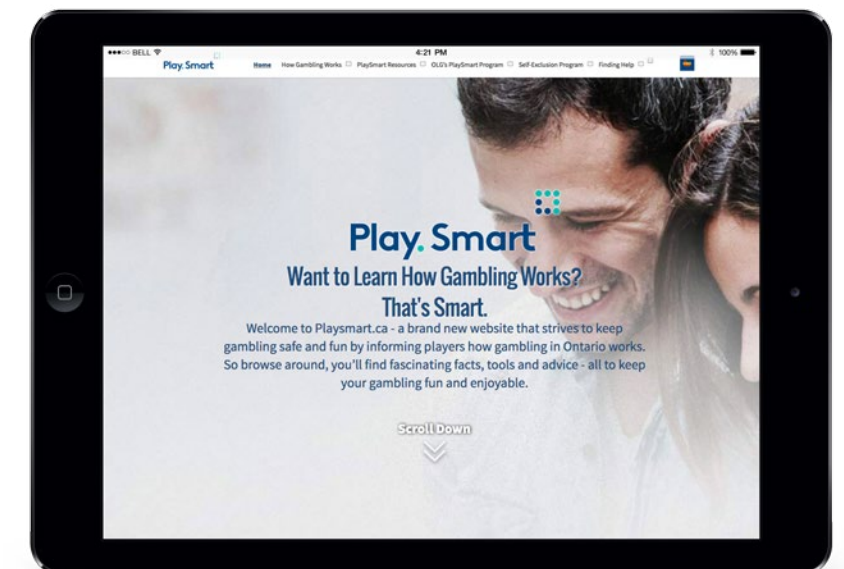
*PlaySmart* is Ontario's most comprehensive gambling education and player support program, designed to help players build gambling knowledge, understand

risks, gain insight into personal behaviour, plan their experience, build positive play habits, and know how to obtain help if needed.

We want people to notice and talk about *PlaySmart*, which applies to all games that OLG conducts and manages. It speaks to the range of players' risk profiles, and targets the right education and resources to the right players at the right time. **For more information, please visit [PlaySmart.ca](#)**



**LEARN MORE:  
ENHANCING OUR SOCIAL VALUE**



***PlaySmart*, our new gambling education and player support program, is evidence-informed and designed to help keep gambling fun for everyone.**



# Performance Scorecard




Approximately 70% of respondents to OLG's Brand Health and Reputation Survey indicated that they had a somewhat or very favourable opinion of OLG in fiscal 2015–16.

INDICATOR	FISCAL 2015–16	FISCAL 2014–15	FISCAL 2013–14
<b>Building Public Trust</b> Survey respondents whose overall opinion of OLG is somewhat or very favourable (as a percentage)*	70	71	70
Survey respondents who agree or strongly agree that if something goes wrong that affects its customers, OLG can be counted on to do the right thing (as a percentage)*	73	75	72
Survey respondents who agree or strongly agree that OLG provides a lot of money for good causes in Ontario (as a percentage)*	70	71	71
<b>Addressing Social Impacts</b> Survey respondents who agree or strongly agree that OLG does all it can to make sure lotteries, casinos and slot facilities are run in a socially responsible manner (as a percentage)*	75	75	73
Employees who agree or strongly agree that they are knowledgeable about Responsible Gambling (as a percentage)**:			
<ul style="list-style-type: none"> <li>Gaming employees</li> </ul>	99	98	98
<ul style="list-style-type: none"> <li>Non-gaming employees</li> </ul>	94	93	95
<ul style="list-style-type: none"> <li>Charitable Gaming employees</li> </ul>	98	97	n/a
Number of customers who visited and participated in educational events at a Responsible Gaming Resource Centre	283,632	259,245	206,398

\* OLG's Brand Health and Reputation Survey (telephone surveys of Ontario population)  
 \*\* Annual OLG employee survey

## Performance Scorecard *continued*

Our contributions to local economies through host community and lottery retailer payments and purchases of local goods and services totaled \$654.6 million in fiscal 2015–16.

INDICATOR	FISCAL 2015–16	FISCAL 2014–15	FISCAL 2013–14
 <b>Workforce Composition</b> Male/female employees (as a percentage)	48.3/51.7	49/51	49/51
 <b>Strengthening Communities</b> Payments to host communities and lottery retailers and purchases of local goods and services (in thousands of dollars)	654,577	584,581	543,083
Employee wages and benefits paid by OLG (in thousands of dollars)*	901,987	873,281	873,289
 <b>Reducing Our Footprint</b> Annual reduction in greenhouse gas emissions compared to fiscal 2010–11 baseline (in tonnes):			
Scope 1	2,641	1,339	561
Scope 2	2,206	2,256	805
<b>Total</b>	<b>4,847</b>	<b>3,595</b>	<b>1,366</b>
Annual reduction in amount of lottery and office paper compared to fiscal 2008–09 baseline (as 8.5" x 11" sheets):			
Lottery paper	77,329,785	75,166,744	76,160,803
Office paper	8,723,277	8,611,374	8,080,606
<b>Total</b>	<b>86,053,062</b>	<b>83,778,118</b>	<b>84,241,409</b>

\* Total payroll comprises employee salaries, including amounts paid to government institutions (such as employee taxes, levies and employment insurance 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 Resort Casinos, but excluding the sites turned over to the private sector service provider on January 11, 2016) are represented in this total.





ONTARIO'S LOTTERY & GAMING

# All for Our Approach to Social Responsibility

INVESTING  
100% OF PROCEEDS IN ONTARIO

**As a government agency, OLG is expected to fulfill its mandate, including social responsibility reflecting the priorities of the people of Ontario.**

This means taking into account the social and environmental impacts of our activities, which are often identified by our stakeholders – employees, players, government agencies, business partners, Responsible Gambling (RG) organizations, treatment providers, researchers, communities and the public. We continuously monitor stakeholder expectations and undertake a wide range of initiatives to meet them.

**25+**  
**YEARS**

of innovation, integrity  
and economic benefit for  
the citizens of Ontario

**Level 4**  
**WORLD LOTTERY**  
**ASSOCIATION**  
accreditation

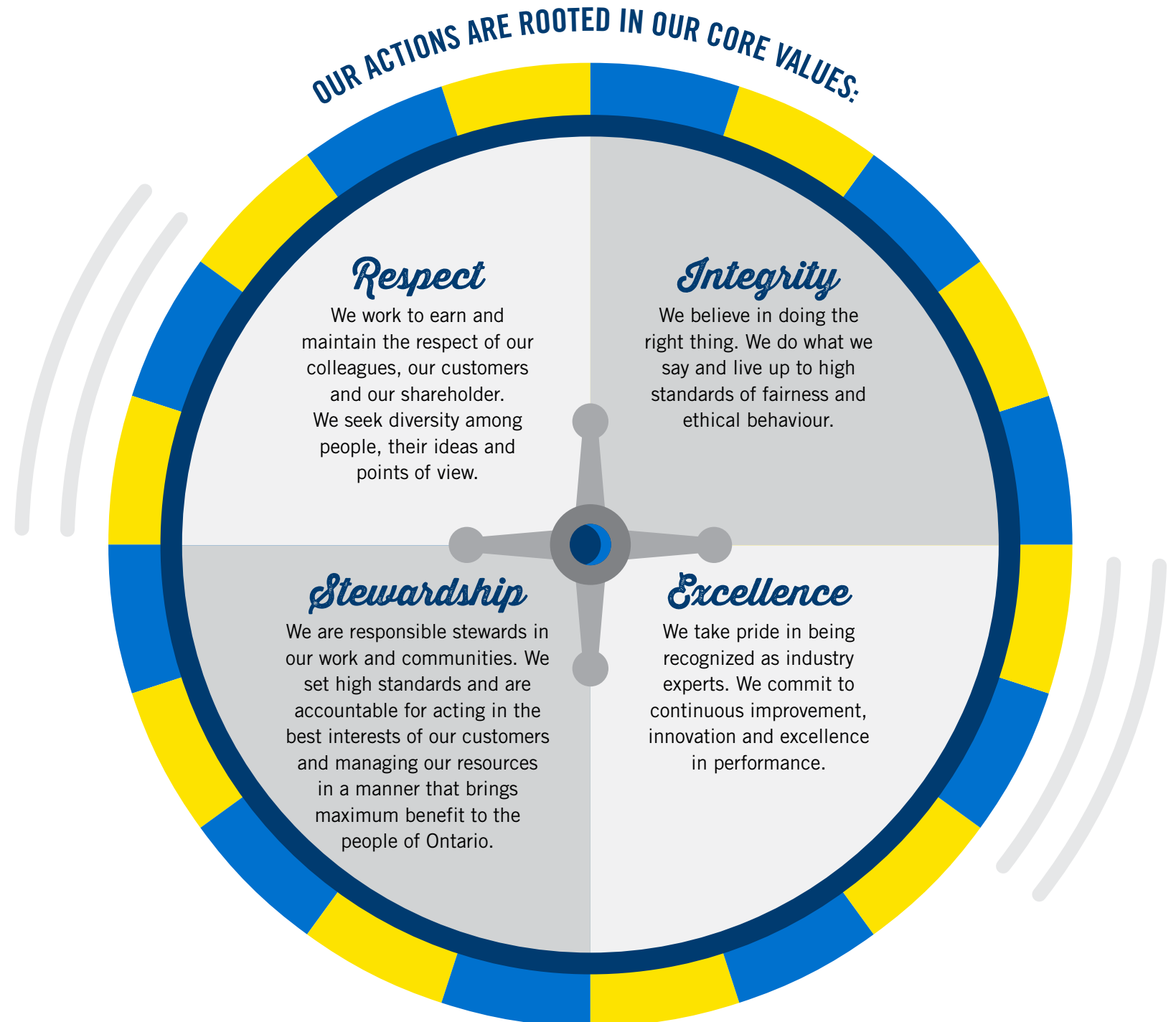
**100%**  
**OF OLG**  
**GAMING SITES**  
accredited by  
RG Check



# Our Core Values

OLG's corporate mission, vision, guiding principles and values express what is truly important to us as an organization.

**Our mission is to generate revenue for the Province; stimulate and enhance economic development; and promote high standards of responsible gambling – all in the best interest of the Province of Ontario.**





# 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 (AGCO) 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 **President and CEO** reports to the Board of Directors and is accountable for OLG’s day-to-day operations, including our CSR efforts. The President and CEO works with the Executive Committee to fulfill the responsibilities of the position.

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:

- establishing a well-defined strategic planning process and setting strategic direction
- approving the annual business plan as well as operating and capital budgets
- defining and assessing business risks
- reviewing the adequacy and effectiveness of internal controls in managing risks
- appraising the performance of the President and Chief Executive Officer
- overseeing 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
- tracking the overall performance of the Corporation
- remaining informed and providing input, as required, on communications with the Government of Ontario and stakeholders
- ensuring 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.



**LEARN MORE:  
VISIT THE CORPORATE GOVERNANCE SECTION  
OF OUR WEBSITE**



## *An Interview with the Honourable Frances Lankin, PC, CM*

**The Hon. Senator Frances Lankin, Chair of the Social Responsibility Committee of OLG's Board of Directors, speaks about the evolution of social responsibility at OLG.**

### **WHAT DRIVES OLG'S STRONG COMMITMENT TO SOCIAL RESPONSIBILITY?**

The organization initially developed a commitment because of its status as a Crown corporation. Over the years, this commitment has been baked into the organization's DNA so that now it's just the way we do business.

### **HOW DOES OLG'S BOARD OF DIRECTORS DEMONSTRATE ITS COMMITMENT?**

To start, we ask a lot of questions about how issues are being managed to ensure that the organization is doing what's right and that staff have the support they need. These conversations occur both in Social Responsibility Committee meetings and with the entire board. As topics are probed, new opportunities are identified and subsequently explored. For instance, we've begun setting up an impact evaluation system to measure the social impact of our programs. We know from research that OLG is adopting strong and emerging practices, but we want to know if these practices are really making a difference in people's lives.

In fiscal 2015–16, we also started inviting external stakeholders to speak at our committee meetings to give us insight into the work they're doing in the community and how they view OLG's efforts. These discussions equip us to ask more informed questions of our executive team.

### **HOW IS SOCIAL RESPONSIBILITY EVOLVING AT OLG?**

Modernization is changing our relationships with communities, so that we're now working with new operating partners to address local needs. It's also enabled capital investment in gaming facilities where we're also demonstrating our commitment to minimizing our environmental footprint.

The greatest evolution, however, has been in the area of Responsible Gambling (RG). The organization has developed an in-depth understanding of the issues and an incredibly sophisticated approach to addressing them. This sophistication comes from strong relationships with community partners like the Centre for Addiction and Mental Health (CAMH); CAMH has worked with us on staff training and research. Today, people across our organization contribute to how we deliver RG.

We've also seen an evolution in the way we talk about RG through the *PlaySmart* communications platform, which is much more positive, engaging and relevant to all players, and in the types of interventions that are being built directly into gaming systems. This past year, we introduced RG pay-for-performance targets, so that employees at all levels are evaluated and rewarded for their contributions in this area. It's an indication of how far OLG has come in terms of its confidence in its programs. We're not just *talking the talk* – we're also *walking the walk*.



**“OLG's commitment to social responsibility has been baked into the organization's DNA so that now it's just the way we do business.”**

— FRANCES LANKIN, PC, CM



# Engagement

**Engaging stakeholders and communities and acting on what matters to them is an integral part of our approach to Social Responsibility. Beyond simply looking to manage risks and expectations, we try to get to the heart of issues and partner with stakeholders to tackle difficult topics.**

External stakeholders interviewed during the preparation of this year's report included representatives from the Alcohol and Gaming Commission of Ontario, the Centre for Addiction and Mental Health, the Responsible Gambling Council, Carleton University, Great Canadian Gaming Corporation and WWF-Canada.

Here we shine the spotlight on three stakeholder and community groups.

## INDIGENOUS COMMUNITIES

OLG values its relationships with Indigenous communities in Ontario, including our two First Nations host communities: Mississaugas of Scugog Island and Chippewas of Rama. Under a funding arrangement among OLG, the Province of Ontario and Ontario First Nations, we distribute 1.7 per cent of total gross revenue to the Ontario First Nations (2008) Limited Partnership. These funds are used for health and education, as well as community, economic and cultural development.

We're actively involved with a number of Indigenous groups that make up the Ontario Aboriginal Responsible Gambling Program, which is funded by the Ministry of Health and Long-Term Care to implement problem gambling prevention activities. We also regularly make RG presentations to Indigenous community members and support service providers at networking events,

annual training sessions and other forums. In addition, OLG is one of several groups, including the Métis Nation of Ontario and other Indigenous communities in Kenora, that are joining forces to prepare for gambling expansion in the region. [Learn more on page 19.](#)

As part of modernization, prospective gaming site service providers report on their experience and working relationships with Indigenous communities. Pre-qualified proponents are also required to provide information about how they plan to engage and support Indigenous communities.

## CREDIT CANADA DEBT SOLUTIONS

Recognizing that problem gambling can place financial strain on some individuals and their families, we partner with Credit Canada Debt Solutions (CCDS) to expand the reach of responsible and problem gambling information to the credit counselling area. We promote CCDS services at our sites and in our communications.

In fiscal 2015–16, we collaborated with the Problem Gambling Institute of Ontario to provide problem gambling training to CCDS credit counsellors. We also partnered with CCDS on research to understand gambling behaviours among credit counselling clients.



**Nature Conservancy of Canada staff and volunteers at the “Blast the Buckthorn, Harass the Honeysuckle” event at NCC’s Lathrop Property in the Niagara Peninsula (Photo by NCC).**

## NATURE CONSERVANCY OF CANADA

The Nature Conservancy of Canada (NCC) is Canada's leading national land conservation organization. A private, non-profit organization, NCC partners with individuals, corporations, non-profit organizations and governments to protect the natural areas that sustain Canada's plants and wildlife. In 2015, OLG participated in the NCC's Conservation Volunteer Program by sponsoring and helping out at 10 events held in ecologically significant natural areas near our sites. [Learn more on page 43.](#)

**LEARN MORE:**  
**STAKEHOLDER AND COMMUNITY DIALOGUE**

**STARTING RIGHT, NOW**

**DETAILS ON OUR KEY STAKEHOLDERS AND COMMUNITIES, 2015–16 ENGAGEMENT ACTIVITIES AND TOPICS CAN BE FOUND ON PAGES 49–52.**

# Certifications, Accreditations and Memberships

## CERTIFICATIONS AND ACCREDITATIONS



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



RESPONSIBLE GAMBLING COUNCIL

**RG Check accreditation, the most rigorous RG accreditation program in the world, for all OLG gaming sites, Caesars Windsor, Casino Rama, Great Blue Heron Casino, Shorelines Casino Thousand Islands, Shorelines Slots at Kawartha Downs and PlayOLG**

- By March 31, 2016, seven gaming sites had completed the RG Check reaccreditation process, which is required after three years.

## MEMBERSHIPS

(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 RG Policy Roundtable
- Canadian Business for Social Responsibility
- Canadian Gaming Association
- Canadian Centre for Diversity and Inclusion
- Canadian Marketing Association
- Canadian Partnership for Responsible Gambling
- 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
- Credit Canada Debt Solutions
- Festivals and Events Ontario
- Greater Toronto Airports Authority Partners in Project Green
- Interactive Advertising Bureau Canada
- Interprovincial Lottery Corporation
- Interprovincial Lottery Corporation Responsible Gambling Subcommittee
- Marketing Research and Intelligence Association
- Ontario Restaurant Hotel and Motel Association
- Pride at Work Canada – Regional Partner Membership
- Toronto Board of Trade
- Women's Executive Network – Corporate Membership, Silver Level
- World Lottery Association





(Left to right) Dr. Lena Quilty, Independent Scientist, Janine Robinson, Advanced Practice Clinician/Educator and Dr. Renee Linklater, Director of Aboriginal Engagement and Outreach



#### CASE STUDY

## *Starting Right, NOW*

**With the prospect of a new casino being built in Kenora, OLG is supporting the Problem Gambling Institute of Ontario at the Centre for Addiction and Mental Health (PGIO-CAMH) in an innovative initiative to prepare for and build community capacity to manage the risks associated with gambling expansion.**

The Northwestern Ontario Wellness Gambling Response Program (known as the NOW Program) includes three integrated components: problem gambling prevention; social service development and training in problem gambling treatment; and a comprehensive research program that will start with a baseline needs assessment.

To launch the program, PGIO-CAMH organized a daylong workshop with local stakeholders who identified opportunities to build capacity within the region and provided input to advance research and develop prevention and treatment programming. Approximately 20 people participated from local and indigenous mental health

and addictions programs, Aboriginal Friendship Centres, northern courts, the Ontario Provincial Police, Métis Nation of Ontario, Waashkootsi Nanaandawe'iyewigamig Healing Lodge and Lake of the Woods District Hospital.

PGIO-CAMH and OLG made a joint presentation to a full public meeting of the Kenora City Council, updating them on the progress of OLG's RG program and discussing the NOW Program. "City councillors were receptive and stated that they view the programs as crucial for supporting their community," confirmed Janine Robinson, a member of the PGIO-CAMH leadership team and overall lead of the NOW Program.

**"This is a truly unique program in that it's anticipating what could be the potential impacts of a new casino, based on vulnerabilities that characterize that region, and looking at what can be done in advance to make sure that the community is prepared."**

— DR. LENA QUILTY, INDEPENDENT SCIENTIST AT CAMH AND RESEARCH LEAD OF THE NOW PROGRAM

# Our Priorities

Our CSR reporting focuses on the topics that reflect our most significant economic, social and environmental impacts and are of greatest interest 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 an up-to-date understanding of the issues. In 2016, we retained a third party to review the previous year's analysis and confirm this year's topics through an online survey and a series of interviews and meetings with internal and external stakeholders. See [Identifying Our Material Topics](#) for details on our approach. As a result, these nine priority topics, presented under five pillars, are the focus of this year's CSR report:



## BUILDING PUBLIC TRUST

Employee and supplier integrity

Transparency and disclosure

**NEW: Ethics and compliance**  
– This topic results from the signing of the casino operating and services agreement with Ontario Gaming East Limited Partnership. OLG has new compliance and monitoring requirements which increase the importance of this topic.



## ADDRESSING SOCIAL IMPACTS

Encouraging positive play

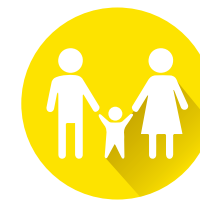
Mitigating harm

**REVISED:** Changes reflect the evolution of our Responsible Gambling program and the adoption of more positive, engaging approaches relevant to all players.



## SUPPORTING EMPLOYEES

Engaging and training our people



## STRENGTHENING COMMUNITIES

Financial contributions to the province and local economies

Community engagement and support



## REDUCING OUR FOOTPRINT

Energy and resource management



**LEARN MORE:**  
**OLG'S STRATEGIC DIRECTION AND TOP RISKS ARE PRESENTED IN OLG'S 2016-17 BUSINESS PLAN**



ONTARIO'S LOTTERY & GAMING

*All for*  
**Building  
Public Trust**

INVESTING  
100% OF PROCEEDS IN ONTARIO

### PRIORITY TOPICS IN THIS SECTION:

EMPLOYEE AND SUPPLIER INTEGRITY  
TRANSPARENCY AND DISCLOSURE  
ETHICS AND COMPLIANCE

**Public trust and confidence in OLG and our products and services are essential for our ongoing success and ability to deliver benefits to the province.**

We must continually work to educate people about gambling and take away some of the mystery that surrounds it. We also need to show the people of Ontario that we're acting in their best interest and doing everything possible to run our operations openly and honestly, protect players' confidential information, and ensure the integrity of our games.

**75+%**  
**PUBLIC SUPPORT**

for Charitable Gaming (80%) and lotteries (75%) (Source: *Public Perception Survey*, March 2016)

**73%**  
**OF PEOPLE  
SURVEYED AGREED**

that OLG can be counted on to do the right thing if something goes wrong that affects customers. (Source: *Public Perception Survey*, March 2016)

**96,478**  
**CUSTOMER CALLS**

were received by OLG's Support Centre in fiscal 2015–16. Most of these were about getting the facts on our products, confirming that OLG operations are built on integrity and ensuring that lotteries are conducted fairly.

# 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 issues and ensures that appropriate policies and controls are in place. The team reports to the Audit and Risk Management Committee of the Board of Directors.

We need to do more than simply follow the rules to maintain the trust and confidence of stakeholders. Our corporate values and the structure of our 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 managers and/or human resources representatives about it. If they prefer, they can also contact the Integrity Matters hotline, an independent and anonymous reporting service.

## KEY POLICIES/PROGRAMS/PROCEDURES

## DESCRIPTION



### Employee integrity and professional conduct

- Employees must adhere to the *Public Service of Ontario Act, 2006* and acknowledge that they have received and that they understand OLG's *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 Charitable Gaming Centres and OLG-operated slots and casinos.
- The Integrity Matters hotline is available to all employees and vendors to anonymously report suspected unethical, fraudulent or illegal activities.



### Game integrity

- Policies and programs are in place to ensure gaming integrity and compliance with the Alcohol and Gaming Commission of Ontario (AGCO) regulations.
- Lottery retailers must comply with our **Lottery Retailer Code of Conduct** and compliance program.
- Data Analysis and Retrieval Technology supports lottery security, customer protection and fraud detection.



### Procurement

- Where 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

- 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. Age verification for PlayOLG is conducted by Equifax.
- The "We ID 30 and Under" policy is in effect at 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 the age of 25.



## Our Approach to Building Public Trust *continued*

We uphold high standards of information disclosure and transparency, while also 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.



**LEARN MORE:**  
**VISIT [OLG.CA](#) FOR OLG PUBLIC DISCLOSURES**



**VISIT [OLG.CA](#) FOR OLG PROCUREMENT PRACTICES**

### KEY POLICIES/PROGRAMS/ PROCEDURES

### DESCRIPTION



#### Anti-money laundering and anti-terrorist financing

- Comprehensive policies and procedures are in place to detect and deter individuals from conducting suspicious transactions, including money laundering.



#### Privacy

- OLG complies with the *Freedom of Information and Protection of Privacy Act* and regularly reviews its policies in line with evolving requirements and privacy best practices.
- 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 former 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

- OLG's 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

- 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.

## Key Initiatives to Build Public Trust

### COMPLIANCE OVERSIGHT

It was a productive year for OLG's corporate compliance team. In addition to implementing a new compliance program for service providers taking over day-to-day operations of gaming sites, the team prepared for implementation of the AGCO Registrar's Standards for Gaming that took effect in September 2016.

OLG has a responsibility to ensure that service providers comply with certain legislative requirements. In 2015–16, the compliance team collaborated with our newest service provider, Ontario Gaming East Limited Partnership, the company that took over day-to-day operations at Thousand Islands Casino and Slots at Kawartha Downs, to build on the culture of compliance at the sites it was taking over, focusing on core areas such as anti-money laundering and the requirements of the *Gaming Control Act, 1992*.

The team also created a new enterprise compliance framework to monitor OLG and service provider compliance with regulatory obligations and also to address potential problems before they occur.

Going forward, the compliance team will be responsible for collecting and analyzing compliance-related data from all operators and reporting to OLG's senior management and Board of Directors on the state of compliance.

### PLEDGE TO DO WHAT'S RIGHT

We expect our employees to act openly, fairly and ethically, with a predisposition to doing what's right in every situation. These expectations are spelled out in OLG's *Code of Business Conduct*. Employees are trained to follow the Code and must sign an annual statement acknowledging that they have read and understand the terms and conditions. To promote ongoing awareness and reinforce the importance of integrity, we've dedicated a page on our intranet to the Code where we post videos explaining key concepts.

In fiscal 2015–16, we introduced a new *RG Code of Conduct* for employees of OLG and service providers whereby employees commit to upholding our RG standards. The RG Code spells out expectations for compliance with regulatory and OLG policy requirements, marketing, RG training, customer assistance and education, and employee support of research and continuous improvement initiatives.

**Data security is a top priority and we take our responsibility to protect customers' personal information very seriously. We comply with the *Freedom of Information and Protection of Privacy Act* and embed comprehensive safeguards into our games and systems. Should a breach occur, our staff follows detailed privacy breach management procedures, recognizing the seriousness of the issue.**



**Like OLG employees, service providers' employees are also committed to delivering excellent customer service and encouraging positive play.**





A *PlaySmart* ambassador demonstrates how randomness works.

**“We have employee training that’s acknowledged as the best in the world, RG Resource Centres, RG champions at gaming sites and much more.”**

— GREG MCKENZIE, CHIEF OPERATING OFFICER



#### CASE STUDY

## *Enchancing Our Social Value*

**To build public trust and evolve our business, we need a solid understanding of how people view our organization and our industry in general. For the past several years, we’ve tracked public perception of OLG by polling a random sample of 400 Ontario adults each month. The results shape our marketing and communications strategies.**

New challenges call for new thinking. That’s why in fiscal 2015–16 we commissioned additional market research that compared people’s perceptions of the risks of alcohol, marijuana and gambling and how well the respective industries managed these risks. We wanted to see if lessons could be learned from other sectors and the findings would help us communicate more effectively to employees, players and the public.

Among the learnings:

- Alcohol is perceived to be well regulated and most people know the “rules” or social expectations about how to manage alcohol consumption. People are comfortable with alcohol because of the clearly understood set of rules that govern it.
- Gambling is not well understood or well known, possibly because of the relatively short time it has been legal in Ontario and its portrayal in popular culture.

“While change will take time, the research pointed to actions we can take right away to improve OLG’s perception and reputation,” says Greg McKenzie,

OLG’s Chief Operating Officer. “For example, we need to communicate the many different things we’re doing to promote *PlaySmart*, our approach to Responsible Gambling. We have employee training that’s acknowledged as the best in the world, RG Resource Centres, RG champions at gaming sites and much more. The research suggested that bringing RG to the fore would make customers more likely to play, reduce the stigma attached to problem gambling and dispel certain gambling myths.”

Elements of our plan for enhancing social value include:

- clarifying the relationship between gaming site employees and players, so that staff understand and accept the function our RG people perform in helping players manage their behaviours and get support when needed
- integrating *PlaySmart*, our new gambling education and support platform, into customer service across all business areas and service providers



ONTARIO'S LOTTERY & GAMING

*All for  
Addressing  
Social Impacts*

INVESTING

100% OF PROCEEDS IN ONTARIO

## PRIORITY TOPICS IN THIS SECTION:

ENCOURAGING POSITIVE PLAY  
MITIGATING HARM

**OLG is in the entertainment business, and we want players to play smart and have fun.**

*PlaySmart*, our new gambling education and player support program, is designed to help keep gambling fun for everyone. It is OLG's own approach to Responsible Gambling, which is all about helping players – new and seasoned – build gambling knowledge, understand risks, gain insight into personal behaviour, plan their experience, build positive play habits, and know how to obtain help if needed.



**#1**

## OLG'S RESPONSIBLE GAMBLING PROGRAM

was recognized by the World Lottery Association as the Best Overall Responsible Gambling Program in the world in 2014.

**14**

## TRAINING MODULES

used in our RG training programs for our various lines of business to help employees address the warning signs of problem gambling

**2.3 million  
VIEWS**

of *PlaySmart* videos on YouTube since February 2016



## Our Approach to Addressing Social Impacts

**OLG's program is evidence-informed and designed and delivered in collaboration with multiple agencies, including the Centre for Addiction and Mental Health (CAMH), the Responsible Gambling Council (RGC), Gambling Research Exchange Ontario (GREO) and Credit Canada Debt Solutions.**

We use annual employee and customer RG surveys as well as customer-tracking tools to assess RG programming effectiveness and drive improvements. All employees have RG pay-for-performance targets.

In 2016, we reframed our program in line with our latest RG research and insights. Determined to make a step change in program effectiveness, we launched *PlaySmart* which is a radically different approach to gambling education and player support. *PlaySmart* aims to break through the clutter and speak to the full range of player risk profiles, targeting the right education and help resources to the right players at the right time.

**See "OLG Wants You to *PlaySmart*" on page 30 to learn more.**

As we shift certain day-to-day operations of slots and casinos to private sector service providers, OLG will be responsible for ensuring that these operators uphold our RG standards in customer support and employee engagement. In addition to mandating compliance with AGCO regulations, operating agreements have detailed RG terms, including required third-party accreditations with RG Check for gaming, the establishment of Responsible Gaming Resource Centres and the delivery of OLG-developed RG employee training programs.

### ENCOURAGING POSITIVE PLAY

Encouraging positive play is aimed at preventing problem gambling by giving players facts, tools and advice to make informed decisions about their gambling before risky playing habits have a chance to take shape.

Employees play an essential role in informing, educating and supporting players. All customer-facing employees undergo role-specific RG training. Developed in collaboration with CAMH, the training teaches them how to deliver gambling information and assist players exhibiting behaviours that indicate problem gambling. In addition to training, we work to build an organizational culture that facilitates employees' efforts to encourage positive play and supports players. For example, each gaming site has its own grassroots team that plans, promotes and delivers RG program initiatives.

Responsible Gaming Resource Centres (RGRCs) at gaming sites and Charitable Gaming Centres are also key customer touch points. Operated by RGC, the RGRC program is a comprehensive network of centres, including eight that are staffed, that offer interactive and engaging programming and events.

### MITIGATING HARM

In addition to training employees to recognize and respond effectively to players who are demonstrating signs of problem gambling behaviours, we collaborate with multiple stakeholders to increase the relevance and effectiveness of our response. In some instances, we direct players to the RGRCs and the Ontario Problem Gambling Helpline, which, 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.



**Illustrating the odds of winning in new and tangible ways is one of the ways that *PlaySmart* engages players.**



**LEARN MORE:  
RESPONSIBLE GAMBLING POLICIES AND PROGRAMS**

# Key Initiatives to Address Social Impacts

## BREAKING NEW GROUND

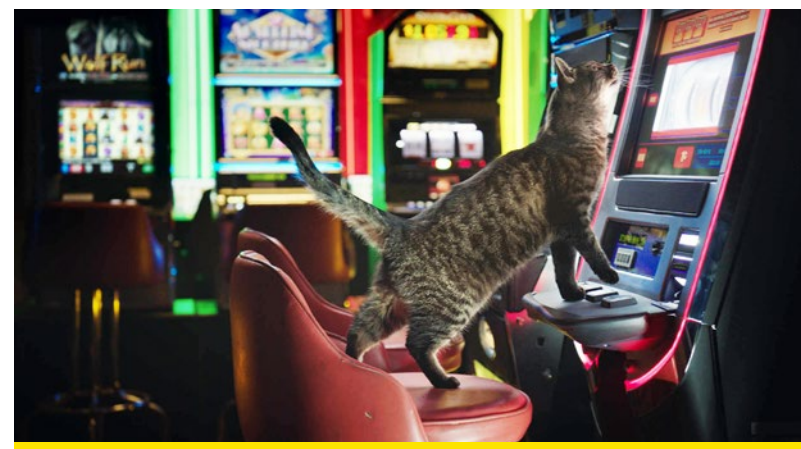
We need to be innovative to make a difference in how people gamble. The key is to normalize RG so that players see it as part of the gambling experience rather than as a response to a negative experience. In addition to specific messaging, the new *PlaySmart* program leverages the latest technology to help players manage their gambling behaviours. For example:

- PlayOLG, our Internet gaming site, has built-in play management tools that require players to set mandatory weekly deposit limits and that let them set voluntary session time limits, loss limits for casino games and lottery purchase limits. Play stops when they reach their limits. Data analytics give players a risk rating and recommendations to help them understand and control their gambling habits.
- *My PlaySmart* is a personal tracking tool being piloted at OLG Slots at Georgian Downs. Embedded into the slot machines, the tool helps people manage their play by setting daily thresholds for the amount of time and/or money they intend to spend.

## PROBING QUESTIONS

Impartial research is essential to inform our RG program and evaluate its effectiveness. We have a Memorandum of Understanding with Gambling Research Exchange Ontario (GREO) to help procure and manage research that OLG commissions with independent academics and other stakeholders. Among current projects:

- A study by Carleton University's Michael Wohl and Chris Davis is aimed at finding out how accurate players are in assessing their play behaviour and whether realistic feedback about the amount of money won or lost would affect subsequent play.
- We're developing tools in collaboration with GREO and researchers from the University of Waterloo to help players understand and determine their preferred slot machines based on their individual play styles.
- We've started consultations on a program that will give qualified researchers access to OLG's internal RG-related anonymous data for external analysis, while ensuring player privacy protection. The program will provide us with additional data analytics and advance knowledge in the RG and problem gambling research fields.



**CATS AND DOGS WORK ON THE INTERNET. THAT'S WHY THEY'RE FRONT AND CENTRE IN OUR NEW *PLAYSMART* VIDEOS. "CATS PLAYING SLOTS" DEMONSTRATES HOW RANDOMNESS REALLY WORKS.**

## HELPING OTHERS HELP THEMSELVES

Self-Exclusion is a self-help program we offer to people who want to control or stop their gambling. It's a commitment to stay away from gaming sites, PlayOLG and, as of fiscal 2015–16, all Charitable Gaming Centres for a specified time period. We recently strengthened the program, and it now requires that returning players complete an online reinstatement tutorial. Developed with CAMH, the tutorial provides them with tools and information about the games and resources to consult if they have concerns about their gambling.

**"OLG needs to help all players develop positive play habits, keep gambling fun and get assistance if they need it. We recognize the risks of gambling, and from a business perspective, we must ensure that players are not burning out and that their experience with us is positive."**

— PAUL PELLIZZARI, EXECUTIVE DIRECTOR, SOCIAL RESPONSIBILITY



## Performance Snapshot



# 75%

## OF PEOPLE SURVEYED

believe that OLG does all it can to make sure lotteries, casinos and slot facilities are run in a socially responsible manner. (Source: *Public Perception Survey*, March 2016)



# 99%

## OF GAMING EMPLOYEES

consider themselves somewhat or very knowledgeable about RG. All employees complete role-specific RG training each year, ranging from 30 minutes to up to four hours per person. (Source: *Annual Employee RG Survey*)



Accredited by the Responsible Gambling Council

All OLG gaming sites, as well as Caesars Windsor, Casino Rama, Great Blue Heron Casino, Shorelines Casino Thousand Islands and Shorelines Slots at Kawartha Downs, have been accredited by RG Check, the most rigorous RG accreditation program in the world.

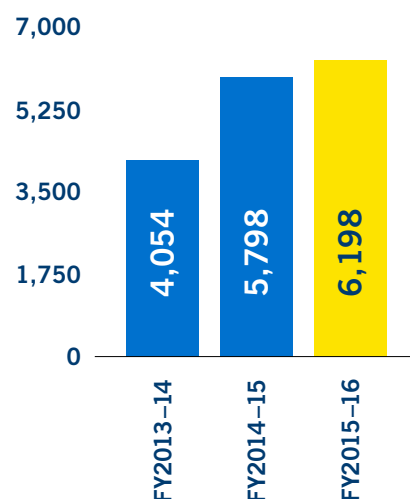
### Seven gaming sites completed the reaccreditation process.

Their average scores for the RG standards criteria used to determine accreditation rose from 73% to 82%.

### PlayOLG was one of the first gaming websites in the world to receive RG Check accreditation

(February 2016).

### NUMBER OF REFERRALS TO SUPPORT SERVICES BY OLG AND RGRCs



### SELF-EXCLUSION (SE) BY THE NUMBERS





Encouraging players to set and stay within their budget is a key positive play message promoted through *PlaySmart*.



#### CASE STUDY

## *OLG Wants You to PlaySmart*

In February 2016, OLG launched *PlaySmart*, our new gambling education and player support program, designed to take away the mysteries, not the thrills, of gambling.

While OLG's objectives to prevent and mitigate problem gambling remain unchanged, *PlaySmart* speaks to all players in new, engaging ways and transforms information they "need" into something they "want". The suite of innovative resources being rolled out over the next two years includes:

- *PlaySmart* – an online resource providing Ontarians with comprehensive gambling education about how games work
- *My PlaySmart* budgeting tools – slots outfitted with technology that allows players to set spending and time thresholds on their play
- ATM messaging – digital and decal messages at gaming sites updated with useful tips from Credit Canada Debt Solutions to encourage players to learn about their gambling spend
- educational print and digital messages using all touch points, including web, mobile devices and physical spaces in the gaming environment
- *PlaySmart* Centres (currently branded as Responsible Gaming Resource Centres) – in all slots, casinos and Charitable Gaming locations

***"PlaySmart builds on OLG's years of experience developing and managing RG programs. We found that the term 'Responsible Gambling' was considered to be synonymous with 'problem gambling' and undermined our attempts to educate gamblers. Many players told us they ignored 'RG' messages because they viewed them as irrelevant. However, they were curious about how games work and their own gambling behaviour."***

– SHEONA HURD, DIRECTOR, SOCIAL RESPONSIBILITY STRATEGY



LEARN MORE:  
VISIT [WWW.PLAYSMART.CA](http://WWW.PLAYSMART.CA)



ONTARIO'S LOTTERY & GAMING

*All for  
Supporting  
Employees*

INVESTING  
100% OF PROCEEDS IN ONTARIO

## PRIORITY TOPIC IN THIS SECTION:

### ENGAGING AND TRAINING OUR PEOPLE

OLG's workforce and staffing needs are changing. Some OLG gaming employees are transferring to service providers and new roles are being created to manage service provider relationships, contracts and performance.

It's a testament to the quality of our people that the transitions are proceeding smoothly, and we continue to meet our financial targets, regulatory requirements and social commitments. We know that our employees are an integral part of OLG's success. We do our best to ensure that they're engaged, supported and rewarded for their contributions.

**\$2.9 million**  
SPENT ON  
EMPLOYEE  
TRAINING

**\$902 million**  
WAGES AND  
BENEFITS PAID  
to direct and indirect  
employees

**\$716,000**  
RAISED BY OLG  
EMPLOYEES  
for the United Way and  
Federated Health Charities



## Our Approach to Supporting Employees

OLG is committed to being a place where people want to work – one that attracts and retains employees from many different walks of life. As we modernize, we’re also focused on evolving our culture and aligning our policies and programs to meet the future needs of our business and our knowledge-based workforce. We do so from a strong foundation:



Future Ready Network ambassadors provide feedback to OLG leadership on the pulse of the organization.

**“Supporting and treating employees fairly is a key tenet of our modernization. From the outset, we’ve given our employees multiple opportunities to ask questions and stay informed.”**

— LARRY ROURKE, SENIOR VICE PRESIDENT, HUMAN RESOURCES

- Our long-standing corporate values and *Code of Business Conduct* set out the basic expectations for all OLG employees and create the conditions for them to flourish. All individuals are to be treated with respect and dignity. Diversity and inclusion are viewed as essential elements of our culture.
- Given the diversity of our business, we can offer employees a variety of opportunities 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.
- Workplace health and safety is a top priority, and we encourage all employees to work together to ensure that every one of them goes home safely at the end of each day. Our Occupational Health and Safety Policy outlines expectations.

### MANAGING CHANGE

From the start of OLG’s modernization, we scaled up employee communications and change management support. Here are three of the initiatives put in place to address questions and concerns while maintaining day-to-day business:

- **Future Ready Network** – More than 350 employees act as ambassadors and provide feedback to OLG leadership on the pulse of the organization. Ambassadors invite employee input and report common themes to leadership monthly – but on a daily basis after major organizational announcements.
- **Connect Sessions** – These are opportunities for small groups of employees to meet with an OLG executive to ask questions and share their thoughts. Session dates are announced in advance, and employees register on a first come, first served basis.
- **Modernization Update Sessions for People Managers** – These half-day sessions are led by senior executives and are intended to give managers updates on modernization and what lies ahead. Managers are then expected to share the information with their teams.

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.



## Key Initiatives to Support Employees

### CELEBRATING OUR DIVERSITY

OLG recognizes the benefits of diversity across the organization and seeks to create a welcoming environment where employees feel free to be themselves and share their unique perspectives and skills.

We support various events that celebrate difference and build inclusion, including local cultural events like Pride parades. Our participation in and the importance of these events are communicated to our employees.

Gender balance on our Board of Directors is a priority and women make up more than 40 per cent of the current board. In October 2015, our Diversity and Inclusion Committee invited employees to participate in a Women's Leadership Panel featuring senior leaders and the Hon. Frances Lankin, one of our board members. The discussion focused on encouraging women to reach their potential.

In late 2015, OLG's Executive Committee approved the hiring of a Diversity and Inclusion Lead to work closely with the Diversity and Inclusion Committee to foster and promote diversity and inclusion.

**“It has been great to see OLG employees embrace opportunities to demonstrate their commitment to diversity and inclusion. The hiring of a Diversity and Inclusion Lead enables us to further develop programs and initiatives and embed diversity and inclusion throughout the organization.”**

— LESLEY BYRNE, EXECUTIVE DIRECTOR, STRATEGIC COMMUNICATIONS, AND DIVERSITY AND INCLUSION CHAIR



The French Language Services team host their popular “Café franco” at the York Mills office to raise funds for United Way. (Left to right) Mariya Petrova, Stéphanie Audet Brazeau, Mathieu Marcil, Jane Whittington and Greg McKenzie.

### CAREER ENCOURAGEMENT

To help OLG employees make career decisions and achieve their goals, we created a web-based portal, CareerCapital, which gives employees 24/7 access to career exploration tools and assessments. In the first year, more than 800 employees requested access to the portal to conduct personal assessments and develop personalized career action plans. CareerCapital includes a separate leader portal to help people managers engage in effective career-development conversations with their employees.

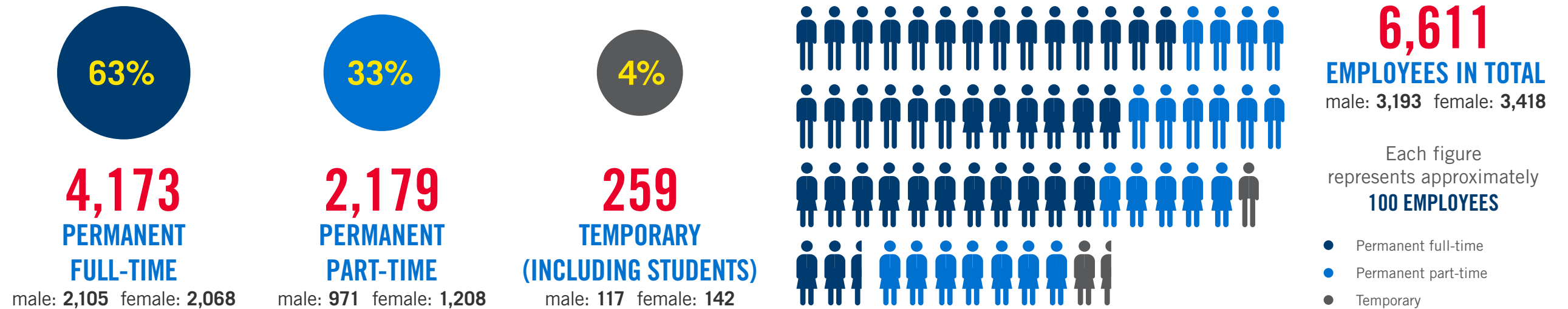
In a recent survey, 83 per cent of respondents indicated that they would recommend CareerCapital to others.

### OUR EMPLOYEES GIVE BACK

For more than 30 years, OLG employees have taken the lead in developing and organizing the annual Federated Health and United Way charity campaigns. At each of our sites across the province, employee volunteer teams raise funds to help their local communities. In fiscal 2015–16, employees raised more than \$371,000 for Federated Health Charities and more than \$345,000 for United Way. In the last four years alone, our employees have contributed over \$2.8 million to these two charities, which directly benefits the people of Ontario.

# Performance Snapshot

## WORKFORCE COMPOSITION (DIRECT EMPLOYEES ONLY)



## WORKPLACE SAFETY AND INSURANCE BOARD REPORTABLE INJURIES

	Lottery	Gaming	Corporate	Total
Number of incidents	2	171	5	178
Number of employees	372	5,134	1,105	6,611
Frequency rate (number of injuries/100 employees)	0.54	3.33	0.45	2.69

**47%**  
**OF EMPLOYEES**  
are represented by a collective bargaining unit.







In 2016, the operations of Casino Thousand Islands (pictured) and Kawartha Downs were transitioned to Ontario Gaming East Limited Partnership (OGELP) as part of OLG's modernization.

**“While many things would remain the same at their workplace, these employees were being asked to switch employers. Naturally, they had a lot of questions and concerns. We understood that and prioritized change management and employee transition activities in the gaming site transition road map.”**

— JOHN MacFARLANE, VICE PRESIDENT, GAMING



#### CASE STUDY

## Modernization Gets Personal

The transition of OLG Slots at Kawartha Downs and OLG Casino Thousand Islands to Ontario Gaming East Limited Partnership (OGELP) directly affected the 515 employees at these locations. As part of the agreement, these employees were guaranteed 12 months' employment in their current positions and geographic locations and at the same pay rate. OGELP was also required to provide a registered pension plan and benefits similar to their existing coverage.

With input from OGELP, we created a change management plan covering the period from the announcement of the selected service provider in September to the January transition date. Initiatives included:

- Future Ready Networks (FRNs) at the affected gaming sites, with ambassadors trained in change management; OGELP met with FRNs on two occasions prior to the transition date to gather employee input on a variety of topics including new uniforms
- weekly transition updates, monthly calendars and all-employee meetings for affected gaming sites
- people transition packs that included an overview of the transition process and site transition team, frequently asked questions and answers, a list of resources and an OGELP backgrounder
- opportunities for site general managers and department managers to meet with an outside specialist to prepare personal profiles highlighting their skills, experience and abilities

Closer to the transition date, OLG and OGELP human resources representatives hand delivered packages containing OLG termination and OGELP offer letters to non-unionized employees who were not automatically transferring to the service provider under successor rights. These employees were given the option of moving to OGELP or taking an OLG severance package.

“A shared commitment to collaboration and communication between OLG and OGELP carried through the transition period and enabled a seamless transfer,” advised John MacFarlane. “Approximately 90 per cent of non-unionized employees chose to transfer to OGELP. The majority of people who participated in an anonymous survey four weeks after the transition date told us that they felt supported and saw value in the tools and resources provided to them.”



ONTARIO'S LOTTERY & GAMING

*All for*  
**Strengthening  
Communities**

INVESTING  
100% OF PROCEEDS IN ONTARIO

## PRIORITY TOPICS IN THIS SECTION:

FINANCIAL CONTRIBUTIONS TO THE PROVINCE AND LOCAL ECONOMIES  
COMMUNITY ENGAGEMENT AND SUPPORT

**OLG exists to benefit the communities of Ontario. We are the Government of Ontario's largest source of non-tax revenue, and the funds we generate are used to support provincial priorities, including hospitals, culture, amateur sports and more.**

In addition to providing funding, we create local jobs, purchase local goods and services, increase revenue for lottery retailers and support community projects and events. OLG gaming sites and Charitable Gaming Centres are also popular spots for a night out on the town, offering fun and excitement for local residents and tourists alike.

**\$141.2 million**  
**IN PAYMENTS**

were made to municipalities and Ontario First Nations that hosted gaming facilities and Charitable Gaming Centres.

**\$115 million**  
**RAISED BY  
CHARITABLE GAMING  
CENTRES**

over the past 10 years went directly to participating local charities and not-for-profit organizations.

**\$2.5 million**  
**WAS SPENT TO  
SPONSOR**

community festivals and events.



## Our Approach to Strengthening Communities

**OLG strives to be a positive force in the communities that host its gaming sites, Charitable Gaming Centres and other operations and works with these communities to help them thrive.**

We formally track public perception of OLG and its performance through brand health and reputation surveys. Each month, we survey a random sample of 400 Ontario adults by telephone. We've also initiated an economic benefit assessment to better understand the impact of our financial contributions on host communities.

### SLOTS, CASINOS AND RESORTS

OLG community relations leaders meet at least twice a year with members of each of the 22 municipalities and two First Nations communities that host slots and casinos to share plans, discuss issues and collaborate on community priorities. As modernization progresses, our new service providers are also involved in these conversations.

OLG pays a portion of revenue earned at the local gaming sites to the respective host communities according to a formula specified in the Municipality Contribution Agreement (MCA). We make payments to the Mississaugas of Scugog Island First Nation and Chippewas of Rama First Nation under separate contracts.

Host communities submit annual reports summarizing how their MCA funds were used. The major categories of expenditures are as follows:

- capital infrastructure (e.g., fire trucks, roads, bridges, municipal buildings and community centres)
- economic and tourist development (e.g., brochures, billboards and Business Improvement Area initiatives)

- charitable contributions (e.g., local charity donations and events)
- parks and recreation (e.g., building/upgrading local parks, bike paths and trails)
- other (e.g., general revenues)

### CHARITABLE GAMING

Our Charitable Gaming business is a unique partnership comprising public, private and charitable/non-profit sectors. There were 31 Charitable Gaming Centres at the end of the fiscal year, each centre operated by a private service provider. Each centre's charity association and service provider receives a commission based on percentages of net win, adjusted net win or non-gaming revenue. To receive the funding, eligible charities need to be actively involved in the operation of their centres and must show how the funds raised support the good works they carry out in their community.

### CORPORATE SPONSORSHIPS AND SUPPORT

OLG sponsors local festivals and events across Ontario. In addition, \$10 million in annual proceeds from our Quest for Gold lottery are administered by the Ministry of Tourism, Culture and Sport to provide Ontario's amateur athletes with financial assistance, enhanced coaching and training and competitive opportunities.



**“We’re proud of the relationships we build with communities across Ontario. We also appreciate the contributions of our employees in making life in those communities that much better.”**

— JAKE PASTORE, DIRECTOR, MUNICIPAL AND COMMUNITY RELATIONS



**LEARN MORE:  
WHERE THE MONEY GOES**



**2015–16 COMMUNITY BENEFIT SUMMARIES**

## Key Initiatives to Strengthen Communities

### NEW BEGINNINGS

Our relationships with municipalities that host our slots and casinos are changing as we begin to shift day-to-day site operations to service providers. Prior to finalizing the agreement with OGELP in January 2016, both OLG and OGELP engaged in discussions with the local municipalities to ensure a seamless transition.

Under the agreement with OGELP, OLG continues to distribute MCA payments, and we're involved in all decisions related to relocating gaming sites or building new ones. A new gaming site can be constructed only when there is municipal consent, a viable business case put forward by the service provider and approval by both OLG and the Government of Ontario.

### \$115 MILLION TO CHARITY

In February 2016, our Charitable Gaming Centres celebrated a major milestone: More than \$115 million was raised for approximately 1,800 charities and not-for-profit organizations over the last 10 years. This accomplishment is a tribute to the tremendous work that's been done – in partnership with local municipalities, the Ontario Charitable Gaming Association and the Commercial Gaming Association of Ontario – to invigorate the traditional bingo experience and generate more money for local charities. Here are two of the organizations that benefited in the past year:

- Northwestern Ontario Air Search and Rescue Association, a professionally trained volunteer group in Thunder Bay, that conducts aerial searches for downed aircraft, missing or in-distress watercraft as well as missing or lost people

- Talbot Teen Centre, a safe and positive space for youth in St. Thomas that provides age-appropriate programs in recreation, leadership, education, arts and culture and volunteering



OLG was a Presenting Partner of the Toronto 2015 Pan Am Torch Relay that made stops across Ontario, including this cauldron lighting celebration in Belleville.

### TORONTO 2015 PAN AM/PARAPAN AM GAMES SPONSORSHIP A BIG HIT

The Toronto 2015 Pan Am/Parapan Am Games and the Torch Relay leading up to the games were times of celebration in Ontario. The Torch Relay, which travelled through more than 130 communities over 41 days, put the spotlight on many of the public facilities that OLG funding helped build and on the amateur athletes our proceeds help support.

OLG was a Premier Partner of the Pan Am/Parapan Am Games and a Presenting Partner of the Torch Relay. Our sponsorship included:

- the All for Here Challenge, in which attendees of Torch Relay celebrations in 29 communities donned authentic sports equipment and engaged in competitive kayaking, cycling and Torch Relay simulations; the activity attracted 21,845 participants
- the All for Community Challenge, which highlighted OLG's service to Ontario's communities; three local teams competed against each other in on-stage map challenges to identify stops along the Torch Relay route; the activity was held in 28 communities, raising \$165,000 for 44 local Charitable Gaming partner charities

**More than \$115 million was raised for approximately 1,800 charities and not-for-profit organizations over the last 10 years.**

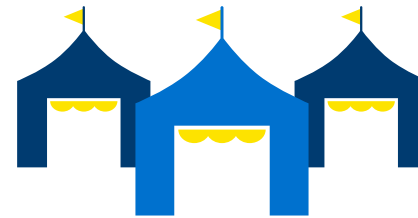


## Performance Snapshot

**17%**

**INCREASE IN PUBLIC AWARENESS THAT ALL OF OLG'S PROCEEDS STAYED IN ONTARIO,**

as a result of our support for the Toronto 2015 Pan Am/Parapan Am Games and the Torch Relay.



**250+**

**FESTIVALS AND EVENTS**

were sponsored by OLG across the province, including the Burlington Sound of Music Festival, Rotaryfest in Sault Ste. Marie, Collingwood Elvis Festival, Summer Solstice Aboriginal Festival in Ottawa, Port Elgin Pumpkinfest, Winterlude in Ottawa, Pride Toronto and Franco-Fête de Toronto.



**Approximately 1,800**

**CHARITIES WERE RECIPIENTS OF CHARITABLE GAMING PROCEEDS,**

including the Northwestern Ontario Air Search and Rescue Association, Hawkesbury and District General Hospital Foundation, Barrie Skating Club, Rose City Gymnastics in Windsor, Talbot Teen Centre in St. Thomas, Big Brothers Big Sisters of Ajax-Pickering, the Brain Injury Association (Peterborough Region) and Maison Vale Hospice in Val Caron.



### PUBLIC PERCEPTION

Among people surveyed in our March 2016 brand health and reputation survey:

**69%**

**AGREED THAT OLG IS GOOD**

for the Ontario economy.

**70%**

**AGREED THAT OLG PROVIDES A LOT OF MONEY**

for good causes in Ontario.

**62%**

**AGREED THAT OLG IS A VALUED PARTNER**

in the community.



Employees at Shorelines Slots at Kawartha Downs donated 200 Thanksgiving turkeys to Kawartha Food Share to help feed hungry families in the community.

**“We have a strong commitment to social responsibility in each of the communities where we operate. We look forward to continuing all the good work on Responsible Gambling and environmental stewardship that OLG has been doing and we’re eager to get involved in local activities. There are a lot of learnings that come from these interactions that can help our business and our communities.”**

— SONJA MANDIC, DIRECTOR, MEDIA RELATIONS AND SOCIAL RESPONSIBILITY, GREAT CANADIAN GAMING CORPORATION



#### CASE STUDY

## *A New Partner in the Community*

On January 11, 2016, OGELP (a 90.5 per cent–owned subsidiary of Great Canadian Gaming Corporation) became the first private sector casino owner and operator in OLG’s modernization program. The company took over day-to-day operations of what are now Shorelines Casino Thousand Islands (formerly OLG Casino Thousand Islands) and Shorelines Slots at Kawartha Downs (formerly OLG Slots at Kawartha Downs) under a 20-year casino operating and services agreement.

The selection of OGELP followed a robust procurement process to ensure that we had a reputable service provider with a proven track record who was accustomed to operating under similar contracts and to engaging with local communities.

Here are some key facts about the Great Canadian Gaming Corporation:

- founded in 1982 in British Columbia
- operates 21 entertainment destinations in British Columbia, Ontario, New Brunswick, Nova Scotia and Washington State, including casinos, racetracks with slot machines, community gaming centres, show theatres, a bingo hall, a four-diamond casino resort, a four-star hotel and conference centre space

- employs almost 6,000 people
- operates horse racing at OLG’s Flamboro Downs and Georgian Downs properties (since 2005)
- invests over \$2.5 million annually in communities where it operates and supports over 3,600 charitable organizations



**LEARN MORE:**  
VISIT [WWW.GCGAMING.COM](http://WWW.GCGAMING.COM).



ONTARIO'S LOTTERY & GAMING

# All for Reducing Our Footprint

INVESTING  
100% OF PROCEEDS IN ONTARIO

## PRIORITY TOPIC IN THIS SECTION:

### ENERGY AND RESOURCE MANAGEMENT

Without concerted action, threats like climate change and pollution will have a critical impact on the way we all live — adversely affecting ecosystems, economies and communities around the world. As we see it, if we're serious about making Ontario better, we need to do our part to minimize our environmental footprint.

We take action on our own and in partnership with others to reduce the environmental impacts of our operations and our products and services. We also try to promote sustainability concepts and engage suppliers, communities and individuals in environmental initiatives as a way of driving change on a broader scale.

**20,750**  
**METRIC TONNES**

reduction in CO<sub>2</sub>  
emissions since  
fiscal 2010–11

**57,000\***  
**TREES SAVED**

by reducing lottery ticket  
sizes and office paper  
usage since fiscal  
2008–09

**Silver**  
**LEED**  
**CERTIFICATION**  
OLG Casino Brantford

\* Using the estimate that one tree can produce about 8,333 sheets of paper, based on Tom Soder's study and reported in Claudia Thompson's book, *Recycled Papers: The Essential Guide* (Cambridge: The MIT Press, 1992).



## Our Approach to Reducing Our Footprint

Our flagship environmental program, Bet on Green, has three main objectives:

- reduce the environmental impact of OLG operations by reducing the amount of energy, water, paper and other materials used, as well as reducing waste going to landfill
- become a global leader in energy-efficient gaming
- increase environmental awareness among customers and employees



OLG's Social Responsibility team carries out select industry-wide environmental initiatives aimed at achieving our objectives, while site-led green teams work to bring Bet on Green to life at each site and in each community we serve.

### ENERGY CONSERVATION

Energy conservation is aimed at reducing the amount of energy used by our sites. We follow the American Society of Heating, Refrigerating and Air-Conditioning Engineers' Level II energy audit standards to identify reduction opportunities. Typical initiatives include installing variable frequency drives on air handling units; recommissioning heating, ventilation and air conditioning (HVAC) systems to optimize their energy efficiency; and replacing fluorescent and incandescent lights with LED

lights. Increasingly, we're using energy usage data to uncover opportunities for incremental improvements such as using timed thermostats to heat outside patios or using outside air for natural cooling of building interiors.

Green energy from Bullfrog Power is used to power PlayOLG, the *PlaySmart* website, OLG Casino Brantford and OLG's entire network of digital signs. Sixty per cent of the electricity used at OLG Slots at Georgian Downs is also derived from green energy. By these initiatives alone, we shrink our carbon footprint by more than 3,400 tonnes of carbon equivalent each year and reduce the emissions of other harmful pollutants that contribute to poor air quality.

### RESOURCE MANAGEMENT

Our resource management efforts focus on reducing paper use, generating less waste and diverting waste from landfill. We use waste audits to inform our action plans. We also participate in waste reduction and waste diversion programs run by TerraCycle for small non-recyclable or hard-to-recycle items, Ontario Electronic Stewardship for electronic waste and OfficeMax Grand & Toy for paper and printer supplies.

Most of the paper used by OLG is for lottery tickets. We're continually looking for ways to reduce this amount – for example, we maximize the use of printable areas while continuing to print messages needed for Responsible Gambling and regulatory requirements. Our efforts since fiscal 2009 have resulted in a 25 per cent reduction in lottery ticket sizes.



In communities across the province, OLG gaming sites hosted electronic waste collection events in partnership with Ontario Electronic Stewardship. Residents were able to safely and responsibly dispose of over 14 metric tonnes of unwanted household electronics, generating \$2,700 for local charitable initiatives.

**“Our employees are the lifeblood of our environmental program. This past year, we launched a program that formally recognizes their commitment and links their efforts to their professional development.”**

– CATHERINE JARMAIN, DIRECTOR, POLICY AND SOCIAL RESPONSIBILITY



## Key Initiatives to Reduce Our Footprint

### OLG CASINO BRANTFORD SHINES

In August 2015, OLG Casino Brantford achieved Leadership in Energy and Environmental Design (LEED®) Silver level certification by meeting stringent green building standards.



The achievement was possible thanks to renovations to the casino that resulted in a 49 per cent reduction in water consumption and a three per cent reduction in energy used for lighting. Ninety per cent of all appliances in use at the casino are now ENERGY STAR rated. What's more, three per cent of the construction materials contained recycled content and nine per cent were from rapidly renewable resources.

Additional green features include charging stations for electric vehicles, bicycle storage and change rooms with showers for employees who bike to work and a robust recycling program.

### TELL IT LIKE IT IS

This past year, we commissioned a study to understand the extent to which OLG-sponsored volunteer programs like the Great Canadian Shoreline Cleanup contribute to employees' engagement in sustainability issues. The Shoreline Cleanup is an initiative of the Vancouver Aquarium and WWF-Canada that encourages Canadians to rehabilitate shoreline areas by means of cleanups. OLG has participated in cleanups for the last seven years.

Some 640 OLG employees responded to an online survey and focused interviews were conducted with select members of our senior management team. Among the findings:

- 74 per cent of employees agreed that the Shoreline Cleanup is a good way to support Ontario communities
- 65 per cent agreed that the Shoreline Cleanup increased their awareness and understanding of environmental issues
- 83 per cent agreed that volunteer opportunities help to create a positive work environment for employees



Since 2009, OLG employees have participated in the Great Canadian Shoreline Cleanup. In 2015, our volunteers removed 1,286 kilograms of litter from waterways and shorelines across the province.

### TAKING ACTION FOR NATURE

OLG has a long history with WWF-Canada that includes sponsorship of and participation in events like Earth Hour and the Great Canadian Shoreline Cleanup. We're also a big proponent of WWF-Canada's Living Planet @ Work Program, which provides tools and resources to support our Bet on Green program. In fiscal 2015–16, we partnered with WWF-Canada to develop our Green Leadership Certificate program. [Learn more on page 45.](#)

In 2015–16, we partnered with the Nature Conservancy of Canada (NCC) in its Conservation Volunteer Program. With our financial support, 10 events were held at ecologically significant natural areas near OLG sites. At these events, volunteers (including our own employees) joined NCC staff in tree planting, seed collection, invasive species removal, trail enhancement and species inventories.

# Performance Snapshot



**1,104**  
VOLUNTEERS PARTICIPATED  
in Bet on Green events.



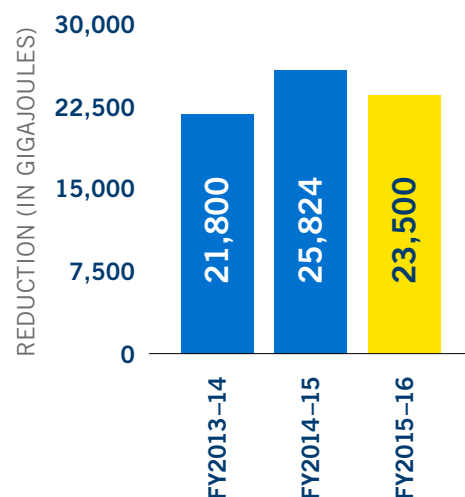
**84,420**  
WINNER'S CIRCLE REWARDS MEMBER CARDS  
were recycled.

Each figure represents approximately **25 VOLUNTEERS**

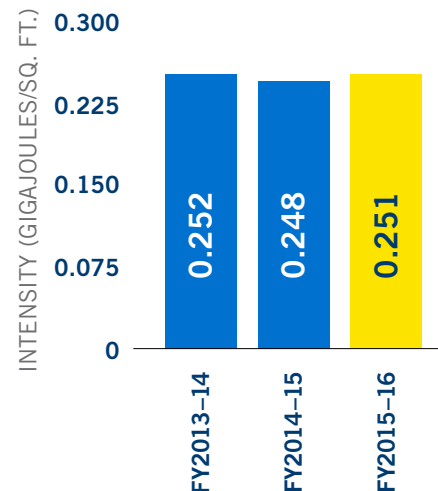
**15.7**  
METRIC TONNES  
of shoreline litter and electronic  
waste was collected.

**14**  
TERRACYCLE BRIGADES  
collected 885 kilograms of previously  
non-recyclable waste and generated  
\$1,900 for charity.

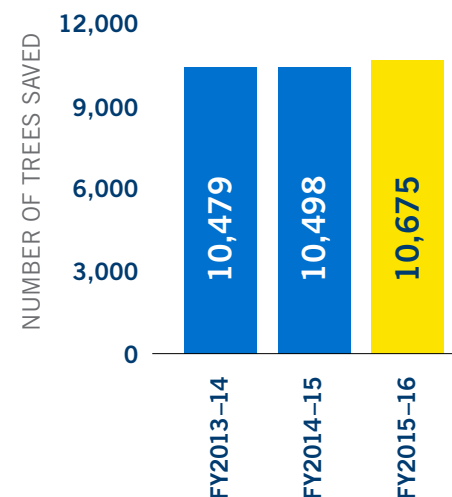
**REDUCTION IN THE  
AMOUNT OF ENERGY USED\***  
(compared to fiscal  
2010–11 baseline)



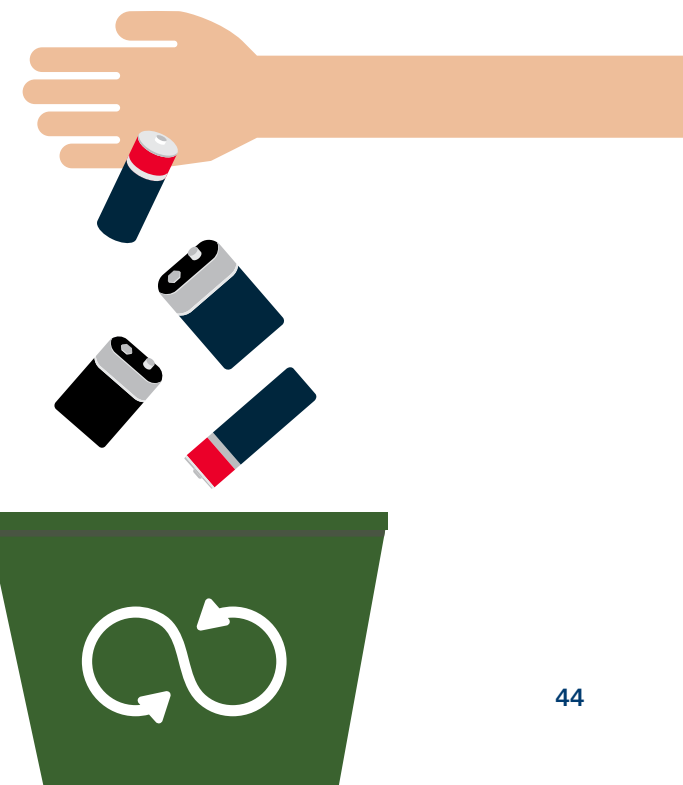
**ENERGY INTENSITY**  
(the amount of energy used  
per square foot of facility)



**TREES SAVED**  
(by reducing the amount of lottery and  
office paper used and using paper with  
post-consumer waste content)



\* Includes petroleum-based fuel, electricity and natural gas.







The Green Leadership Certificate program is a successful collaboration between OLG and WWF-Canada.

**“Employee response to the Green Leadership Certificate program has exceeded expectations. Within the first six months, over 400 employees enrolled and started working towards a certificate.”**

— GREGOR CAMPBELL, ANALYST, POLICY AND SOCIAL RESPONSIBILITY



#### CASE STUDY

## Three Cheers for Our Green Leaders

**The Green Leadership Certificate program gives employees an opportunity to improve their understanding of sustainability concepts, gain valuable leadership tools and discover solutions that lead to change. To earn the certificate, they must complete five online learning modules and participate in two Bet on Green volunteer events.**

The learning modules were co-developed by OLG and WWF-Canada. They cover topics such as communicating the financial and non-financial benefits of sustainability, leading employee engagement and implementing reduction measures for waste, water and energy. The volunteer requirements are intended to encourage employees to apply what they learn from the modules, enhance participation in the Bet on Green program and help recruit volunteers for site green teams.

Employees who complete the modules and the volunteer requirements are awarded a Green Leadership Certificate, co-signed by David Miller, President and CEO of WWF-Canada, and Greg McKenzie, Executive Vice President and Chief Operating Officer of OLG.

“We were proud to be involved in OLG’s Green Leadership Certificate program and pleased to see such strong employee participation,” said David Miller. “OLG has done a great job over the years to empower their people to take action on sustainability, and this is another leading example of how engaging employees can drive positive change for the environment.”

“Employees across OLG work hard to achieve our environmental goals,” said Greg McKenzie. “We know that managing site-led green teams builds leadership skills and environmental knowledge. The Green Leadership Certificate validates these skills and experiences. It also positions sustainability as an aspect of leadership at OLG.”

## About This Report

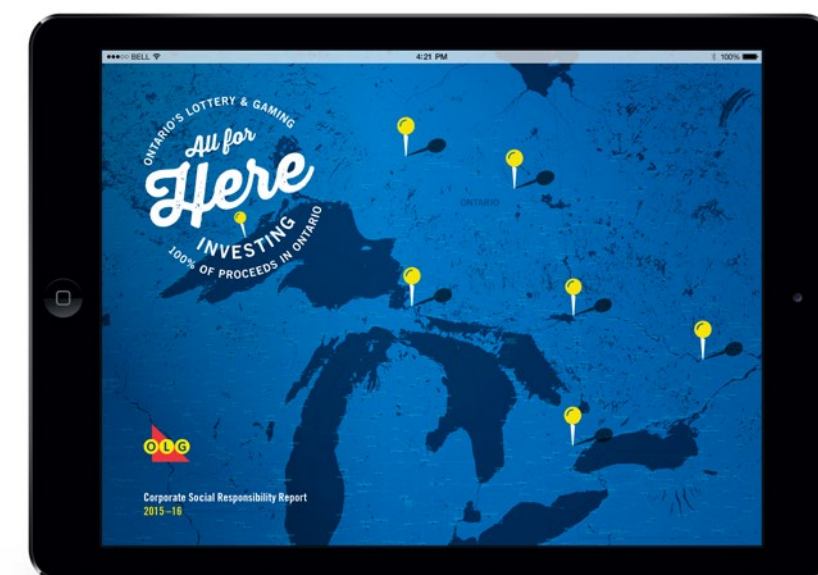
This is OLG's fourth Corporate Social Responsibility report. We are reporting in accordance with the Global Reporting Initiative (GRI) G4 Guidelines "Core" option. The Guidelines are widely used around the world to help organizations report consistently and transparently on their most critical economic, environmental and social priorities, performance and impacts. A GRI Index of this report's content is provided here, which includes sector-specific aspects developed by OLG. **For more information about the guidelines, visit the GRI website.**

This report covers performance for the fiscal year ended March 31, 2016. We include data from previous years and progress made in fiscal 2016–17, where relevant. Our most recent report was released in September 2016, covering OLG's fiscal 2014–15 performance.

Unless otherwise indicated, the report contains economic data from all activities across our operating segments – Lottery, Charitable Gaming, Slots and Casinos, OLG Resort Casinos and Internet Gaming. 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 Casino





## Identifying Our Material Topics

**Each year, we conduct a materiality analysis to ensure that our understanding of internal and external topics of importance is current. In 2016, we hired a third-party firm to review our previous year's materiality analysis and recommend changes to our CSR priorities.**

This year's process involved:

- receiving online survey responses from 28 OLG executives and subject-matter experts and 16 external stakeholders to evaluate the importance of CSR topics (linked to the GRI Aspects and Responsible Gambling Guidelines), based on the level of priority for OLG and its stakeholders; identifying topics requiring additional effort from OLG; and evaluating ways to improve CSR reporting and communications
- hosting a workshop with key OLG managers and subject-matter experts to review and assess the online survey results and OLG's material topics
- conducting interviews with 17 OLG executives, subject-matter experts and a board member to gather feedback on recent highlights, challenges and plans and to gain further context relating to the priorities highlighted in the online survey

Here are OLG's nine CSR priorities presented under five pillars – identified through the materiality analysis – and how they relate to Aspects from the GRI (G4) Guidelines, including sector-specific aspects developed by OLG which have guided our report content:

PILLAR	PRIORITY	G4 ASPECT(S) (GRI CATEGORIES MOST CLOSELY LINKED TO OLG'S PRIORITY TOPIC)	ASPECT BOUNDARY WITHIN THE ORGANIZATION	ASPECT BOUNDARY OUTSIDE THE ORGANIZATION
<b>Building Public Trust</b>	Employee and supplier integrity	<ul style="list-style-type: none"> <li>• General standard disclosures</li> <li>• Procurement practices</li> </ul>	Whole organization	Business partners
	Transparency and disclosure	<ul style="list-style-type: none"> <li>• General standard disclosures</li> </ul>	Whole organization	AGCO Ministry of Finance
	Ethics and compliance	<ul style="list-style-type: none"> <li>• Customer privacy</li> <li>• Compliance with AGCO standards (OLG aspect)</li> </ul>	Whole organization	AGCO Business partners Players
<b>Addressing Social Impacts</b>	Encouraging positive play	<ul style="list-style-type: none"> <li>• Customer health and safety</li> <li>• Product and service labelling</li> <li>• Customer privacy</li> <li>• Marketing communications</li> <li>• Responsible Gambling (OLG aspect)</li> </ul>	Whole organization	Business partners GREO Players RGC
	Mitigating harm	<ul style="list-style-type: none"> <li>• Training and education</li> <li>• Grievance mechanisms for impacts on society</li> <li>• Mitigating harm (OLG aspect)</li> </ul>	Whole organization	Business partners CAMH GREO Players RGC

## Identifying Our Material Topics *continued*

- conducting interviews with six external stakeholders to understand what they perceive to be OLG's strengths and opportunities for improvement and to gain further context relating to the priorities highlighted in the online survey; interviewees included representatives from the Alcohol and Gaming Commission of Ontario (AGCO), the Centre for Addiction and Mental Health (CAMH), the Responsible Gambling Council (RGC), Carleton University, Great Canadian Gaming Corporation and WWF-Canada
- confirming our updated material topics (i.e., priorities), aligning priorities to the GRI Aspects, and planning our data and information collection in advance of the development of this report

PILLAR	PRIORITY	G4 ASPECT(S) (GRI CATEGORIES MOST CLOSELY LINKED TO OLG'S PRIORITY TOPIC)	ASPECT BOUNDARY WITHIN THE ORGANIZATION	ASPECT BOUNDARY OUTSIDE THE ORGANIZATION
<b>Supporting Employees</b>	Engaging and training our people	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Training and education</li> <li>• Labour-management relations</li> <li>• Occupational health and safety</li> <li>• Diversity</li> </ul>	Whole organization	Business partners
	Financial contributions to the province and local economies	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Procurement practices</li> </ul>	Whole organization	Municipalities Ontario First Nations
<b>Strengthening Communities</b>	Community engagement and support	<ul style="list-style-type: none"> <li>• Indirect economic impacts</li> <li>• Local communities</li> </ul>	Whole organization	Municipalities Ontario First Nations
	Energy and resource management	<ul style="list-style-type: none"> <li>• Materials</li> <li>• Energy</li> <li>• Emissions</li> </ul>	Whole organization	Business partners Charities WWF-Canada
<b>Reducing Our Footprint</b>				



# Stakeholder Dialogue

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

## Stakeholder Dialogue *continued*

PRIMARY STAKEHOLDER GROUPS	FREQUENCY OF ENGAGEMENT	TYPES OF ENGAGEMENT	KEY TOPICS	WHAT WE ARE DOING
<b>Centre for Addiction and Mental Health</b>	Ongoing	<ul style="list-style-type: none"> <li>• Ongoing consultation</li> <li>• Training design and delivery</li> <li>• Research collaboration</li> <li>• Memorandum of Understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Employee training in RG</li> <li>• RG research</li> <li>• RG policy and program development</li> </ul>	<a href="#">Addressing Social Impacts</a>
<b>Responsible Gambling Council</b>	Ongoing	<ul style="list-style-type: none"> <li>• Ongoing consultation</li> <li>• Responsible Gaming Resource Centres at gaming facilities and Charitable Gaming Centres</li> <li>• Participation in RG Check accreditation programs for land-based and Internet gaming</li> <li>• Memorandum of Understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency and disclosure around RG</li> <li>• Customer education and awareness</li> <li>• Ethics in advertising and promotion</li> <li>• RG research</li> <li>• RG policy and program development</li> </ul>	<a href="#">Addressing Social Impacts</a>
<b>Gambling Research Exchange Ontario</b>	Ongoing	<ul style="list-style-type: none"> <li>• Knowledge translation and exchange (e.g., literature reviews, synthesis of research findings)</li> <li>• Management of research projects</li> <li>• Coordination of researchers' requests for access to OLG gaming sites</li> <li>• Consultation services</li> <li>• Roundtable/think tank events</li> </ul>	<ul style="list-style-type: none"> <li>• Peer review of research proposals, funding distribution and assessment of deliverables</li> <li>• Gambling, problem gambling and RG issues</li> <li>• Emerging gambling issues</li> </ul>	<a href="#">Addressing Social Impacts</a>
<b>Researchers</b>	Ongoing	<ul style="list-style-type: none"> <li>• Collaboration on RG research</li> </ul>	<ul style="list-style-type: none"> <li>• Gambling, problem gambling and RG issues</li> <li>• Emerging gambling issues</li> </ul>	<a href="#">Addressing Social Impacts</a>



## Stakeholder Dialogue *continued*

PRIMARY STAKEHOLDER GROUPS	FREQUENCY OF ENGAGEMENT	TYPES OF ENGAGEMENT	KEY TOPICS	WHAT WE ARE DOING
Credit Canada Debt Solutions	Ongoing	<ul style="list-style-type: none"> <li>• Collaboration on providing problem gambling information</li> </ul>	<ul style="list-style-type: none"> <li>• Credit counselling</li> <li>• Budgeting and debt management support</li> <li>• Effectiveness of RG program and impact on the acquisition of debt</li> </ul>	<a href="#">Addressing Social Impacts</a>
Treatment providers	Ongoing	<ul style="list-style-type: none"> <li>• Collaboration on providing help to problem gamblers</li> </ul>	<ul style="list-style-type: none"> <li>• Problem gambling treatment</li> </ul>	<a href="#">Addressing Social Impacts</a>
Host municipalities	Ongoing	<ul style="list-style-type: none"> <li>• Outreach and communication</li> <li>• Host mayors' meetings</li> <li>• Clerk and staff meetings with Charitable Gaming representatives</li> <li>• Community recognition events</li> <li>• Sponsorship of community festivals and events</li> <li>• OLG presence and speaking roles at Chamber of Commerce events, mayors' breakfasts, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• OLG presence in the community</li> <li>• Financial contributions to host communities</li> <li>• Modernization</li> </ul>	<a href="#">Strengthening Communities</a>
Ontario First Nations	Ongoing	<ul style="list-style-type: none"> <li>• Outreach and communications</li> <li>• Sponsorship of festivals and events</li> <li>• Membership on OLG's Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Financial distributions to Ontario First Nations</li> <li>• Financial contributions to host First Nations communities</li> <li>• Modernization</li> <li>• Responsible Gambling</li> </ul>	<a href="#">Strengthening Communities</a>

## *Stakeholder Dialogue* continued

PRIMARY STAKEHOLDER GROUPS	FREQUENCY OF ENGAGEMENT	TYPES OF ENGAGEMENT	KEY TOPICS	WHAT WE ARE DOING
<b>Charities</b>	Ongoing	<ul style="list-style-type: none"> <li>Charitable giving</li> <li>Meetings through Ontario Charitable Gaming Association</li> <li>Participation in and support of community-based events</li> </ul>	<ul style="list-style-type: none"> <li>Financial proceeds to charities from Charitable Gaming Centres</li> </ul>	<a href="#">Strengthening Communities</a>
<b>Business partners and service providers (supply chain, retail and procurement)</b>	Ongoing	<ul style="list-style-type: none"> <li>Trade show participation</li> <li>Standing committees' oversight (e.g., product review, strategic sourcing)</li> </ul>	<ul style="list-style-type: none"> <li>Engagement of retailers and operators in RG and CSR</li> <li>Engagement of Charitable Gaming operators, including Commercial Gaming Association of Ontario</li> <li>Transparency</li> </ul>	<a href="#">Strengthening Communities</a>
<b>Environmental NGOs (WWF-Canada and Nature Conservancy of Canada)</b>	Ongoing	<ul style="list-style-type: none"> <li>Sponsorship of and participation in environmental training and outreach programs</li> </ul>	<ul style="list-style-type: none"> <li>Energy consumption</li> <li>Paper use</li> <li>Sustainability partnerships</li> <li>Biodiversity enhancement</li> </ul>	<a href="#">Reducing Our Footprint</a>



## 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	GRANT IN LIEU OF TAXES
Ajax	\$7.3 million	338	\$15.1 million	\$2.5 million	\$44,350	
Brantford	\$5.2 million	866	\$40.7 million	\$1.9 million	\$69,750	\$2.9 million
Cavan-Monaghan	\$3.1 million	167***	\$6.7 million*	\$341,264	\$20,000	
Central Huron (Clinton)	\$600,000	86	\$4.4 million	\$421,225	\$26,800	
Centre Wellington	\$2.2 million	158	\$7.3 million	\$646,786	\$54,680	
Chatham-Kent	\$700,000	100	\$4.8 million	\$2.7 million	\$20,375	
Gananoque-Leeds and the Thousand Islands	\$3.5 million	426***	\$14.4 million*	\$964,424	\$34,612	\$695,988**
Hamilton	\$5.0 million	221	\$10.7 million	\$2.2 million	\$55,000	
Hanover	\$1.1 million	100	\$5.0 million	\$644,494	\$39,500	
Innisfil	\$5.1 million	294	\$13.6 million	\$1.6 million	\$63,800	
London	\$4.5 million	299	\$13.5 million	\$613,549	\$44,900	

\* Includes only OLG payroll up to January 10, 2016, as the employees of these sites transitioned to a land-based gaming service provider on January 11, 2016.

\*\* Includes only amounts up to January 10, 2016, as the site transitioned to a land-based gaming service provider on January 11, 2016.

\*\*\* As of January 10, 2016. Employees of these sites transitioned to a land-based gaming service provider on January 11, 2016.

## OLG Benefits to Communities *continued*

COMMUNITY	GAMING REVENUE TO HOST MUNICIPALITY	# OF GAMING EMPLOYEES	WAGES AND BENEFITS	LOCAL AND REGIONAL PROCUREMENT	VALUE OF OLG-SPONSORED EVENTS	GRANT IN LIEU OF TAXES
Milton	\$5.7 million	223	\$11.2 million	\$162,009	\$50,650	
Ottawa	\$5.0 million	257	\$12.2 million	\$2.3 million	\$391,150	
Point Edward	\$2.4 million	325	\$16.6 million	\$1.5 million	\$39,250	\$623,608
Sault Ste. Marie	\$1.5 million	268	\$13.1 million	\$1.8 million	\$69,700	\$366,356
Sudbury	\$2.1 million	153	\$8.1 million	\$642,565	\$48,100	
Thunder Bay	\$2.5 million	311	\$14.9 million	\$1.6 million	\$68,500	\$1.5 million
Toronto	\$15.8 million	731	\$34.7 million	\$10.3 million	\$1.1 million	
Woodstock	\$1.5 million	97	\$5.2 million	\$384,312	26,640	





## An Operational Enterprise Agency of the Province of Ontario

### **OLG Support Centre – Customer Inquiries**

1-800-387-0098

### **Ontario Problem Gambling Helpline**

1-888-230-3505

Ce rapport est également publié en français sous le nom de *Rapport sur la responsabilité sociale d'entreprise 2015–2016* d'OLG. Il est disponible en composant le 1-800-387-0098.

#### **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