

OLG IMPACT REPORT 2019-2022

# WHERE PLAY MEETS PURPOSE



**PLAY** FOR  
**ONTARIO**

# A MESSAGE FROM OUR PRESIDENT AND CEO

## PLAYING FOR ONTARIO

For over four decades, OLG's core purpose has been to give back to the people of Ontario. Our business was built around making life better for people across the province: returning every dollar of profit to the Province to support government priorities; working with our partners to grow our business and theirs with benefits to local communities; and leading the way towards fostering a strong culture of safe, responsible gambling to help keep the fun in the game.

Simply put, when you play with OLG, you play for Ontario.

Today, we've reached an important moment in OLG's history. We have an opportunity to have more intentional, purposeful impact as an employer, partner, and gaming company that is committed to collaboration and the principles of Truth and Reconciliation while being one of the biggest non-tax revenue generators for the Province that prioritizes sustainable, responsible growth.

That is why we launched a progressive new growth strategy last year, called Game ON. It's a bold and transformative plan for our business that leverages our unique advantages and deepens and expands our purpose-led partnerships in order to succeed in an increasingly competitive market. The gaming industry is changing, and we are excited to confidently seize the opportunities this presents to offer our players an unmatched and integrated entertainment experience.

Another major component of OLG's renewed commitment is our work to promote a safe and secure gaming environment. Although we are already a global leader in providing comprehensive gambling education and support to our players through our PlaySmart Program, our work on responsible gambling is constantly evolving. As we grow, we continue to leverage new partnerships and tap into the latest research to better understand our players and find more ways to help them enjoy our games in a safe and responsible way.

It's worth noting that every element of our work and broader strategic direction depends on our people. To deliver on our ambitious plan and our promise to Ontarians, we've developed what we call our Truths – five guiding principles to help us build a strong, diverse team that reflects and fosters our fun, inclusive, and performance-driven culture. These Truths also serve as a compass to help steer our team, so we can turn our aspirations into reality while connecting with our players, local communities, partners, and employees.

The above merely scratches the surface of our current efforts. This report helps unpack the meaningful actions that OLG has taken since April 2019 to deliver on our promise to Ontarians. It also signals how we will continue to deepen our collaboration with valued partners, including Indigenous communities, as we take our business to the next level – by providing world-class, responsible gambling entertainment while acting as a force for positive change in Ontario. We are excited to share it with you!



**Duncan Hannay**  
President and  
Chief Executive Officer



# WHO WE ARE

OLG began as a lottery company in 1975, created to bring exceptional entertainment to Ontarians while raising money to fund community-based projects across the province.

Over the years, we've expanded and diversified our offerings to include casino gaming, horse racing, charitable gaming, and digital gaming. Despite these changes, we have remained inspired by, and deeply rooted in, our core purpose, which is to give back to the people of Ontario.

As OLG grows, so does our voice, along with our responsibility to be a thoughtful contributor to local communities. We believe wholeheartedly in sustainability, accountability, and doing our part to make Ontario a better place for all.

Over the last three years, we've worked hard to strengthen our globally-recognized brand that now realizes excellence in diversity, inclusion, responsible gambling, and community sponsorship, and we are proud to have received prestigious international awards for our work in these important areas.

Today, we contribute to a better Ontario by delivering great entertainment experiences for our customers. **One hundred percent** of our profits go back to Ontario to improve the quality of life for people across the province.

**Approximately \$56.7 billion has been reinvested in the province since 1975.**

## SINCE APRIL 2019

- over **\$4.4 billion** reinvested in the province
- **\$382 million** to First Nations through gaming revenue sharing
- **\$109 million** to charities across the province
- **\$7.4 billion** in lottery prizes to customers
- **\$357 million** in direct funding to Ontario's horse racing industry



# OUR TRUTHS

In 2021, we launched the OLG Truths. These five guiding principles define who we are and what we stand for. They motivate us, unite us, and set us apart from our competition, allowing us to deliver for Ontario like never before.

## **WE CARE FOR ONTARIO**

We're here to do good. We help build communities, create jobs, and support our partners. 100% of our profits are reinvested in Ontario. Giving back is at the heart of all we do.

## **WE PLAY AS ONE TEAM**

We play. We share. We challenge. We respect, support, and value each other and our partners. Only together can we compete and win.

## **WE ARE PLAYER-OBSESSED**

Knowing our players allows us to deliver the excitement they crave, in a safe and responsible way. That's what keeps them coming back. Their loyalty makes our business stronger and our ability to give back even greater.

## **WE DREAM BIG AND CHAMPION CHANGE**

We think big, move fast, and welcome change. We are bold, curious, open, and always taking our game to the next level.

## **WE CELEBRATE OUR DIFFERENCES**

We all bring value to the team. And our different perspectives, backgrounds and orientations make OLG a great place to work. Together we are more creative, innovative, and inclusive.

# WE CARE FOR OUR PLAYERS

## RESPONSIBILITY STARTS WITH US

We know that to keep doing good for Ontario, we have to continue to invest in and build a healthy, sustainable player base. This commitment means expanding and improving our player-focused programs through emerging research and best practices – because we want our players to enjoy the excitement of our games in a safe, responsible way.



# OUR EVOLUTION

What started as a compliance-based responsible gambling program in our casinos in the early 1990's has evolved into a comprehensive and integrated program that focuses on prevention and empowers players to make informed choices.

Our award-winning and globally-recognized PlaySmart Program – available in all casinos and Charitable Gaming Centres and at OLG.ca – helps players build knowledge, understand the risks, and engage in positive play habits with customized tools such as budget setting and self-assessment tests. We also use in-depth analytics to generate insights into the impact of our products and services on Ontarians and gauge players' risks, enabling us to customize our communications to them.

**PlaySmart.ca hosts over two million users every year.**

**PlaySmart Centres at casinos and Charitable Gaming Centres have received over 250,000 visitors since April 2019.**

One of the reasons for OLG's global acclaim in responsible gambling is the annual investment we make in training every single employee who connects with players. Since the 2019-20 fiscal year, approximately 900 staff from our various lines of business have completed Advanced Instructor-Led Training for our PlaySmart Program, hosted by the Centre for Addiction and Mental Health in Toronto, with many more completing what is considered core or foundational training.

OLG invests approximately \$14 million every year to maintain our responsible gambling program, including \$2.6 million for award-winning educational campaigns that support positive play.

In addition, our Self-Exclusion Program has been available since 1994 at Ontario casinos and Charitable Gaming Centres, offering players the chance to voluntarily and confidentially take a break from gambling for a self-selected period of time. And the program is continually improving, thanks to changes informed by academic research and stakeholder consultations.

In response to COVID-19, we've also developed a new online Self-Exclusion process that includes a virtual registration option. Now it's even easier and more convenient for people who need this critical harm mitigation tool to access it.

## FAST FACT

All staff members at the 37 Charitable Gaming Centres in Ontario are required to complete what is considered core or foundational online PlaySmart training within their first 30 days of work. To date, approximately 1,500 Charitable Gaming staff have completed this program.

# WINNING STATS

OLG's commitment to responsible gambling is best reflected in how serious we are about achieving our goals and measuring our success. Even in the midst of the pandemic, we met the vast majority of 10 milestones and key performance indicators (KPIs) set out in our Responsible Gambling Three-Year Plan (2019-20 to 2021-22), including:

- commissioning and delivering 10 research projects in responsible gambling and player health with the Gambling Research Exchange of Ontario and third-party academic experts like Carleton University's Gambling Lab
- delivering seven responsible gambling awareness marketing campaigns, which helped increase awareness of our PlaySmart brand and program from 33% in 2019 to more than 60% in 2022

## **We implemented the first phase of our new communications strategy for high-risk digital players.**

We tested a new direct communications approach with high-risk digital casino players by sending them messages encouraging them to set casino loss limits. The results were remarkable: players who received a message were almost 2.5 times more likely to set casino limits within 28 days. They also viewed their play history page, set lottery purchase limits, and enrolled in play breaks more frequently.

## **AWARDS, ACCREDITATIONS, AND RECERTIFICATIONS**

- Following its initial accreditation in 2015 and reaccreditation in 2018 – both under our previous PlayOLG.ca brand – in 2021, OLG.ca earned another three-year RG Check reaccreditation from the Responsible Gambling Council.
- We were awarded Best Responsible Gambling Communications – Television for our Behind the Jackpot series by the North American Association of State and Provincial Lotteries in 2021. The award was the second consecutive win for the series and fifth consecutive win for PlaySmart overall.
- In 2021, OLG was recertified by the World Lottery Association (WLA) at Level 4 for excellence in responsible gambling, the highest level of certification granted by the WLA. We have held this level of certification for 11 years and are one of only 13 lottery organizations across Canada and the U.S. to achieve this distinction.
- OLG has introduced an Enterprise Player Health Index to help monitor the sustainability of our player population and evaluate our responsible gambling program. This value is a core metric for our business and is monitored as a KPI against our organization-wide strategic objective to obsess over understanding our customers across all products and channels.



# COLLABORATION IS KEY

Over the years, we've partnered with the Ontario government, communities throughout the province, and leading global organizations to ensure our programs benefit from the latest scientific, technological, and healthcare insights and expertise. This includes an ongoing relationship with the Gambling Research Exchange of Ontario and our work with third-party academic experts to continuously drive improvement in our responsible gambling program.

## **The Centre for Addiction and Mental Health developed our employee training.**

The Responsible Gambling Council delivers our PlaySmart Program at the province's casinos and Charitable Gaming Centres.

- Gambling Research Exchange Ontario generates and mobilizes research across the health and well-being sectors to help guide our continuous improvement and evidence-based approach to responsible gambling.
- ConnexOntario – a free 24/7 helpline for people seeking help and referral to community-based support for problem gambling – information is integrated with high visibility across our product channels, including gaming machines in casinos and Charitable Gaming Centres and online at OLG.ca and PlaySmart.ca.
- 31 treatment providers across Ontario deliver offsite access to our Self-Exclusion program, helping individuals sign up without having to enter a gaming site. Two new treatment providers in the Ottawa region joined our network in 2022: Amethyst Women's Addiction Centre and Rideauwood Addiction and Family Services.

OLG will continue to support our customers and improve player knowledge and experience by identifying additional ways to enhance the PlaySmart Program with input from expert groups and our valued responsible gambling partners.

# WE CARE FOR OUR COMMUNITIES

## PARTNERSHIPS WITH PURPOSE

One of our Truths is “We Care for Ontario.” It reflects and bolsters our strong connections to communities throughout the province. By nurturing productive relationships with valued partners, we grow sustainably alongside each other and can increase our positive impact in neighbourhoods across Ontario.



# ONTARIO CASINOS

Ontario has 29 partner-operated casinos across the province, and is proud to share proceeds of casino gaming with the communities that host them. These funds help contribute to local economic development, infrastructure, and jobs.

The pandemic caused closures of casinos throughout the province over the course of 18 months, significantly impacting revenues. When gaming sites began reopening in late January, there were joint efforts to celebrate and support the industry, including OLG's 2022 marketing campaign, "Where Fun Has Fun," that helped welcome players back to their favourite casinos.

**Since April 2019, OLG has given back over \$1.82 billion in profit to the Province of Ontario from land-based casinos.**

**In that same time, approximately \$302 million went to municipalities and Indigenous communities that host casinos.**

Since the launch of OLG's land-based gaming modernization, which saw private service providers take over the day-to-day operation of casinos, the private sector has made new investments of hundreds of millions of dollars in gaming sites across the province. This has led to the creation of hundreds of net-new direct and indirect jobs, as well as economic benefits for local communities.

**To date, \$1.8 billion in capital expenses has been invested by service providers in Ontario.**

In 2021-22, we celebrated the opening of new casinos in Pickering and North Bay. Together, they will create many economic spin-offs for both communities.

OLG also made possible the building of the OLG Stage at Fallsview Casino, which represents a \$130 million private sector investment. The 5,000-seat, state-of-the-art theatre is connected to Fallsview Casino Resort and is designed to host world-class performers as it drives tourism and visitation to the Niagara Falls region. Construction of the OLG Stage at Fallsview Casino helped to create 800 local jobs.

We will continue to work with our casino partners to bring entertainment and economic benefits to local communities, including two planned developments in Wasaga Beach and Kenora.

## FAST FACT

North Bay celebrated the grand opening of Gateway's new Cascades Casino in April 2022. The \$41 million invested has already created more than 130 new jobs, with additional job growth of up to 400 total new jobs to the Northern Ontario community.





# CHARITABLE GAMING

OLG has a long history of working closely with our valued Charitable Gaming partners to raise money to benefit charities across Ontario that support community programs and services.

**37 Charitable Gaming Centres, operated by 13 private sector partners, offer a variety of traditional charitable games in both classic paper-based and electronic formats.**

**Nearly 30,000 volunteers participate at Gaming centres on behalf of approximately 2,200 local charities.**

**\$109 million has been raised since April 2019.**

**\$12.5 million in proceeds has been distributed to host communities since April 2019.**

## FAST FACT

B'nai B'rith groups send out approximately 140 emergency food boxes every week to seniors within their community with the assistance of funds raised through Delta Downsview and other gaming facilities in the GTA.

# HORSE RACING

OLG is proud to work with its partners to build a strong and sustainable horse racing industry across Ontario's 15 racetracks and three racing breeds. OLG provides the industry with annual funding to support jobs in horse racing and breeding.

**As of 2018, horse racing contributed approximately \$1.9 billion in GDP to Ontario's economy while supporting 22,965 full-time equivalent jobs, many in rural communities.**

## FAST FACT

In 2021, OLG proudly supported the Ontario Women's Driving Championship – a new partnership initiative that showcases and gives opportunities to many of the best female drivers in the province's horse racing industry as they compete for the coveted title.





# LOTTERY

Our retail lottery network is made up of 5,300 partners who own nearly 10,000 retail outlets across the province where people can purchase OLG's lottery games. We are always looking for ways to support our valued retail partners in the communities they serve.

**OLG's standard blended retailer commission rate is among the highest in Canada.**

**\$333 million in commissions were paid to retailer owners in 2021-22, an 11% increase since 2020.**

**Since 2021, OLG has launched three Support Local programs with an increased retailers' commission on specific games, generating almost \$24 million in additional commission for retailers.**

## DID YOU KNOW?

In March, OLG teamed up with Toronto-based fashion designer Mr. Saturday on a limited-edition apparel collection that also provided customers with a credit for a year's worth of LOTTO MAX tickets.

**The campaign was shortlisted for nine awards and won two Silver Lions and two Bronze Lions at the 2022 Cannes Lions International Festival of Creativity, a prestigious event that brings together creative leaders from around the globe.** This award-winning campaign is a great example of the creativity and innovation that OLG puts into bringing its products to market, and all with a strong social cause as OLG donated 100% of the profits from this initiative to BLACK HXOUSE, a creative incubator that empowers BIPOC individuals through mentorship, tools, networking opportunities, and the freedom they need to activate their talent.

# DIGITAL

The future of gaming is digital, and it's a bright one for OLG, as we are boldly growing and enhancing our digital gaming ecosystem. Since 2020, our digital presence has grown exponentially, resulting in significant revenue growth and close to a hundred new high-value IT and digital jobs at our Sault Ste. Marie headquarters and Toronto corporate office.

**Proceeds from OLG's digital business in the 2021-22 fiscal year increased 44%, or \$155 million, over the previous year.**

In 2022, OLG held a virtual career fair designed specifically for recruitment for the digital line of business. The success of this event led to a second virtual career fair, focused on more wide-reaching opportunities at OLG to help build employment in Sault Ste. Marie.

## **DID YOU KNOW?**

Our digital business has also helped us take our responsible gambling program to a whole new level, enabling us to use analytics to better understand our players and their habits in order to be more proactive in helping them. We can now better identify and interact with players, deliver timely education on a wide range of available PlaySmart tools, and give players more options to customize how they play. The growth of our digital business has given us the ability to help people in new, personalized ways and to build a strong and sustainable customer base that engages in positive playing habits.



# COMMUNITY SPONSORSHIPS

For over two decades, our Community Sponsorship Program has played an integral role in building strong and diverse communities by supporting local festivals and events throughout Ontario.

**Since April 2019, OLG has provided \$3.7 million in community sponsorships, including:**

- women in leadership events, such as the Vaughan Chamber of Commerce Women to Women Symposium in the GTA and the Sault Ste. Marie Chamber of Commerce Women in Business event
- Indigenous events, such as the Summer Solstice Indigenous Festival in Ottawa and the Indigenous Arts Festival in Toronto
- Pride events across Ontario, including Toronto and Sault Ste. Marie
- events that promote cultural and ethnic diversity, including the Toronto Caribbean Carnival, Ontario Culture Days, and Bollywood Monster Mashup

## SUCCESS STORY

Since 2006, the Ontario government and OLG have worked together to support high-performance amateur athletes through the Quest for Gold program, providing \$6.3 million in annual funding directly to athletes to offset the cost of training and living expenses. Since the program launched in 2006, the percentage of Ontario athletes on Canada's Summer Olympic Team has increased from 34% to 45%, and from 19% to 31% on the Winter Olympic Team.



# ENVIRONMENT

Reducing our environmental footprint has always been important to OLG. This is why we make it a priority to take actions that minimize the environmental impacts of our products and operations while promoting sustainability. We also engage suppliers, communities, and individuals in environmental initiatives as a way of driving positive change.

**We are working towards a 40% reduction in our corporate office space in Toronto and adopting a hybrid work approach, which will significantly reduce our carbon footprint.**

- OLG promotes a culture of waste reduction and reuse. Over the last five years, 97% of items we've disposed of have been reused, either through donations to non-profits, school boards, or charities, or through recycling, sale, or transfer to a different OLG location.
- Through our Bet on Green and sponsorship programs, OLG has taken part in various shoreline cleanup events since 2011, with volunteers from OLG contributing their time to help protect the environment and make Ontario's shorelines cleaner.

# WE CARE ABOUT RECONCILIATION AND BUILDING TRUST

## **BECOMING A BETTER ALLY**

At OLG, we greatly value our long-standing relationships with Indigenous communities in Ontario. We are committed to developing and building trust by extending our understanding and fostering more active and transparent dialogue.



# DEEPENING OUR RELATIONSHIP WITH INDIGENOUS PARTNERS

OLG has a revenue sharing agreement with 132 First Nations in Ontario.

**Since the 2011-12 fiscal year, \$1.4 billion has been allocated to and disbursed by each First Nation to support health and education, plus cultural, community, and economic development.**

To date, OLG has also shared \$526 million to Rama First Nation, the host community for Casino Rama and \$145 million to Mississaugas of Scugog Island First Nation, the host community for Great Blue Heron Casino.

Since 2019, we have taken a number of important actions to improve the way we work together with Ontario's Indigenous communities:

- OLG is now a member of the Canadian Council for Aboriginal Business (CCAB), which seeks to grow a diverse and prosperous Indigenous business community across the country. We were the proud sponsor of CCAB's [Central Canada Business Forum](#) in 2021.
- We created a new position for a Director of Indigenous Relations, and successfully recruited an Indigenous professional for the role.
- OLG's Board of Directors and Executive Leadership Team participated in cultural competency training on the history of Canada's Indigenous communities, delivered by Indigenous leaders.
- Since 2021, OLG has committed \$400,000 in annual funding to PLATO in Sault Ste. Marie, an organization that partners with industry leaders, Indigenous organizations, local communities, governments, and educational institutions to deliver software testing and training to Indigenous people. We've also benefitted from having PLATO team members complete their training at OLG.

In the upcoming year, we will be focusing on building new pathways of understanding, respect, and action, including the launch of an OLG Indigenous Relations Policy, expanding our cultural sensitivity training sessions to all OLG employees, and sponsoring more Indigenous events and festivals across Ontario. We will also find ways to work with more Indigenous-owned businesses and recruit more Indigenous people to work on our teams.

## FAST FACT

With the help of the funds provided through the revenue sharing agreement, Six Nations of the Grand River has established a corporation to oversee the development of a green energy portfolio that produces clean energy and generates much needed local revenue.

# WE CARE FOR OUR EMPLOYEES

## INCLUSION AND BUILDING EMPOWERED TEAMS

We are dedicated to building a fun, inclusive, and performance-driven culture. We want our people to feel empowered and inspired by our purpose and to use their talents and skills to benefit the people and the Province of Ontario.



# STRENGTH IN DIVERSITY

In 2019, we launched our five-year Equity, Diversity and Inclusion Strategy, which outlines a number of key recommendations, including further diversifying our talent pool and creating a more inclusive work environment. Since launch, we have made significant progress through actions such as more inclusive hiring, mentoring programs, and mandatory anti-racism training.

**Almost 49% of our full-time workforce and 55% of OLG's senior executives are women.**

**In 2021, almost 43% of hired employees self-identified as a member of a racialized group.**

**Nearly 14% of our workforce identifies as 2SLGBTQI+, more than double the provincial average.**

- OLG's employee resource groups bring together people who share a common identity, characteristics, or set of interests: OLG Women's Network, Pride Network, Disability and Inclusion Network, Mental Wellness Network, Réseau français d'OLG and Cultural Diversity Network.
- In 2021, we were certified by Diversio – a company whose mission is to help employers be more inclusive.

## FAST FACT

OLG was named in Forbes's prestigious list of Canada's Best Employers 2022 – among the top 20% of companies nationwide with more than 500 employees.

# WELL-BEING AND BENEFITS

OLG promotes a culture of health and well-being by providing resources and promoting programs and initiatives that allow our employees to be their best self at work and at home.

- Launched a **new well-being strategy**: Live Well, Work Well, which provides resources and programs for employees to optimize their well-being, including an enhanced group benefits program and increased support for mental wellness
- Introduced **flexible and hybrid ways of working** to support a healthy work-life balance for our employees

## CONTINUOUS LEARNING

At OLG, we offer many opportunities and a range of resources and support for continued professional development and growth.

- An employee learning library with **10,000+ learning assets**, as well as opportunities to acquire industry-leading professional certifications
- Financial assistance through our **Educational Reimbursement Program** to help OLG employees develop the knowledge, skills, and abilities that they can apply in their roles
- A **Mentoring Program** to drive personal and professional growth under the guidance of an OLG leader or subject-matter expert
- A Stepping up to People Manager Program helps employees develop leadership skills that will prepare them for future opportunities, and the First-Time Manager Program is designed for first-time People Managers seeking **new leadership skills** as they transition into a new role

# WE CARE ABOUT INTEGRITY

## WHERE LEADERSHIP MEETS SOCIAL RESPONSIBILITY

At OLG, we strongly believe that honesty and integrity are vital, not only in the way we conduct our business, but as a foundation for building and maintaining public trust.



# TRUST THROUGH GOVERNANCE

We pride ourselves on being an exemplary gaming provider who strictly adheres to applicable laws, regulations, and standards related to responsible gambling, privacy, accessibility, and anti-money laundering. The governance structure in place throughout our organization, including our policies, programs, procedures, and the training that our employees receive, is where it all begins. These practices are at the core of our accountability as a socially responsible operator. As such, we have:

- high standards for information sharing and transparency with public disclosures, including timely responses to freedom of information requests and posting of annual reports and business plans on our corporate website
- a robust prize-claim process that ensures that the right prize is paid to the right person
- a multilayered program to ensure lottery retailer integrity and effective oversight of service providers, vendors, and suppliers
- partnerships with regulators, law enforcement, and other industry stakeholders to mitigate the risk of financial crime, money laundering in gaming and corruption affecting sports wagering

**An independent and anonymous system has been developed to report suspected unethical, illegal, or fraudulent activities.**



The logo consists of the letters 'O', 'L', and 'G' in a bold, yellow, sans-serif font. Each letter is contained within a yellow circle. These circles are positioned over a red triangle that points downwards. The entire logo is set against a blue background with various geometric shapes like circles and triangles.

**OLG**

**PLAY** FOR  
**ONTARIO**