




Ipsos Reid

Your Voice 2014, BCLC's Employee Survey Comprehensive Report

Methodology

- 2014 was the sixth year of conducting *Your Voice*, the employee engagement survey for 
- All employees are invited to participate with the following exceptions:
 - Students/Co-ops not included
 - Anyone on LTD is not included. However, employees on Mat leaves/STD's included)
 - New employees: up to 30 days of launch of survey included
- The questionnaire was hosted **online** by Ipsos
- The survey was launched in several small batches over the course of Thursday, June 19th, 2014.
- The final published day to complete the survey was Monday, July 7th with the survey site closing on Monday, July 7th at midnight.

Engagement Analysis

Progression of Index



2014
Top 2 Box
78%

2014
Top Box
47%

2013
Top 2 Box
82%

2013
Top Box
50%

2012
Top 2 Box
81%

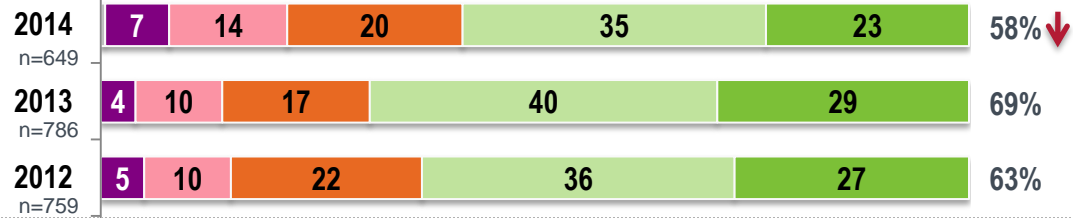
2012
Top Box
49%

Detailed Results

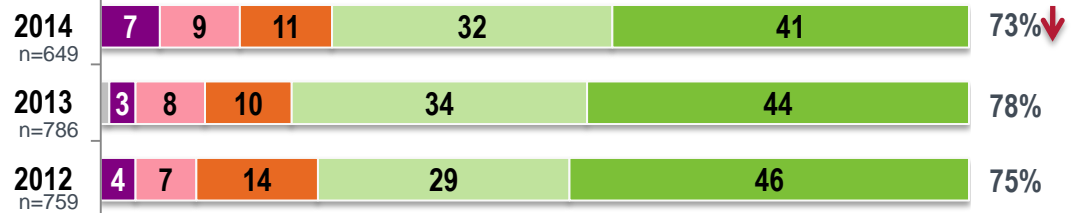
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

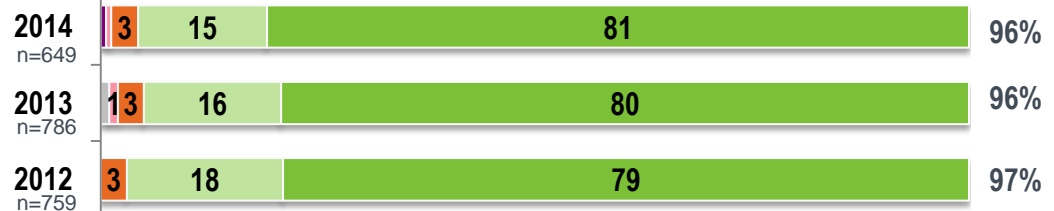
BCLC inspires me to do my best work



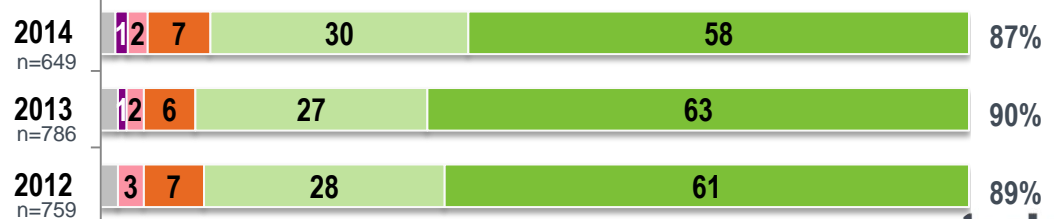
I am motivated to go beyond what is required in my role to help BCLC succeed



If asked, I would assure friends and relatives that they can have trust and confidence in the games offered by BCLC



BCLC consistently conducts business in a fair, honest and trustworthy manner



Significant increase from last year



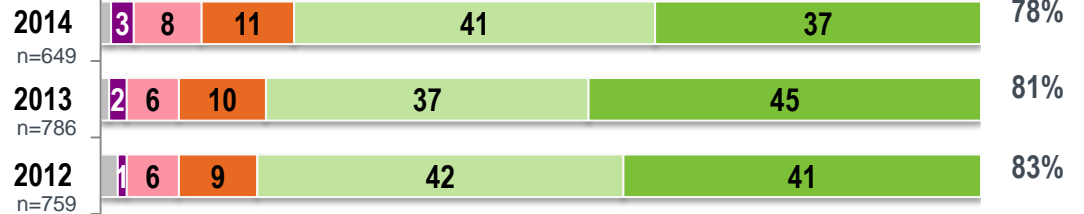
Significant decrease from last year

Detailed Results

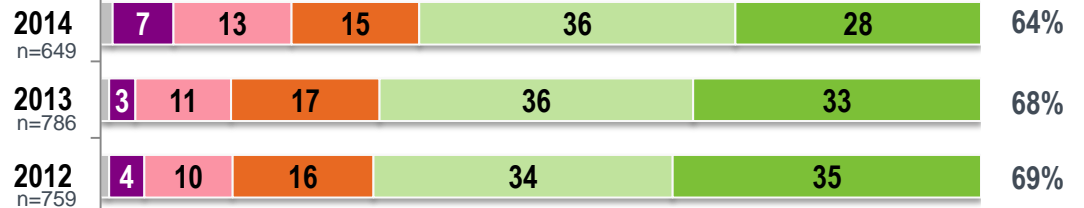
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

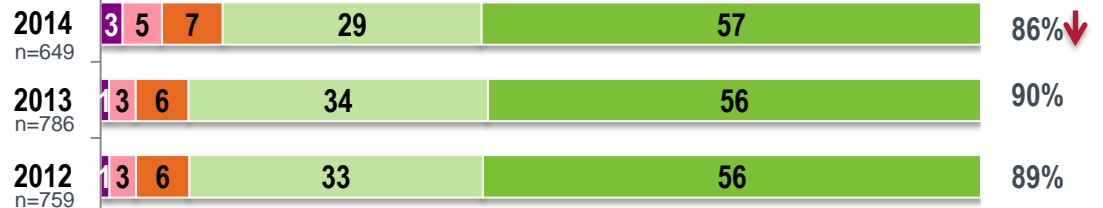
BCLC continuously innovates to provide players with an outstanding gambling experience



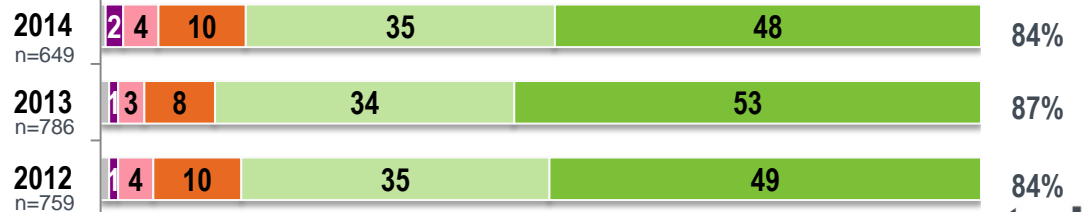
The right conditions are in place at BCLC for me to take full responsibility in my job



I understand how my role supports BCLC's business objectives



The way BCLC operates is in alignment with its values



Significant increase from last year

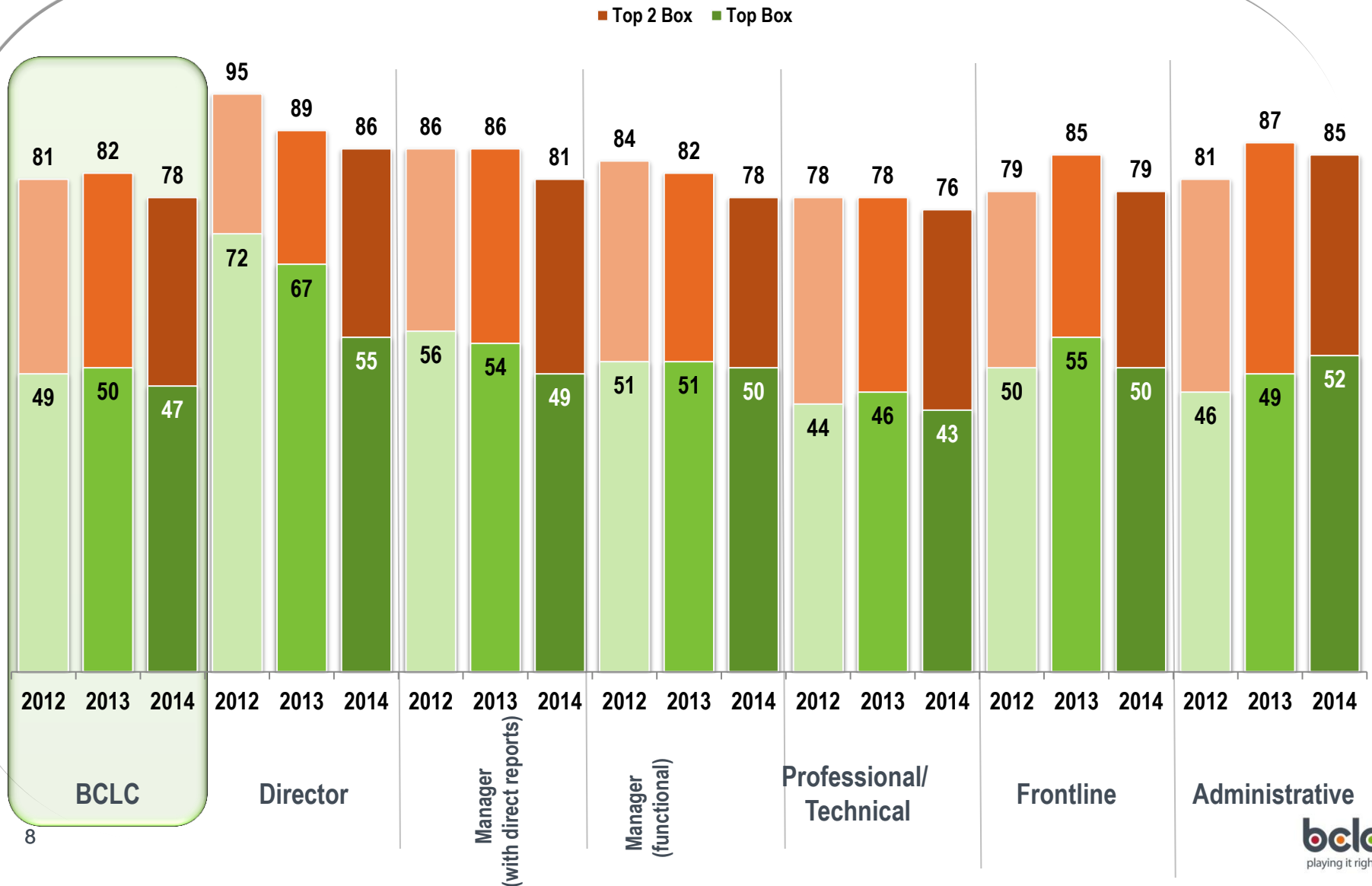


Significant decrease from last year

Employee Engagement Index by Location



Employee Engagement Index by Role



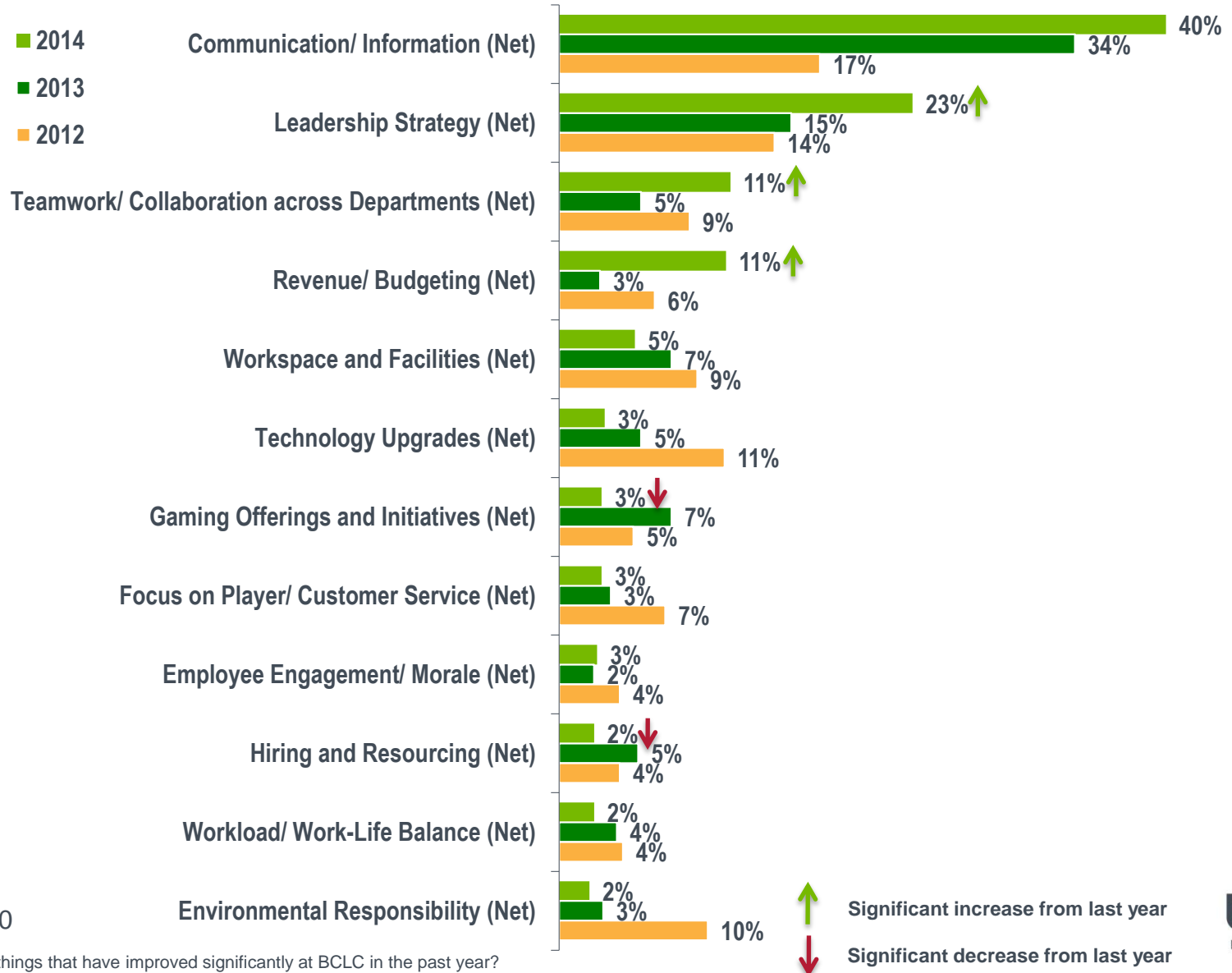
Self-Reported Improvements & Priorities



Significant Improvements at BCLC in Past Year

Top 10

Top 10 Improvements In Past Year



10 n= 400

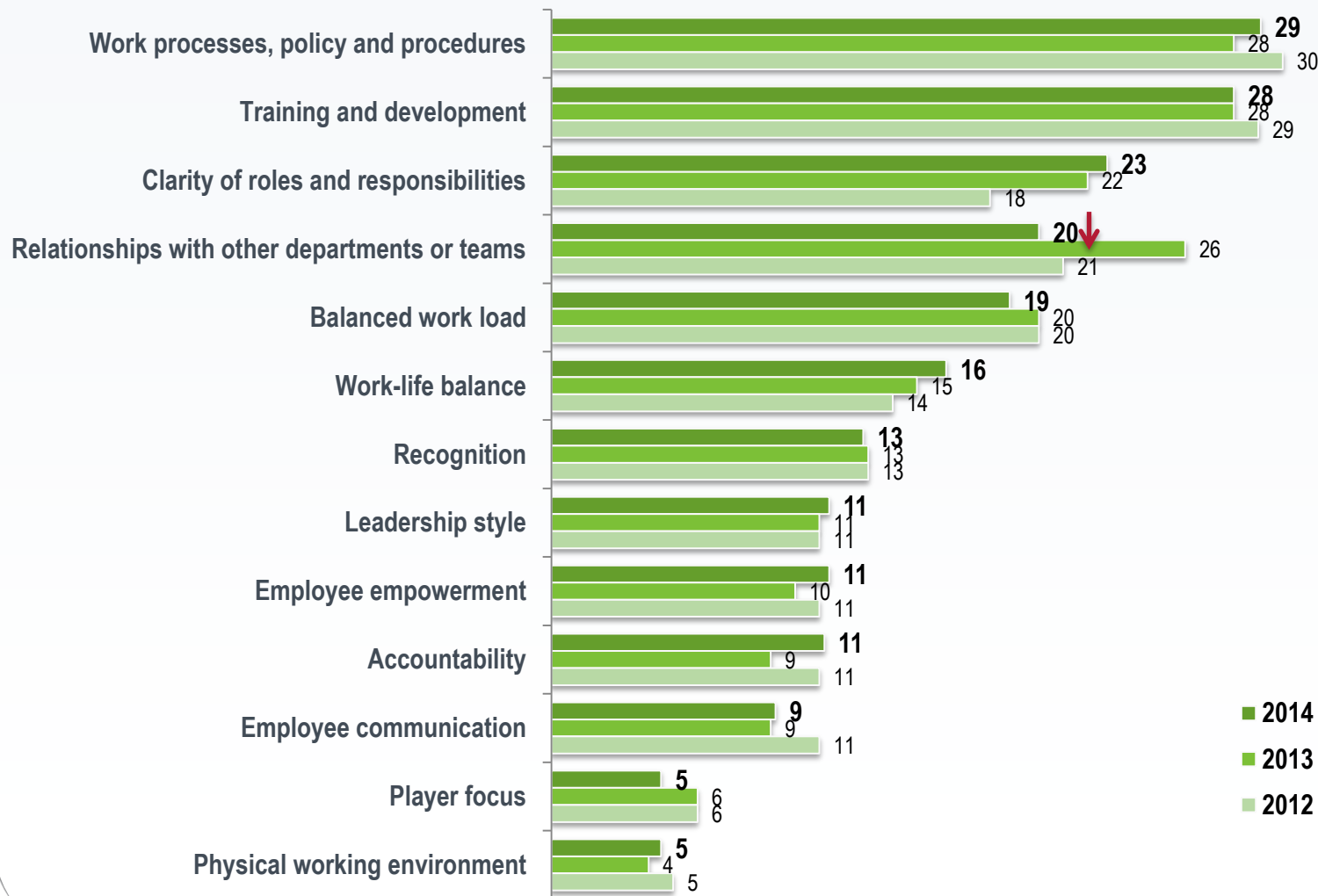
Priority Areas for Improvement at BCLC over Next Year (Coded Verbatims)

Top 10 areas for Improvements Over Next Year



Self-Reported Departmental Improvement Areas

From the following list, what are the 2 priority areas for action within your department? (%)



Significant increase from last year



Significant decrease from last year

Factor Analysis

Priority Matrix

Factor Analysis

- Factor Analysis was conducted for a number of reasons:
 - To understand how attributes are grouped together in the minds of respondents
 - To condense the numerous attributes in the questionnaire into common themes
 - To feed the factors into a key driver analysis with the purpose of understanding priority areas for action in a more focused manner
- The process consisted of both a mathematical and logic/reason-based step:
 - Firstly, the analysis mathematically grouped highly related attributes into groups, referred to as *factors*.
 - Secondly, the factors were reviewed and adjusted to better reflect the understanding of the BCLC work environment.
- The result of the factor analysis was a set of 18 Factors
 - The factors have been used to organize the detailed results by question and to input in the Priority Matrix

BCLC Factors Ranking Detailed

High Impact

- Corporate Responsibility
- Senior Leadership
- Job Skills & Input
- Career Development & Training
- Job Expectations
- Recommend BCLC

Average Impact

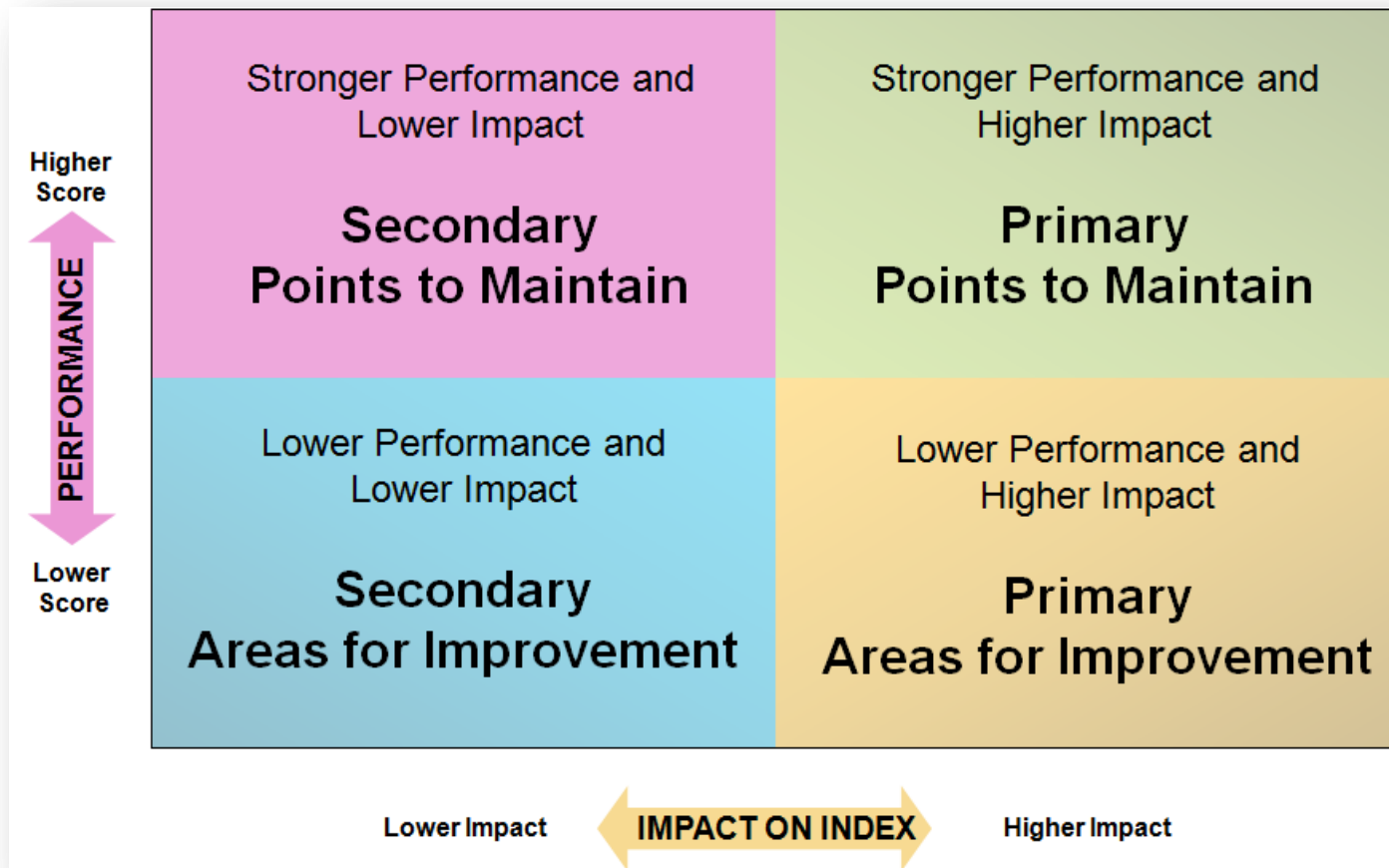
- Communication & Initiatives
- Resources & Processes
- Recognition
- Acting on Survey
- Work-Life Balance
- Department Objectives

Low Impact

- Team Environment & Morale
- My Manager
- Overall Satisfaction
- My Compensation
- My Benefits
- Need for Change

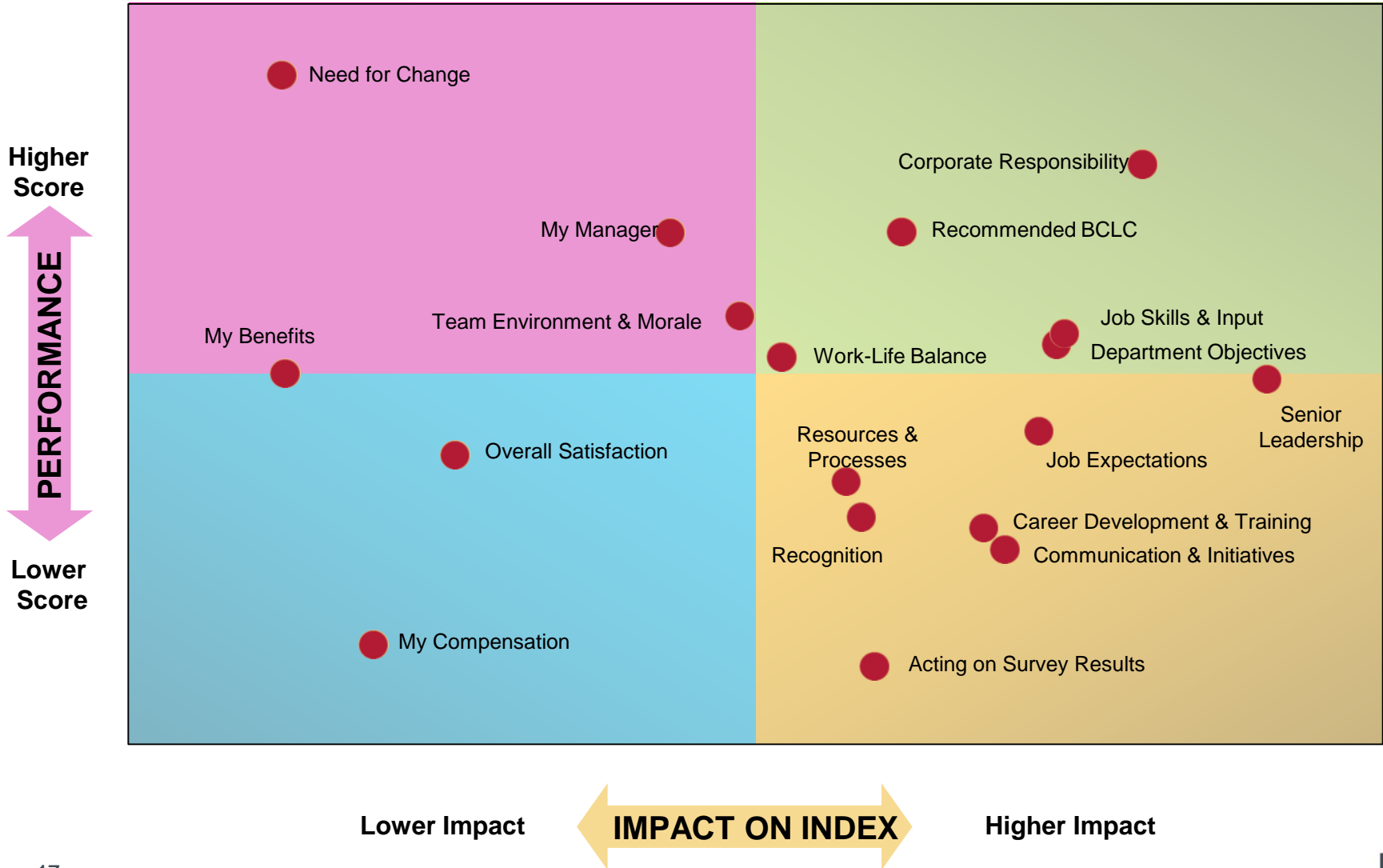
Understanding Priority Matrix

- Priority matrix is created by plotting the Performance (mean score of that attribute for BCLC Overall) against Impact on Index (derived impact using regression value)



Priority Matrix for BCLC

2014



Areas For Focus

Primary Points to Improve

Job Expectations

Acting on Results

Senior Leadership

Career Development / Training

Resources & Processes

Communication & Initiatives

Recognition

Primary Points to Maintain

Corporate Responsibility

Work-Life Balance

Job Skills & Input

Dep't Objectives

Recommend BCLC

Secondary Points to Maintain

My Manager

Team Environment / Morale

My Benefits

Need for Change

Secondary Points to Improve

Overall Satisfaction

My Compensation

Evolution over the last 3 years




Stables – (Top 2 Box - 3 Year Trend)

Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
I feel informed about how gaming revenues benefit provincial and community programs and services.	0.2%	4.7%	89.1%	88.9%	84.2%
I understand the need for change within BCLC.	0.2%	1.4%	92.6%	92.4%	91.0%
I understand what corporate social responsibility (CSR) means to BCLC.	0.1%	-	91.2%	91.1%	-
If asked, I would assure friends and relatives that they can have trust and confidence in the games offered by BCLC.	0.0%	-1.1%	95.5%	95.5%	96.6%
Official communications are effective in helping me better understand our business objectives.	-0.1%	6.6%	71.8%	71.9%	65.3%
BCLC encourages British Columbians to play responsibly.	-0.6%	1.0%	93.8%	94.4%	93.4%

Increases – (Top 2 Box - 3 Year Trend)



Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
The on-boarding process was critical to my success in my job.	15.7%	0.6%	77.8%	62.1%	61.5%
I received adequate support from the HR department.	10.6%	-2.0%	77.8%	67.2%	69.2%
The on-boarding program helps new hires to become productive very quickly.	7.4%	3.8%	64.3%	56.9%	53.1%
I am well informed about my pension/retirement savings program. 	5.0%	-1.4%	67.5%	62.5%	63.9%
I think my benefits package is competitive.	2.3%	9.2%	79.7%	77.4%	68.2%
Change is communicated well within BCLC.	1.9%	1.5%	57.8%	55.9%	54.4%
I take personal responsibility for my own career development.	1.7%	-0.8%	91.8%	90.1%	90.9%
My benefits package meets my current needs.	0.8%	8.7%	85.4%	84.6%	75.9%
My role is a good fit with my skills.	0.7%	-2.2%	84.9%	84.2%	86.4%



Decreases – (Top 2 Box - 3 Year Trend)



Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
I received adequate support from my mentor.	-24.6%	3.6%	44.4%	69.0%	65.4%
BCLC has made progress on issues raised in the last year's employee survey. ↓	-15.6%	2.1%	24.7%	40.3%	38.2%
My department took action based on the employee survey results. ↓	-14.6%	1.1%	32.0%	46.6%	45.5%
I would recommend BCLC as an employer to a friend or family member. ↓	-13.9%	3.5%	68.0%	81.9%	78.4%
The entire Senior Leadership team (CEO, VPs and Directors) reflects and supports the leadership practices necessary to make BCLC successful. ↓	-13.8%	1.9%	58.9%	72.7%	70.8%
BCLC is genuinely interested in the well-being of its employees. ↓	-13.0%	3.7%	55.3%	68.3%	64.6%
The morale in my department is high. ↓	-12.8%	6.6%	50.8%	63.6%	57.0%
I received adequate support from my colleagues.	-11.9%	-6.5%	77.8%	89.7%	96.2%
My overall compensation package (pay, bonus and benefits) reflects my performance. ↓	-10.6%	-3.6%	48.1%	58.7%	62.3%
BCLC inspires me to do my best work. ↓	-10.3%	5.3%	58.4%	68.7%	63.4%
Recognition is given in a personal and meaningful way. ↓	-10.2%	2.7%	53.8%	64.0%	61.3%
The salary. ↓	-10.2%	1.2%	52.1%	62.3%	61.1%
The opportunities for career progression. ↓	-9.6%	5.1%	39.9%	49.5%	44.4%
I have confidence in the decisions made by my division's Senior Leadership team (VP and Directors). ↓	-9.6%	2.7%	65.8%	75.4%	72.7%
I frequently receive recognition for my work. ↓	-9.2%	1.9%	52.5%	61.7%	59.8%

Decreases – (Top 2 Box - 3 Year Trend)



Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
I believe I am recognized based on my performance.	-8.6%	3.2%	60.1%	68.7%	65.5%
BCLC is good at developing employees to their utmost potential.	-8.5%	3.7%	46.8%	55.3%	51.6%
I received adequate support from the person I report to.	-8.4%	-6.1%	77.8%	86.2%	92.3%
I have confidence in the decisions made by the entire Senior Leadership team (CEO, VPs and Directors) of BCLC.	-8.1%	3.5%	60.7%	68.8%	65.3%
The working atmosphere within the team.	-8.0%	3.2%	71.0%	79.0%	75.8%
My department's objectives are clear.	-7.9%	2.5%	72.9%	80.8%	78.3%
My department's objectives are realistic.	-7.3%	0.9%	62.2%	69.5%	68.6%
The opportunities for training.	-7.1%	3.0%	50.7%	57.8%	54.8%
The actions of my division's Senior Leadership team (VP and Directors) are consistent with BCLC values (Integrity, Respect & Social Responsibility)	-6.9%	3.0%	74.1%	81.0%	78.0%
My department's objectives are consistent with BCLC's objectives.	-6.8%	1.5%	72.3%	79.1%	77.6%
I have all the resources I require to do my job well.	-6.7%	0.4%	69.3%	76.0%	75.6%
BCLC provides rewards to recognize various levels of achievement.	-6.6%	0.9%	60.2%	66.8%	65.9%
The expectations for my job are realistic.	-6.5%	2.6%	66.9%	73.4%	70.8%
The entire Senior Leadership team (CEO, VPs and Directors) communicates a clear vision of where BCLC is going.	-5.8%	4.0%	67.6%	73.4%	69.4%
The expectations for my job are motivating.	-5.7%	1.6%	58.7%	64.4%	62.8%


Decreases – (Top 2 Box - 3 Year Trend)



Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
My work conditions allow me to perform effectively. ↓	-5.3%	1.9%	71.2%	76.5%	74.6%
The person I report to is committed to my development. ↓	-5.3%	3.2%	71.5%	76.8%	73.6%
I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job within BCLC. ↓	-5.2%	0.5%	48.1%	53.3%	52.8%
The person I report to develops teamwork within our own team. ↓	-5.1%	4.5%	71.6%	76.7%	72.2%
I have opportunities to provide input into decisions that affect my work. ↓	-5.0%	2.4%	74.1%	79.1%	76.7%
Communication is good within my team. ↓	-4.9%	4.9%	76.3%	81.2%	76.3%
I am motivated to go beyond what is required in my role to help BCLC succeed. ↓	-4.9%	3.4%	73.2%	78.1%	74.7%
I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job with other similar organizations ↓	-4.9%	0.8%	38.1%	43.0%	42.2%
The right conditions are in place at BCLC for me to take full responsibility in my job. ↓	-4.6%	-0.5%	63.8%	68.4%	68.9%
Projects and initiatives that are launched within BCLC usually get completed. ↓	-4.6%	-1.2%	55.6%	60.2%	61.4%
BCLC is transforming to a player-centric company. ↓	-4.4%	2.3%	75.2%	79.6%	77.3%
The person I report to continually seeks ways to improve the customers' experience. ↓	-4.3%	3.6%	72.4%	76.7%	73.1%
The person I report to promotes open and honest communication. ↓	-4.2%	3.8%	81.4%	85.6%	81.8%
The balance between private and professional life. ↓	-4.2%	4.2%	70.1%	74.3%	70.1%
Customer feedback is shared across the company. ↓	-4.2%	1.9%	46.4%	50.6%	48.7%

Decreases – (Top 2 Box - 3 Year Trend)



Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
The flexibility of the work schedule.	-4.0%	1.7%	76.9%	80.9%	79.2%
The person I report to encourages and supports innovative thinking.	-3.8%	2.5%	79.2%	83.0%	80.5%
The expectations for my job are clear.	-3.7%	0.8%	75.8%	79.5%	78.7%
I understand how my role supports BCLC's business objectives. 	-3.5%	0.4%	86.1%	89.6%	89.2%
My job gives me a sense of personal accomplishment.	-3.4%	-0.9%	75.7%	79.1%	80.0%
BCLC continuously innovates to provide players with an outstanding gambling experience.	-3.4%	-1.6%	78.0%	81.4%	83.0%
The actions of the entire Senior Leadership team (CEO, VPs and Directors) of BCLC are consistent with BCLC values (Integrity, Respect & Social Responsibility).	-3.4%	3.1%	68.6%	72.0%	68.9%
Our team values one another's unique strengths and different abilities.	-3.2%	1.3%	80.4%	83.6%	82.3%
I have confidence in the decisions made by the person I report to.	-3.1%	1.6%	77.3%	80.4%	78.8%
The way BCLC operates is in alignment with its values (Integrity, Respect & Social Responsibility).	-3.1%	3.1%	83.5%	86.6%	83.5%
Communication of major corporate initiatives is timely and relevant.	-2.8%	4.2%	63.9%	66.7%	62.5%
I can influence my workplace through my ideas and involvement.	-2.7%	1.0%	73.3%	76.0%	75.0%
The work processes at BCLC allow me to perform effectively.	-2.6%	-2.5%	55.9%	58.5%	61.0%
The person I report to encourages collaboration with other teams.	-2.5%	1.1%	78.3%	80.8%	79.7%
I have had sufficient input into determining the goals for my job.	-2.3%	0.3%	68.1%	70.4%	70.1%

Decreases – (Top 2 Box - 3 Year Trend)



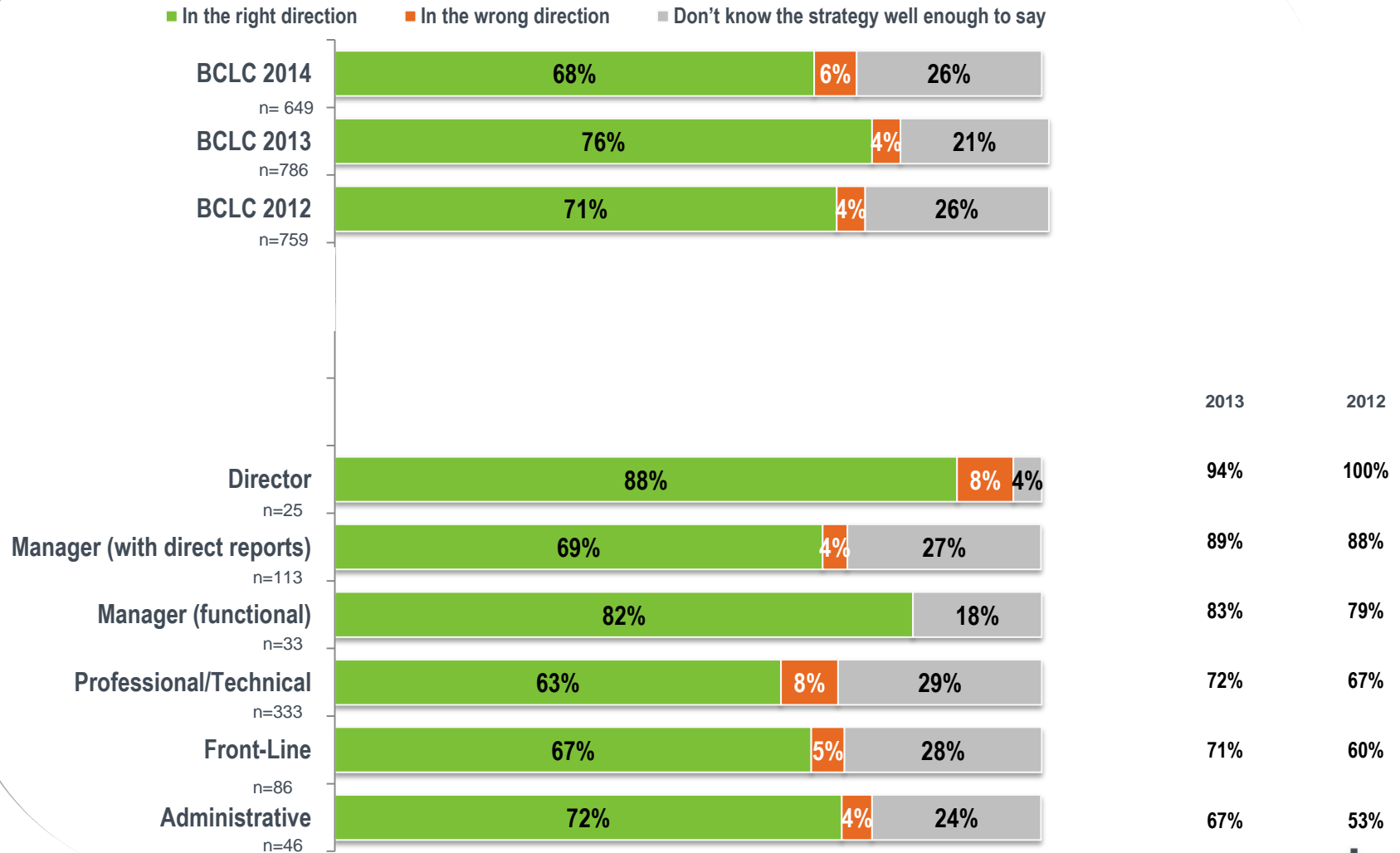
Statement	% Change 2013 - 2014	% Change 2012 - 2013	2014	2013	2012
BCLC consistently conducts business in a fair, honest and trustworthy manner.	-2.2%	1.6%	87.4%	89.6%	88.0%
I support the need for change within BCLC.	-2.1%	1.8%	90.3%	92.4%	90.6%
The person I report to values my contributions.	-2.0%	2.2%	84.1%	86.1%	83.9%
I believe that the people I work with respect me as a person.	-1.9%	1.1%	87.2%	89.1%	88.0%
I am well informed about my benefits package.	-1.8%	4.0%	80.3%	82.1%	78.1%
BCLC is a good corporate citizen.	-1.7%	2.4%	87.4%	89.1%	86.7%
My work enables me to improve my skills.	-1.6%	1.5%	74.7%	76.3%	74.8%
BCLC is environmentally responsible.	-1.5%	-0.5%	76.9%	78.4%	78.9%
I feel informed about how BCLC manages gambling in BC	-1.3%	2.8%	91.8%	93.1%	90.3%
The person I report to treats me with respect.	-1.0%	1.1%	87.7%	88.7%	87.6%
BCLC makes a positive contribution to the province of BC.	-0.7%	2.4%	94.1%	94.8%	92.4%

Key Metrics



Endorsement of Strategy

Do you believe that BCLC's strategy is moving....: (%)

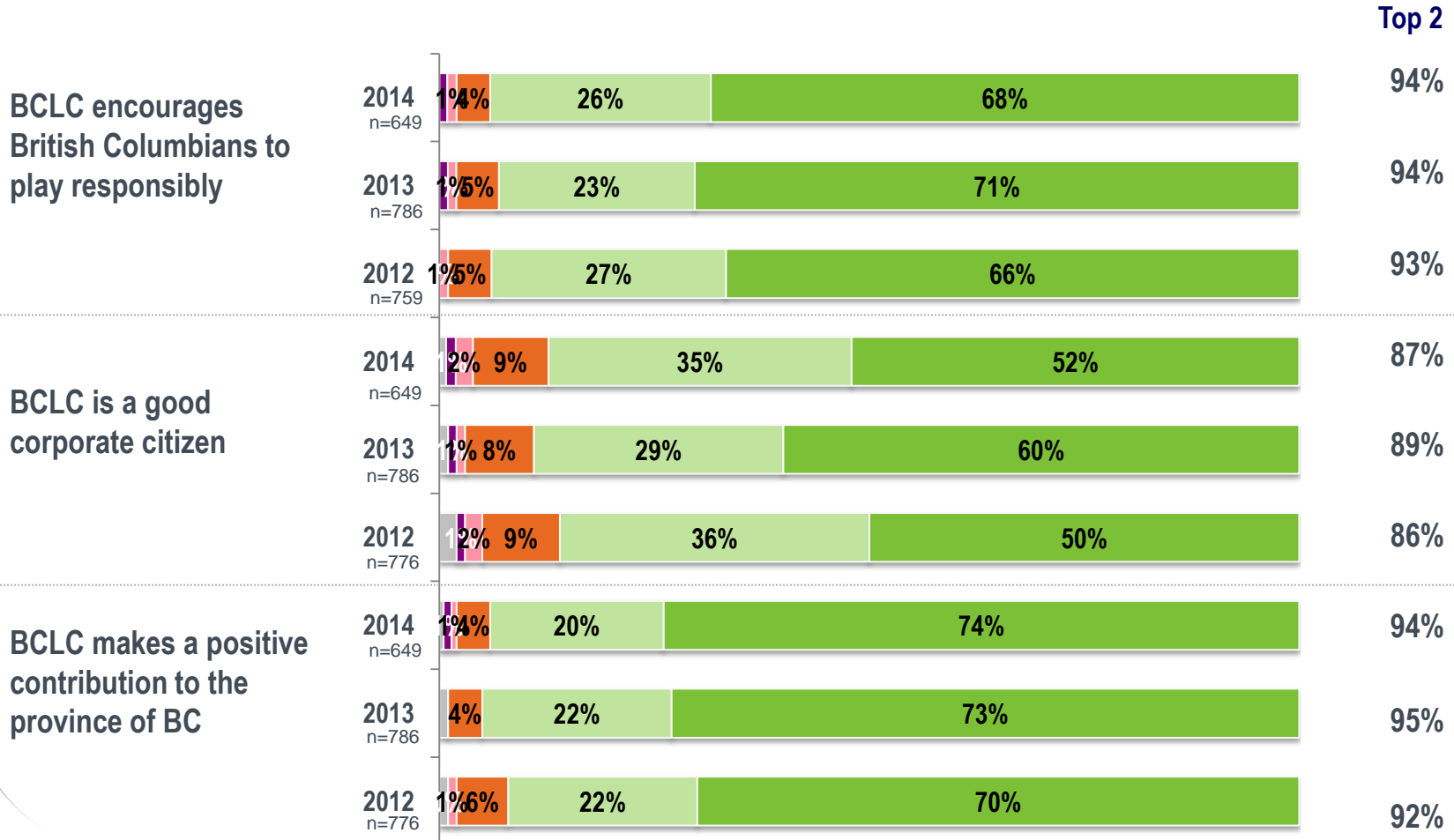


Results for Executive Leadership are not shown because of the small base (n=9)

Corporate Dimensions

Please rate your agreement with the statements below...: (%)

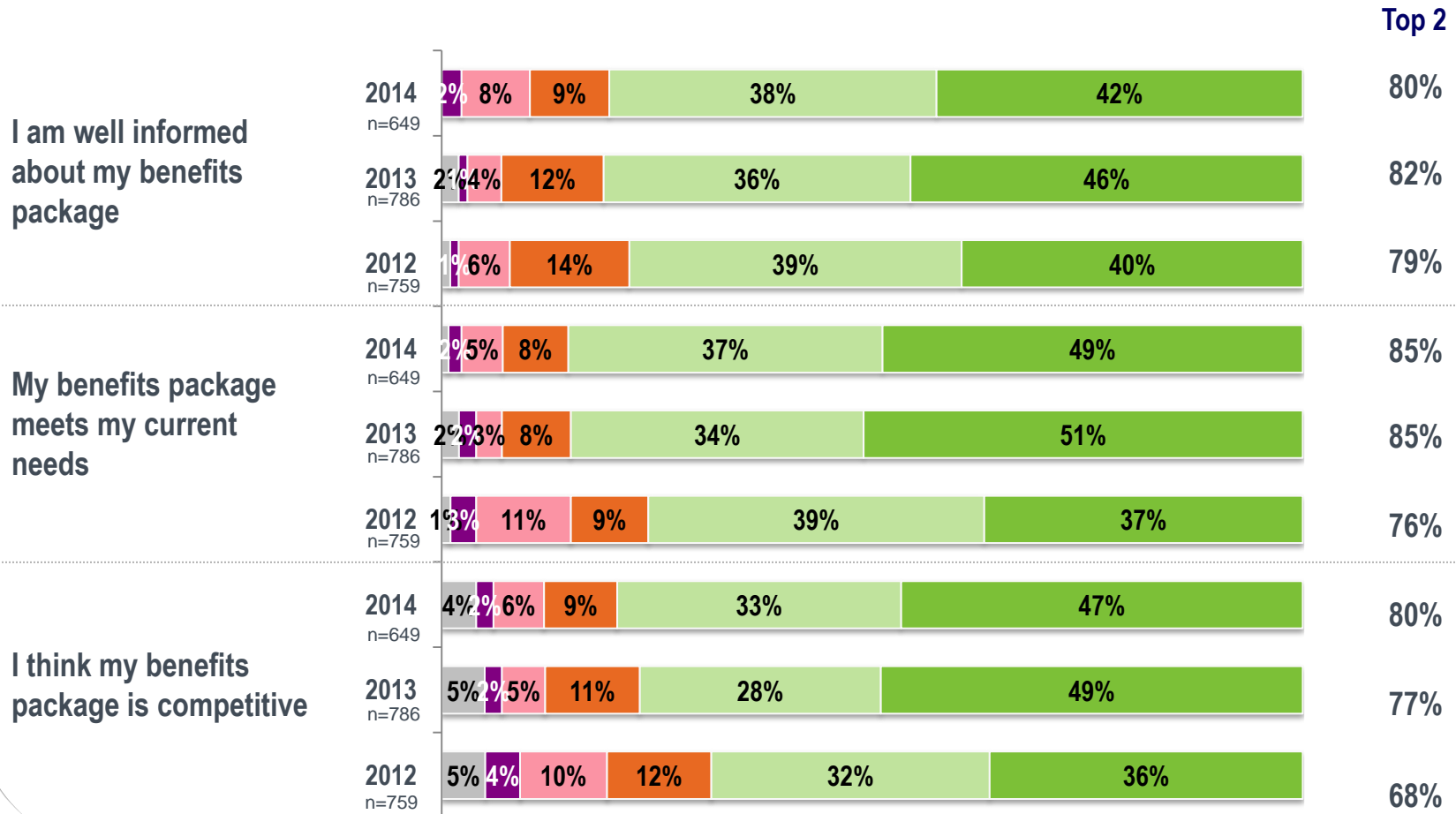
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



Benefits Package

Please rate your agreement with the statements below...: (%)

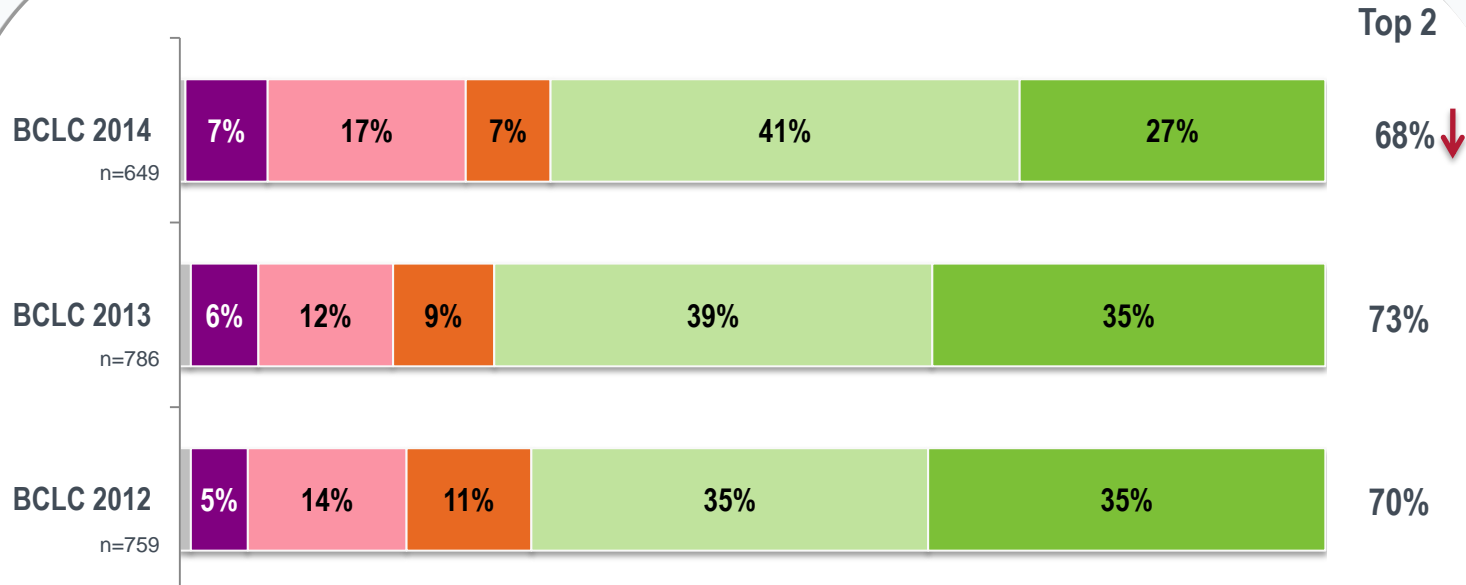
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



Overall Satisfaction

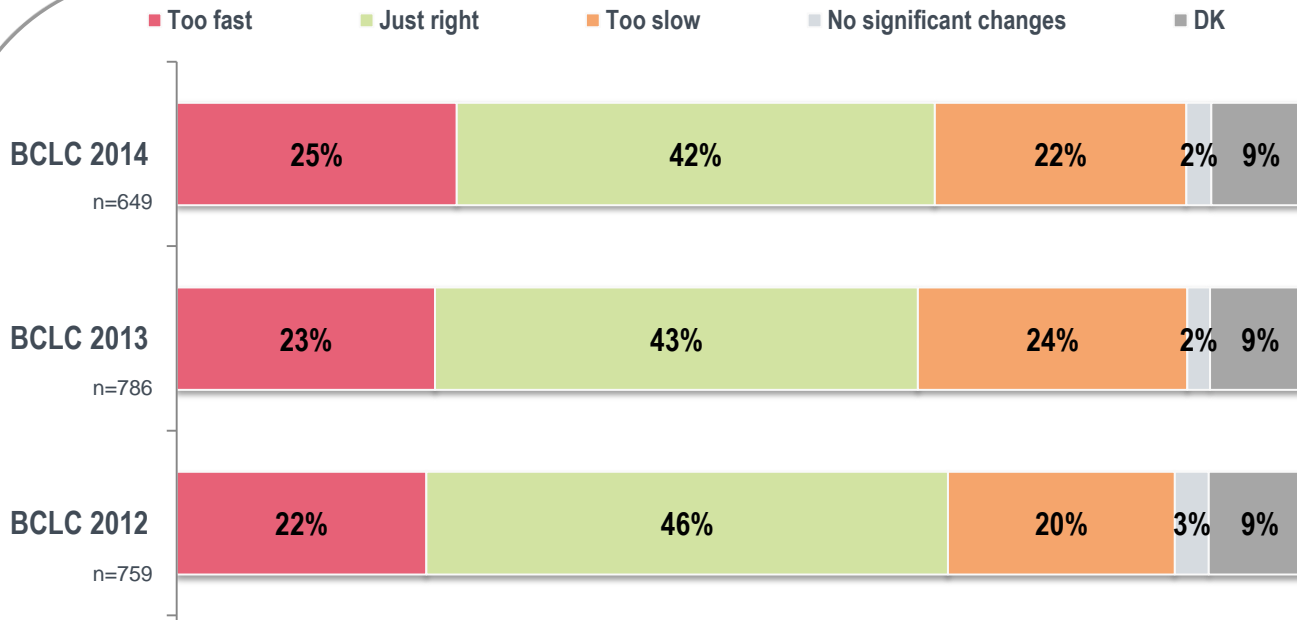
Overall, how satisfied are you with your job at the present time?

DK Very dissatisfied Somewhat dissatisfied Neither nor Somewhat satisfied Very satisfied



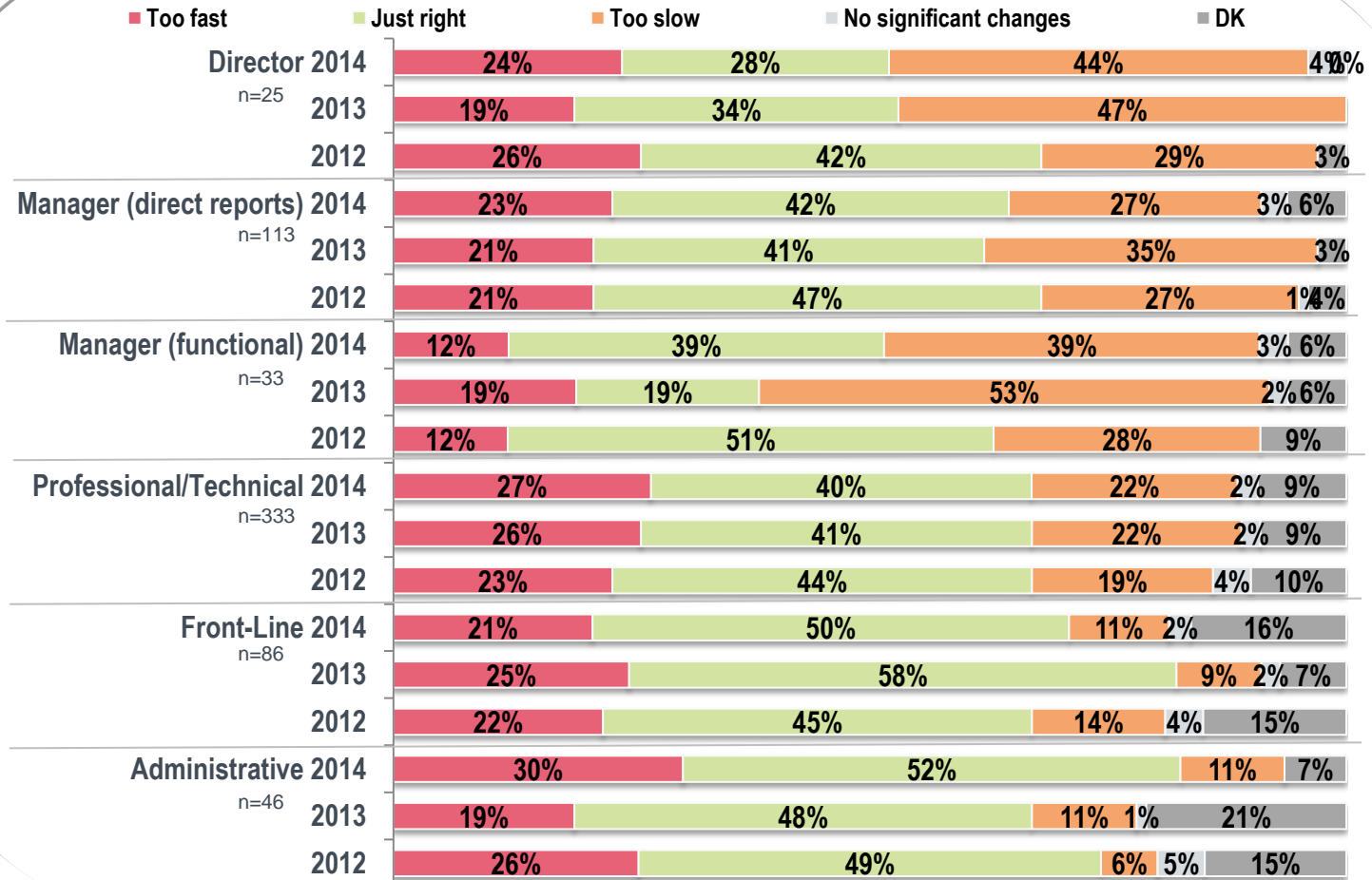
Pace of Change

How would you describe the current pace of change within BCLC? (%)



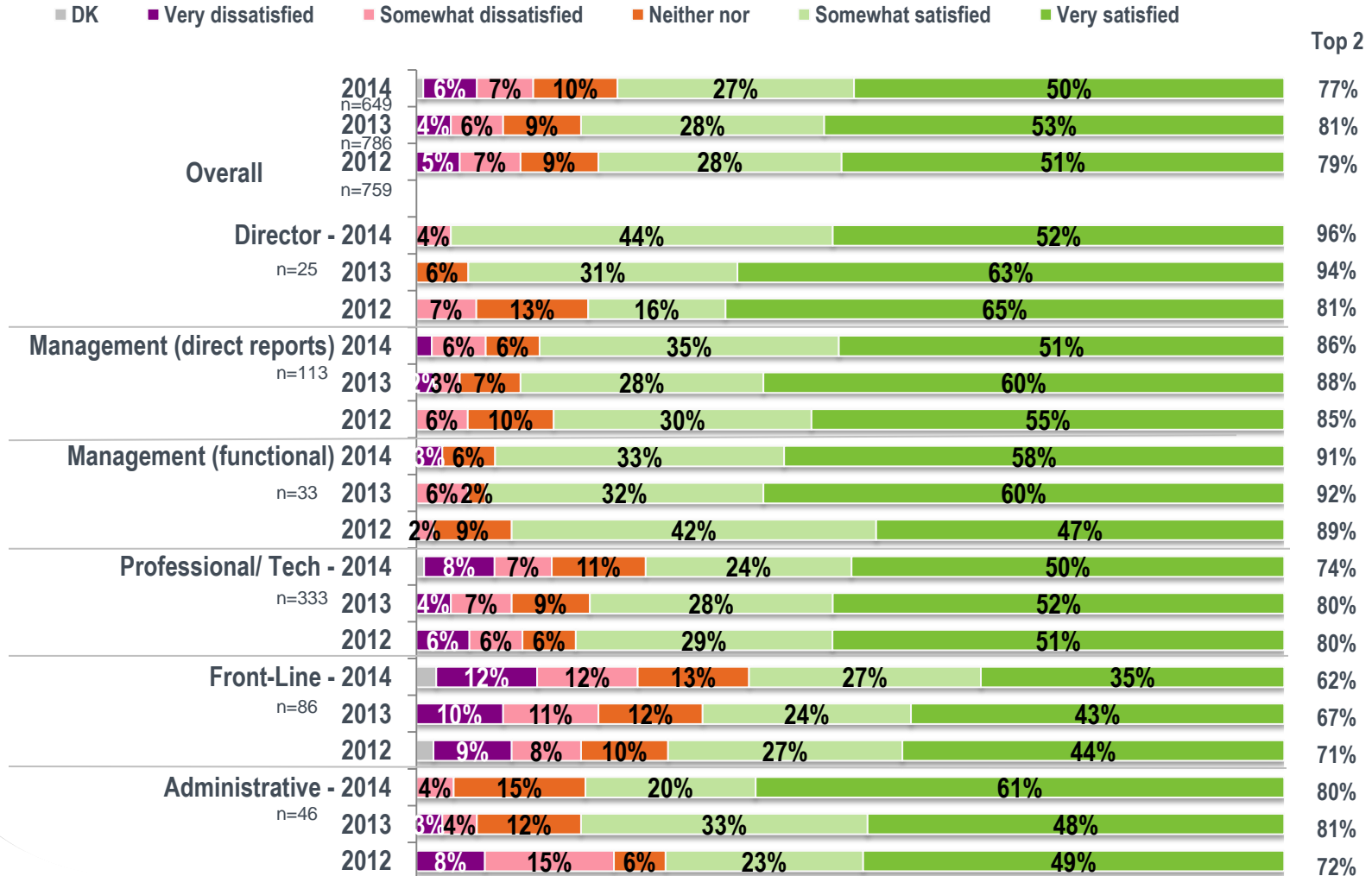
Pace of Change

How would you describe the current pace of change within BCLC? (%)



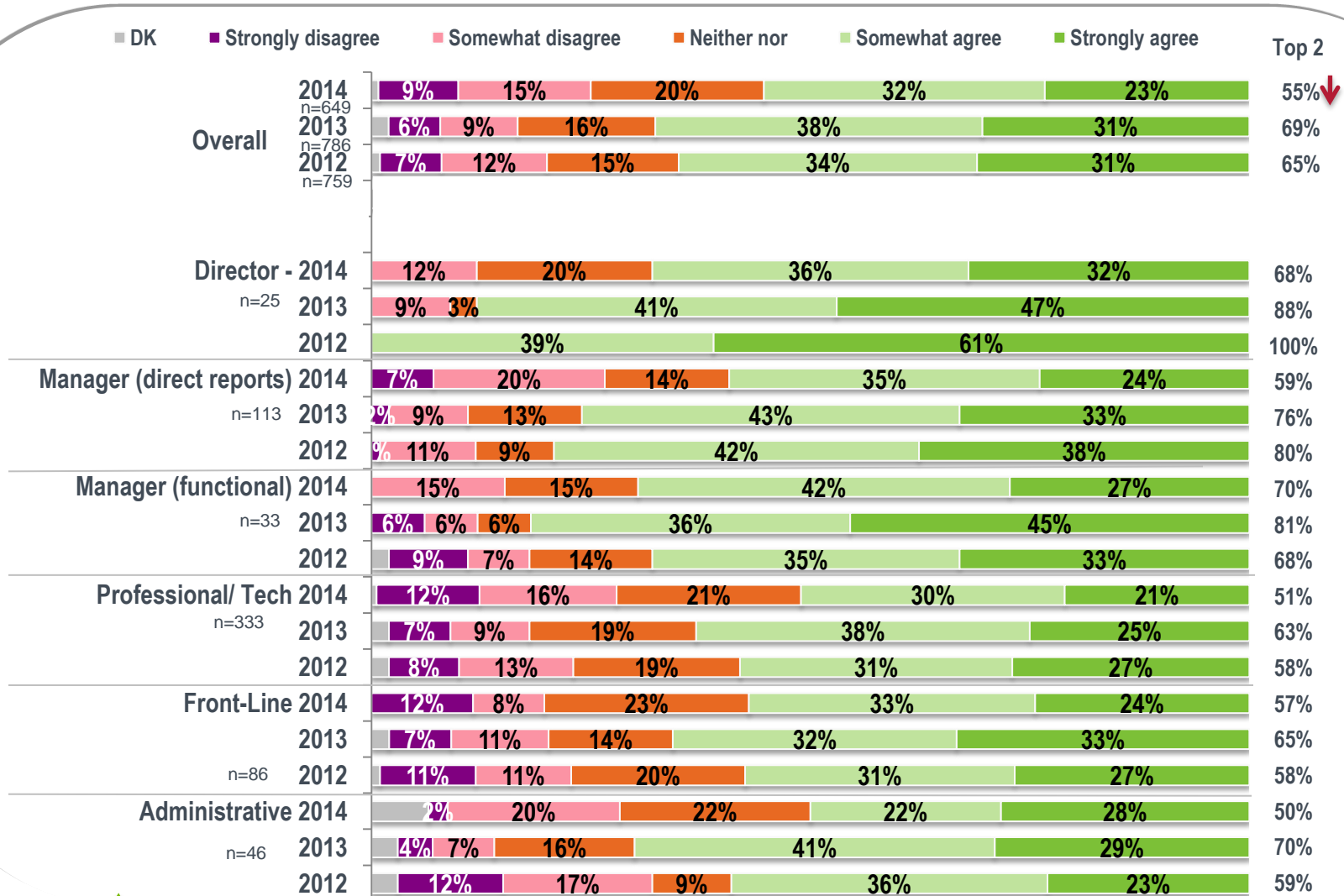
Satisfaction with flexibility of work schedule

Please rate your satisfaction with... The flexibility of the work schedule (%)



Care for employee well-being

BCLC is genuinely interested in the well-being of its employees



Significant increase from last year



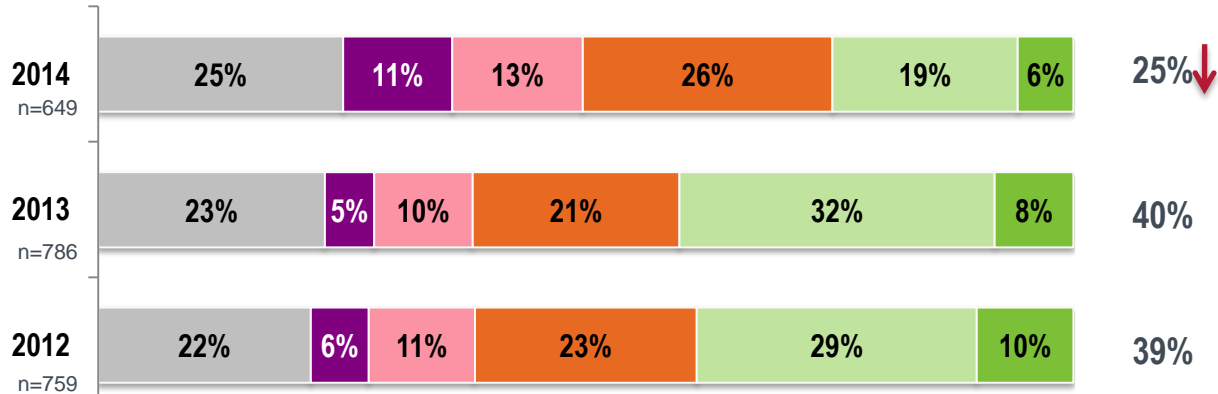
Significant decrease from last year

Survey Follow Up

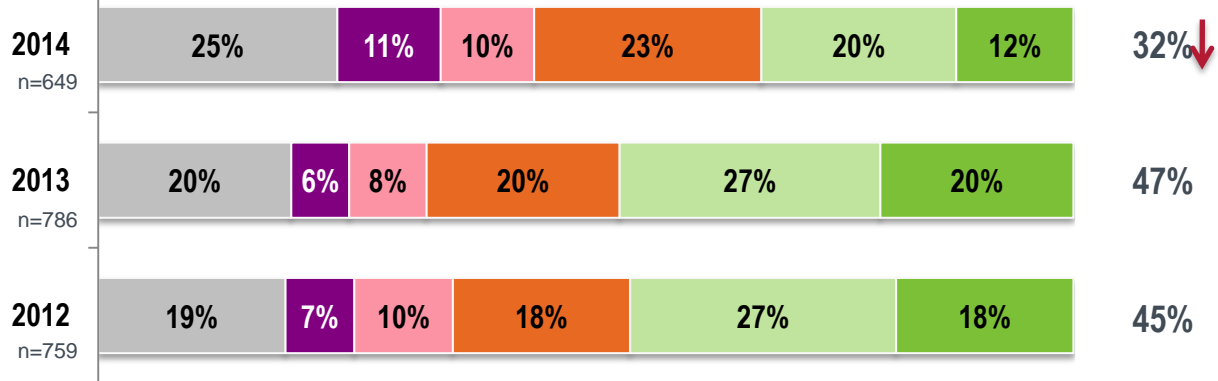
Please rate your agreement with the statements below...: (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

BCLC has made progress on issues raised in the last employee survey



My department took action based on the employee survey results



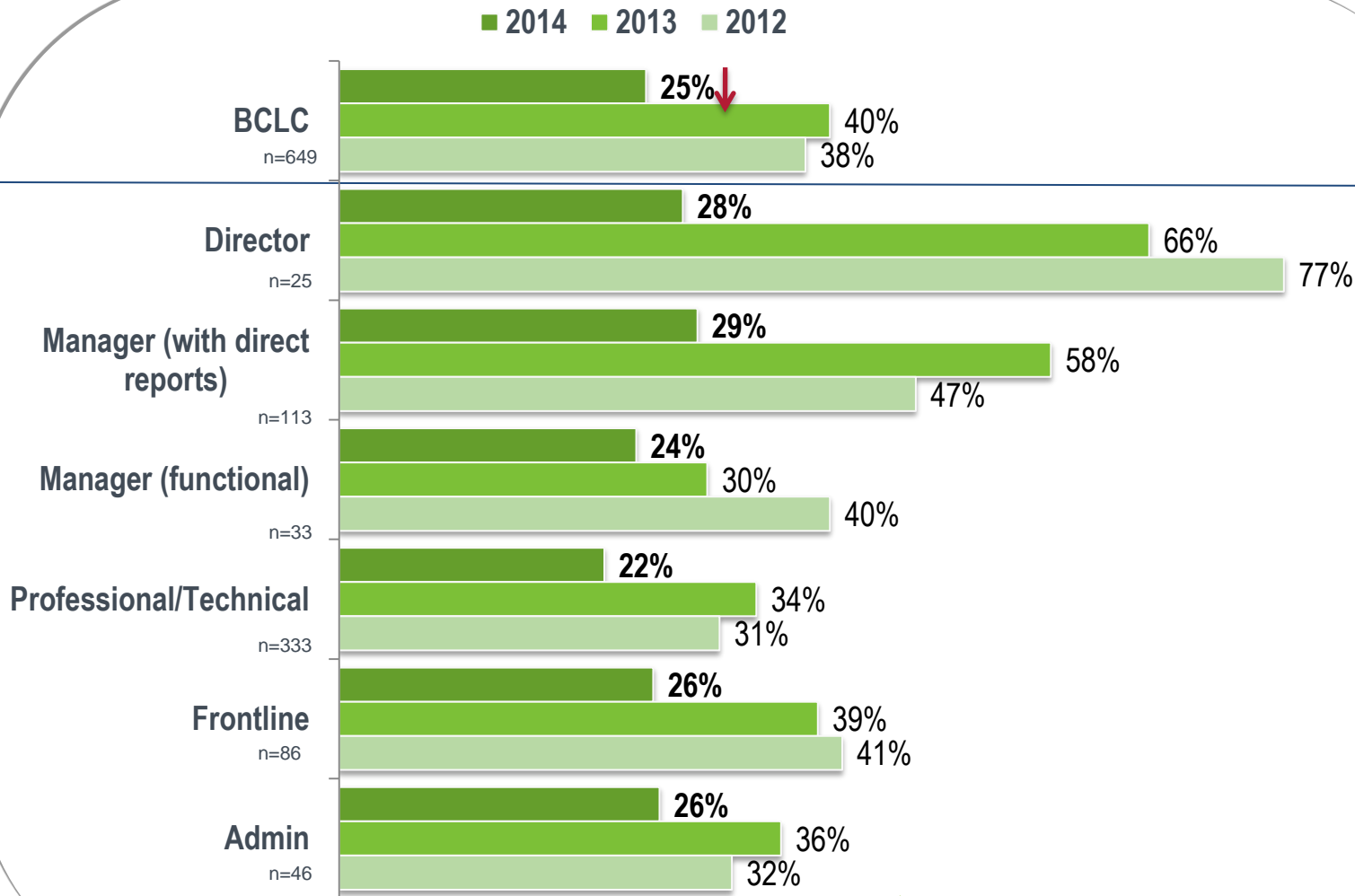
Significant increase from last year



Significant decrease from last year

Survey Follow Up at Corporate Level

BCLC has made progress on issues raised in the last employee survey (Top 2 box %)



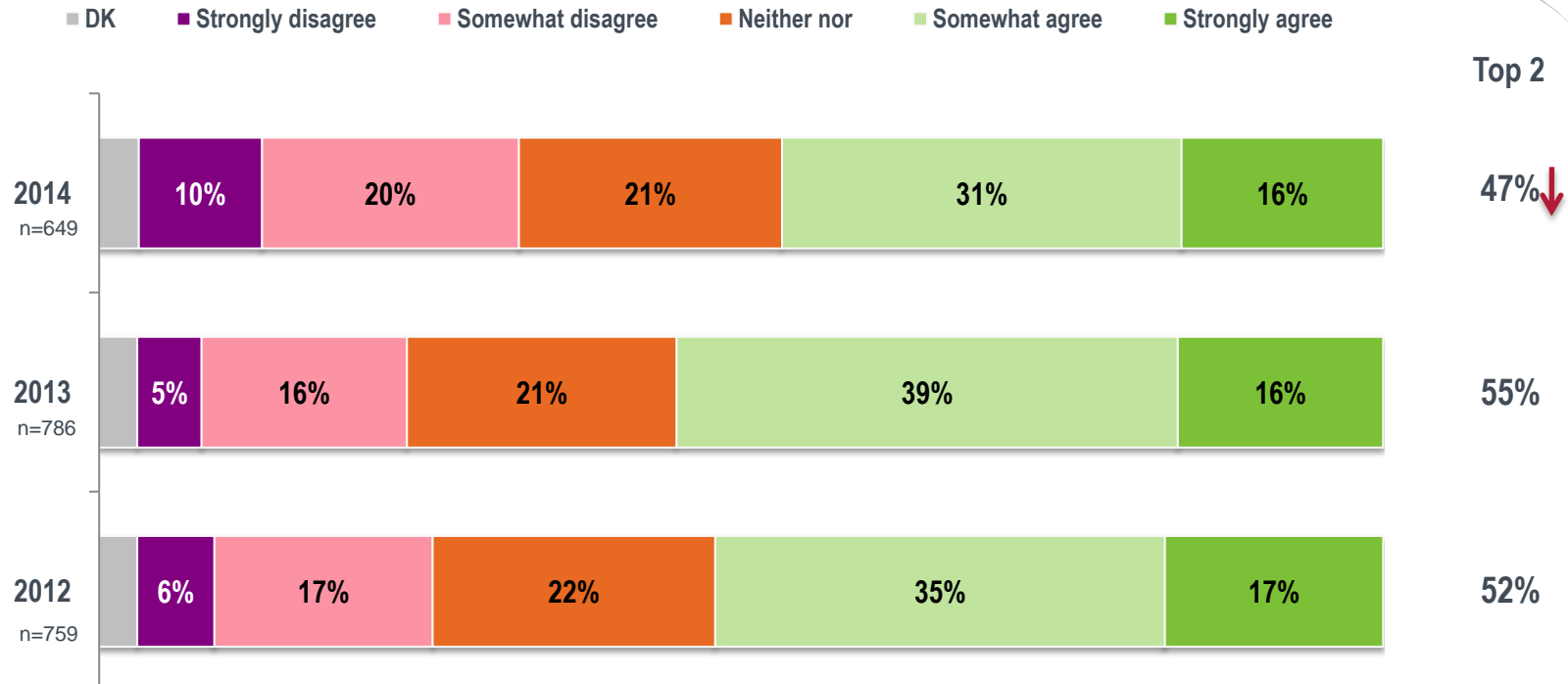
Significant increase from last year



Significant decrease from last year

Development

BCLC is good at developing employees to their utmost potential



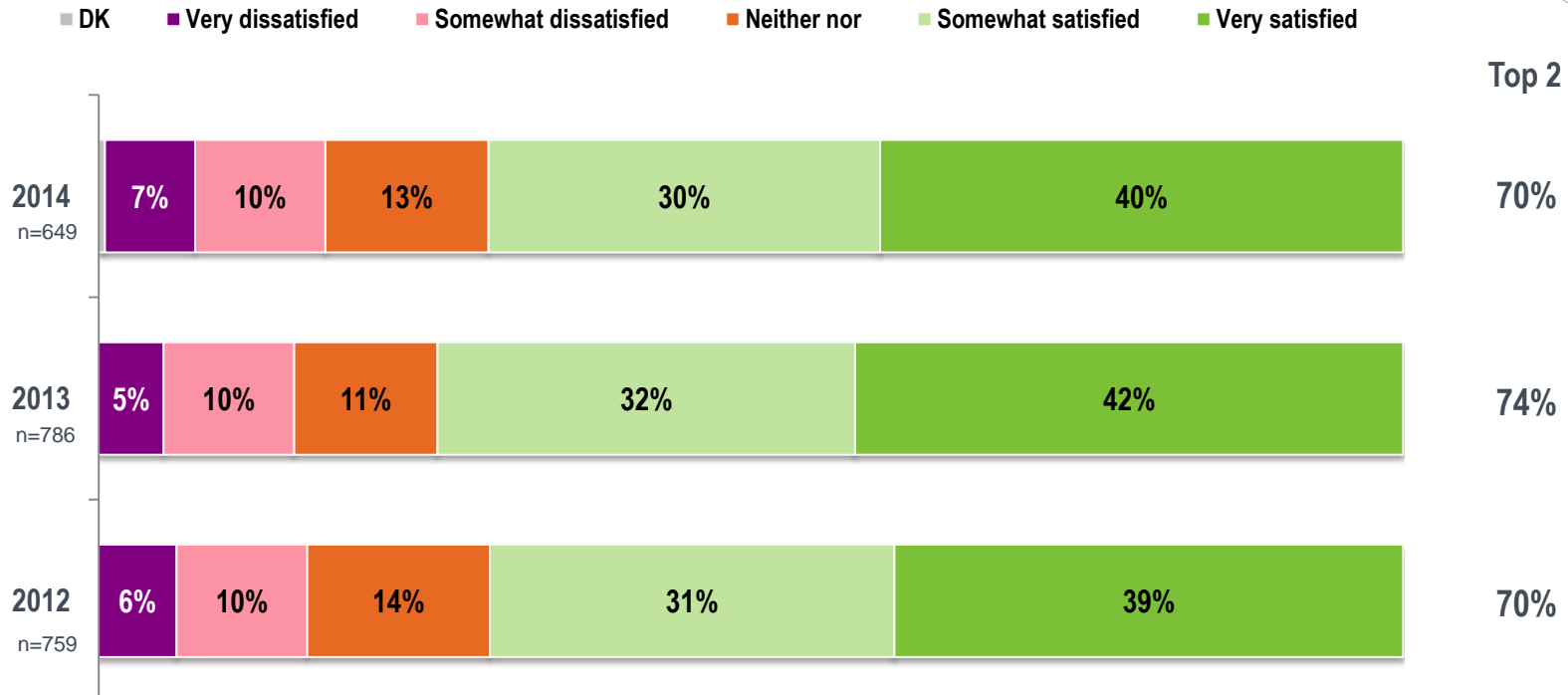
Significant increase from last year



Significant decrease from last year

Work-Life Balance

Please rate your satisfaction with... The balance between private and professional life (%)

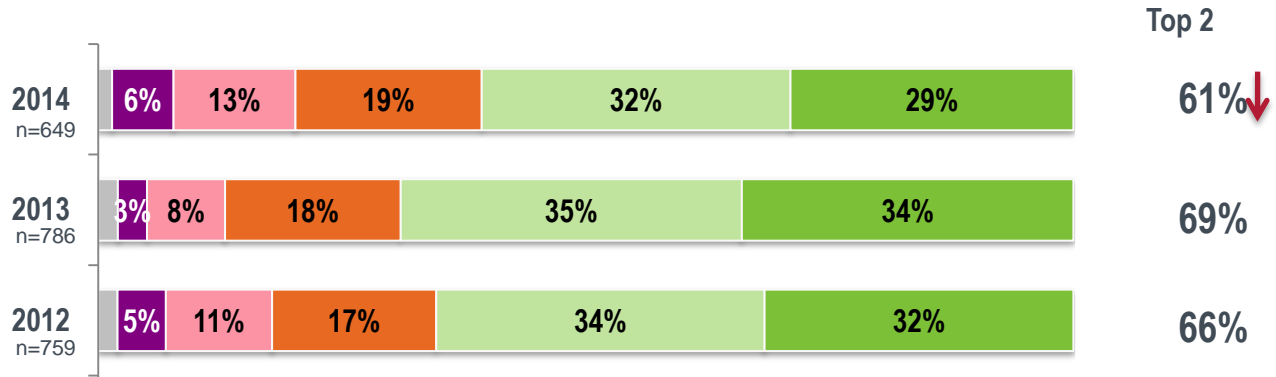


Perceptions of the Leadership Team

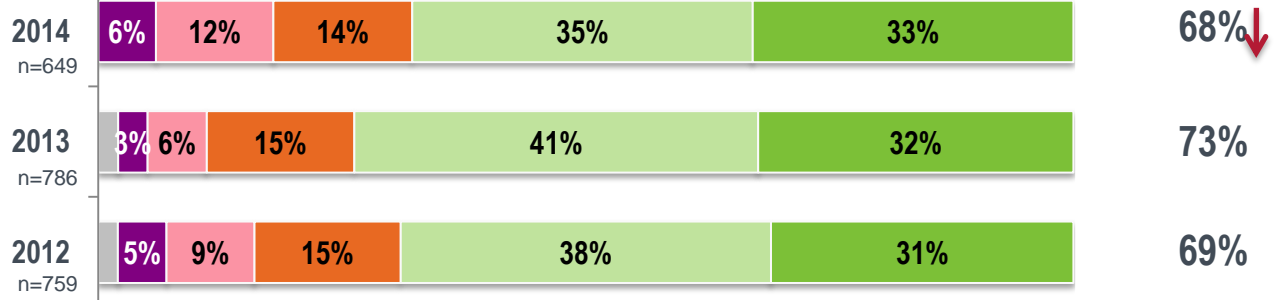
Please rate your agreement with the statements below...: (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

I have confidence in the decisions made by the Sr Leadership team of BCLC



The Sr Leadership team communicates a clear vision of where BCLC is going



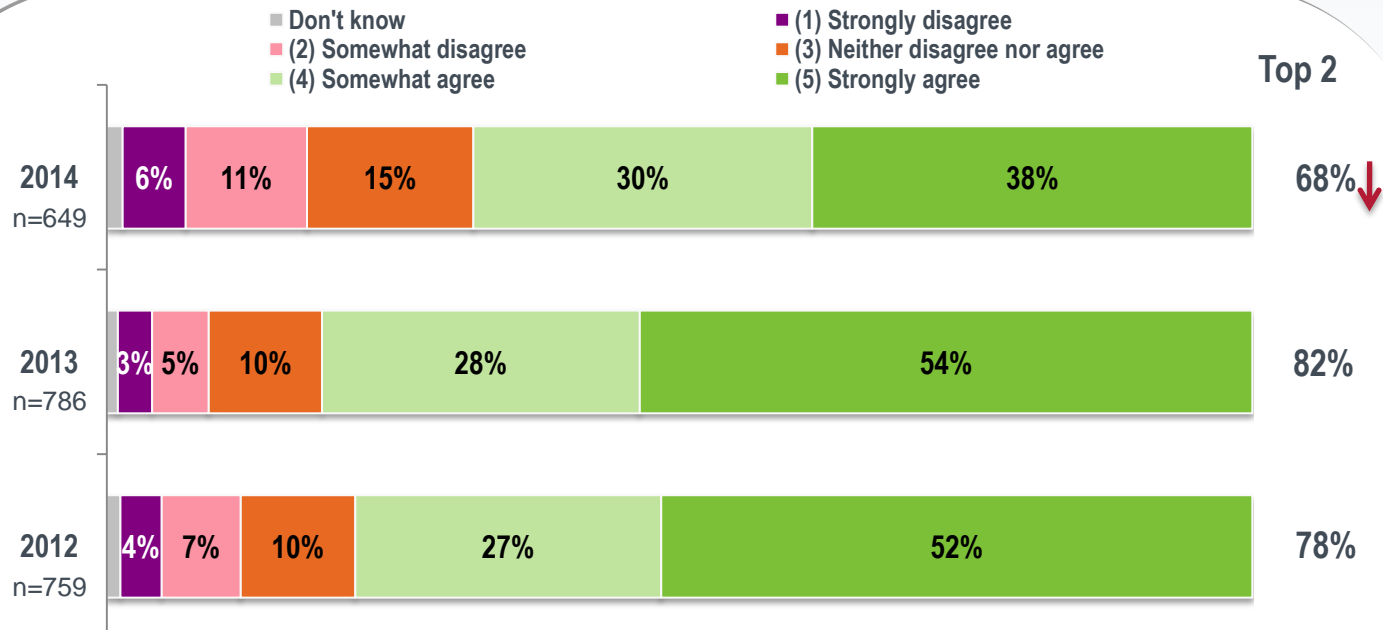
Significant increase from last year



Significant decrease from last year

Would Recommend

I would recommend BCLC as an employer to a friend or family member.



Significant increase from last year

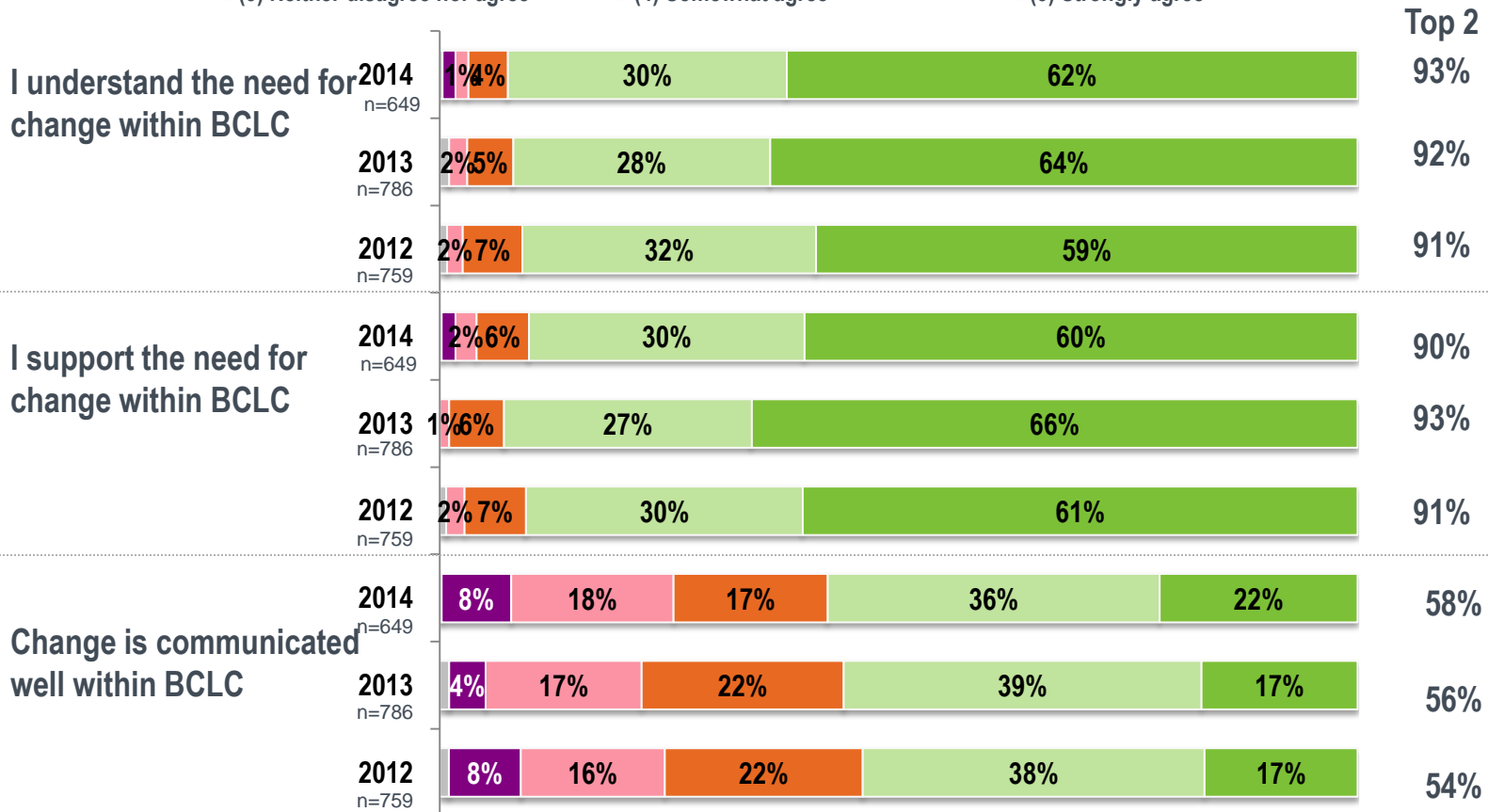


Significant decrease from last year

Need for Change – Understanding and Support

Please rate your agreement with the statements below:

■ Don't know
■ (3) Neither disagree nor agree
■ (1) Strongly disagree
■ (4) Somewhat agree
■ (2) Somewhat disagree
■ (5) Strongly agree

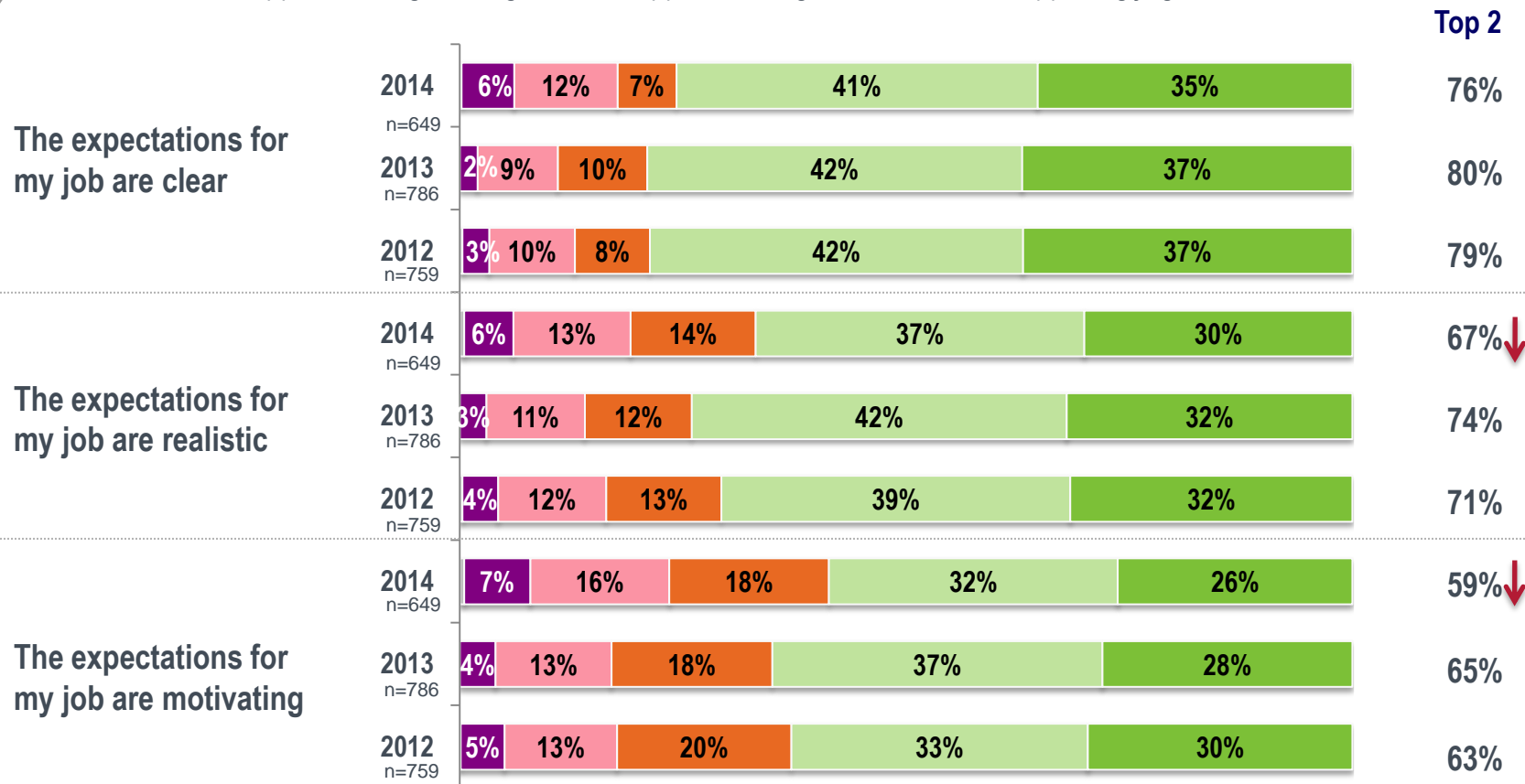


The Employee Experience

Employee Expectations

Please rate your agreement with the statements below:

■ Don't know
■ (3) Neither disagree nor agree
■ (1) Strongly disagree
■ (4) Somewhat agree
■ (2) Somewhat disagree
■ (5) Strongly agree



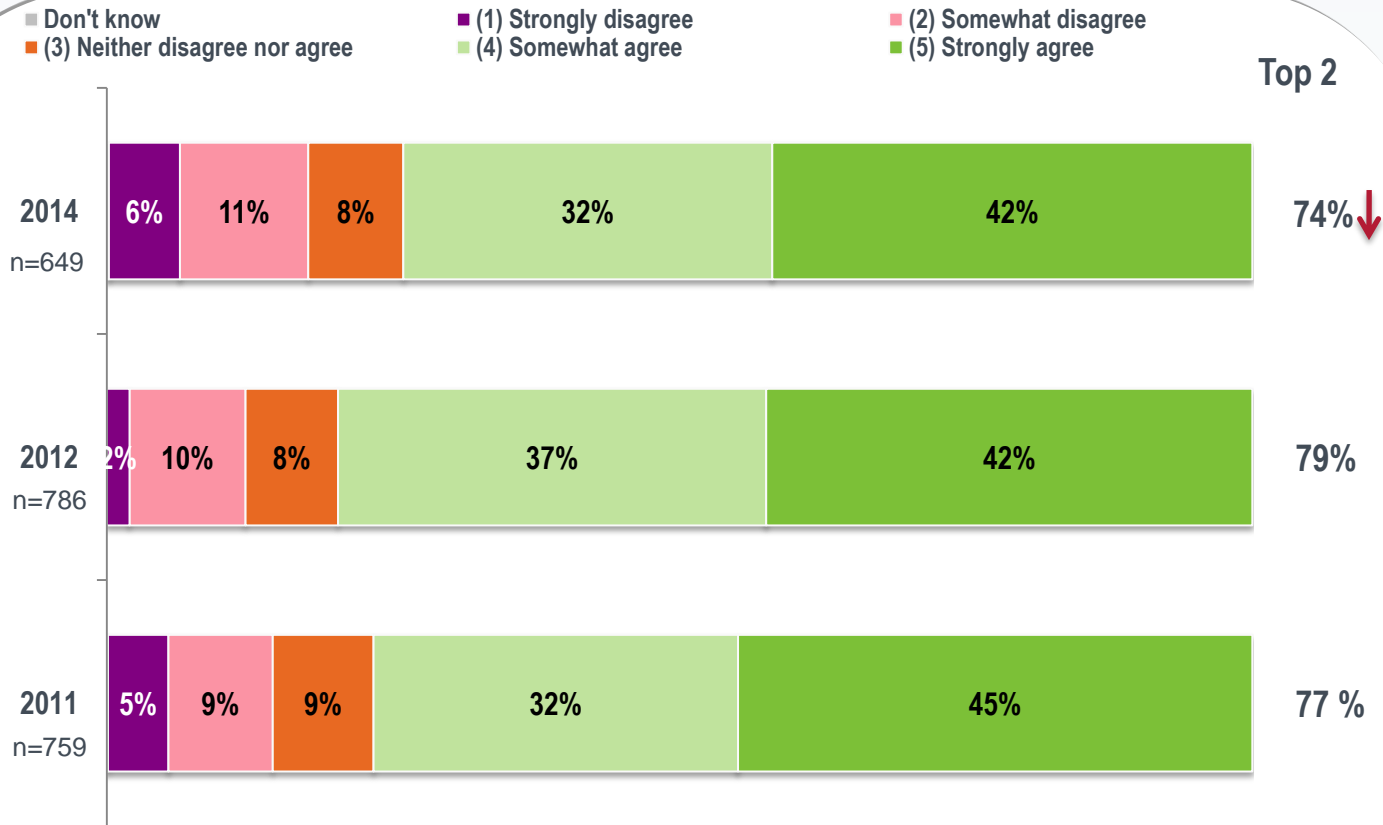
Significant increase from last year



Significant decrease from last year

Provide Input

I have opportunities to provide input into decisions that affect my work.



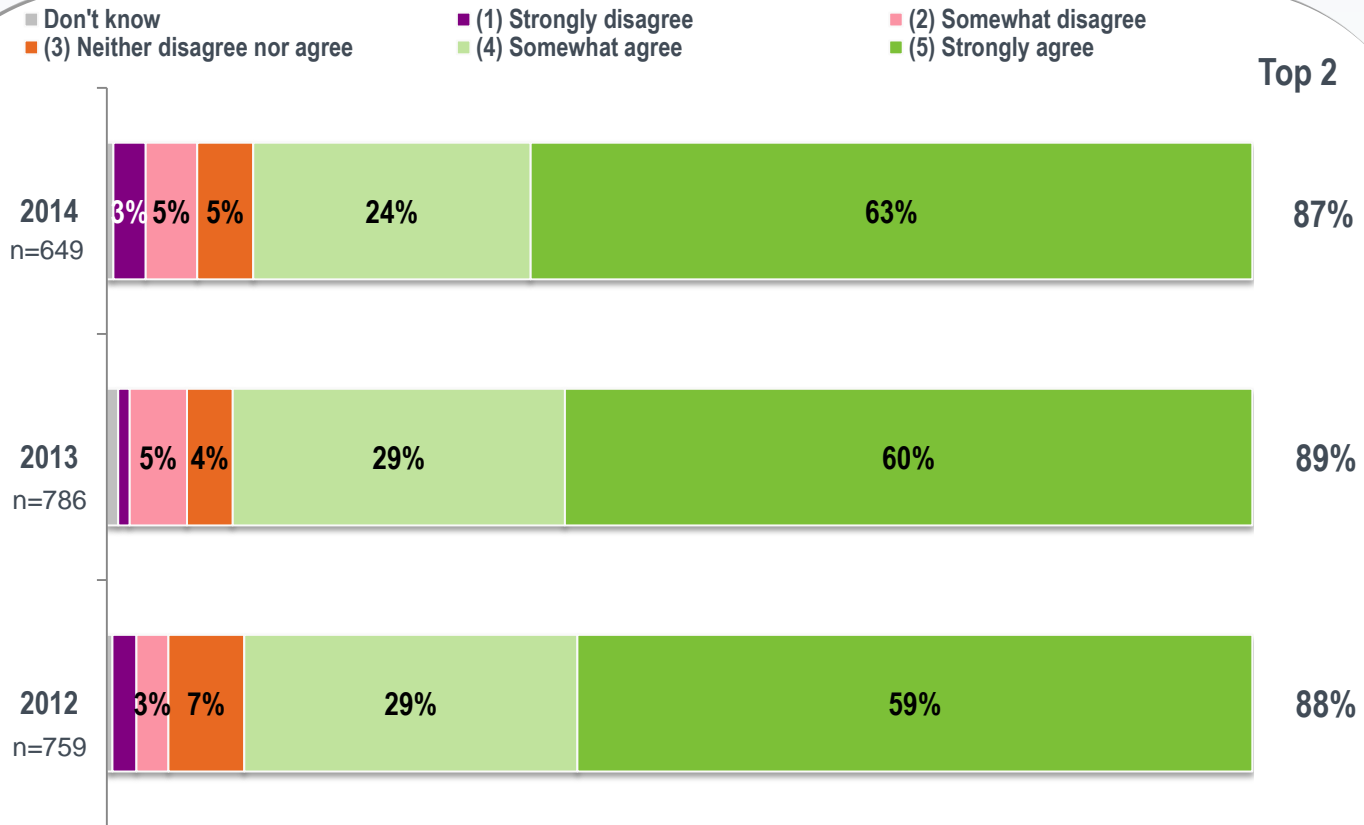
Significant increase from last year



Significant decrease from last year

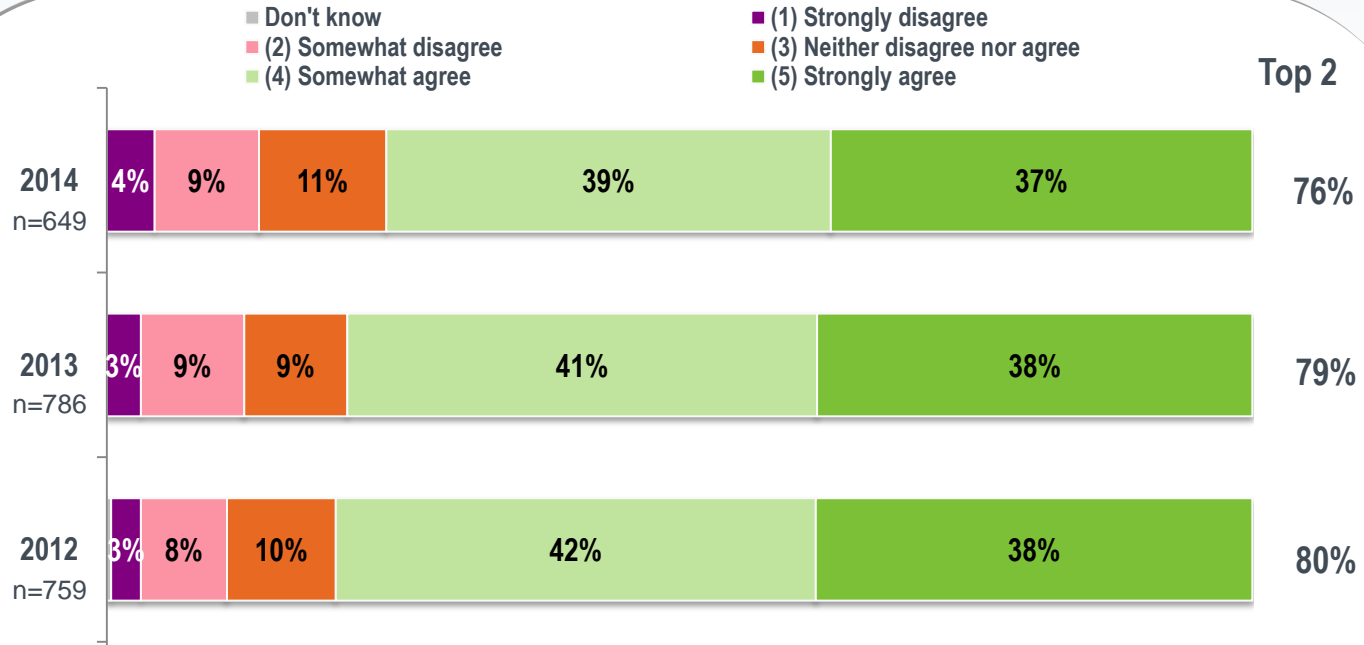
Peer Respect

I believe that the people I work with respect me as a person.



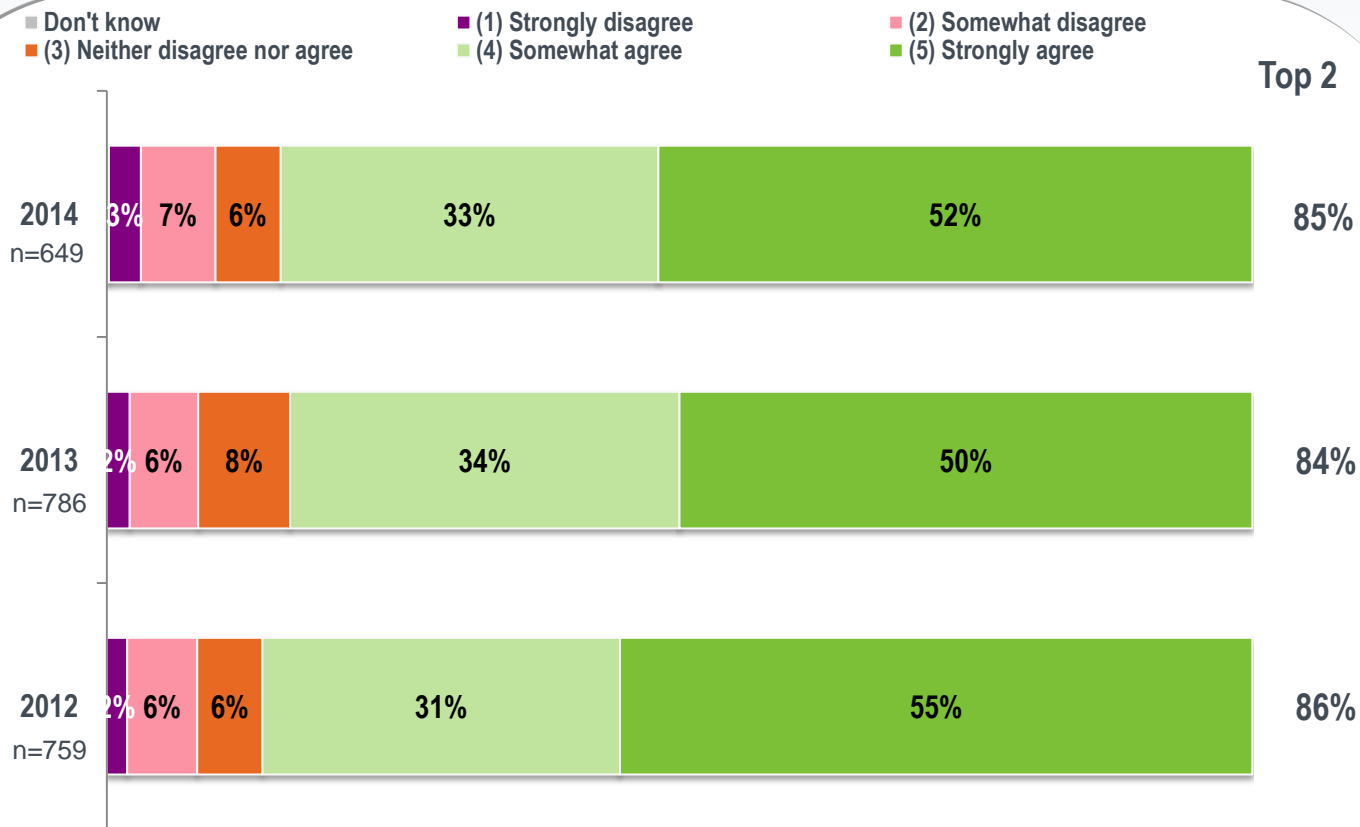
Personal Accomplishment

My job gives me a sense of personal accomplishment.



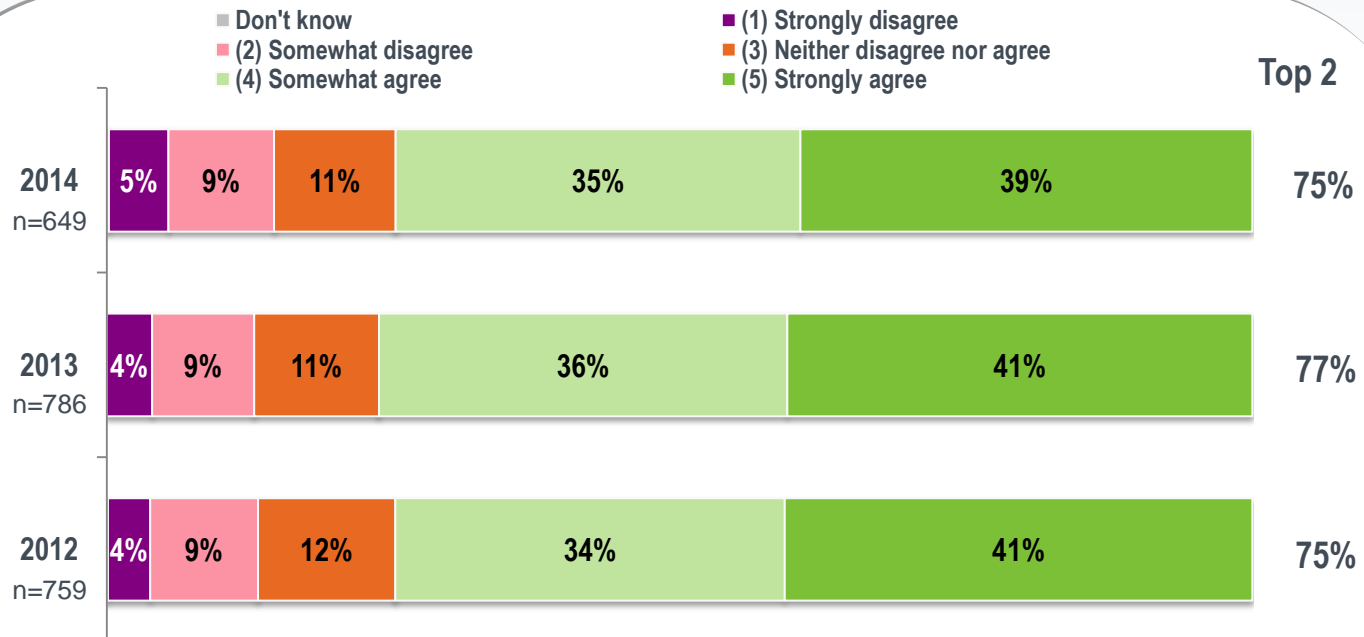
Good Fit with Skills

My role is a good fit with my skills.



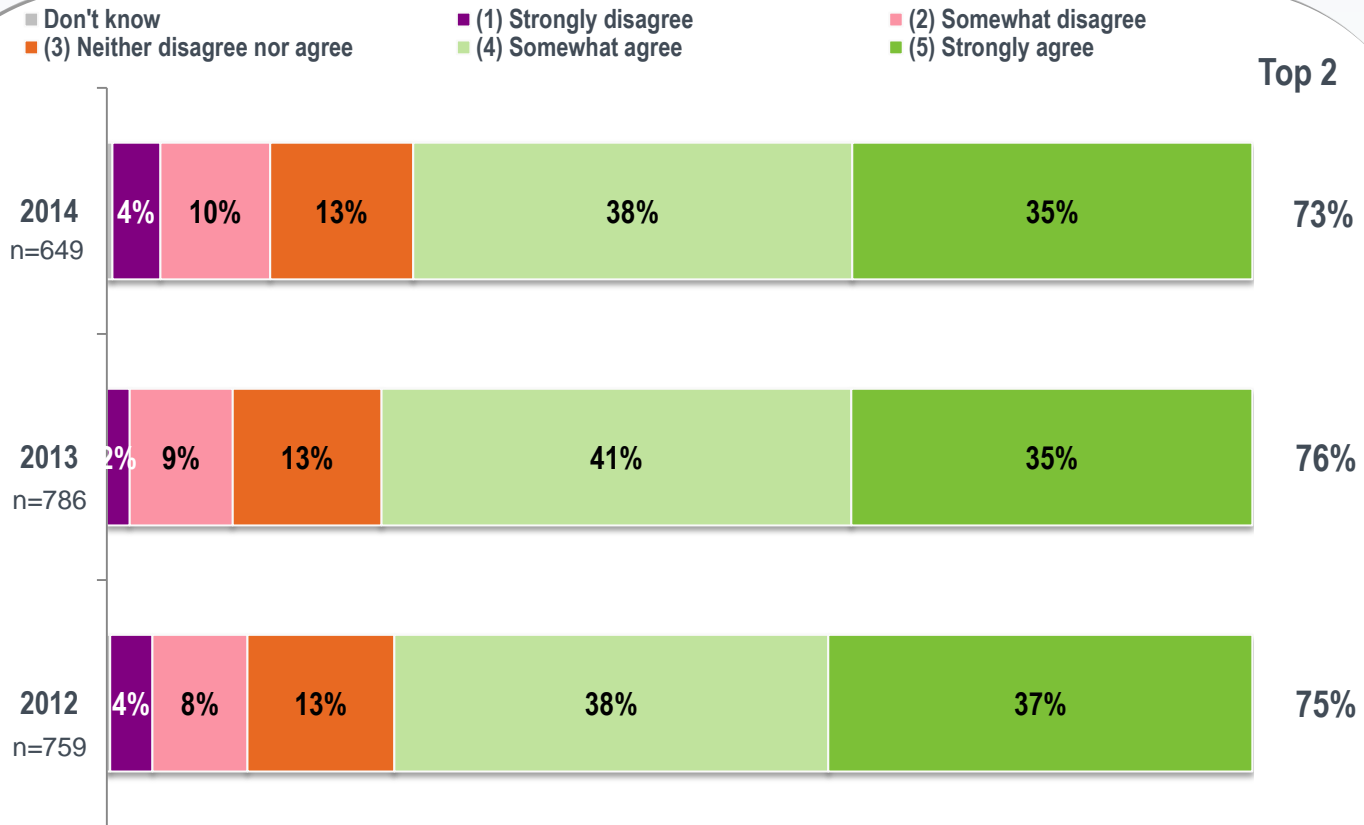
Improve my Skills

My work enables me to improve my skills.



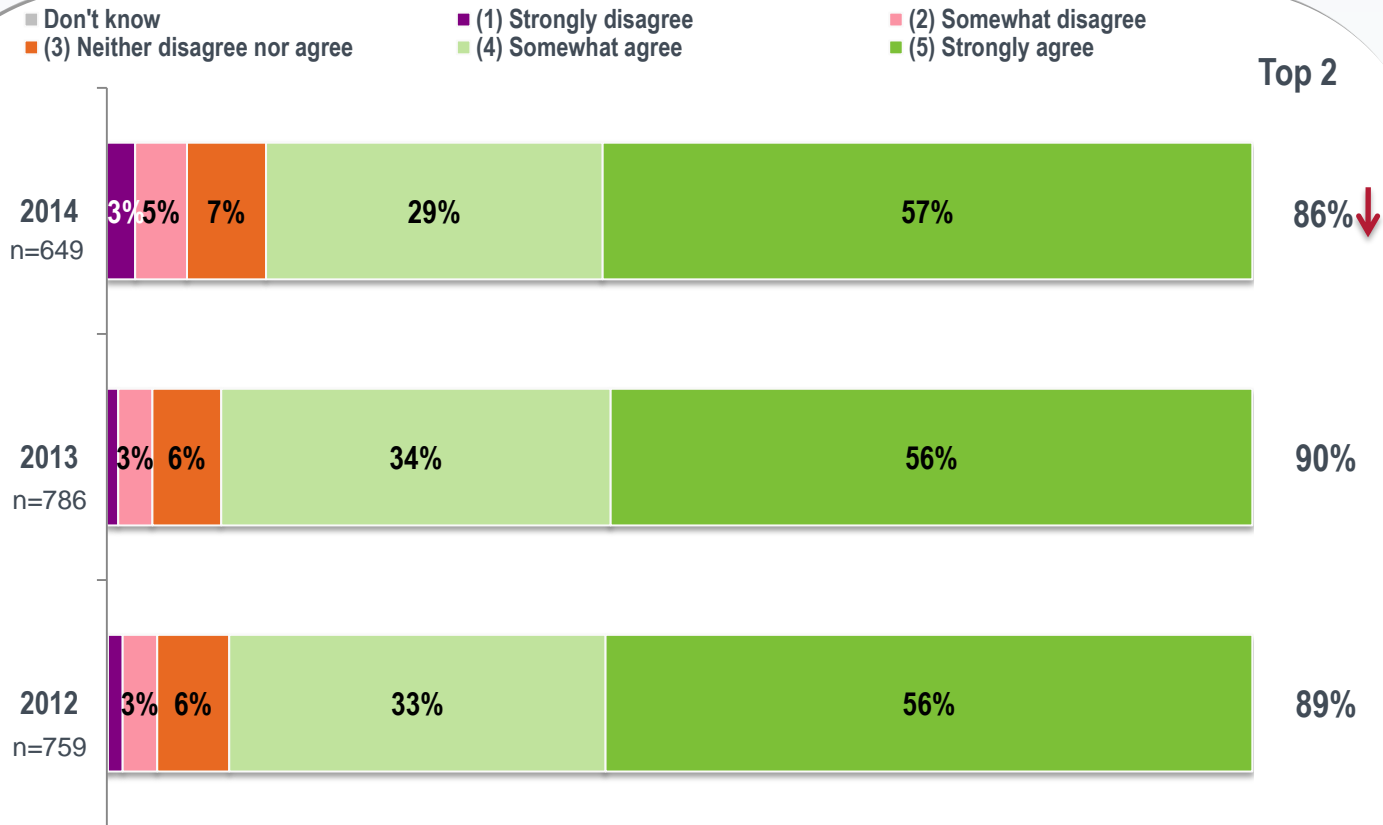
Influence my Workplace

I can influence my workplace through my ideas and involvement.



Role Supports Business Objectives

I understand how my role supports BCLC's business objectives.



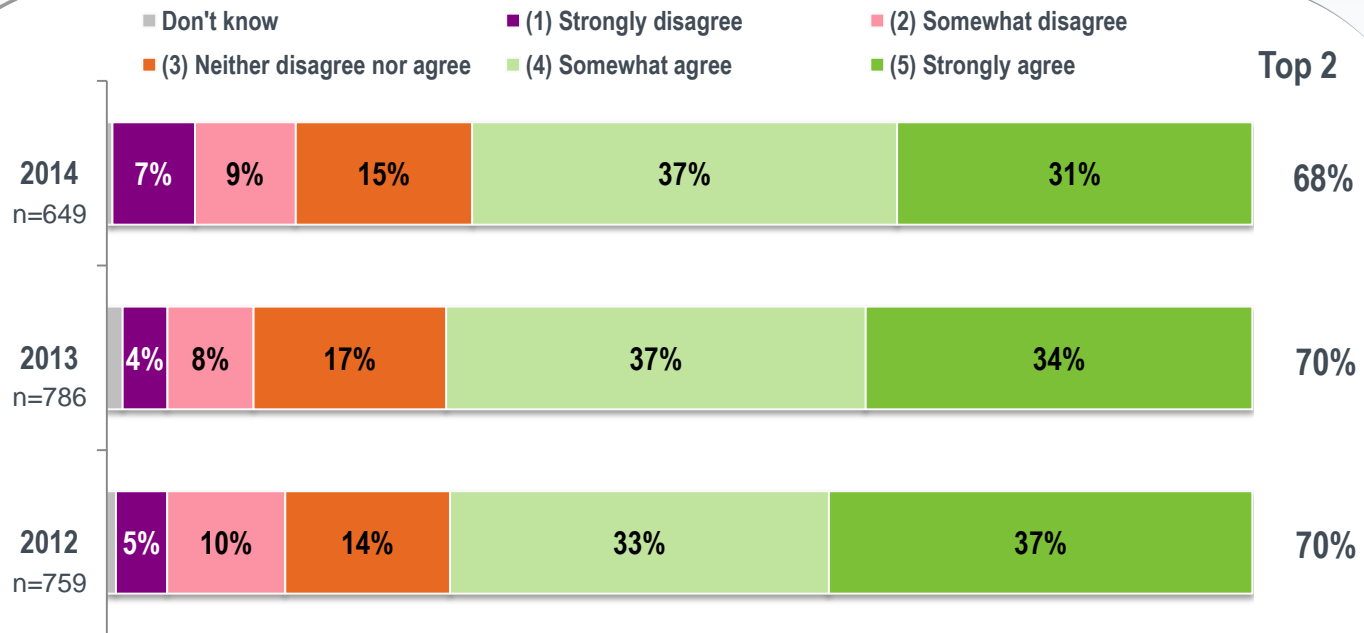
Significant increase from last year



Significant decrease from last year

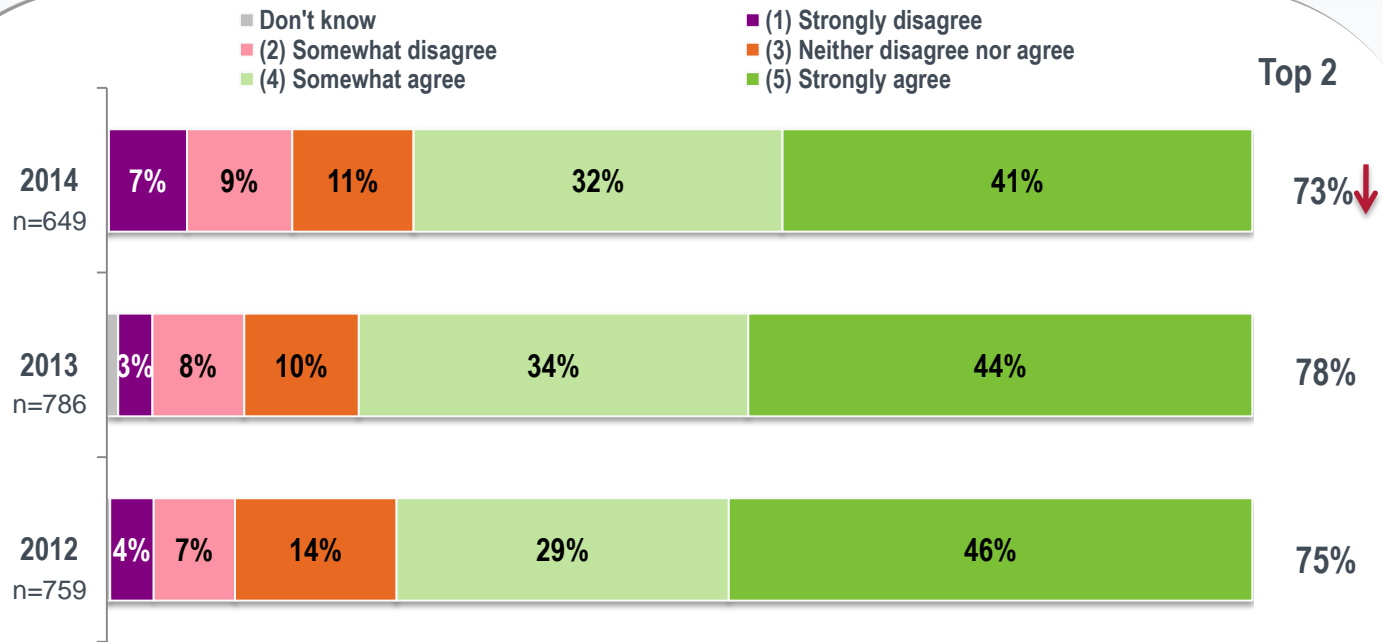
Input in Goal Setting

I have had sufficient input into determining the goals for my job.



Motivated to Exceed Requirements

I am motivated to go beyond what is required in my role to help BCLC succeed.



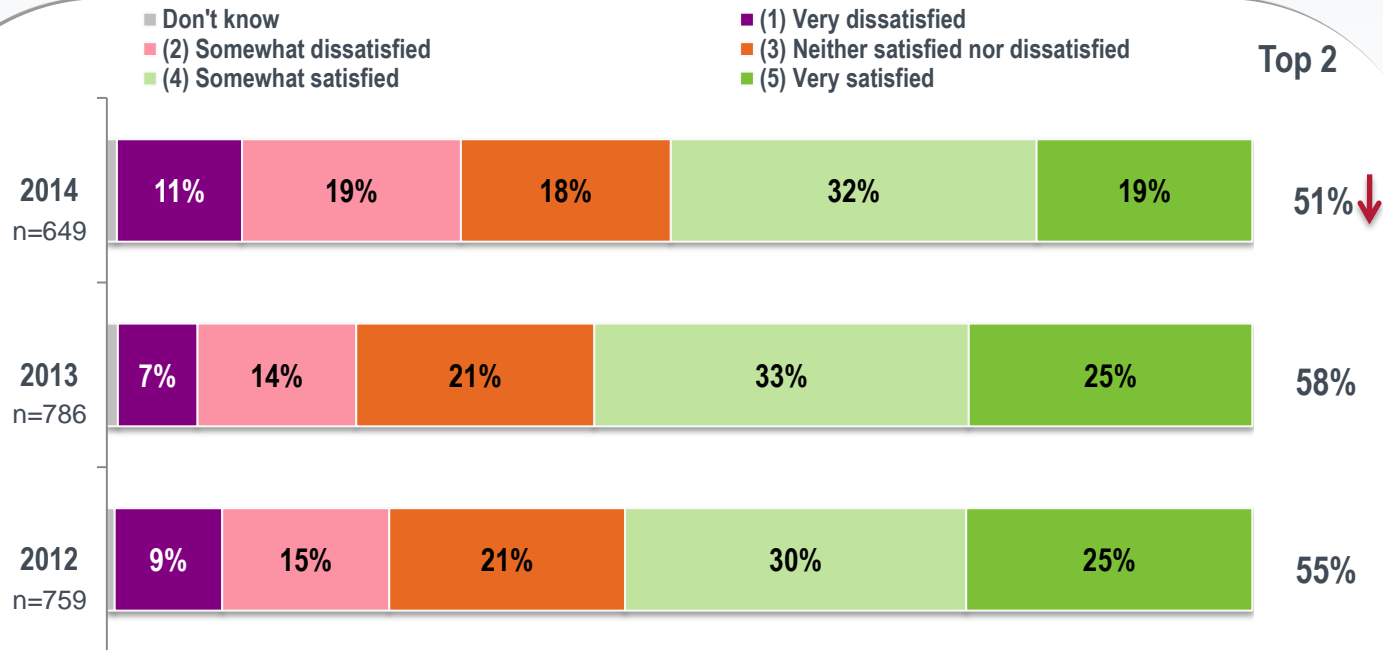
Significant increase from last year



Significant decrease from last year

Opportunities for Training

Please rate your satisfaction with the opportunities for training.



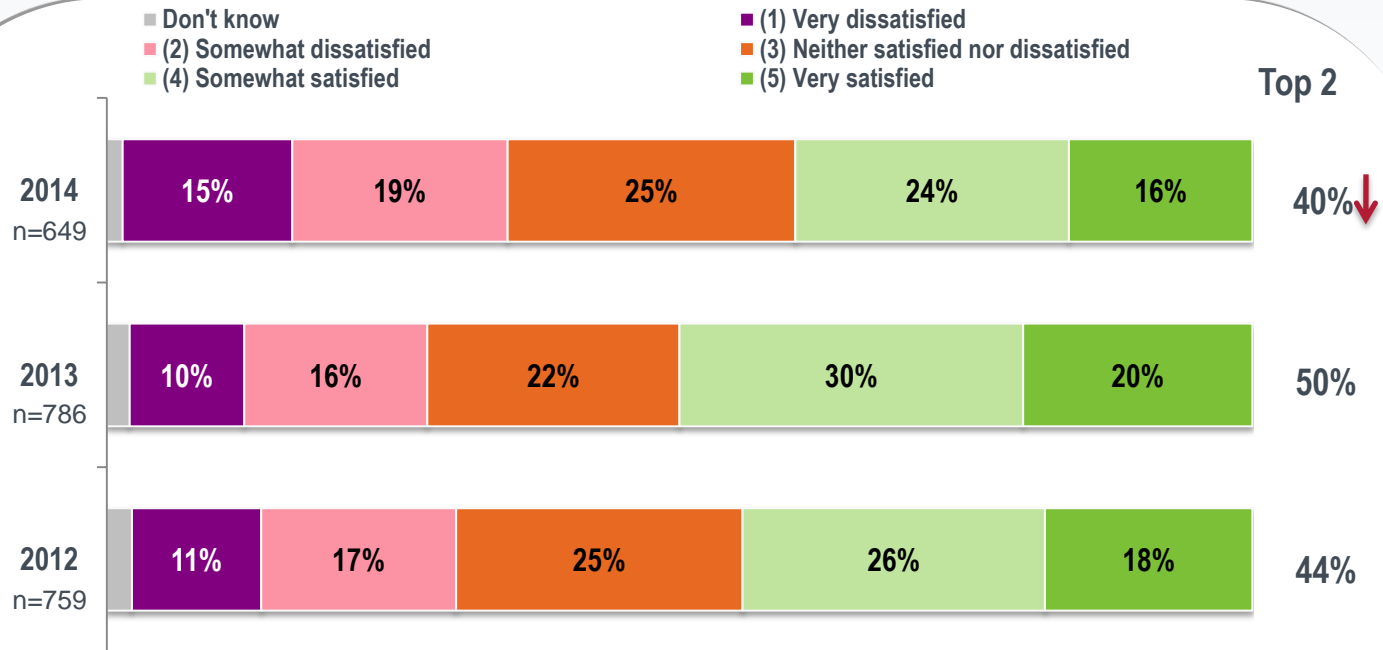
Significant increase from last year



Significant decrease from last year

Opportunities for Career Progression

Please rate your satisfaction with the opportunities for career progression.



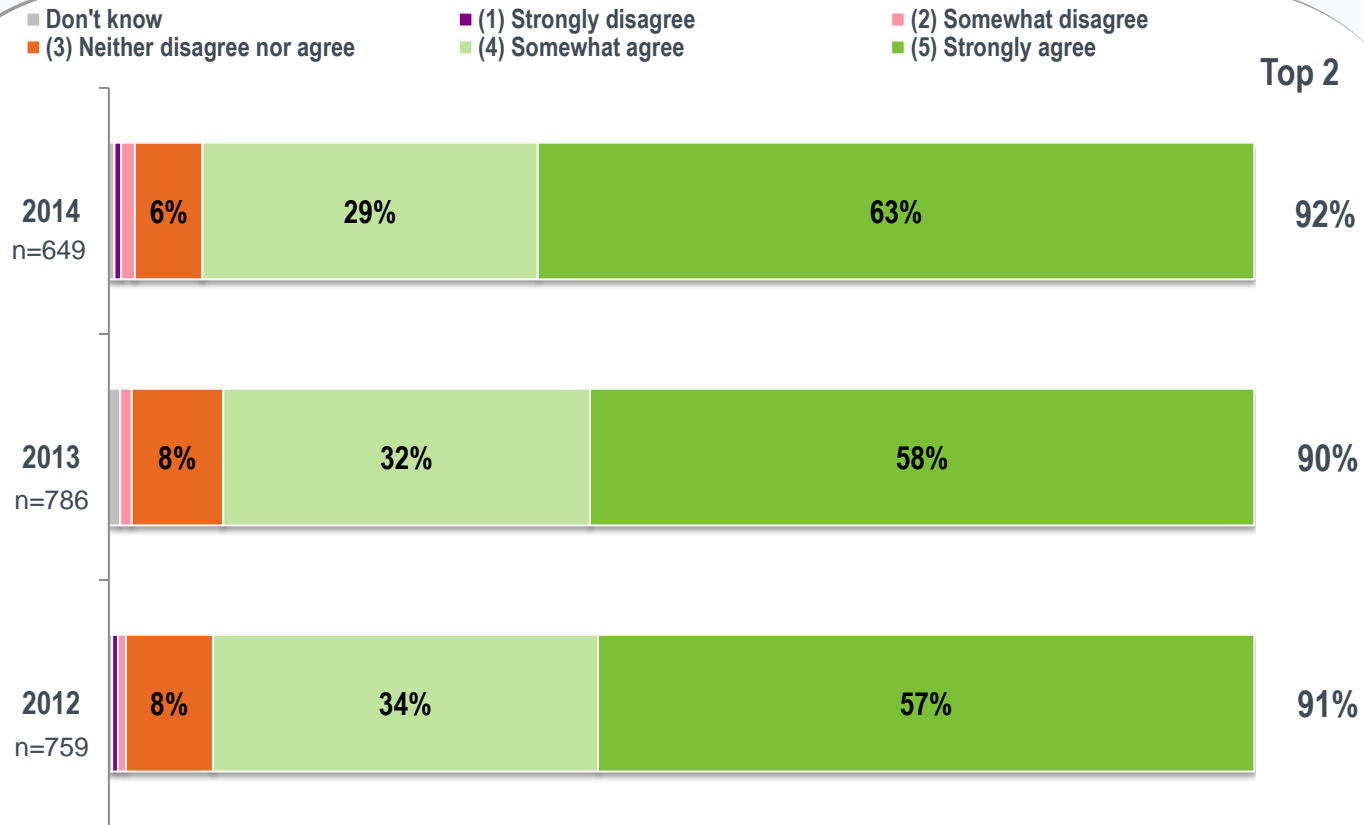
Significant increase from last year



Significant decrease from last year

Career Development

I take personal responsibility for my own career development.

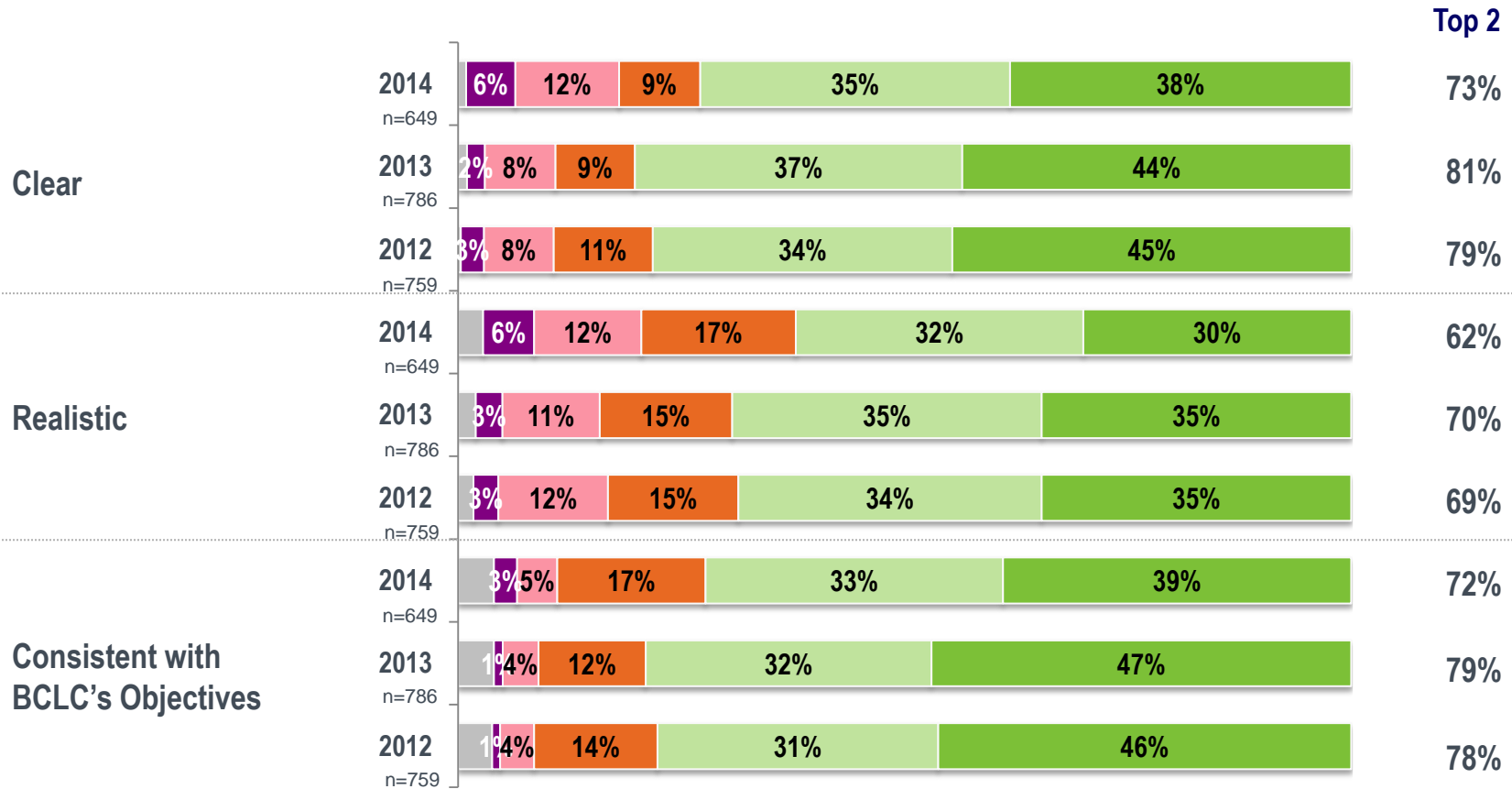


The Work Environment

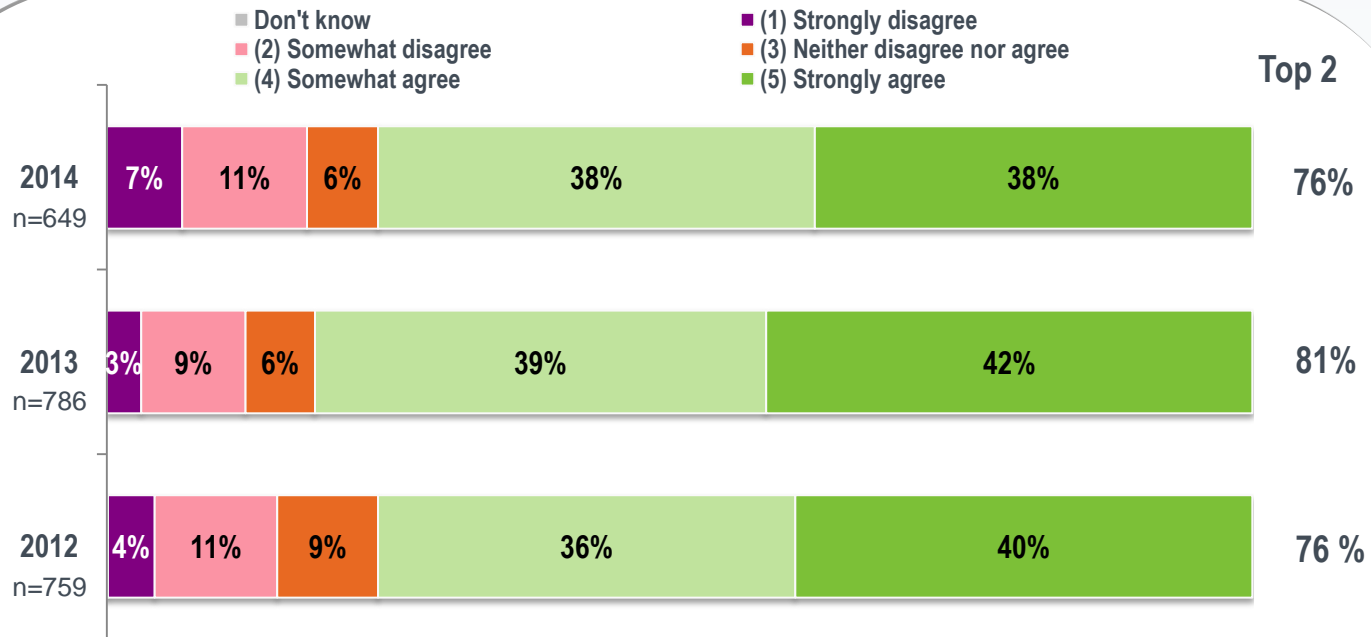
Department Objectives – Clear, Realistic, Consistent

My department's objectives are...

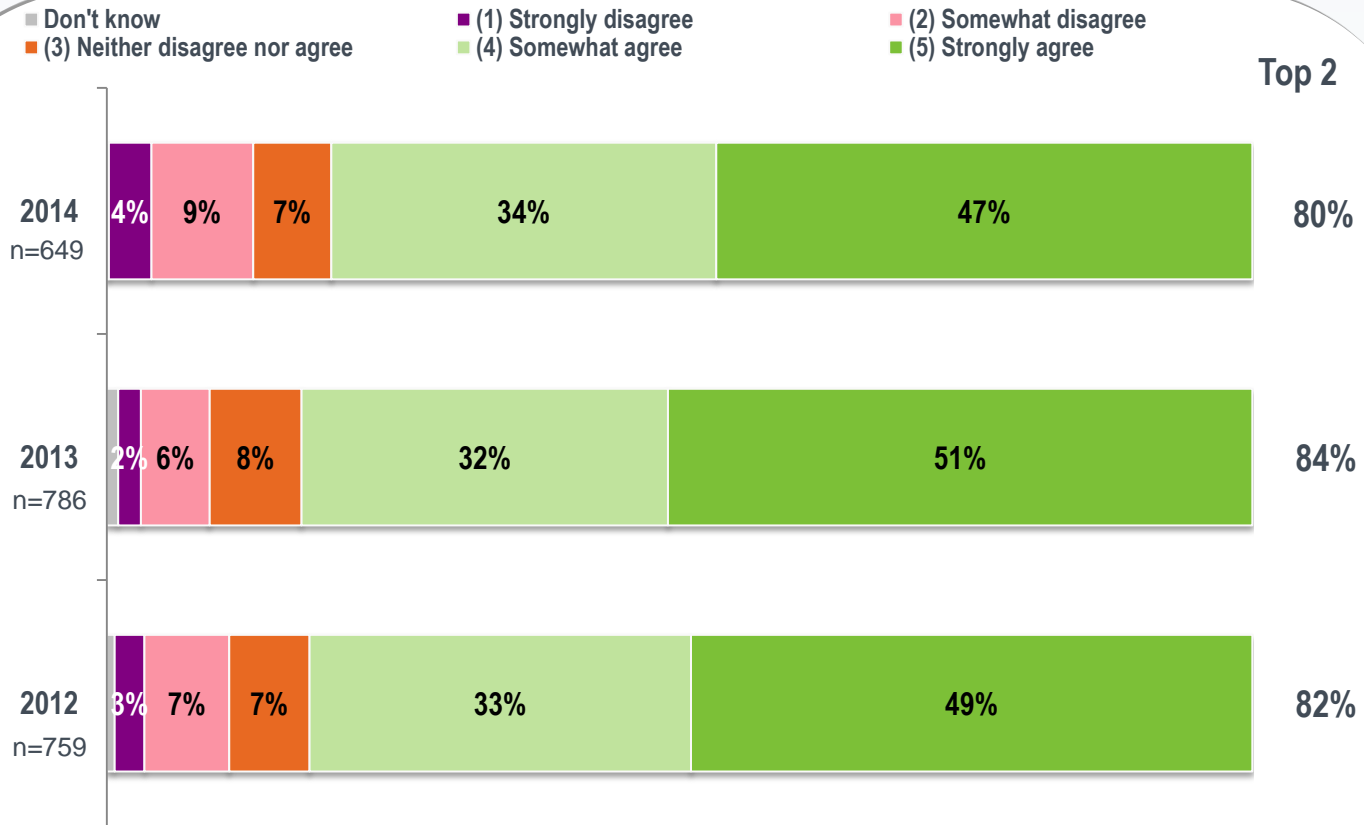
■ Don't know
■ (3) Neither disagree nor agree
■ (1) Strongly disagree
■ (4) Somewhat agree
■ (2) Somewhat disagree
■ (5) Strongly agree



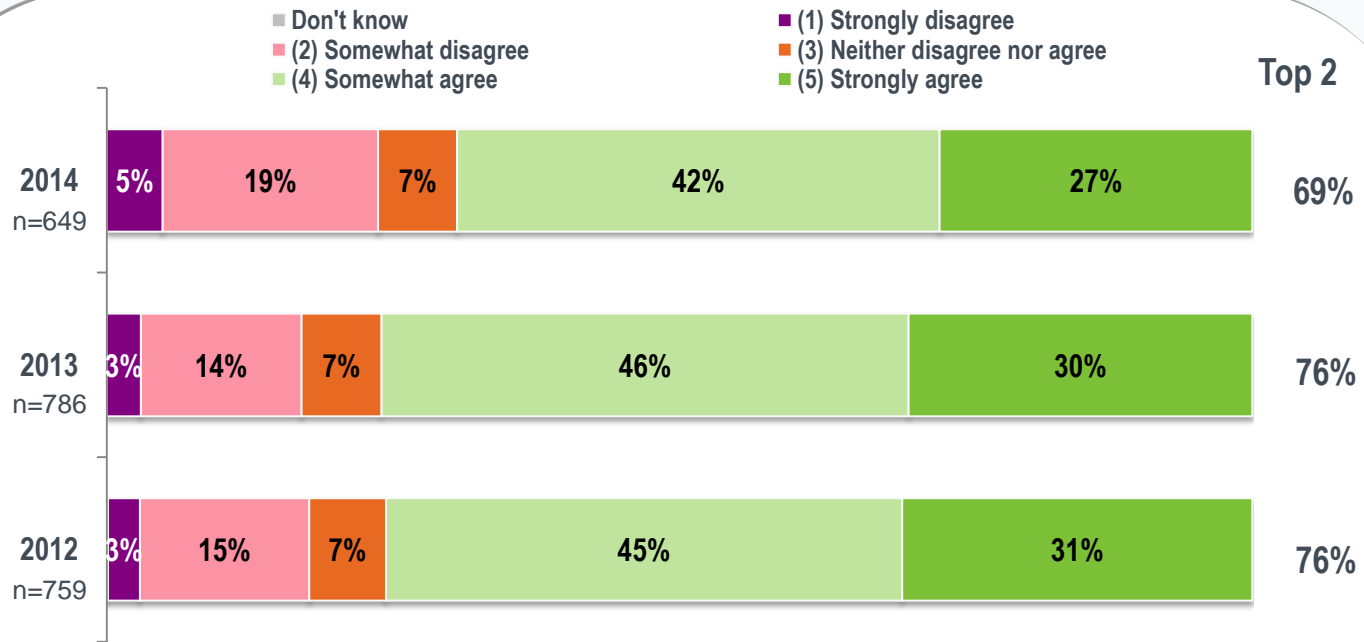
Communication is good within my team.



Our team values one another's unique strengths and different abilities.

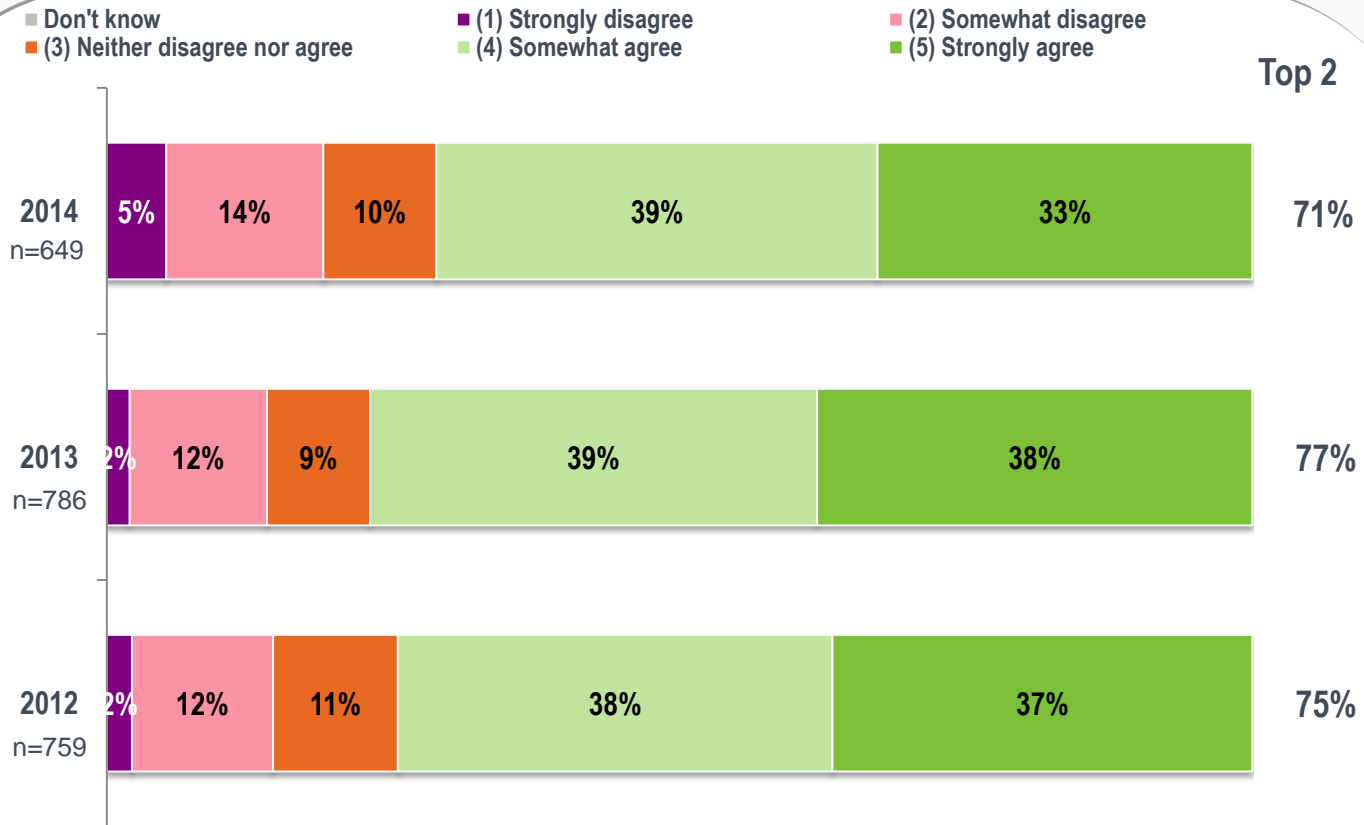


I have all the resources I require to do my job well.



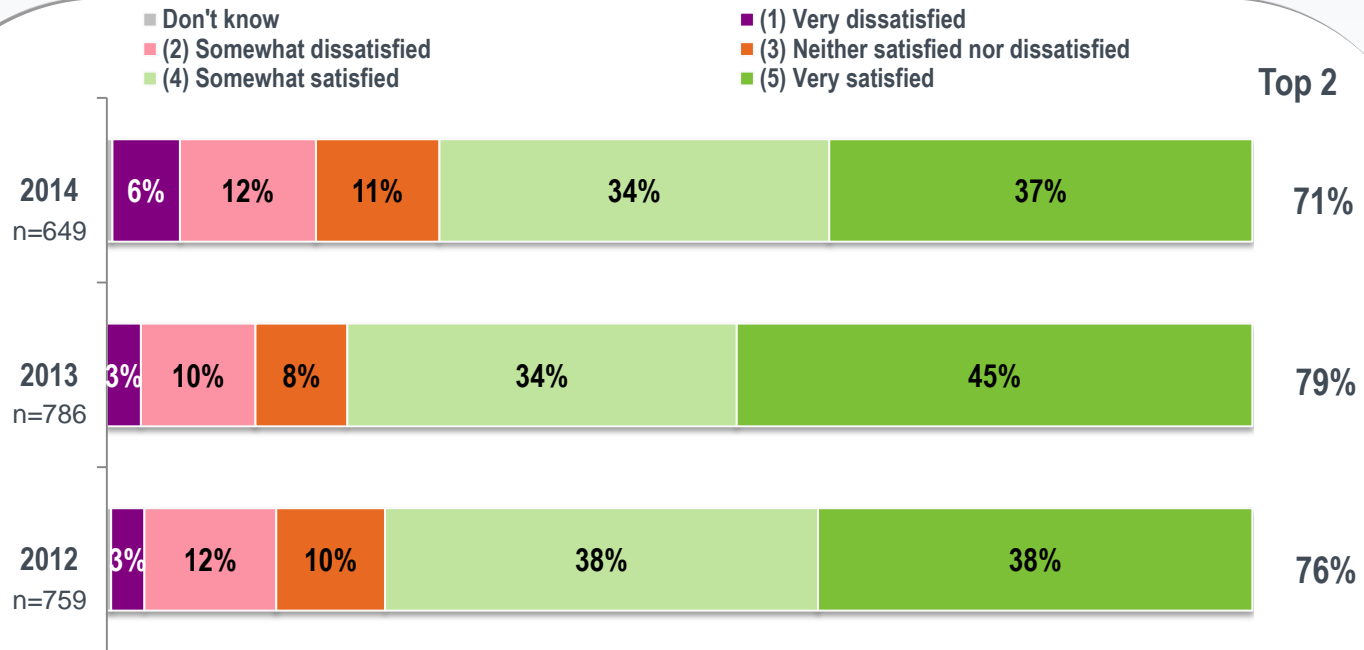
Work Conditions

My work conditions allow me to perform effectively.



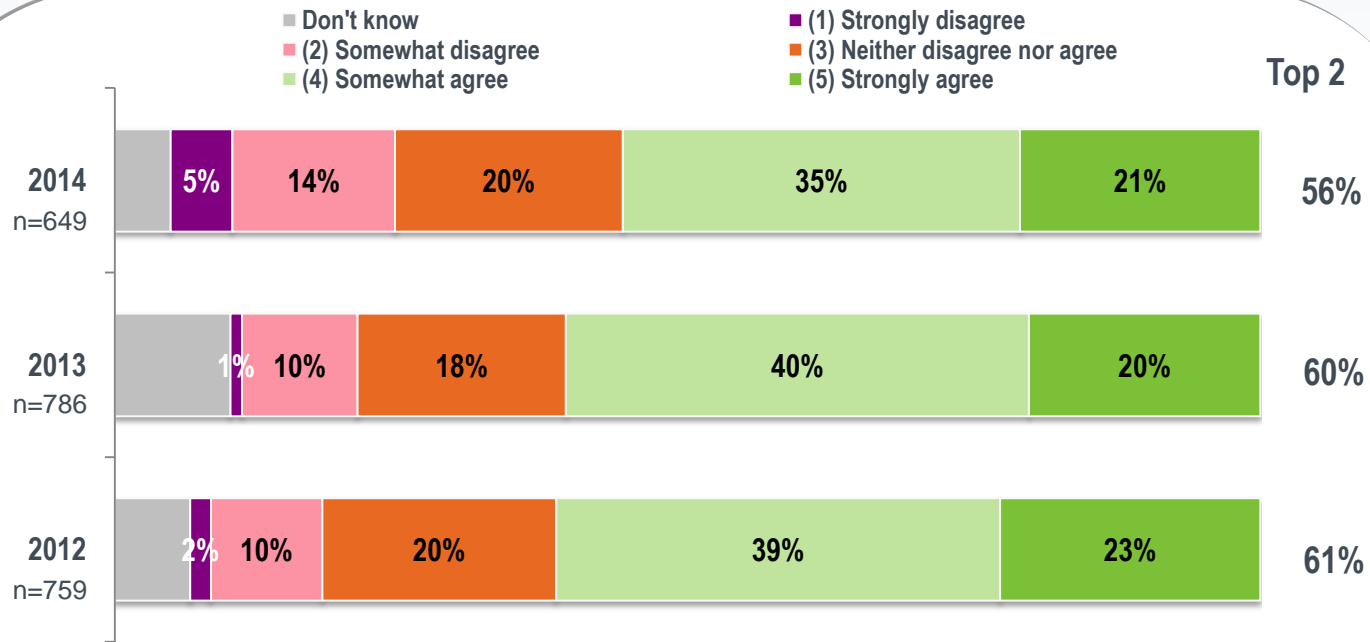
Working Atmosphere

Please rate your satisfaction with the working atmosphere within the team.



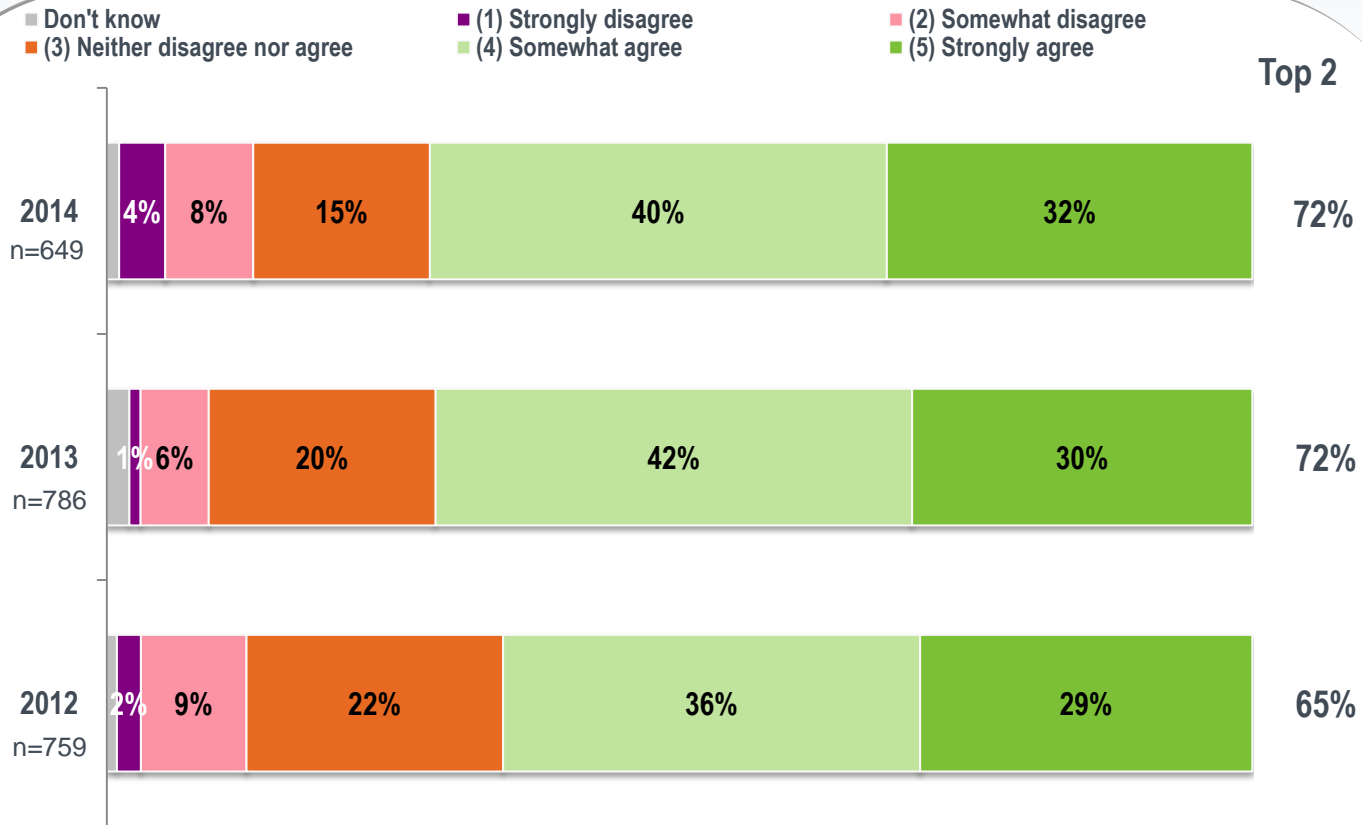
Projects are Usually Completed

Projects and initiatives that are launched within BCLC usually get completed.



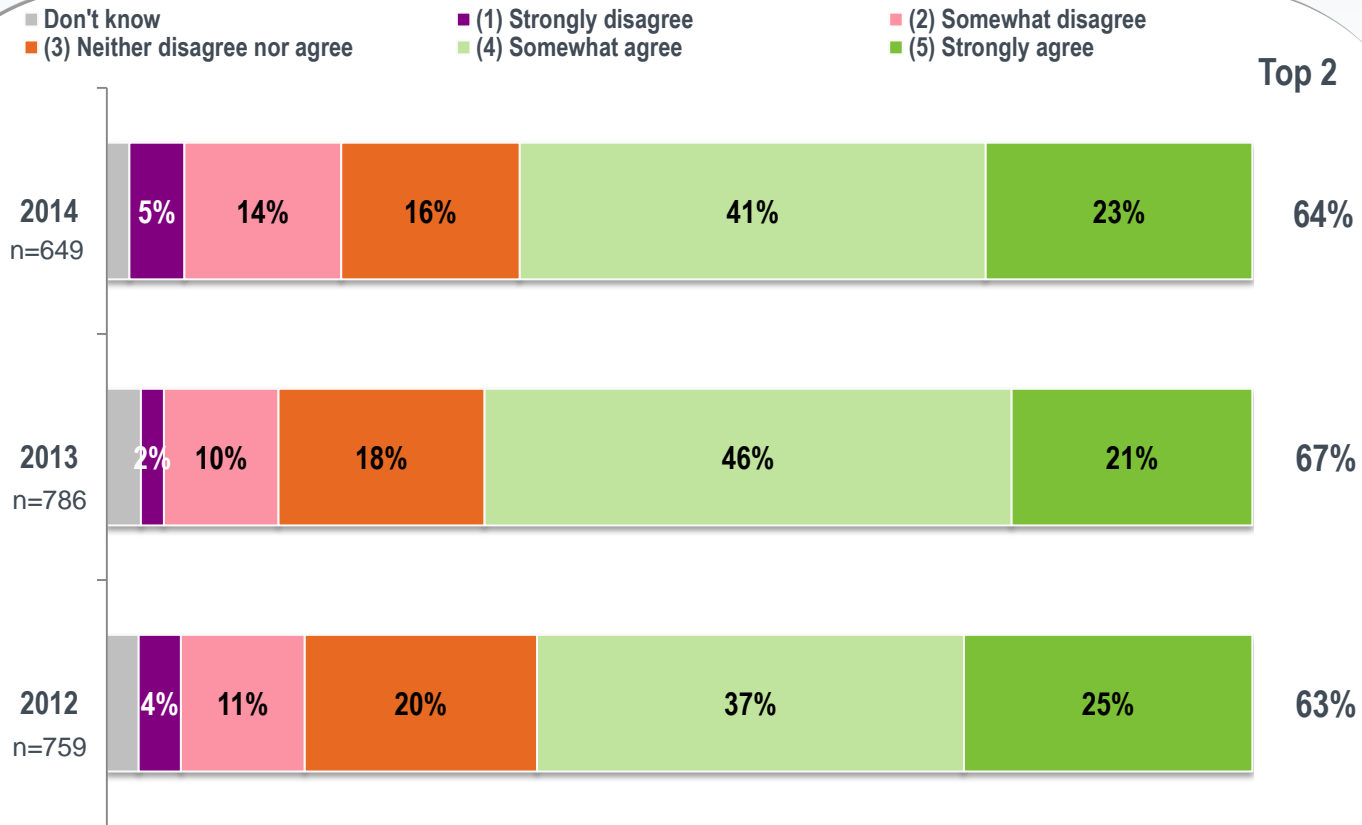
Communications Help Understand Objectives

Official communications are effective in helping me better understand our business objectives.



Communications are Timely and Relevant

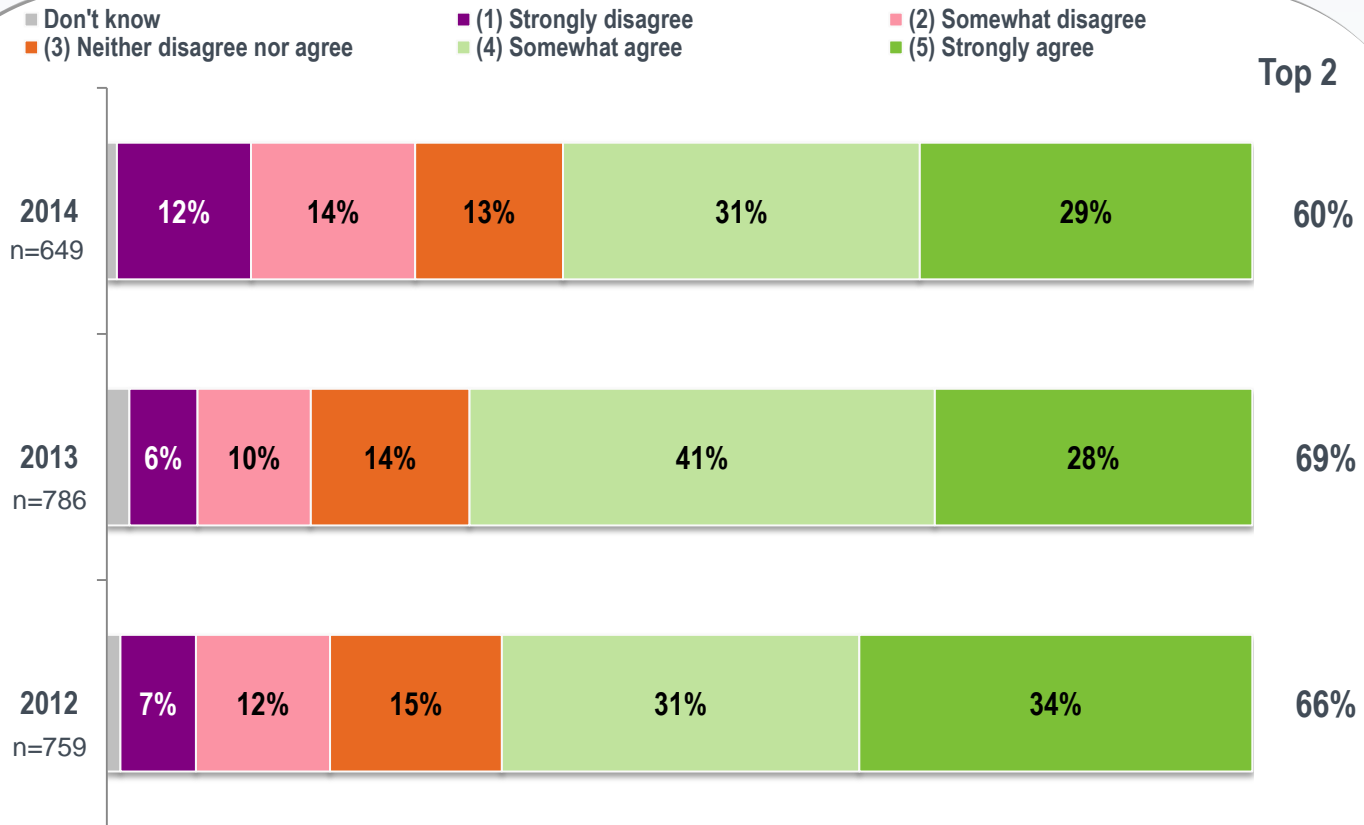
Communication of major corporate initiatives is timely and relevant.



Recognition and Performance

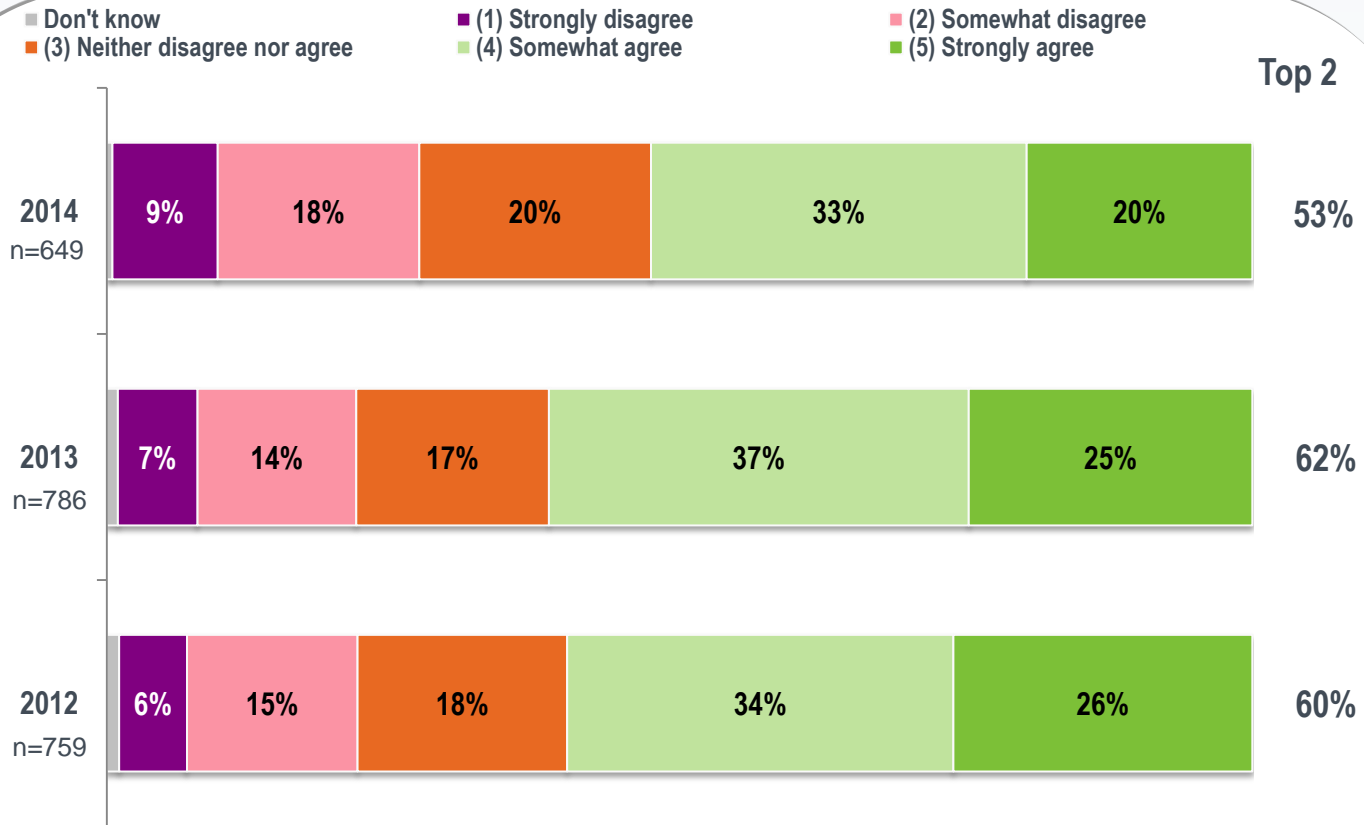
Recognized Based on Performance

I believe I am recognized based on my performance.



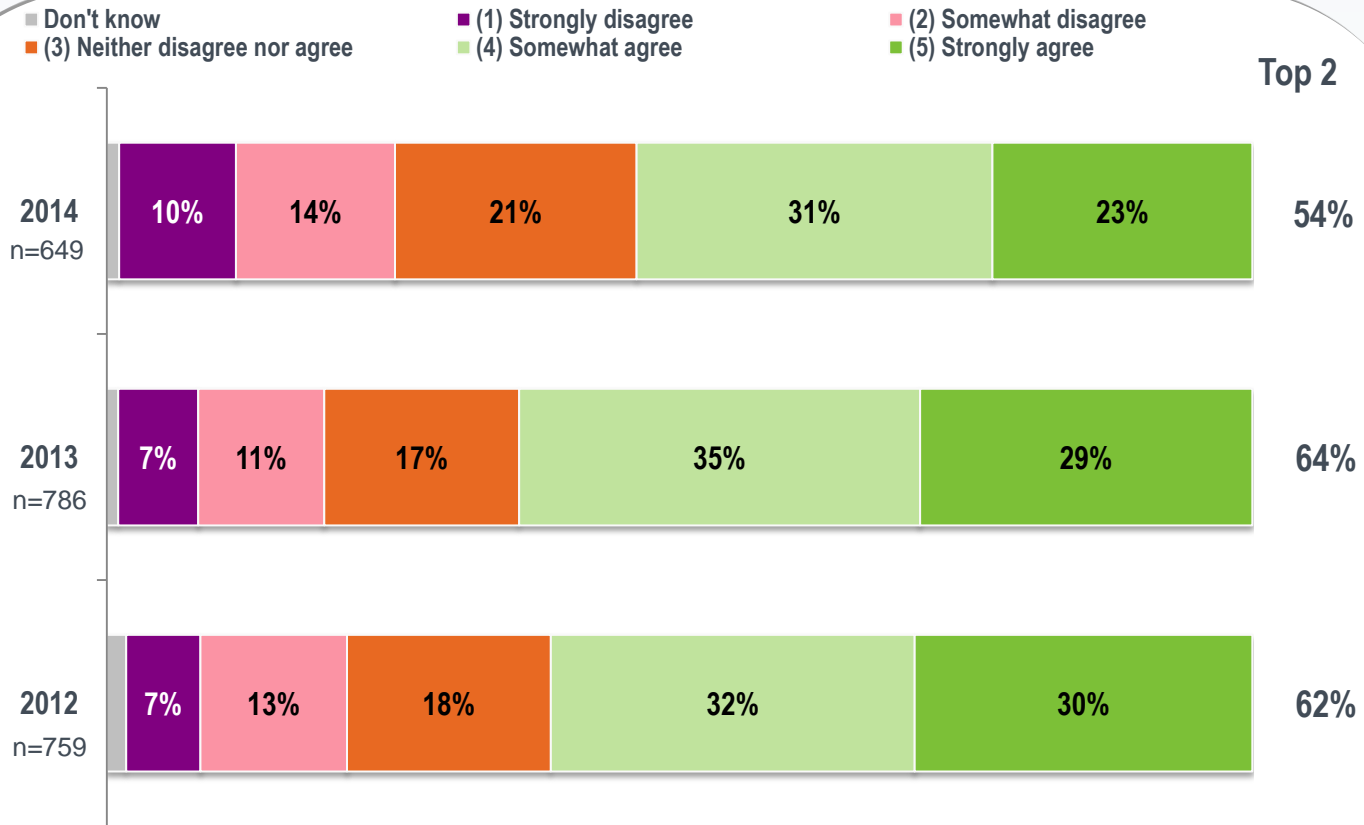
Receiving Recognition

I frequently receive recognition for my work.



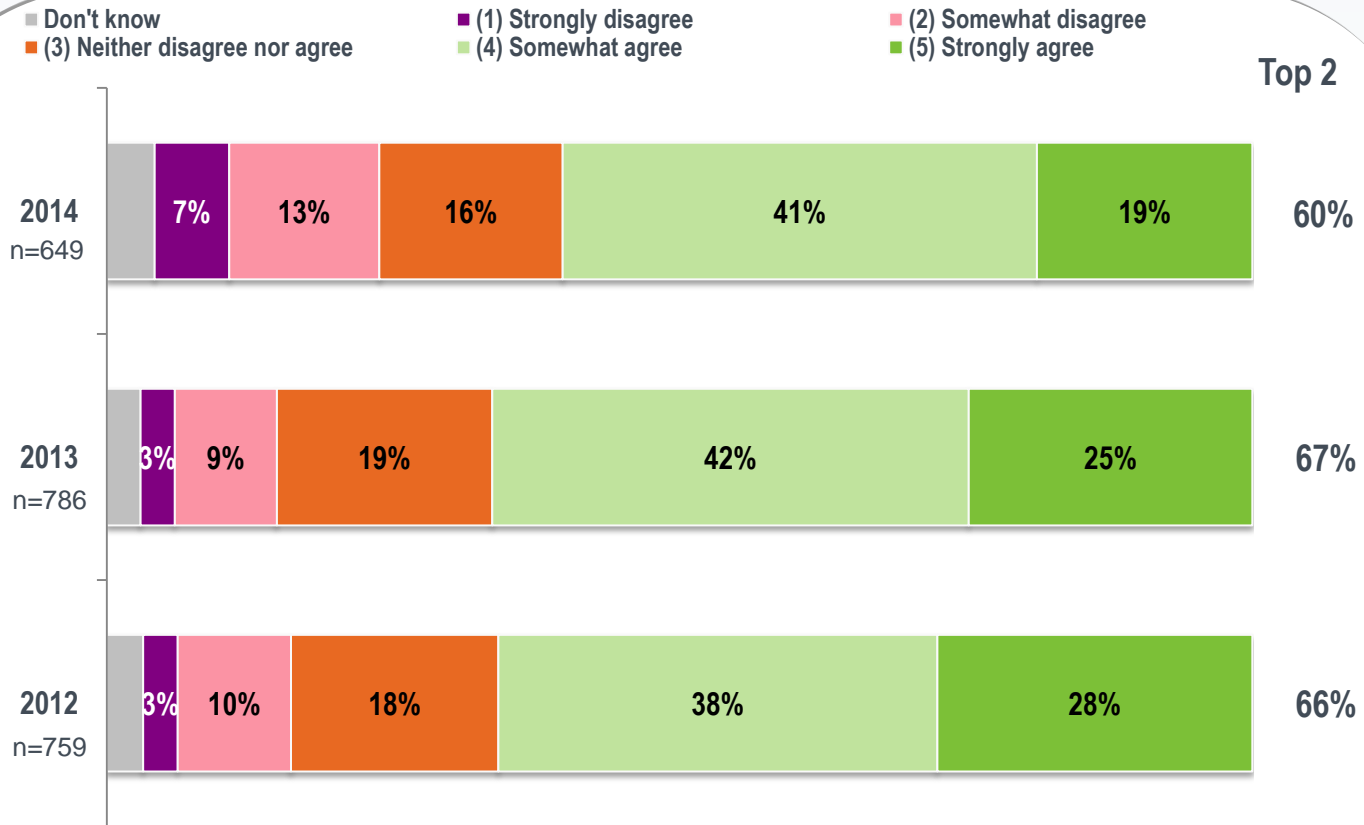
Perceiving Recognition

Recognition is given in a personal and meaningful way.



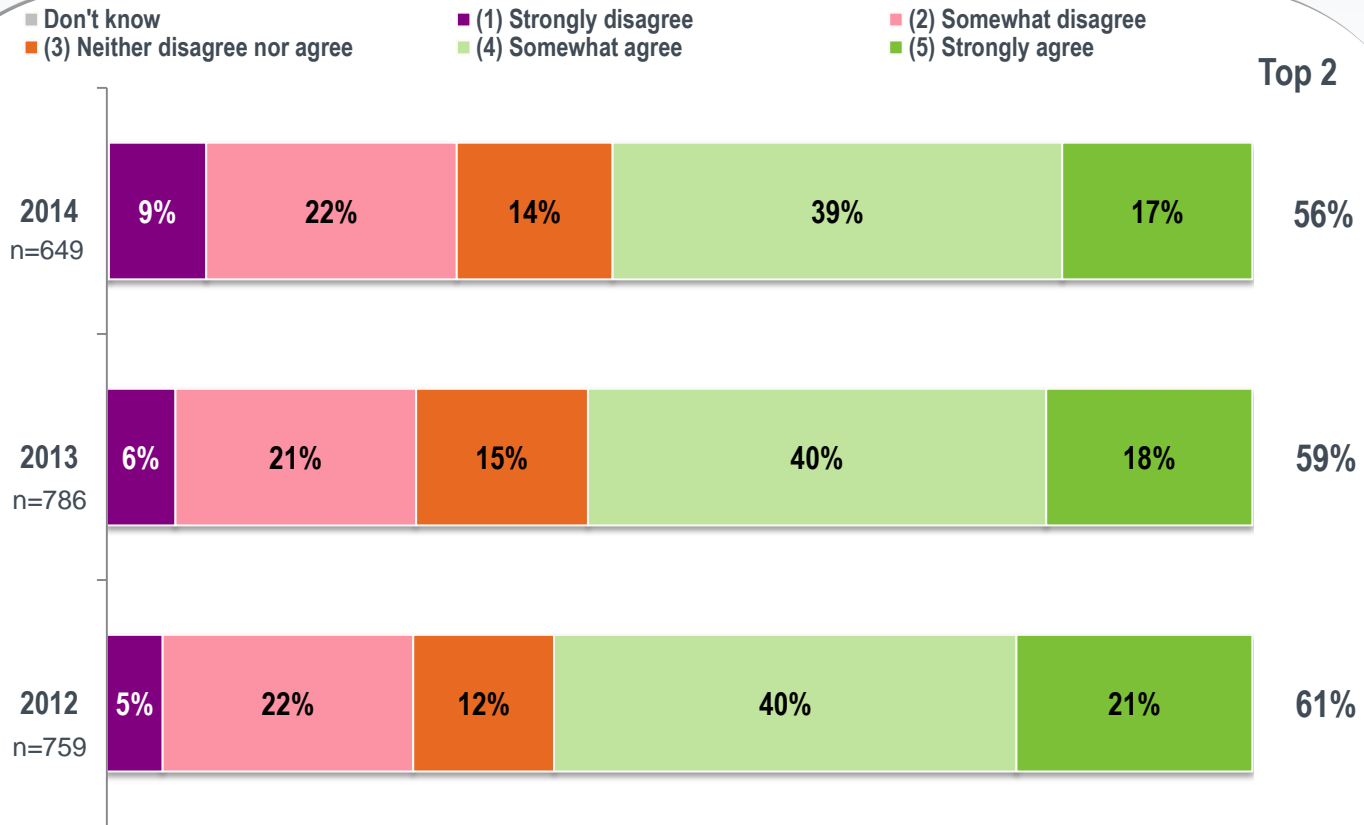
Reward Recognition

BCLC provides rewards to recognize various levels of achievement.



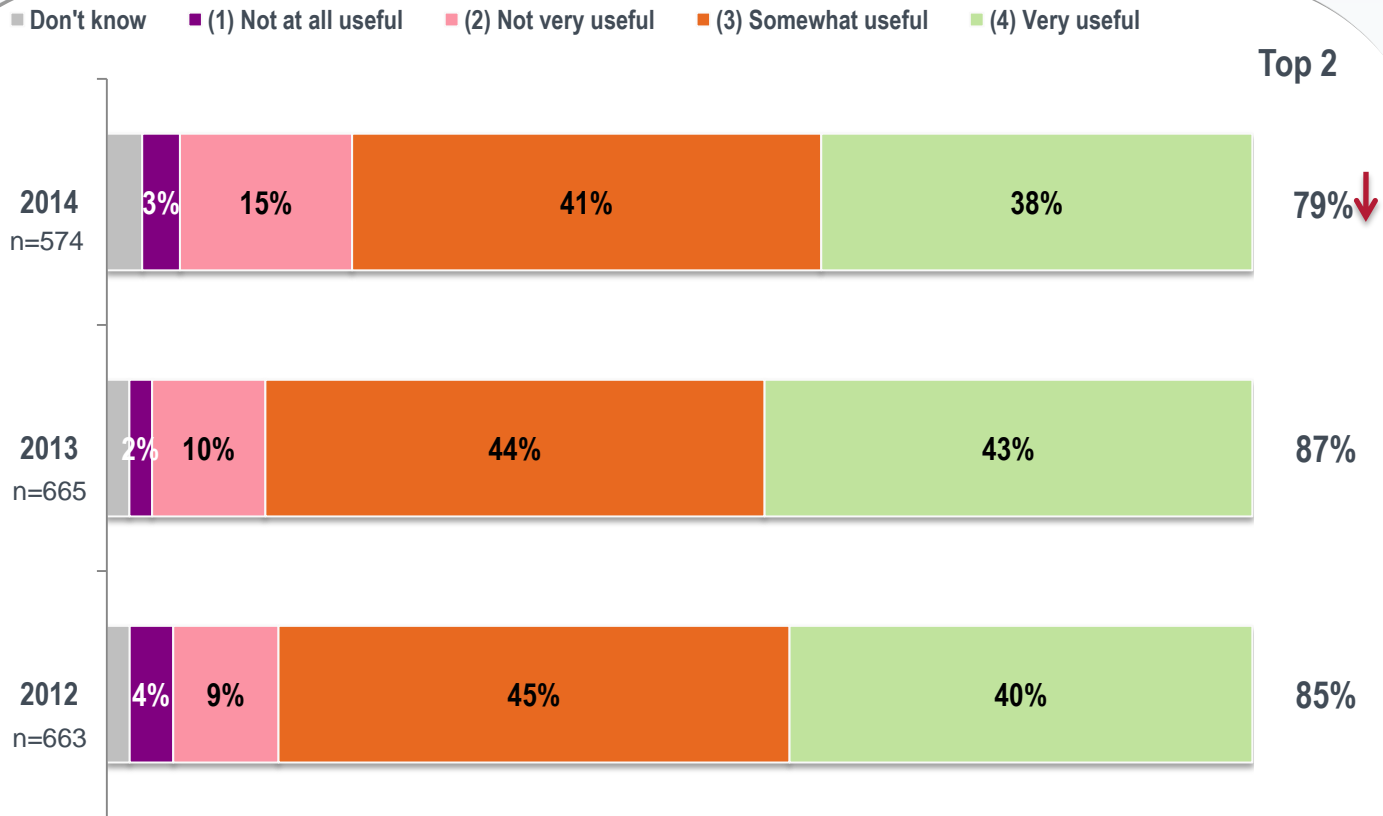
Perform Effectively

The work processes at BCLC allow me to perform effectively.



Improving Current Performance

How useful was the performance discussion on identifying ways of improving your current performance?



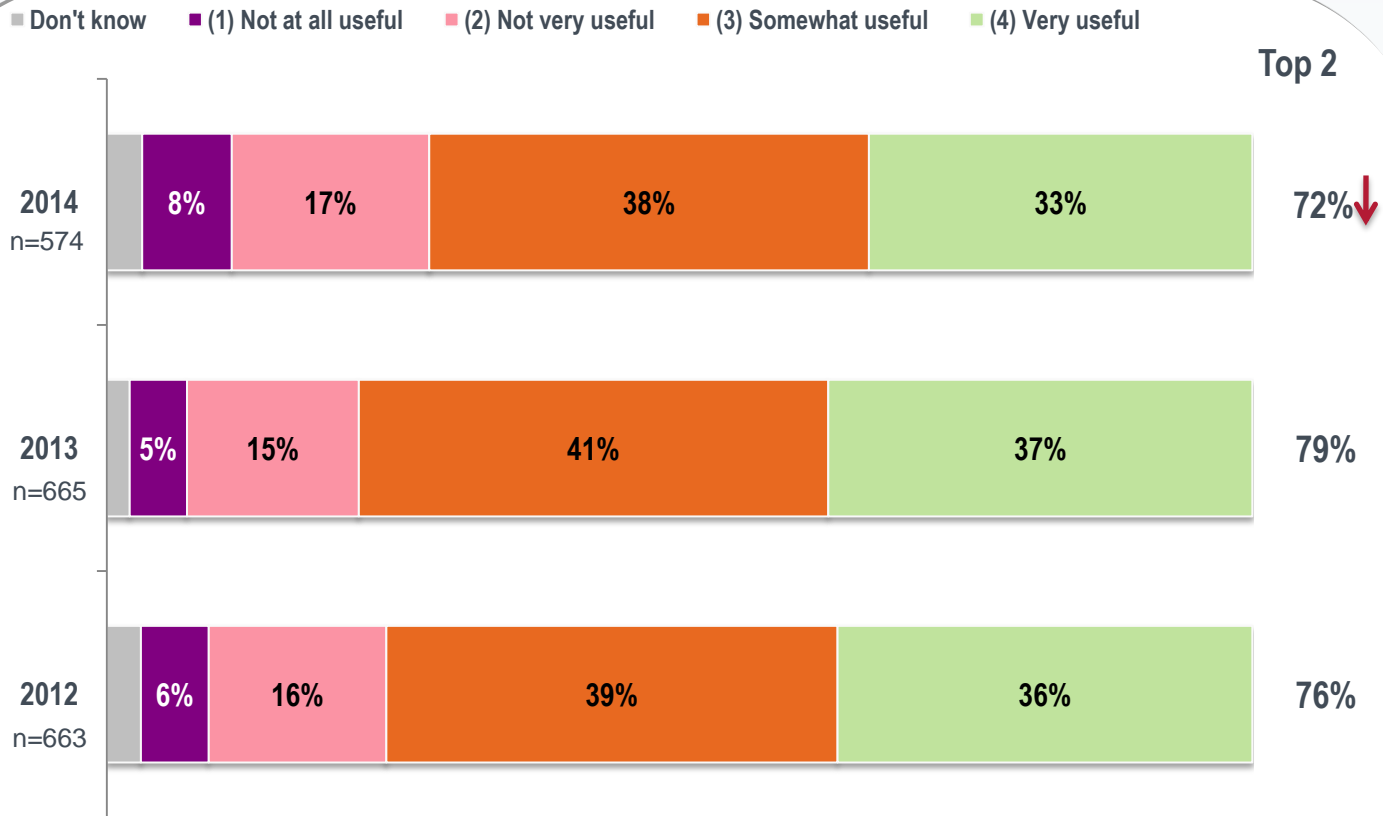
Significant increase from last year



Significant decrease from last year

Identifying Development Opportunities

How useful was the performance discussion on identifying your future development opportunities?



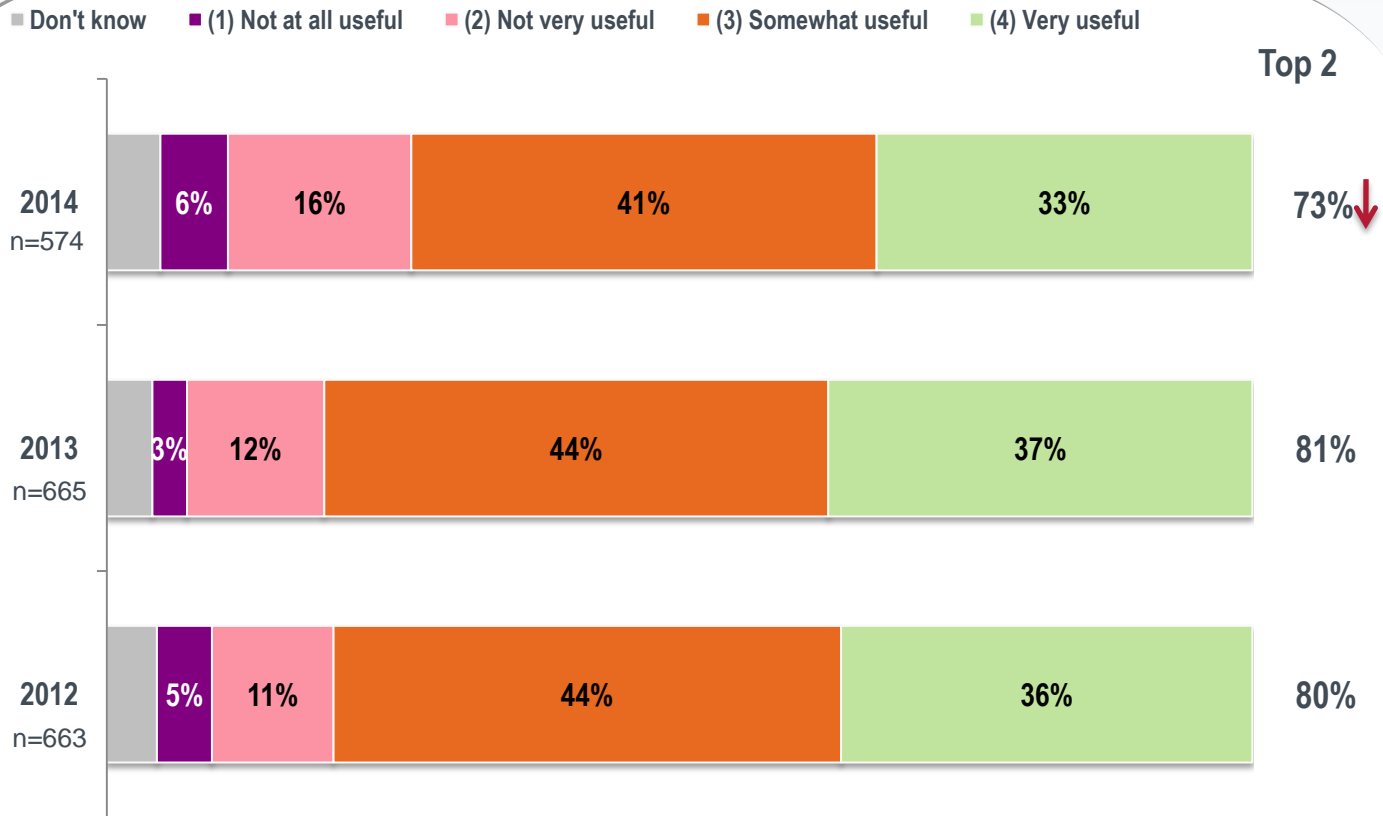
Significant increase from last year



Significant decrease from last year

Setting Future Performance Expectations

How useful was the performance discussion on setting performance expectations for the next year?



Significant increase from last year

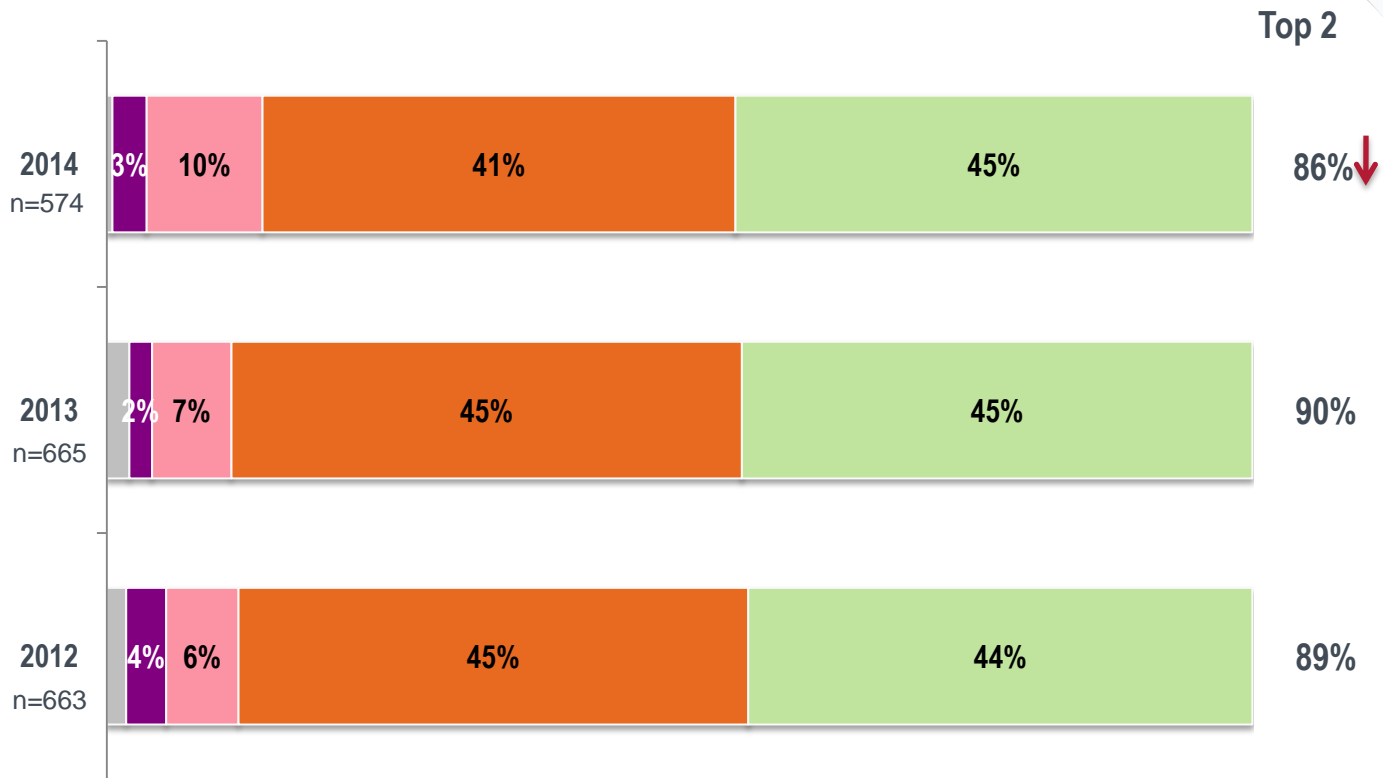


Significant decrease from last year

Feedback on Performance

How useful was the performance discussion on your performance over the past year?

■ Don't know ■ (1) Not at all useful ■ (2) Not very useful ■ (3) Somewhat useful ■ (4) Very useful

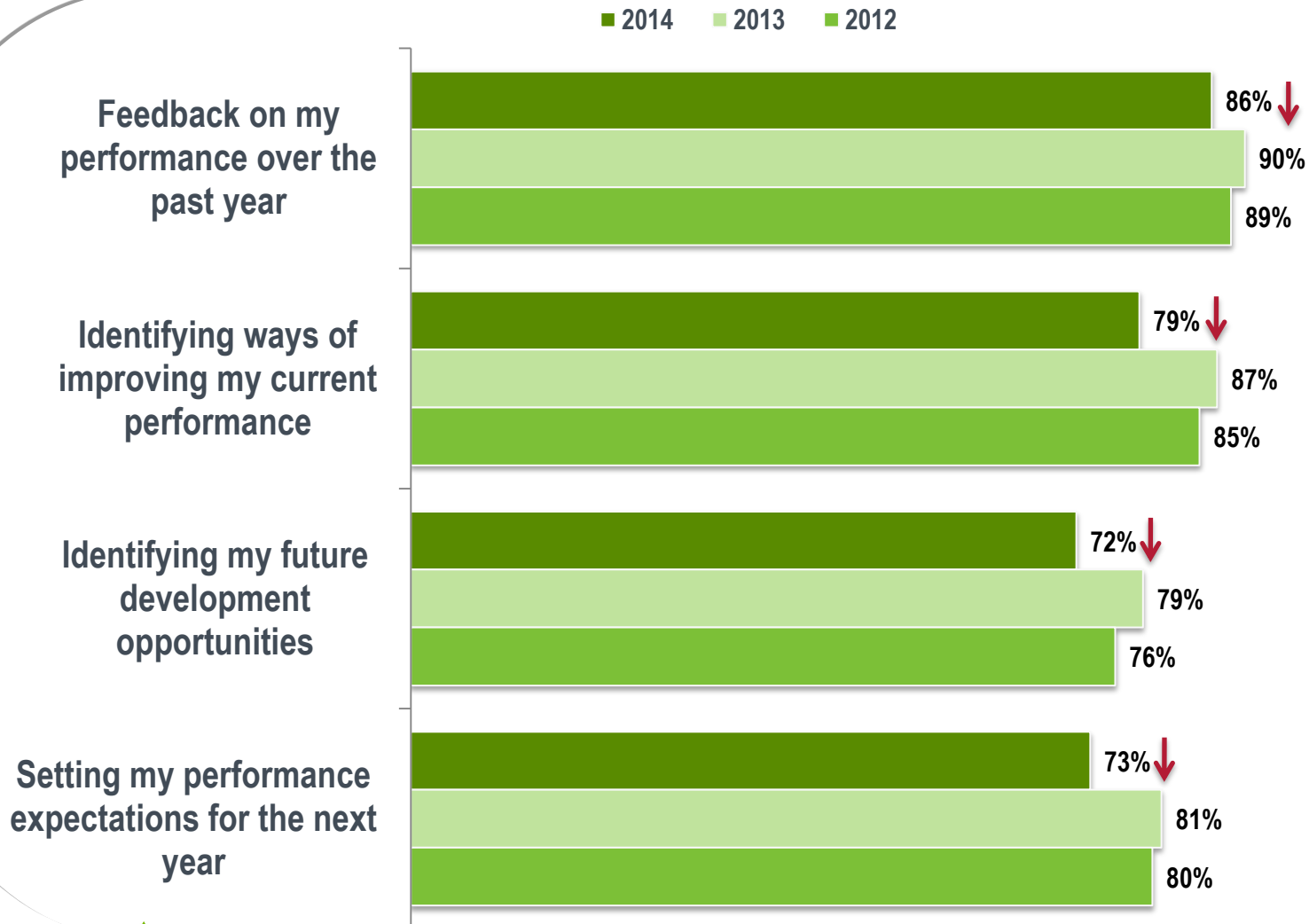


Significant increase from last year



Significant decrease from last year

Results If Employee Had Performance Review



Significant increase from last year

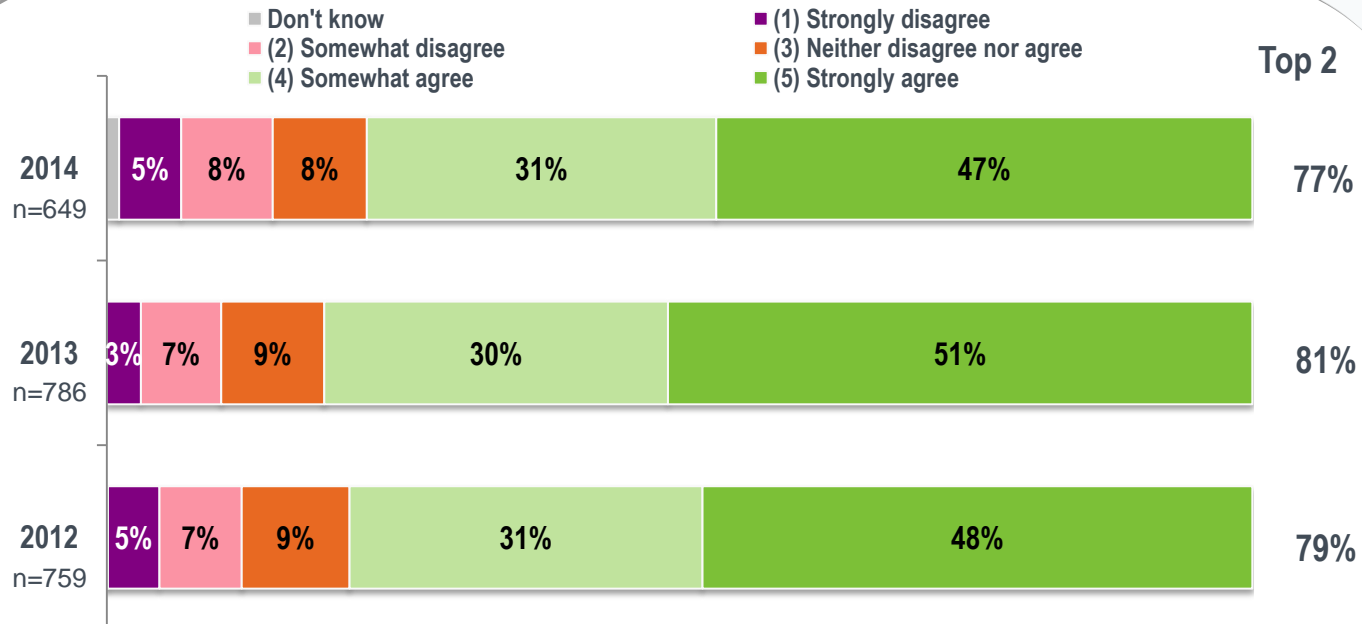


Significant decrease from last year

My Supervisor / Manager

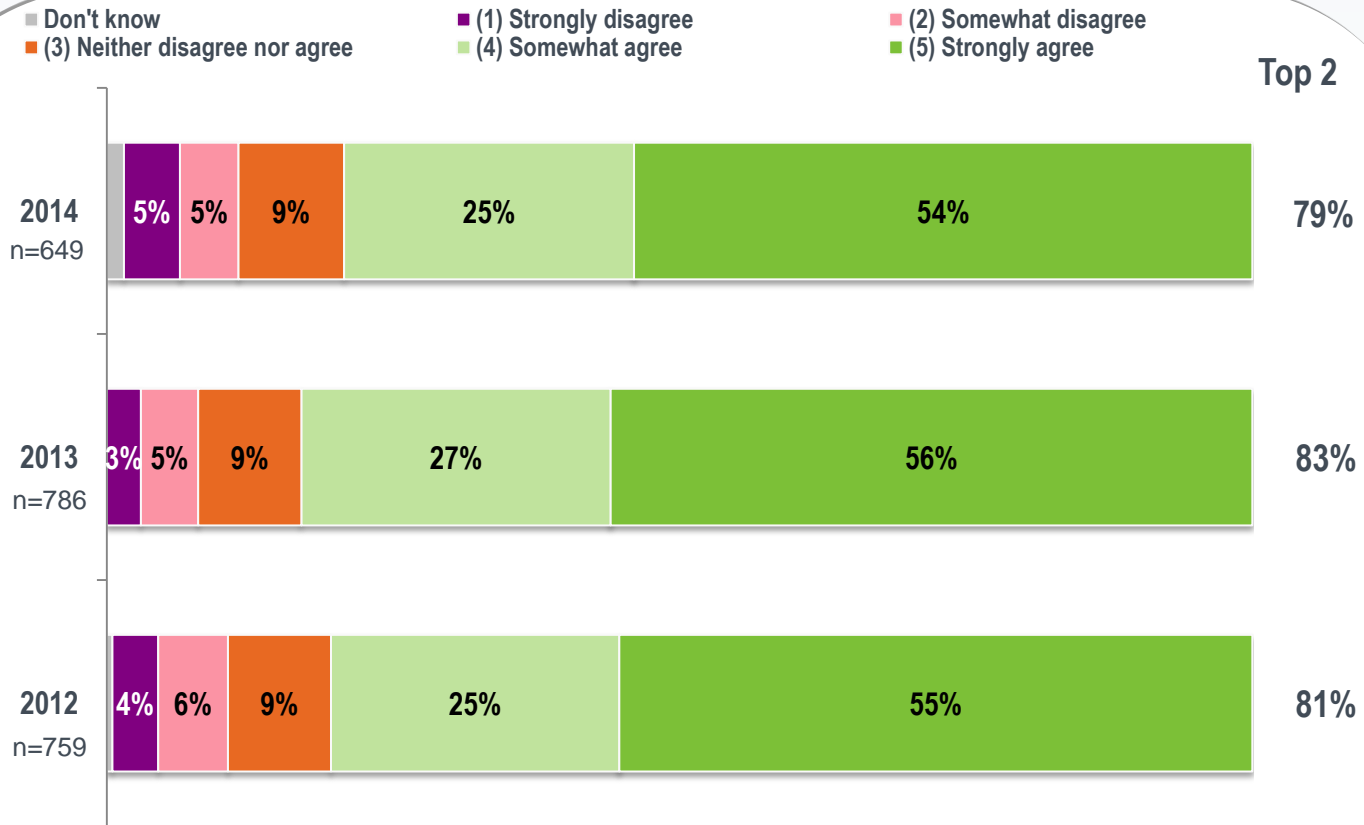
Confidence in Supervisor

I have confidence in the decisions made by the person I report to.



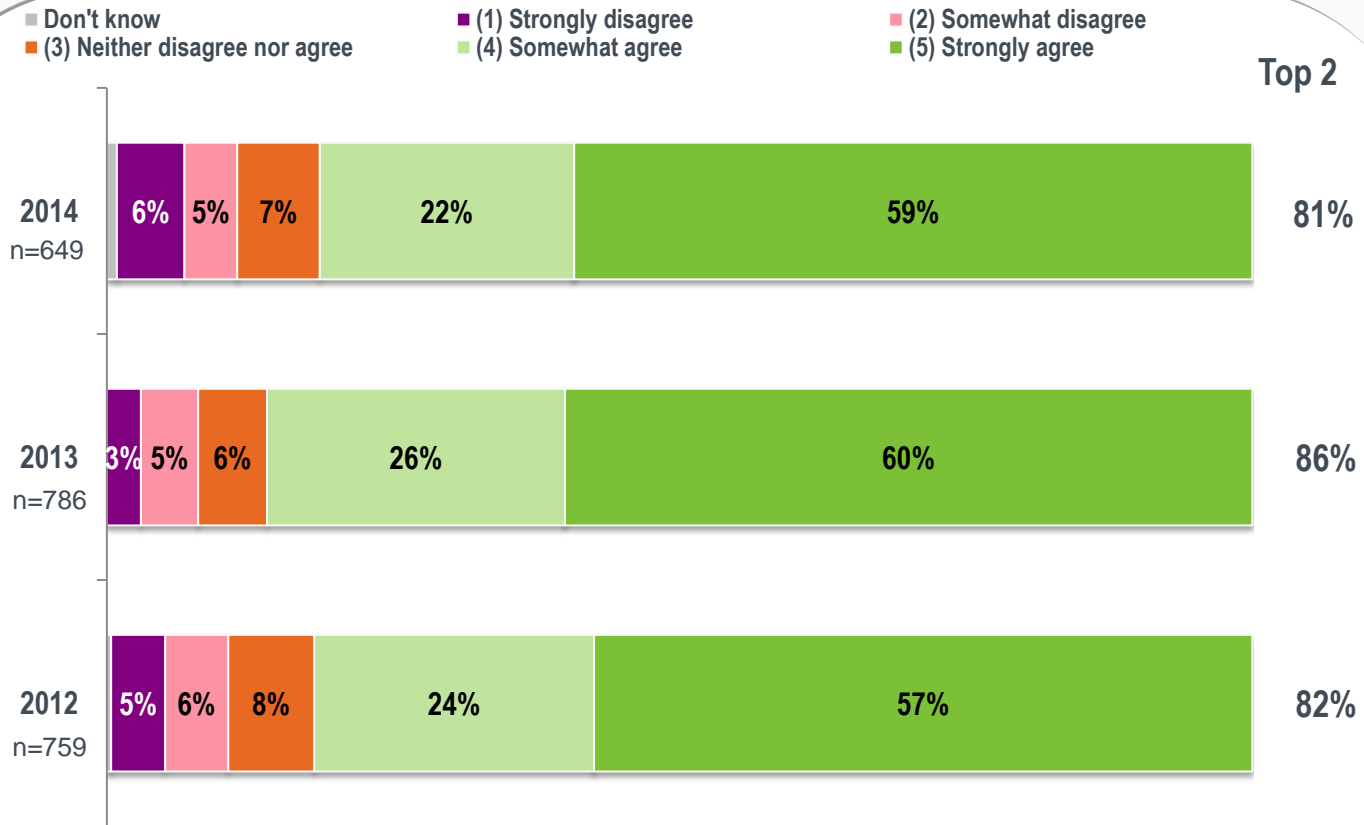
Supervisor Encouraging

The person I report to encourages and supports innovative thinking.



Supervisor Promotes Open Communication

The person I report to promotes open and honest communication.

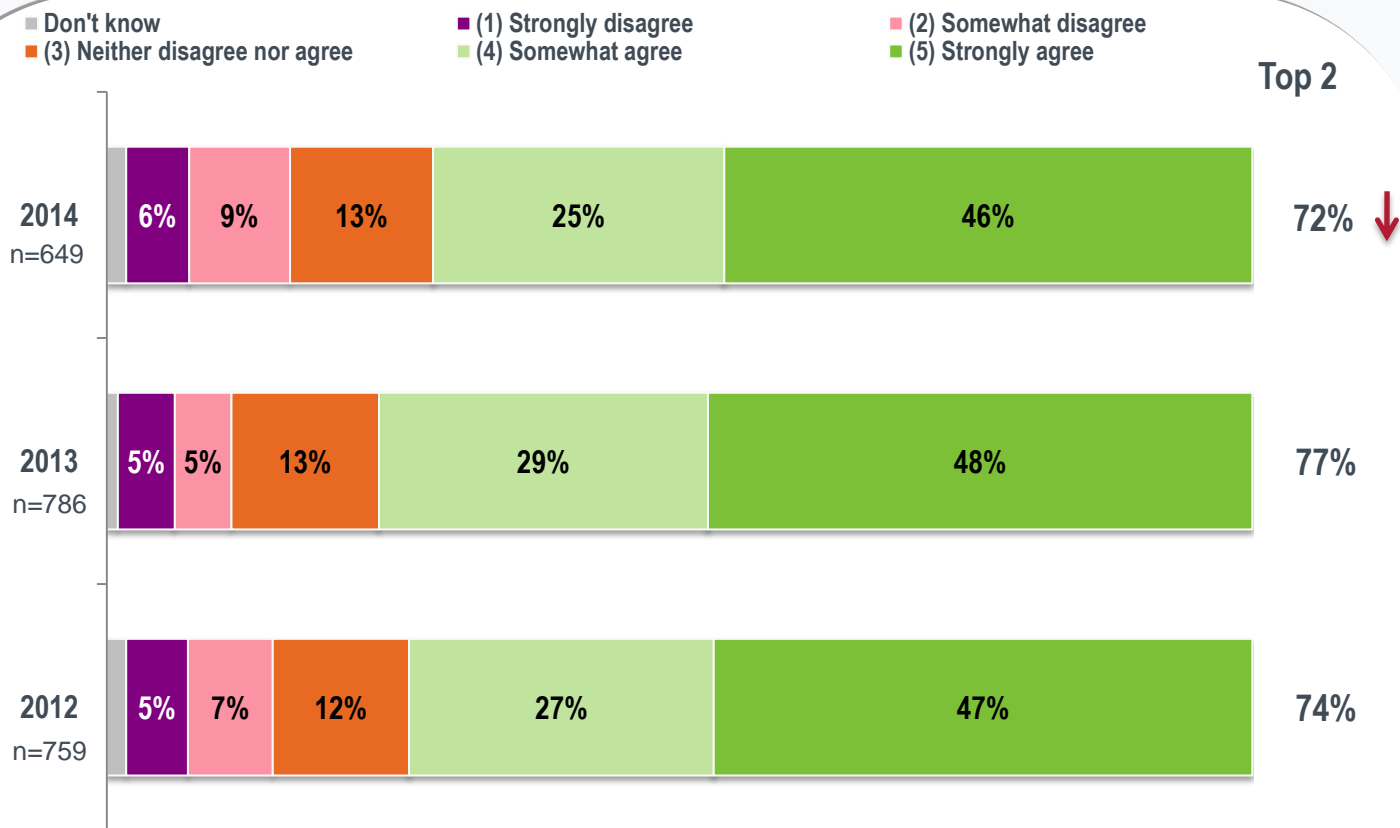


Significant increase from last year

Significant decrease from last year

Supervisor Committed to Development

The person I report to is committed to my development.

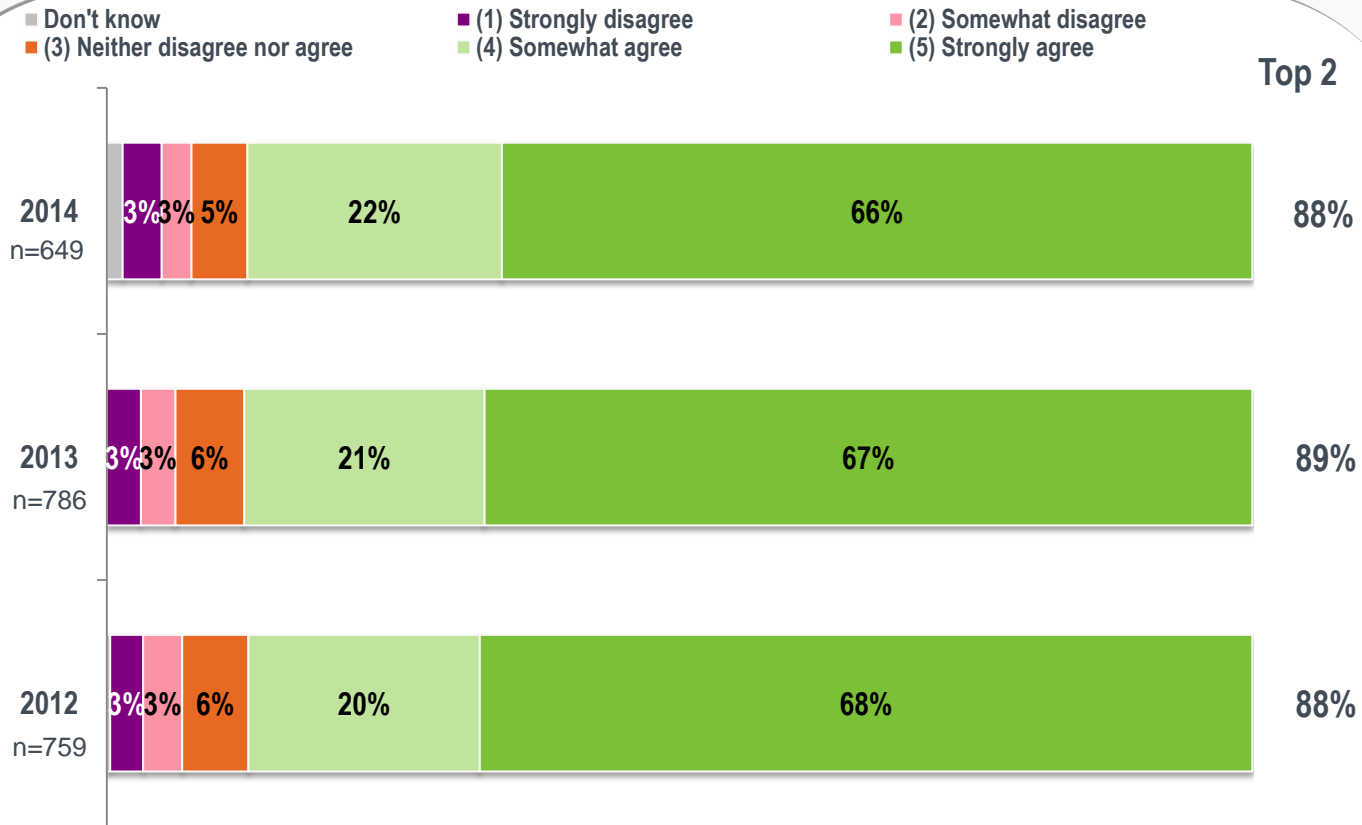


Significant increase from last year

Significant decrease from last year

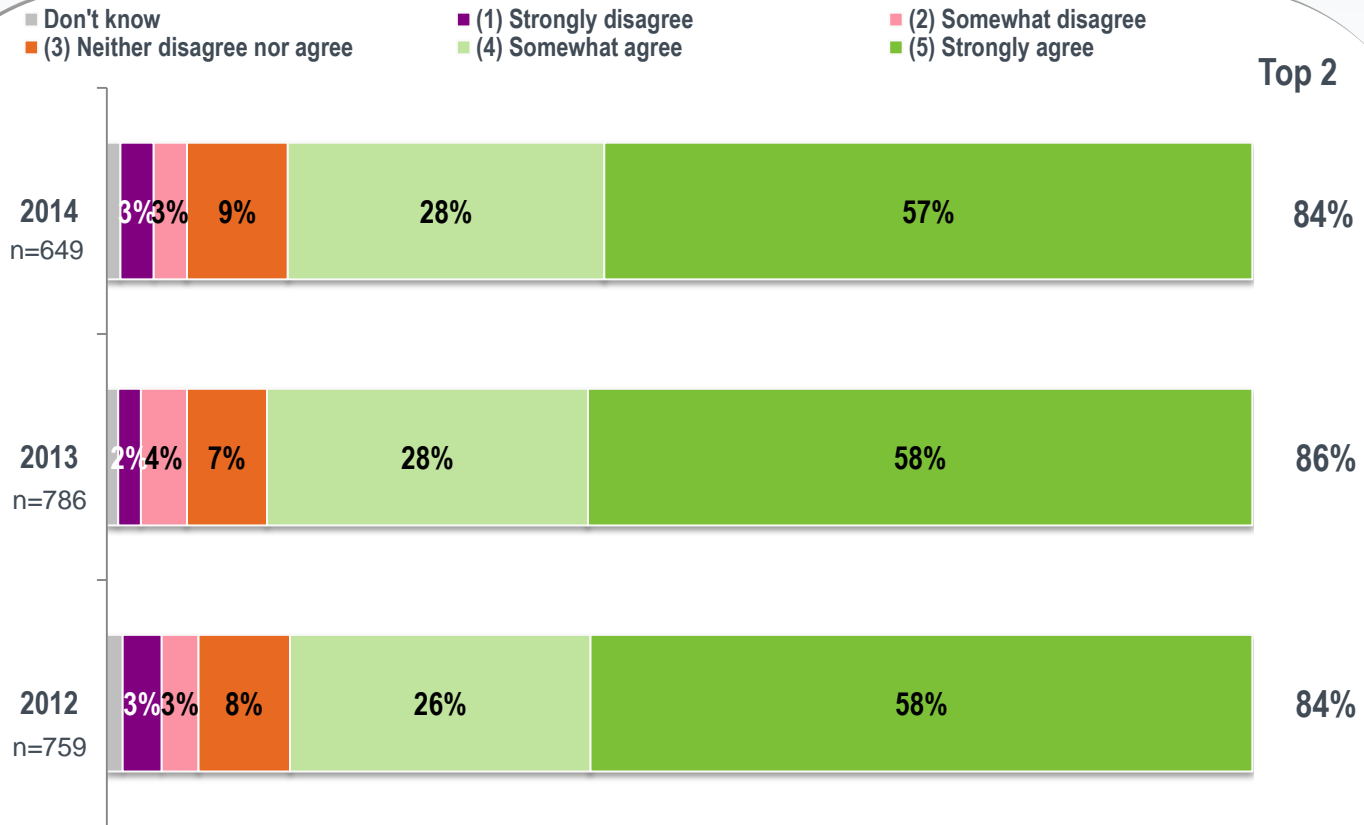
Supervisor Respectful

The person I report to treats me with respect.



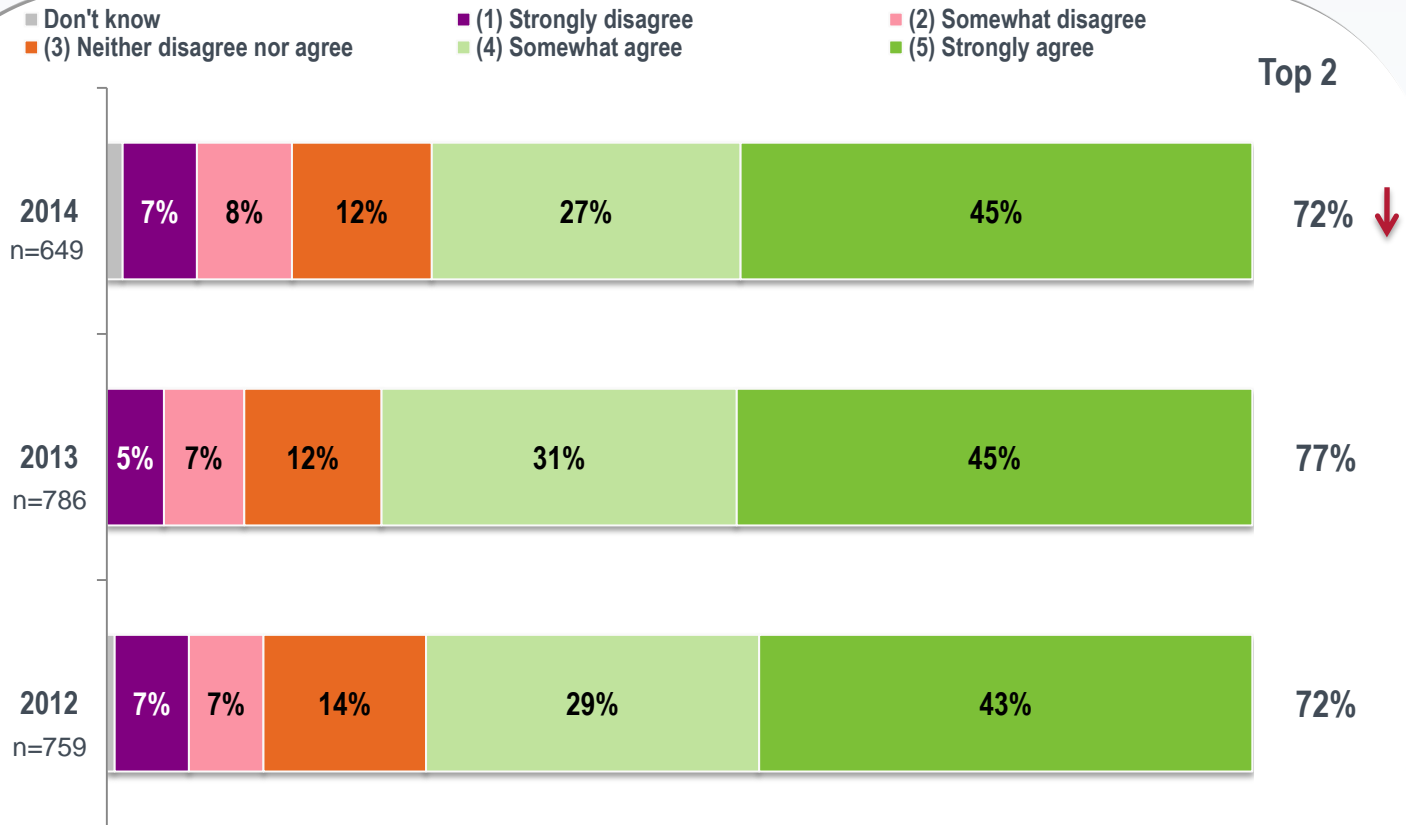
Supervisor Values Contributions

The person I report to values my contributions.



Supervisor Develops Teamwork

The person I report to develops teamwork within our own team.

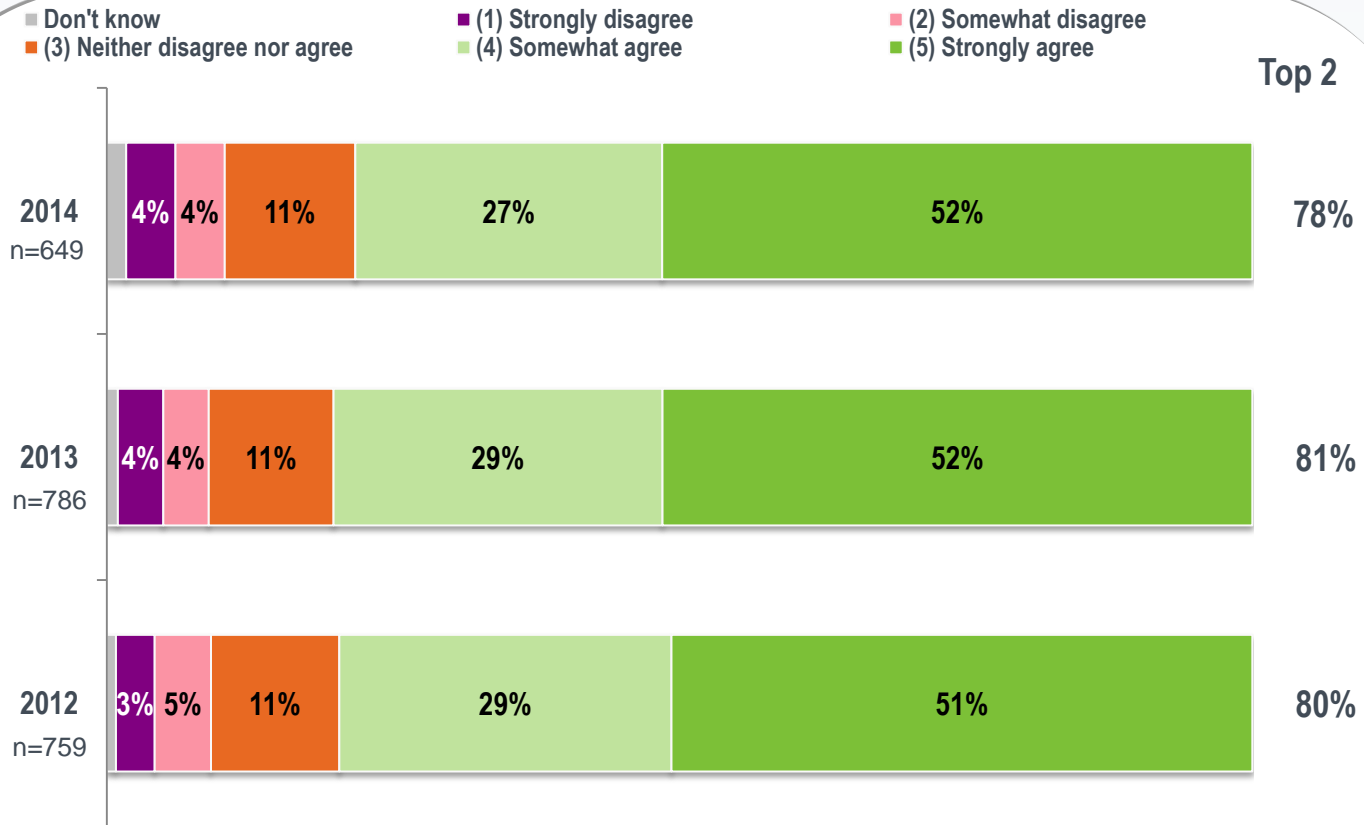


Significant increase from last year

Significant decrease from last year

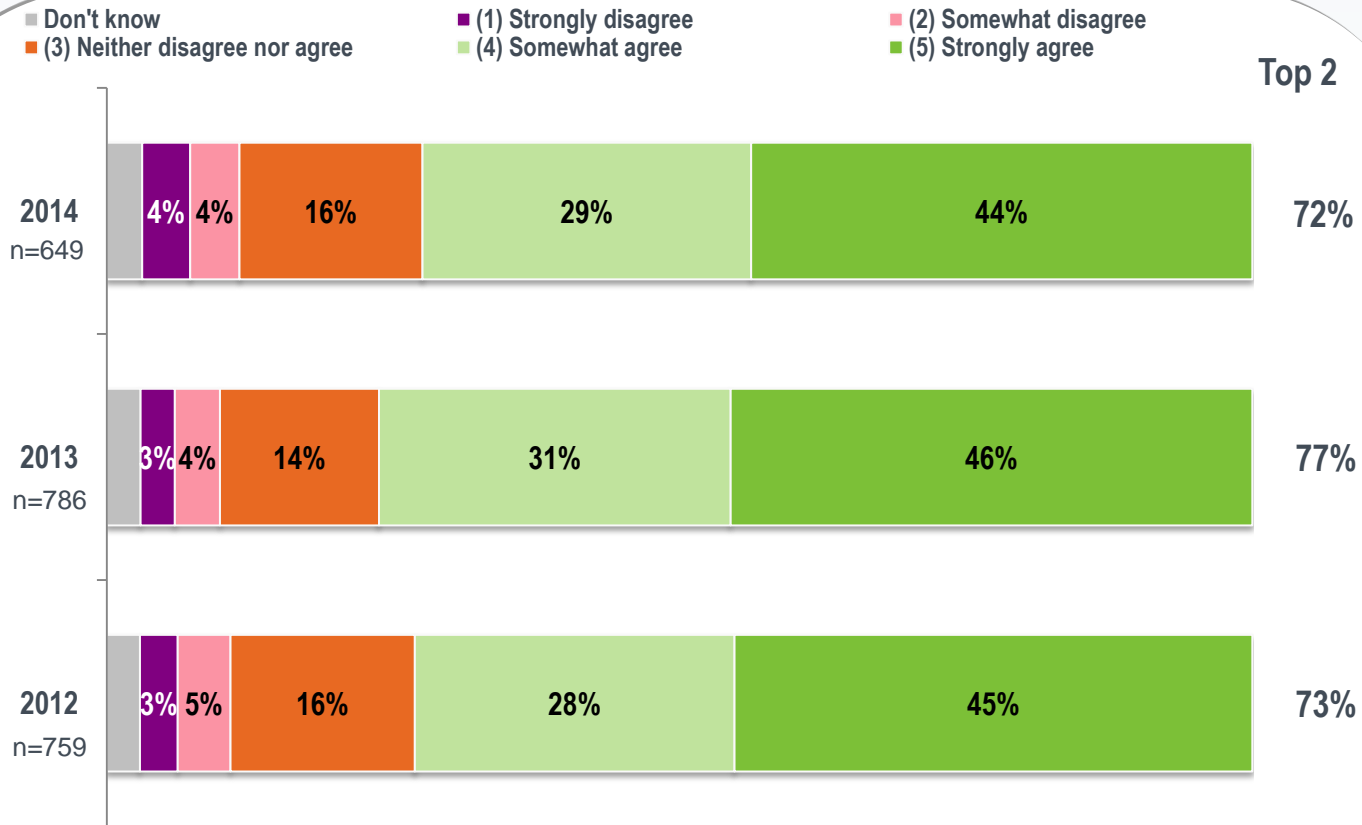
Supervisor Encourages Collaboration

The person I report to encourages collaboration with other teams.



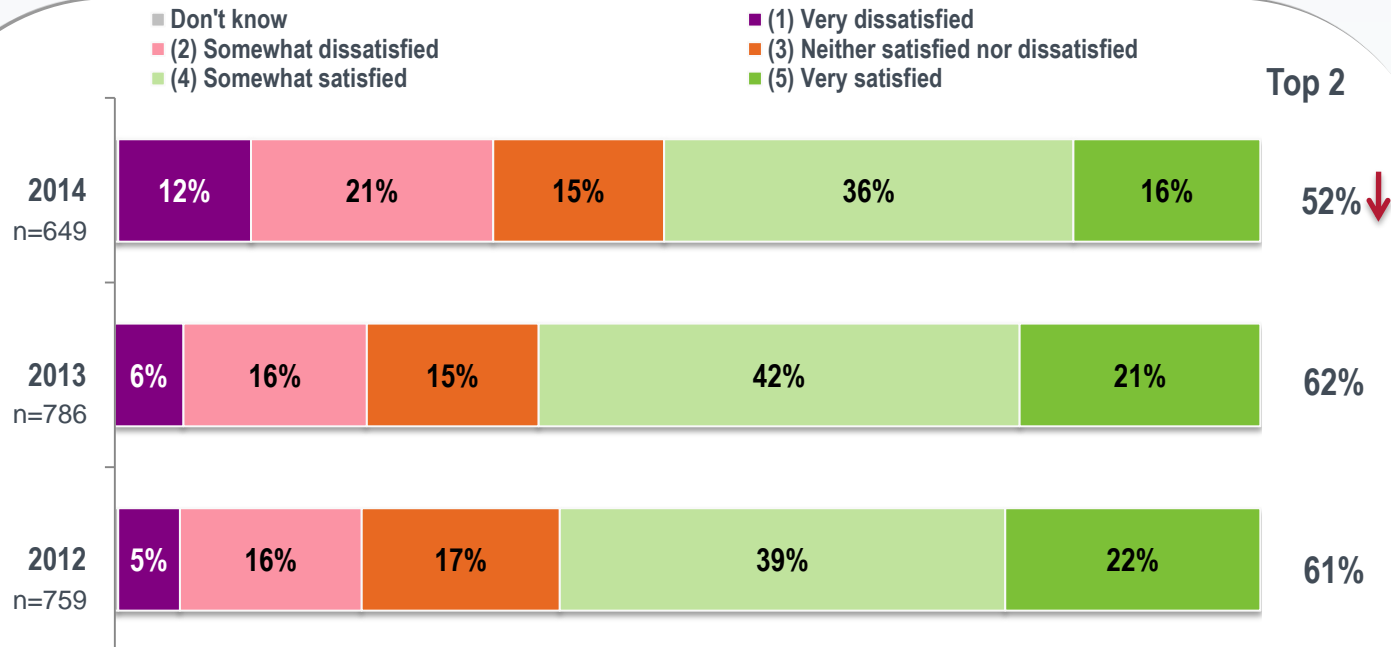
Supervisor Betters Customer Experience

The person I report to continually seeks ways to improve the customers' experience.



Compensation and Benefits

Please rate your satisfaction with the salary.

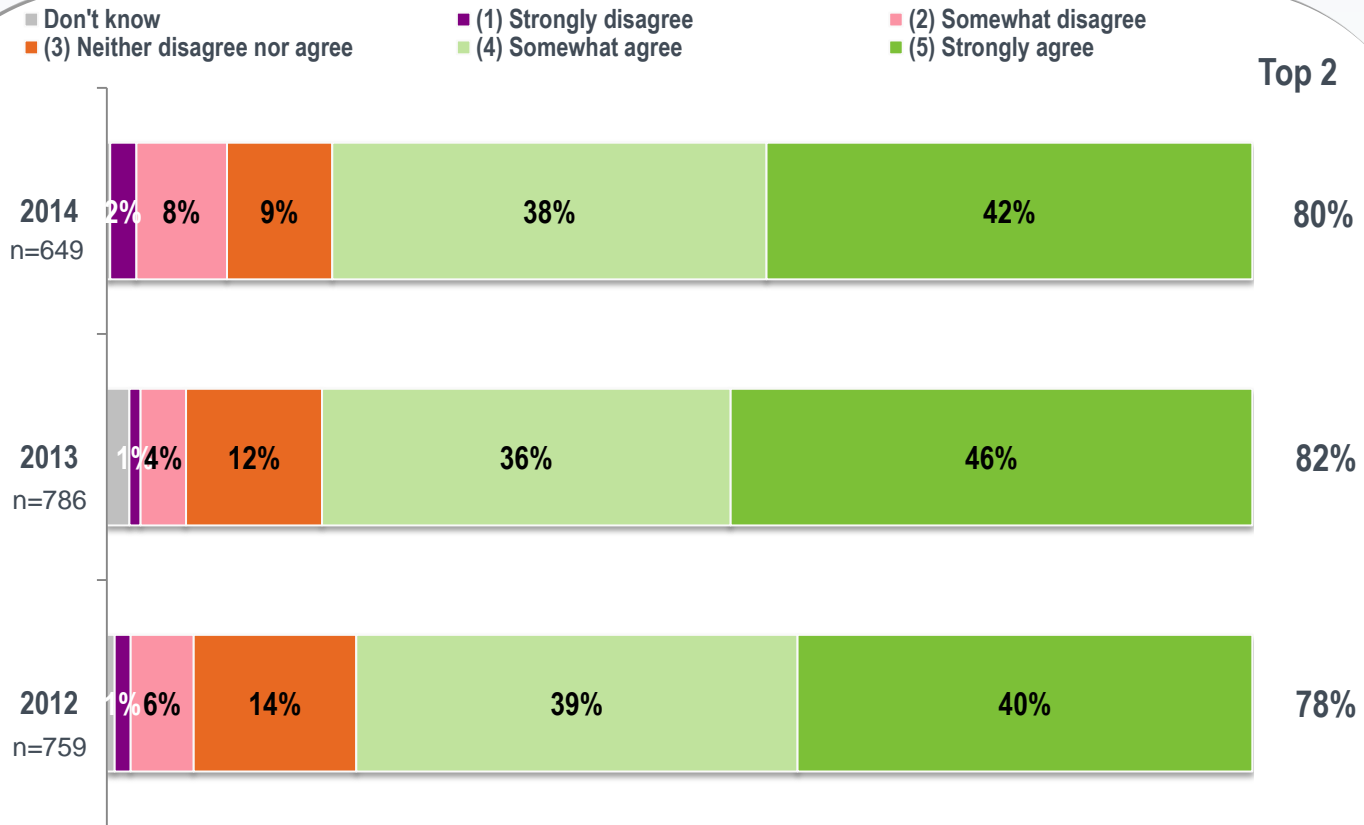


Significant increase from last year

Significant decrease from last year

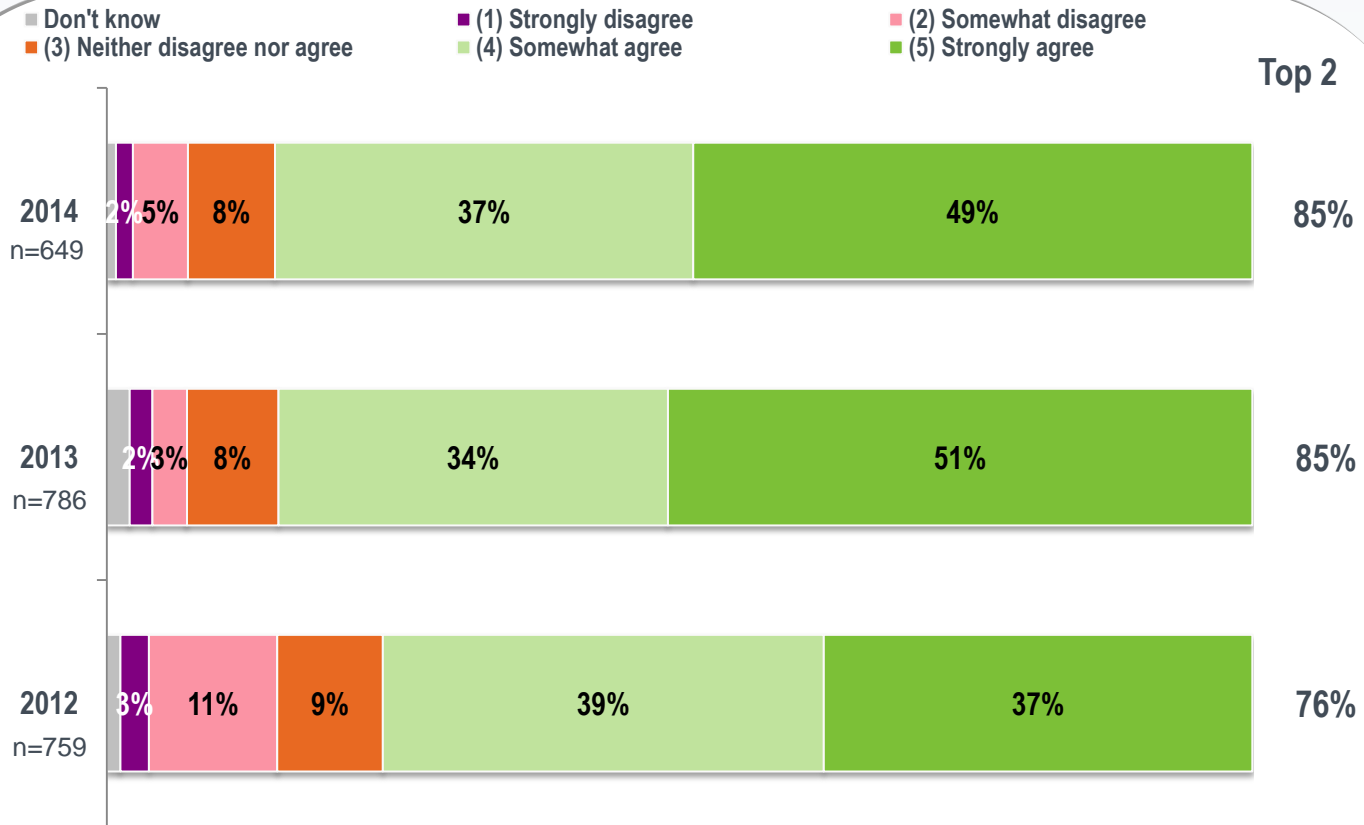
Well Informed About Benefits Package

I am well informed about my benefits package.



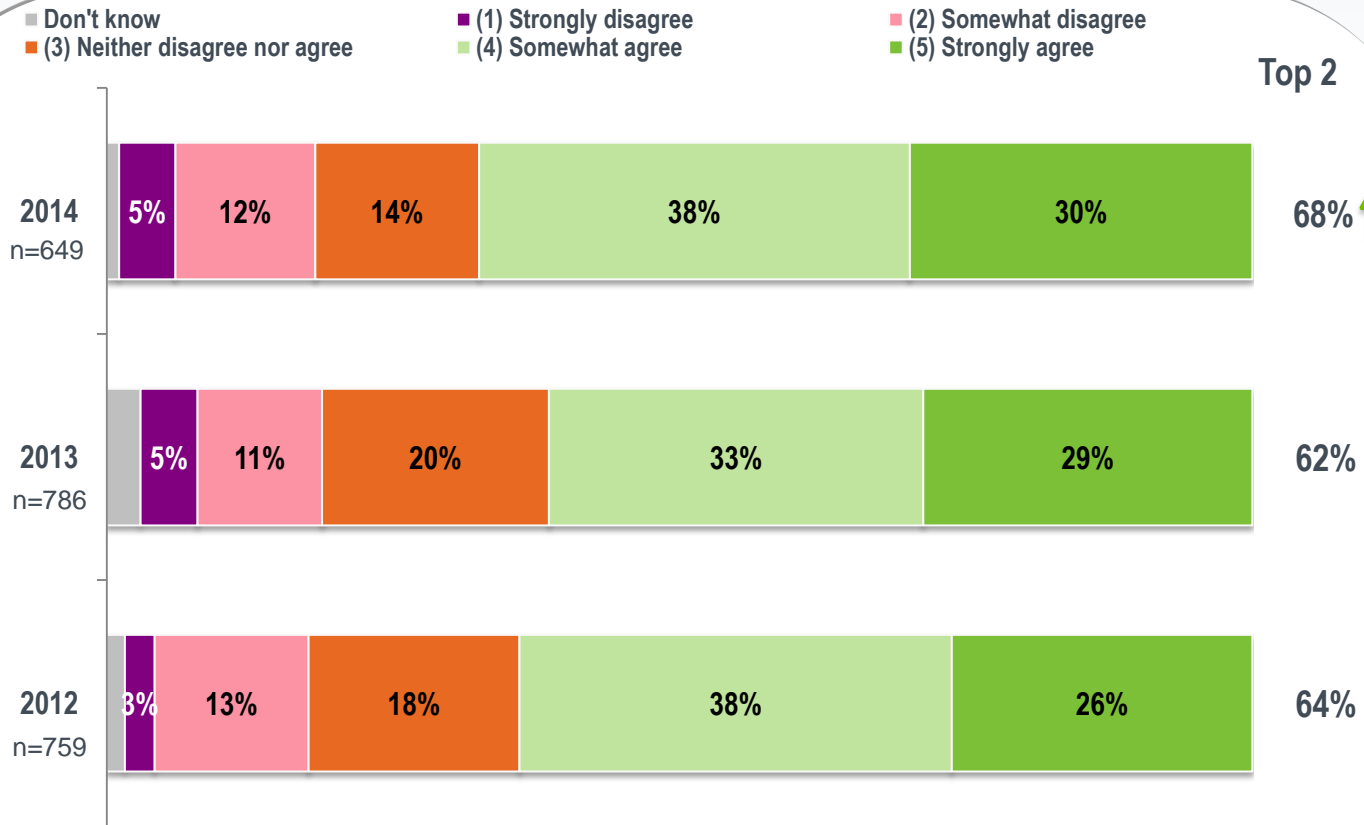
Benefits Meet Current Needs

My benefits package meets my current needs.



Pension/Retirement Savings Program

I am well informed about my pension/retirement savings program.

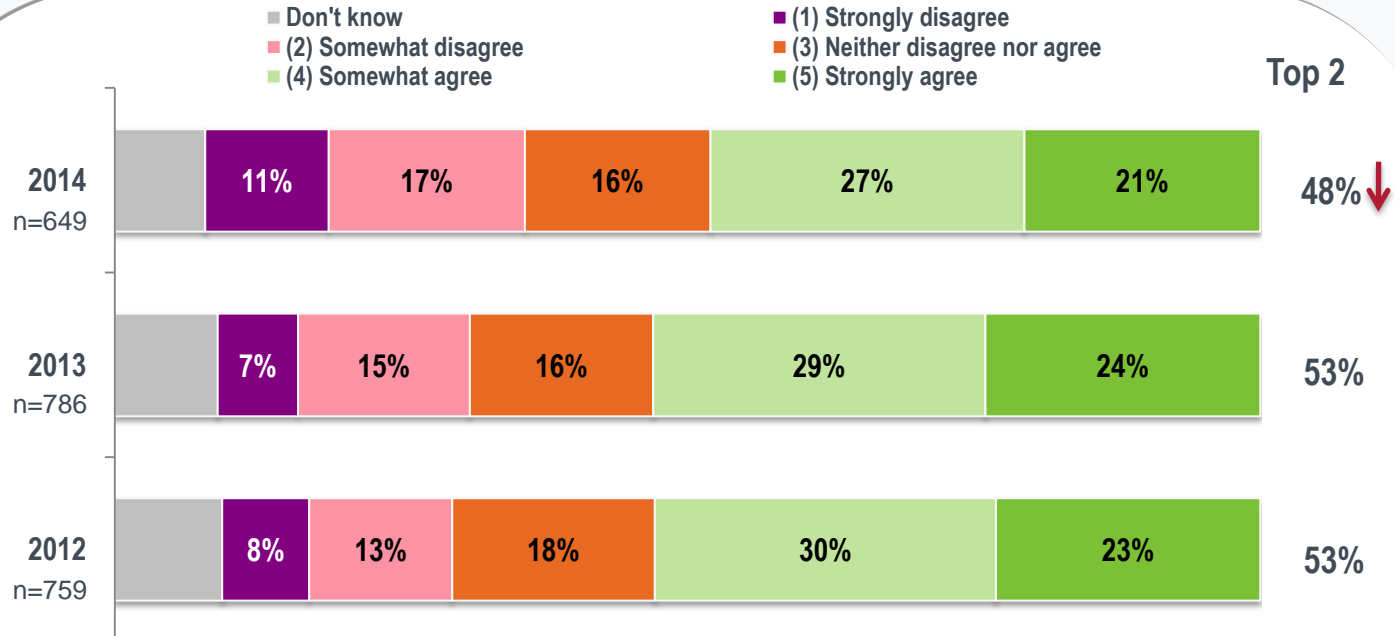


Significant increase from last year

Significant decrease from last year

Comparable within BCLC

I feel that my overall compensation package is comparable with people doing a similar job within BCLC.

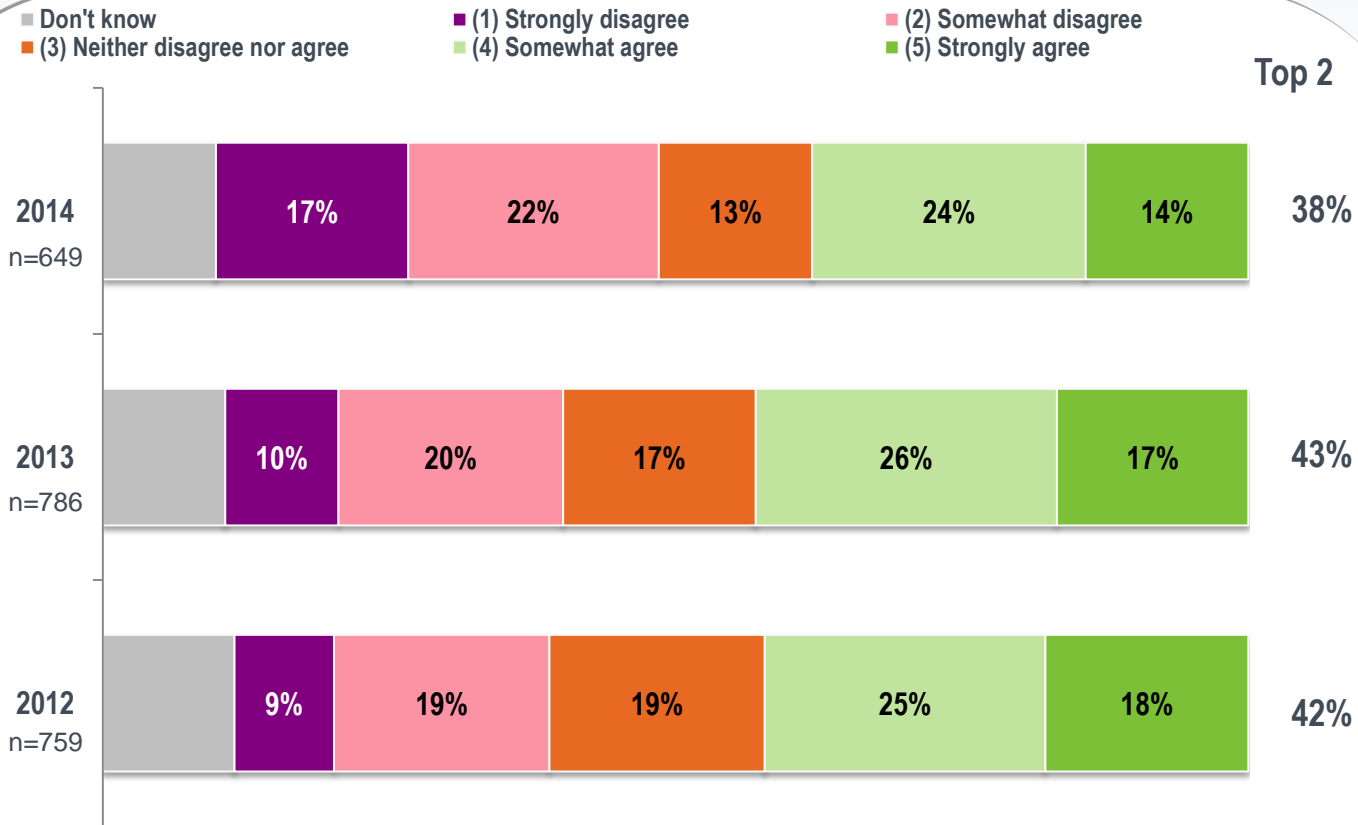


Significant increase from last year

Significant decrease from last year

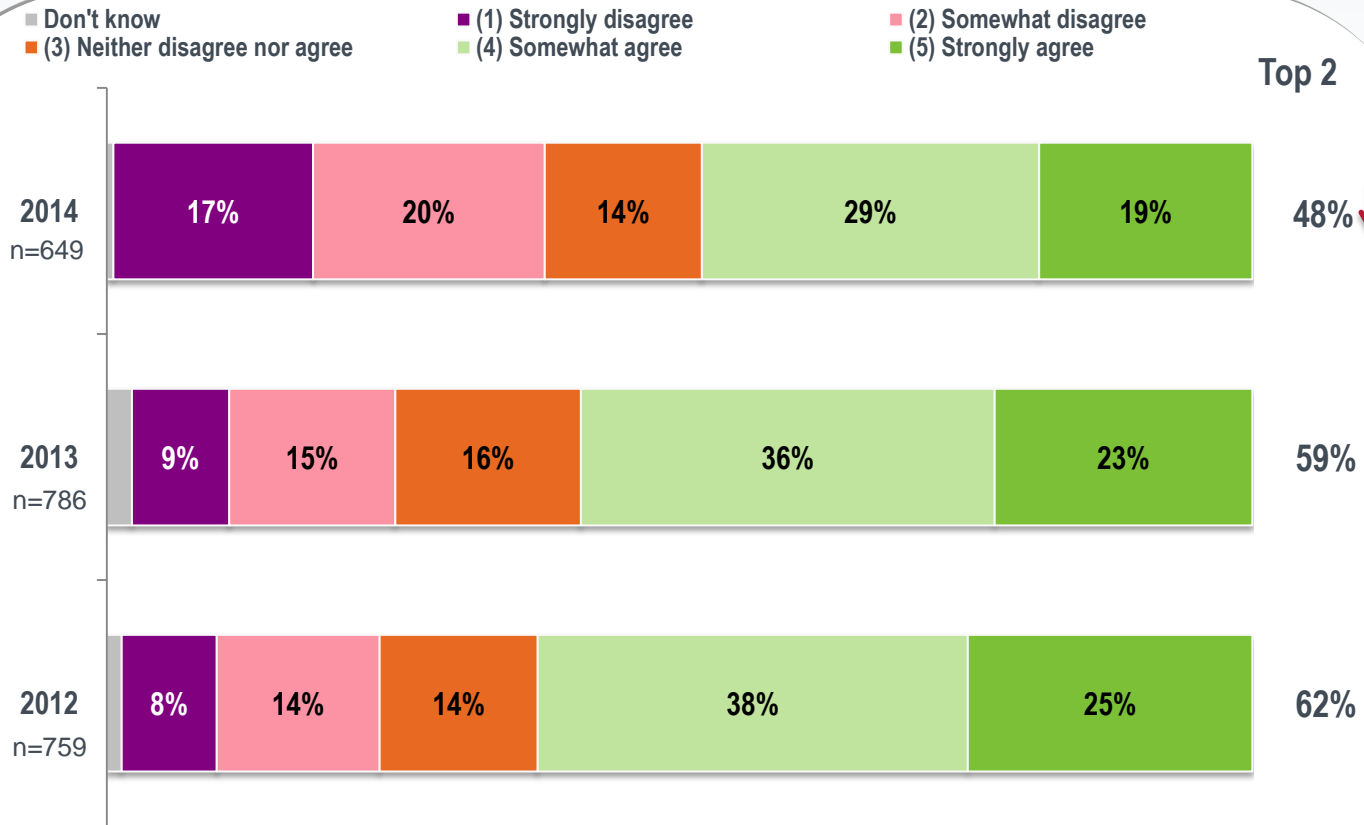
Comparable with other similar organizations

I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job with other similar organizations.



Reflect Performance

My overall compensation package (pay, bonus and benefits) reflects my performance.

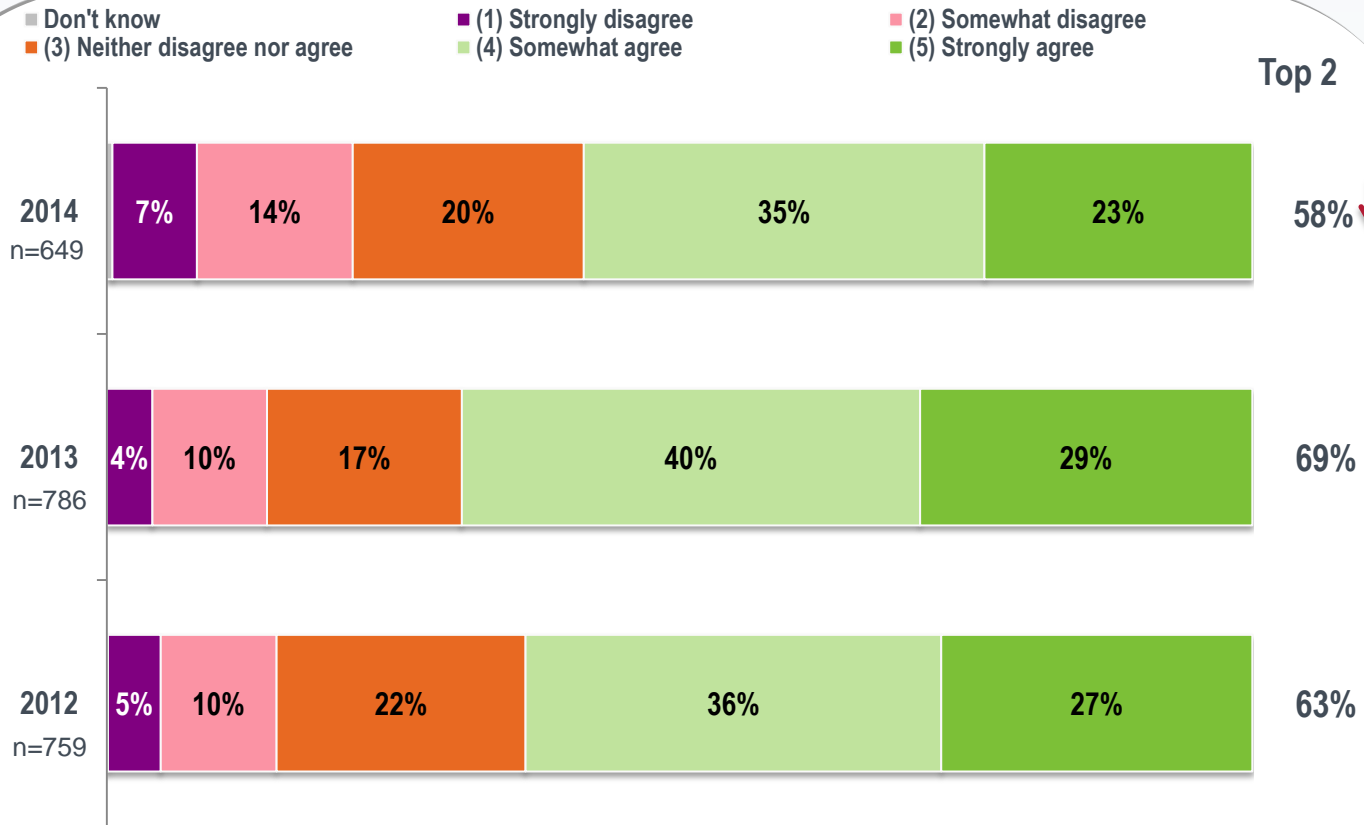


Significant increase from last year

Significant decrease from last year

The Influence of BCLC

BCLC inspires me to do my best work.

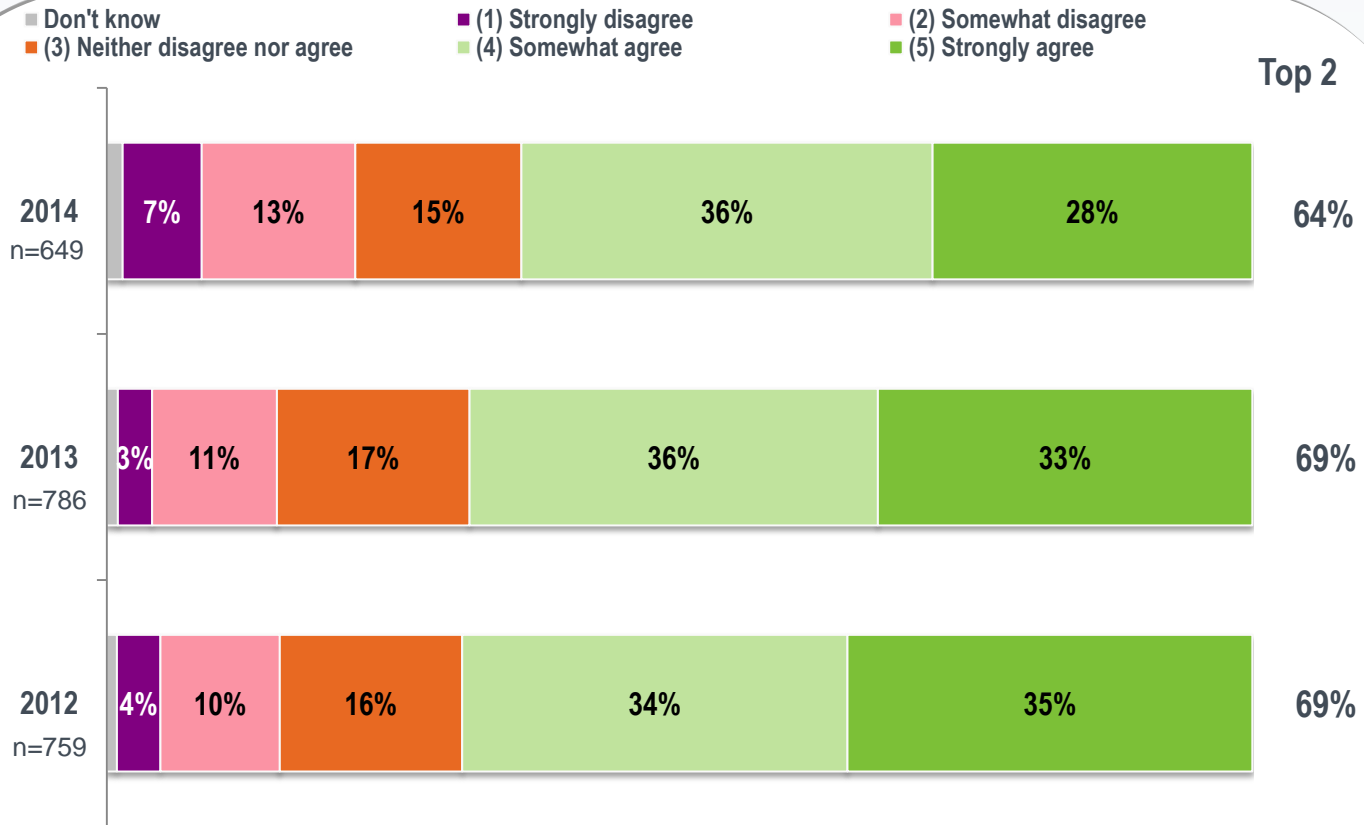


Significant increase from last year

Significant decrease from last year

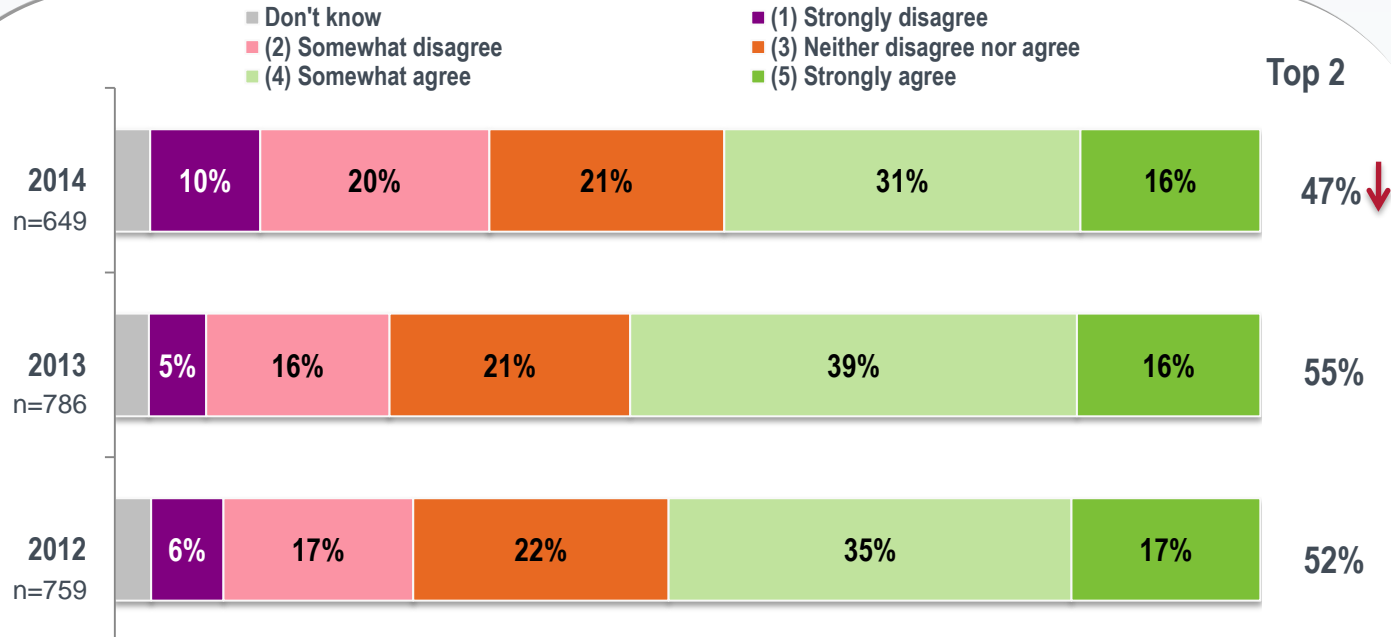
Responsibility of Job

The right conditions are in place at BCLC for me to take full responsibility of my job.



Developing Employees

BCLC is good at developing employees to their utmost potential.

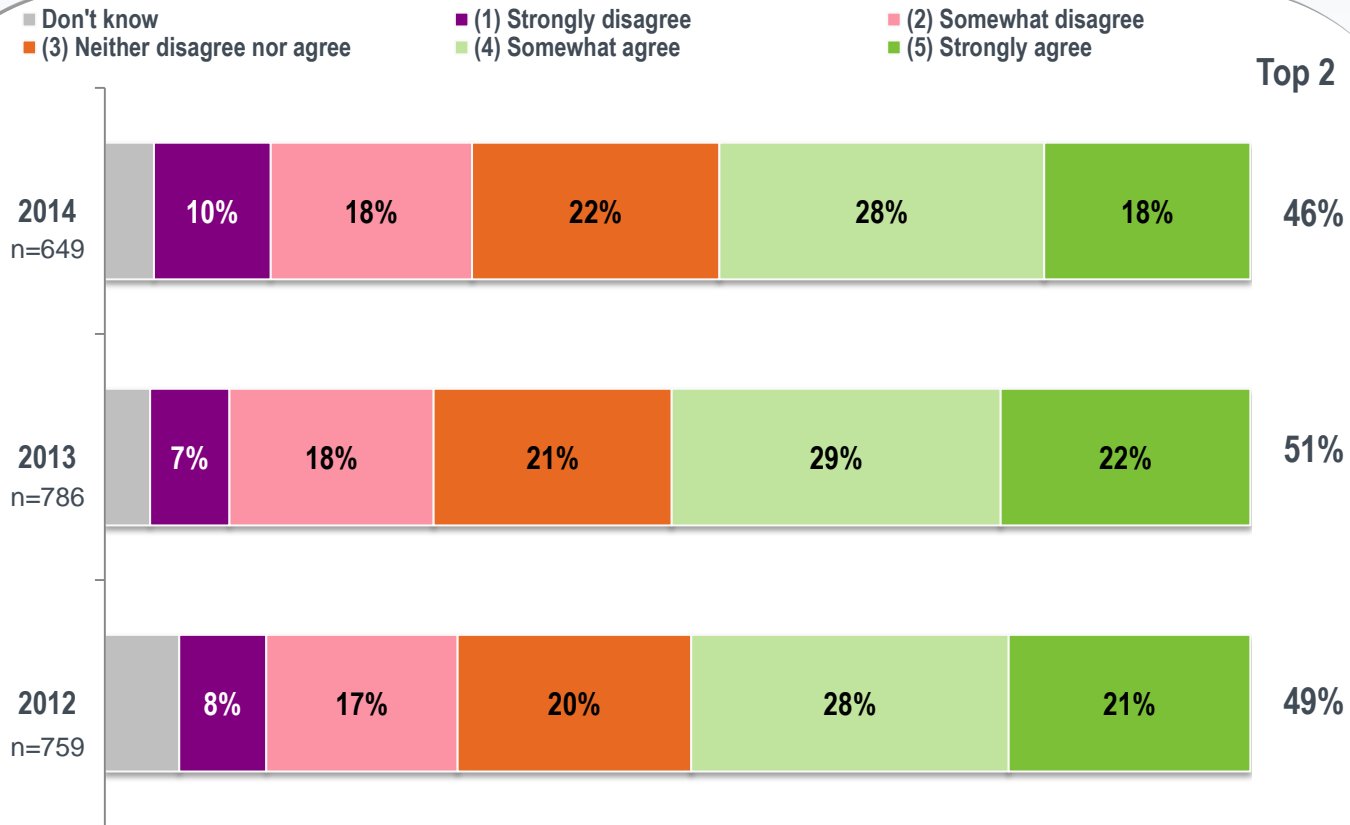


Significant increase from last year

Significant decrease from last year

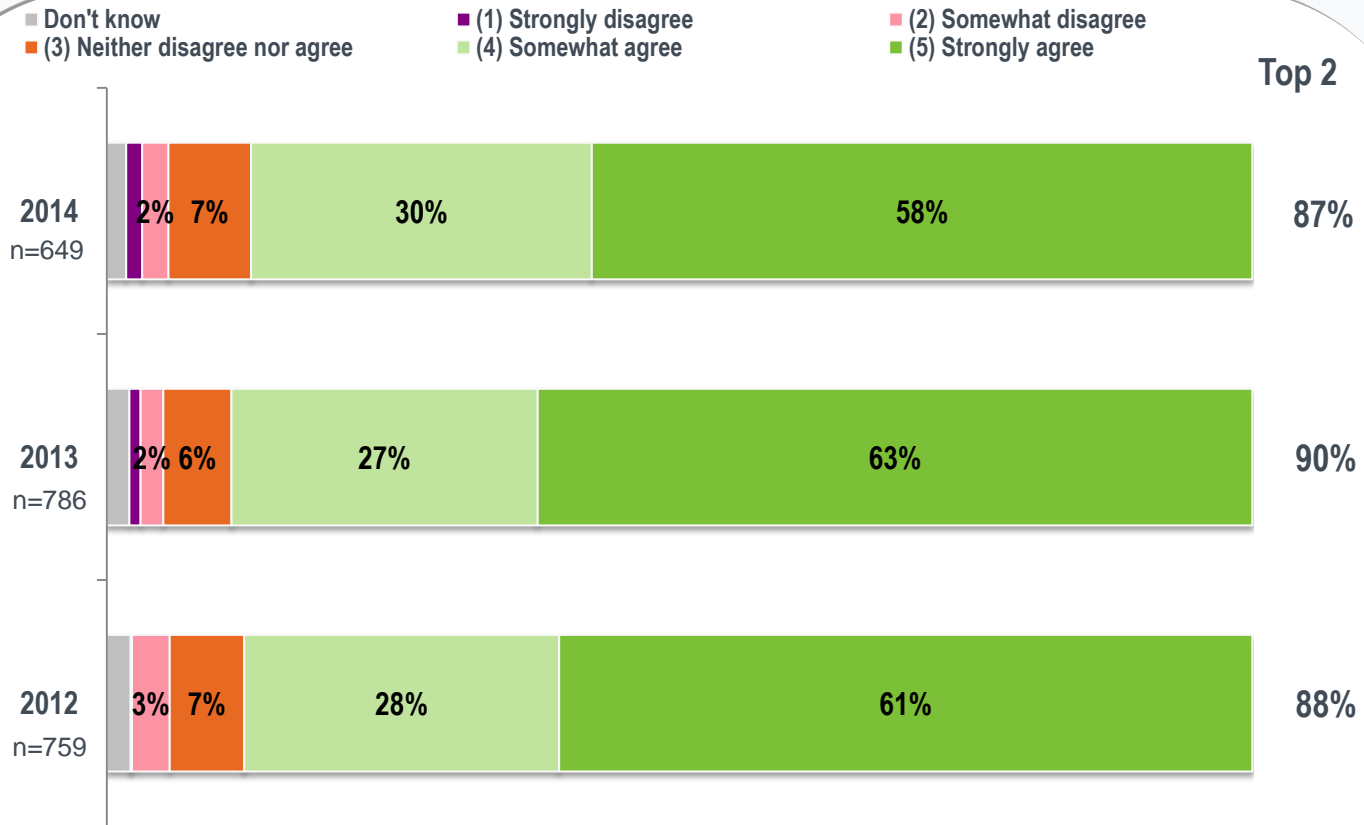
Customer Feedback is Shared

Customer feedback is shared across the company.



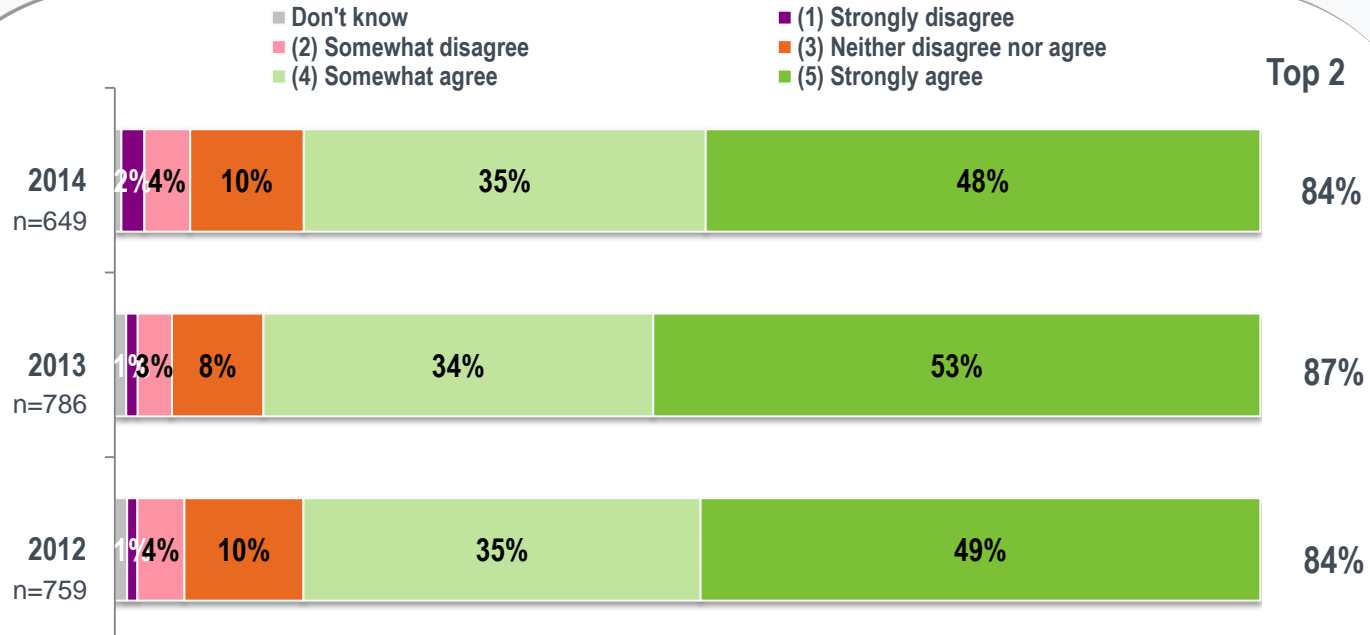
Business Conducted Fairly

BCLC consistently conducts business in a fair, honest, and trustworthy manner.



Operates in Alignment with Values

The way BCLC operates is in alignment with its values.



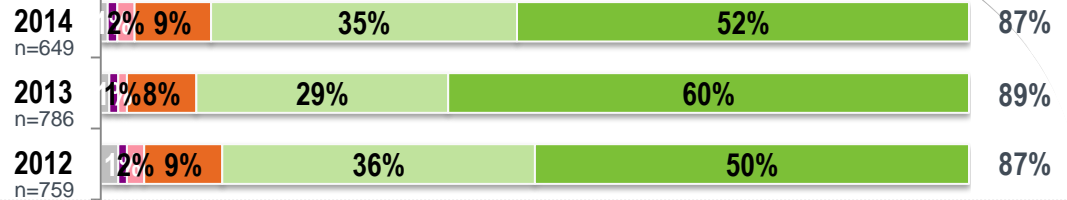
Corporate Values and Responsibilities

Corporate Responsibility

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

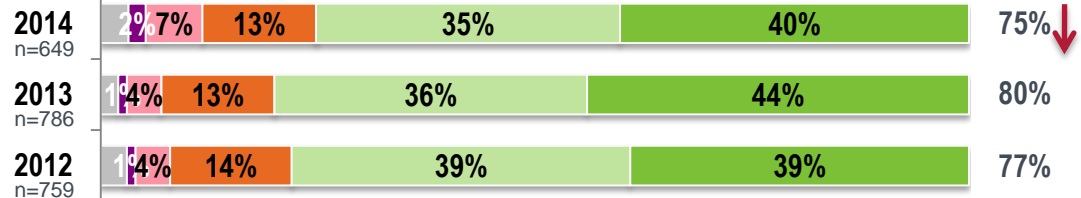
BCLC is a good corporate citizen



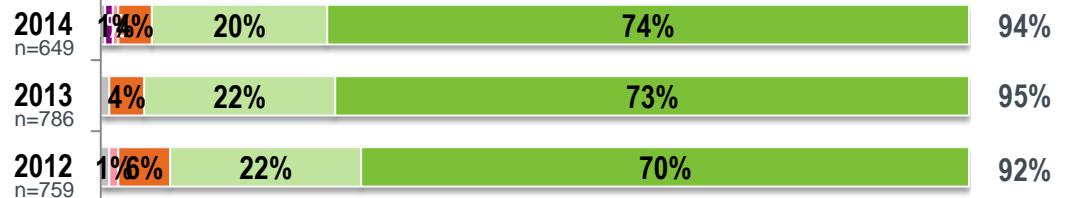
BCLC encourages British Columbians to play responsibly.



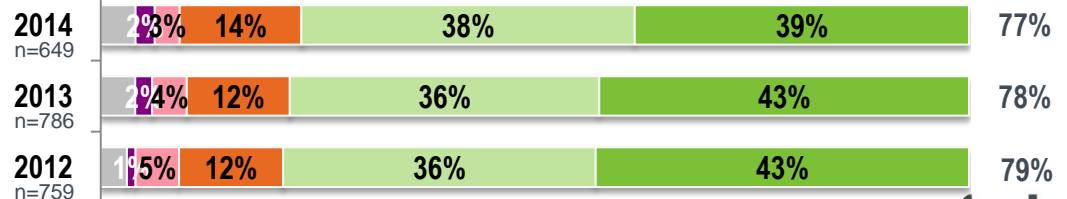
BCLC is transforming to a player-friendly company



BCLC makes a positive contribution to the province of BC



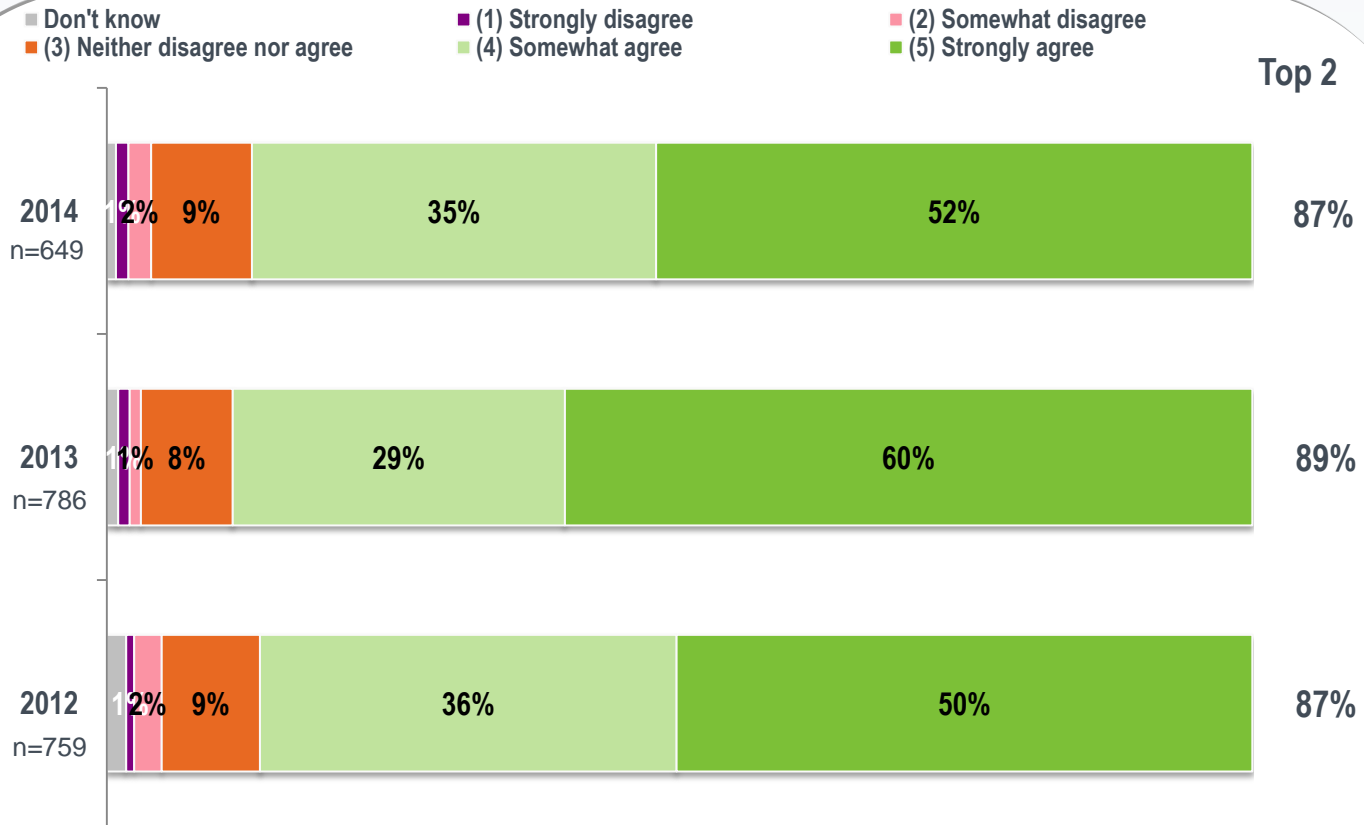
BCLC is environmentally responsible



Significant increase from last year
Significant decrease from last year

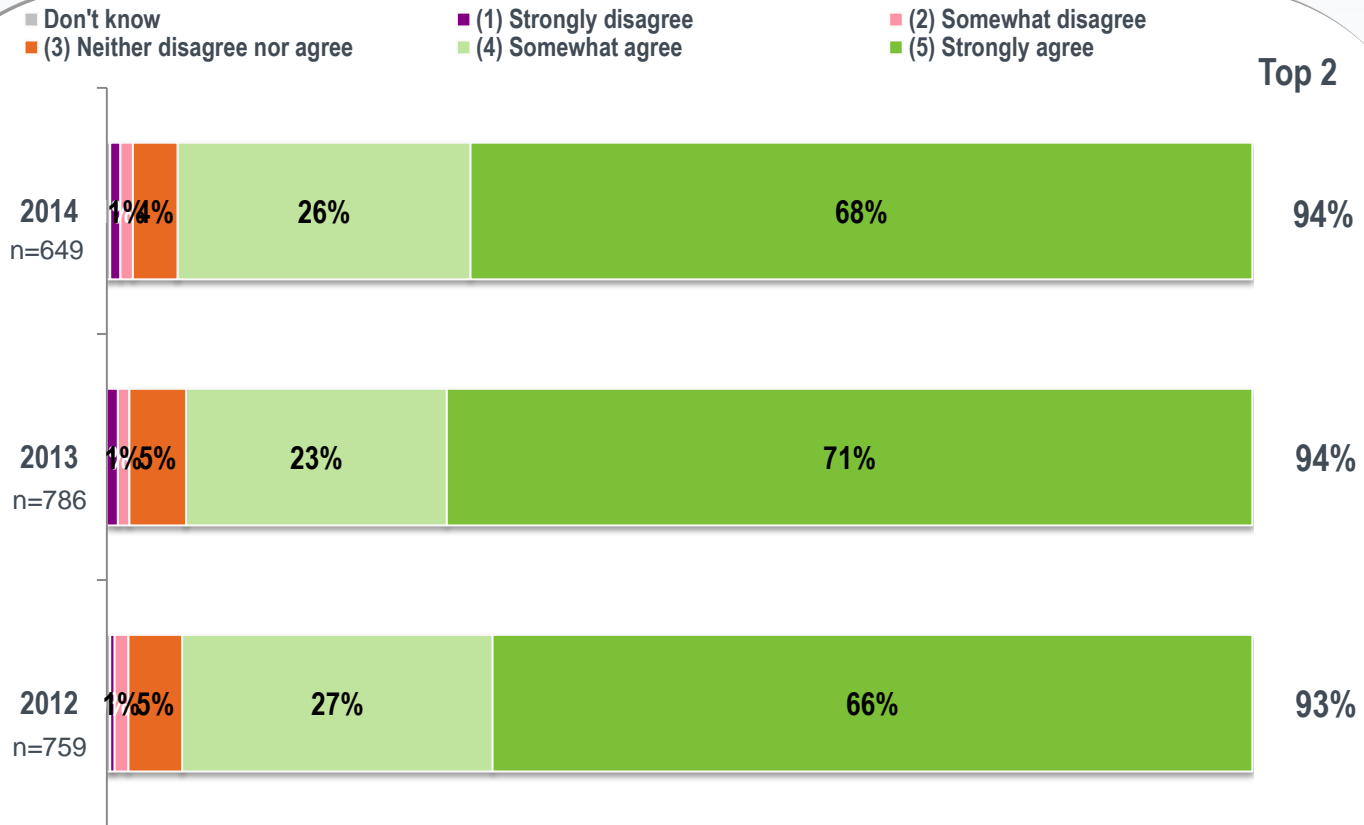
Corporate Citizen

BCLC is a good corporate citizen.



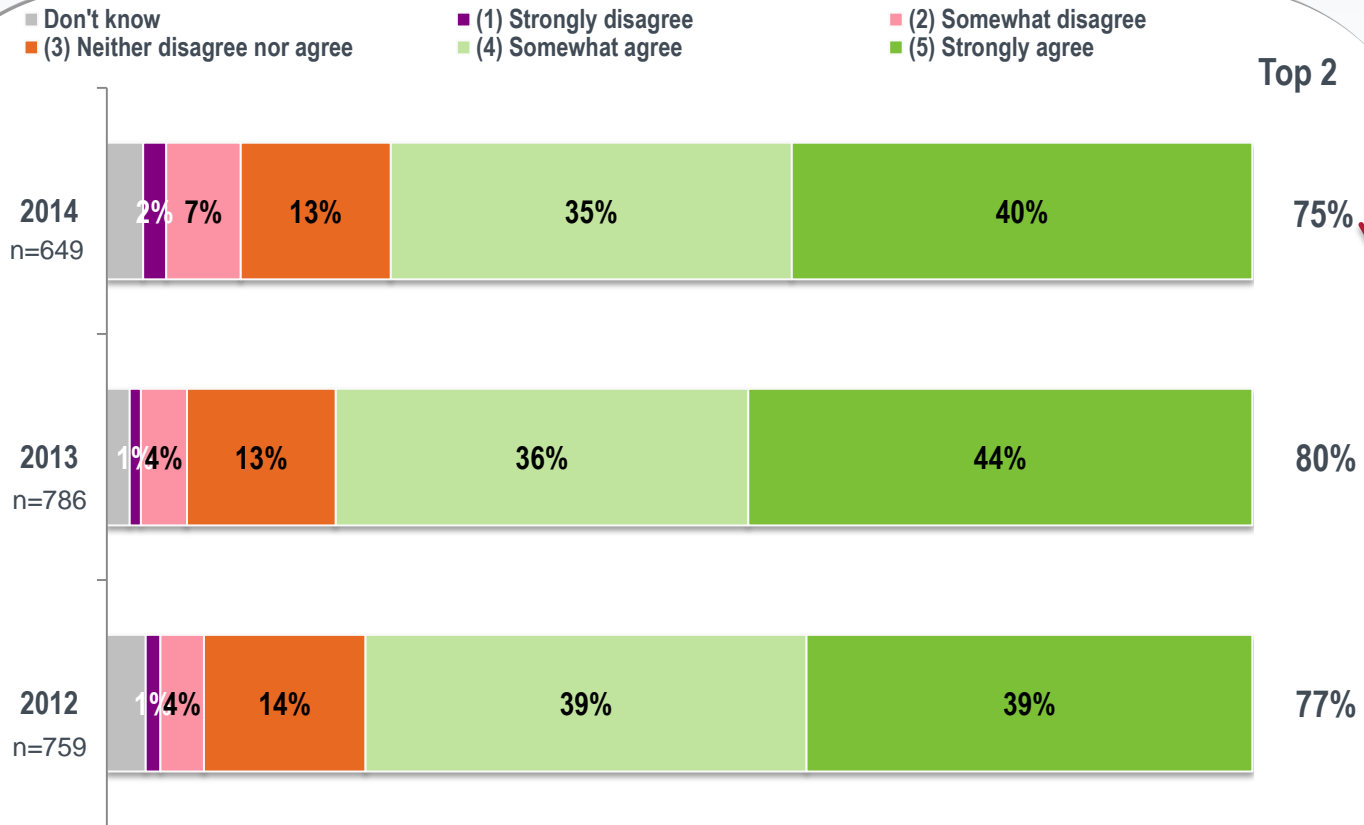
Play Responsibly

BCLC encourages British Columbians to play responsibly.



Player-centric Company

BCLC is transforming to a player-friendly company.

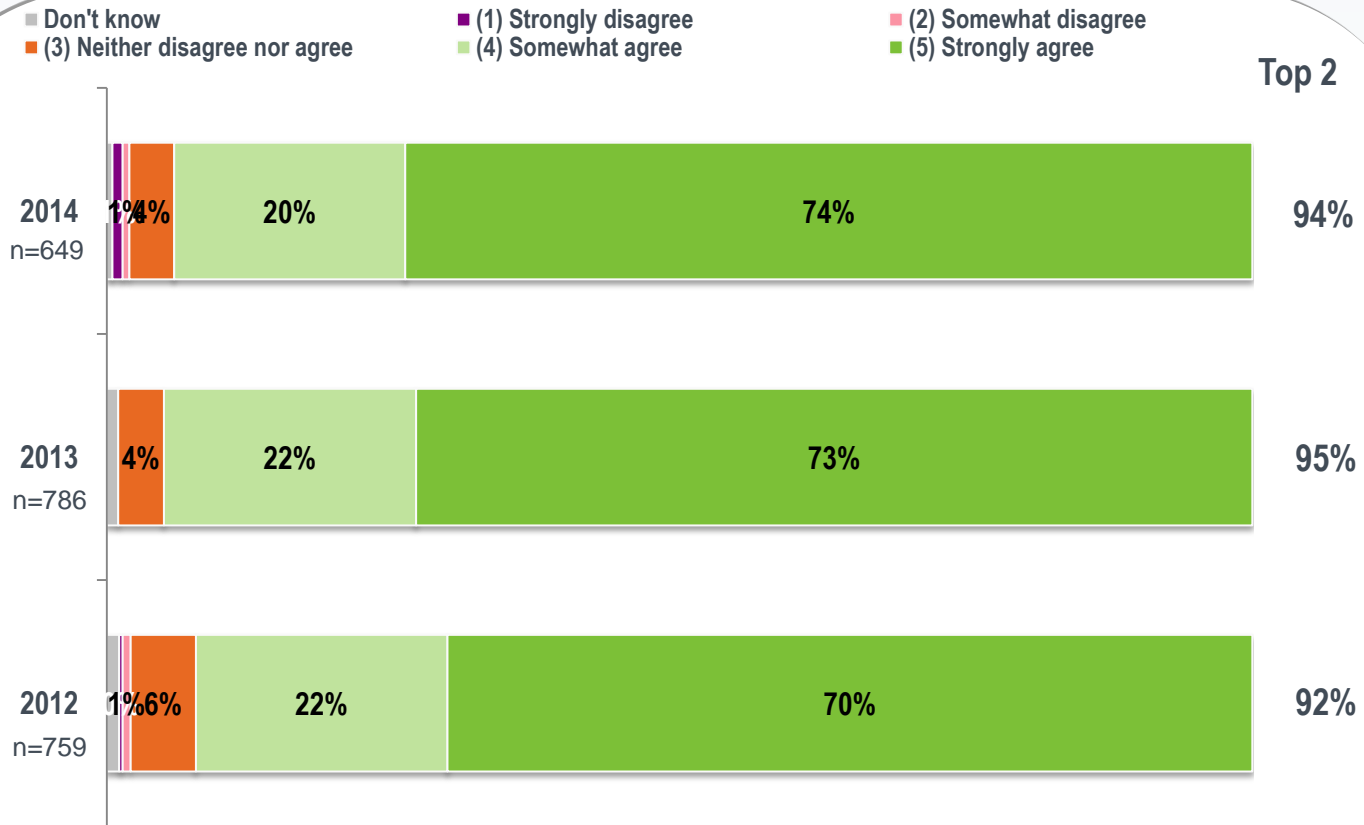


Significant increase from last year

Significant decrease from last year

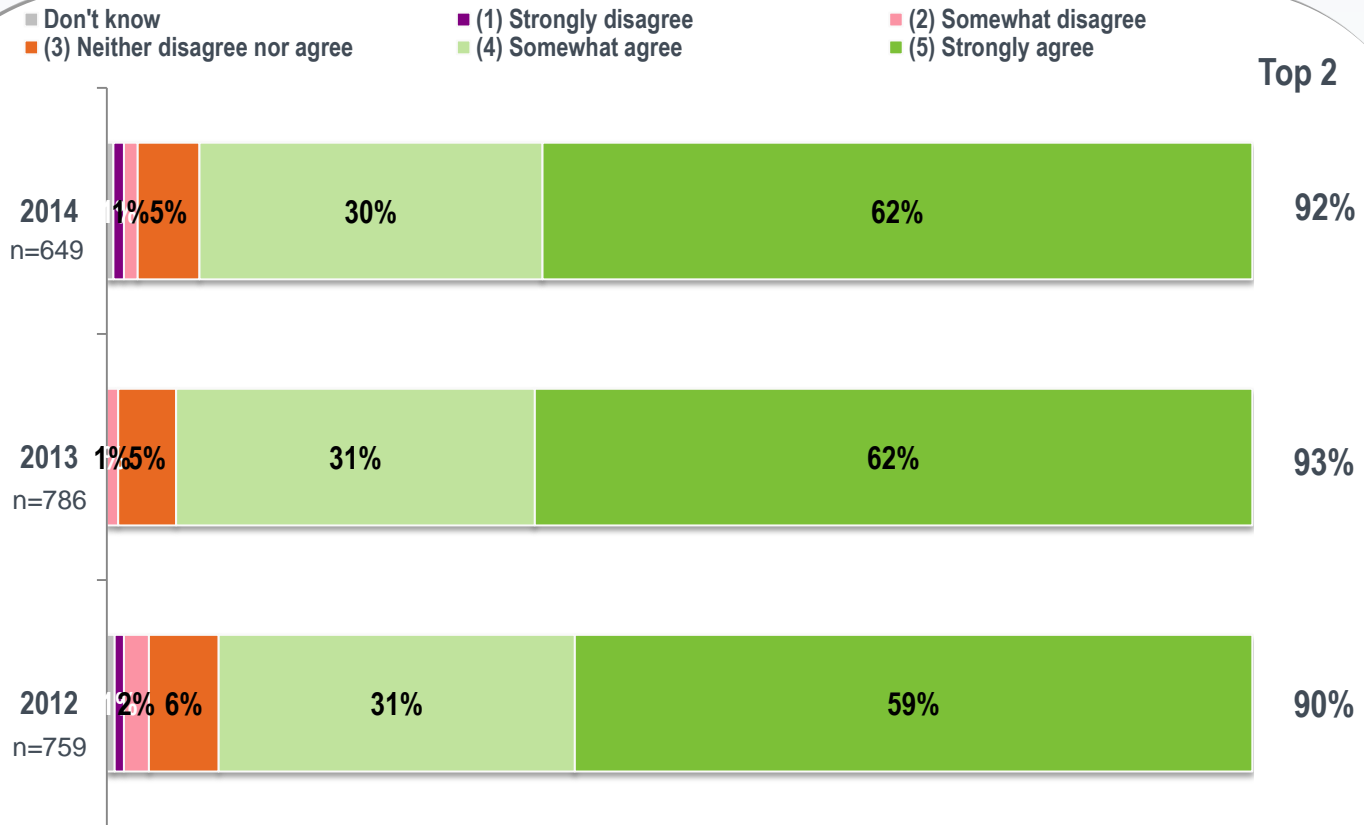
Positive Contribution to BC

BCLC makes a positive contribution to the province of BC.



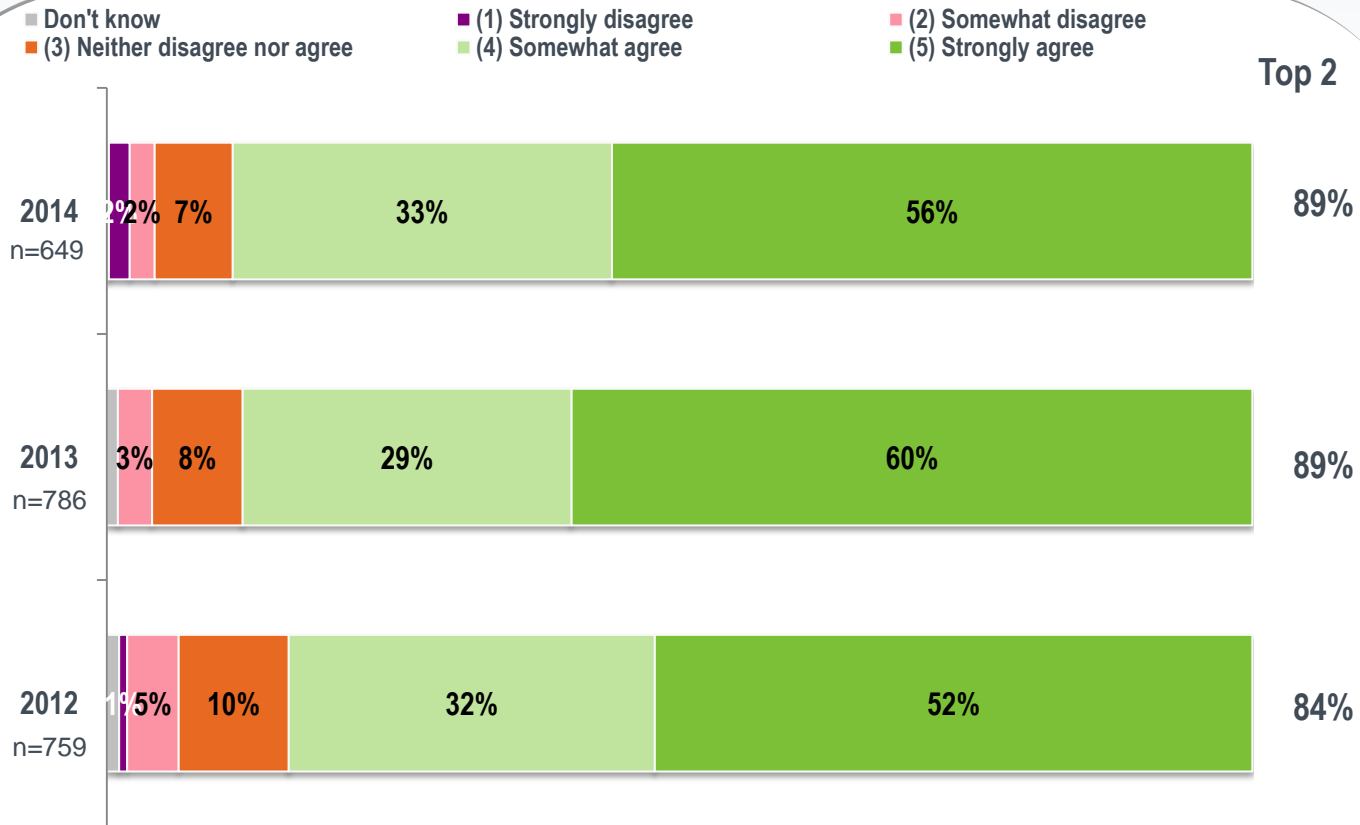
BCLC Manages Gambling in BC

I feel informed about how BCLC manages gambling in BC.



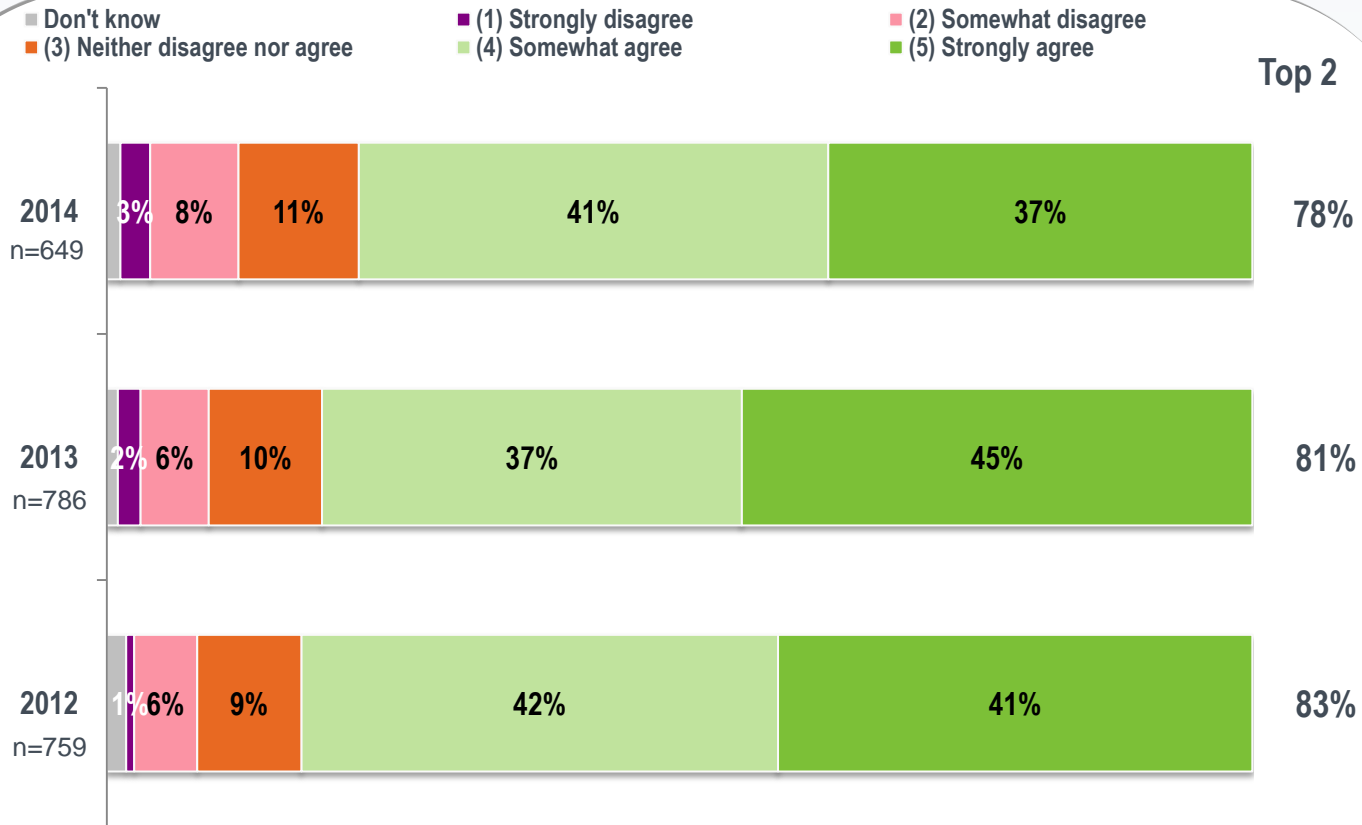
Gaming Revenues Benefit the Community

I feel informed about how gaming revenues benefit provincial and community programs and services.



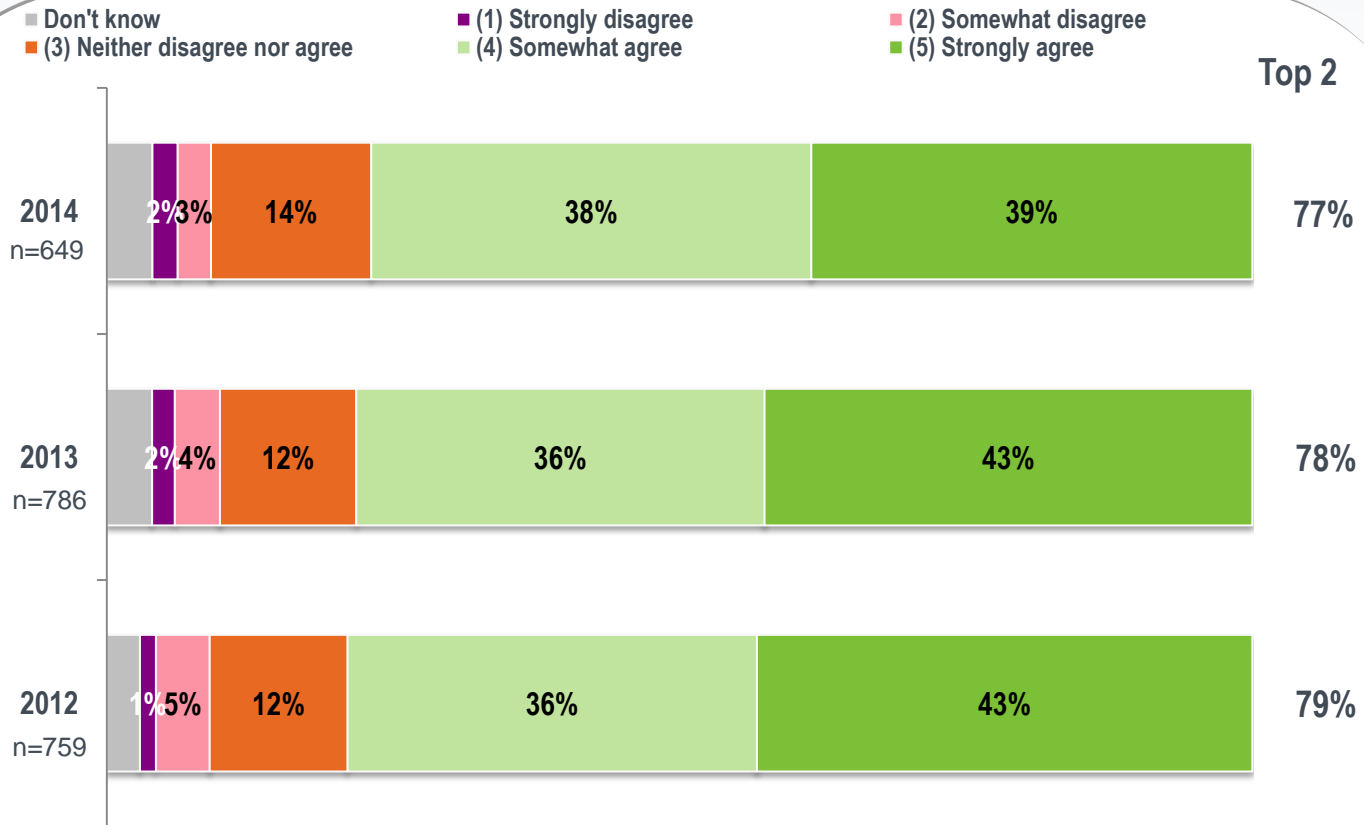
Provide Players with Exceptional Service

BCLC continuously innovates to provide players with an outstanding gambling experience.



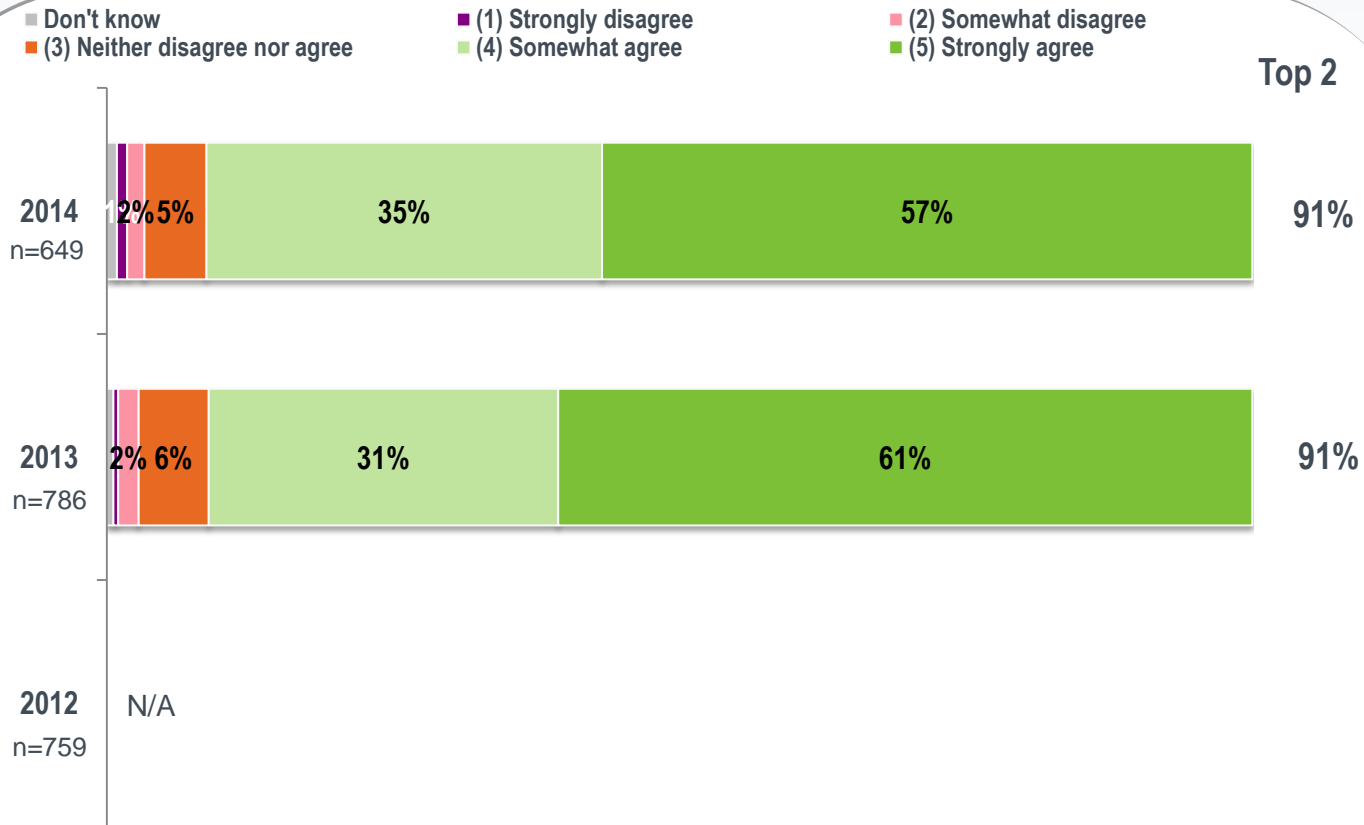
Environmentally Responsible

BCLC is environmentally responsible.



Corporate Social Responsibility

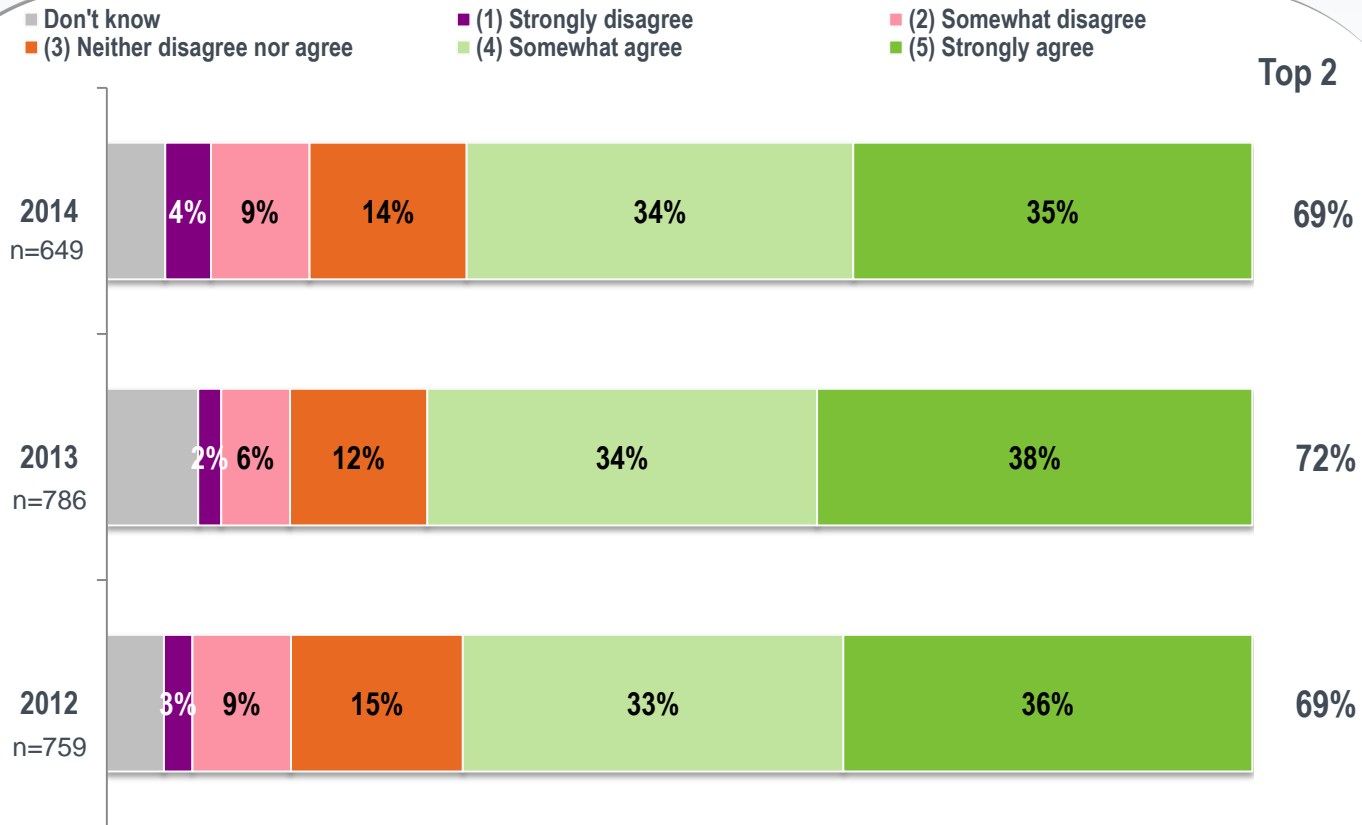
I understand what corporate social responsibility (CSR) means to BCLC



Senior Leadership

Senior Leadership Team Follows Values

The actions of the entire Senior Leadership team of BCLC are consistent with BCLC values.



Division's Senior Leadership Team Follows Values

The actions of my division's Senior Leadership team are consistent with BCLC values.

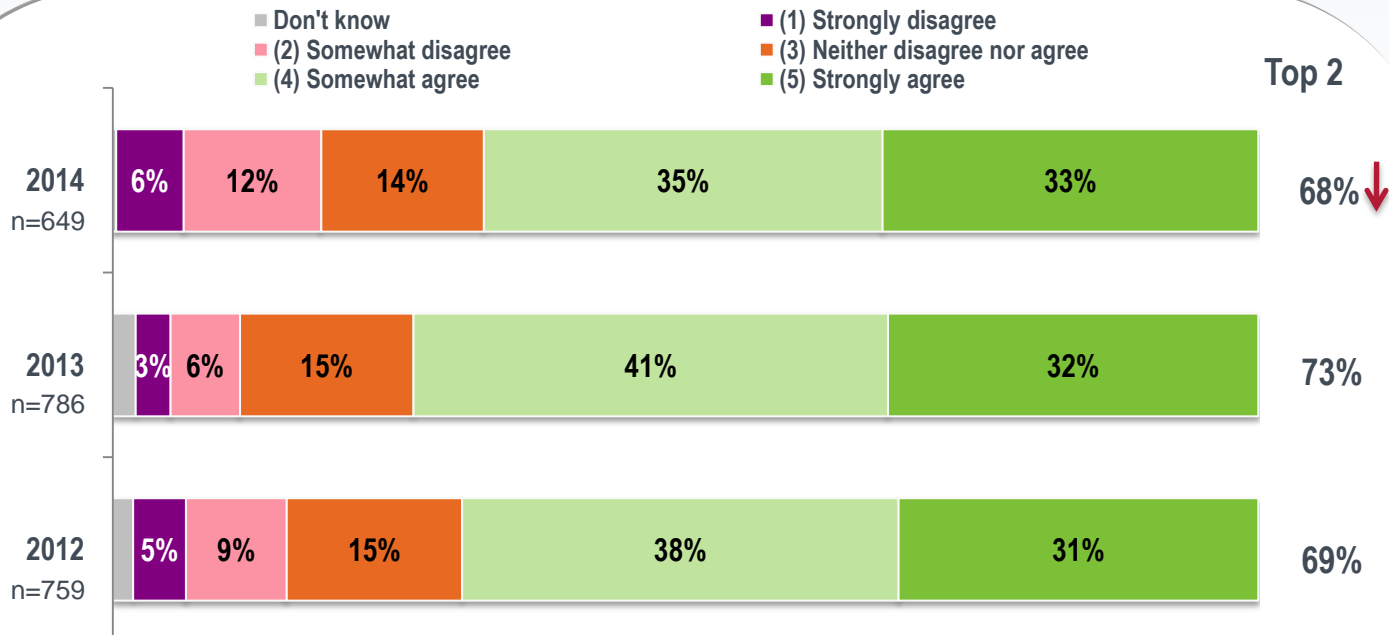


Significant increase from last year

Significant decrease from last year

Communication of BCLC Vision

The entire Senior Leadership team communicates a clear vision of where BCLC is going.

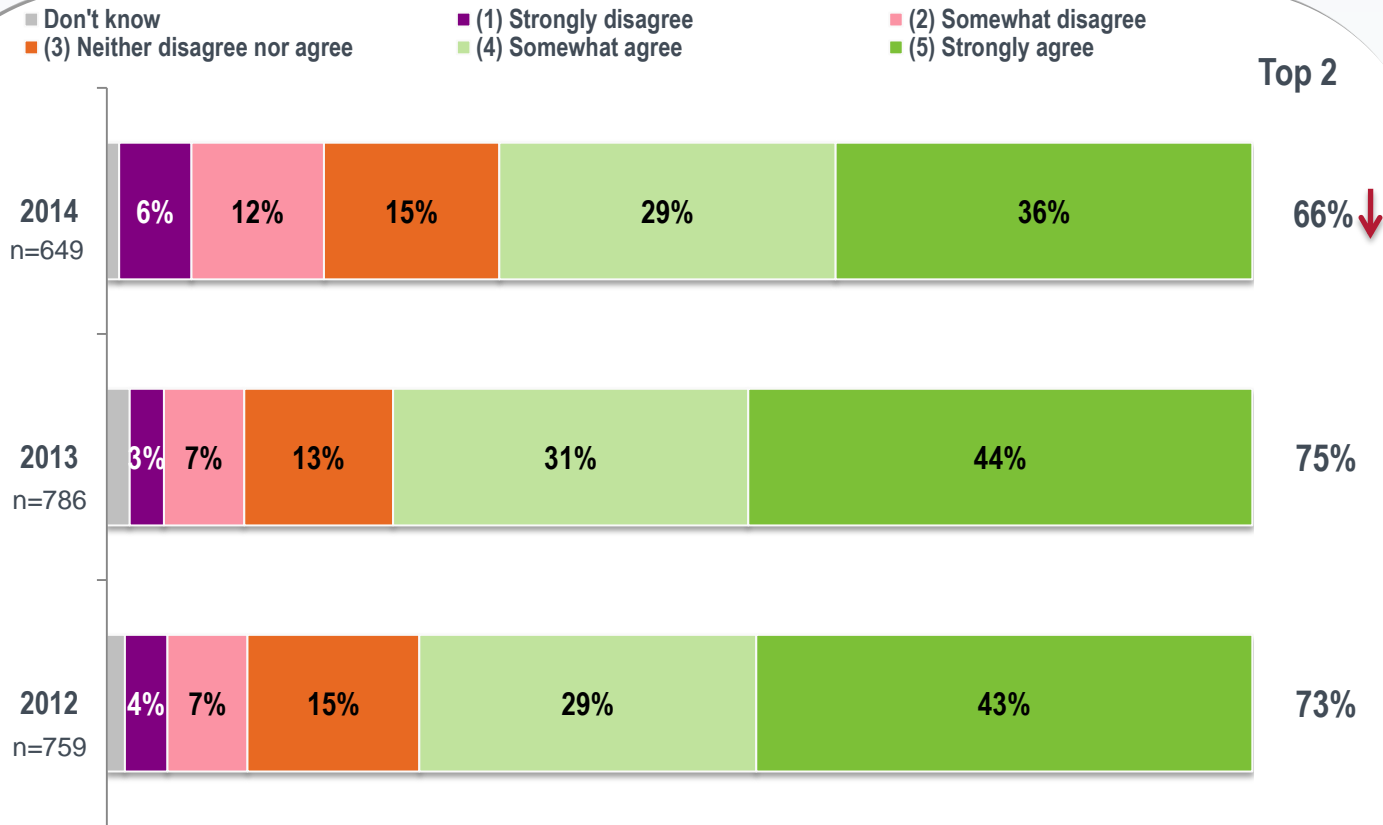


Significant increase from last year

Significant decrease from last year

Confidence in Decisions made by Division's SLT

I have confidence in the decisions made by my division's Senior Leadership team.

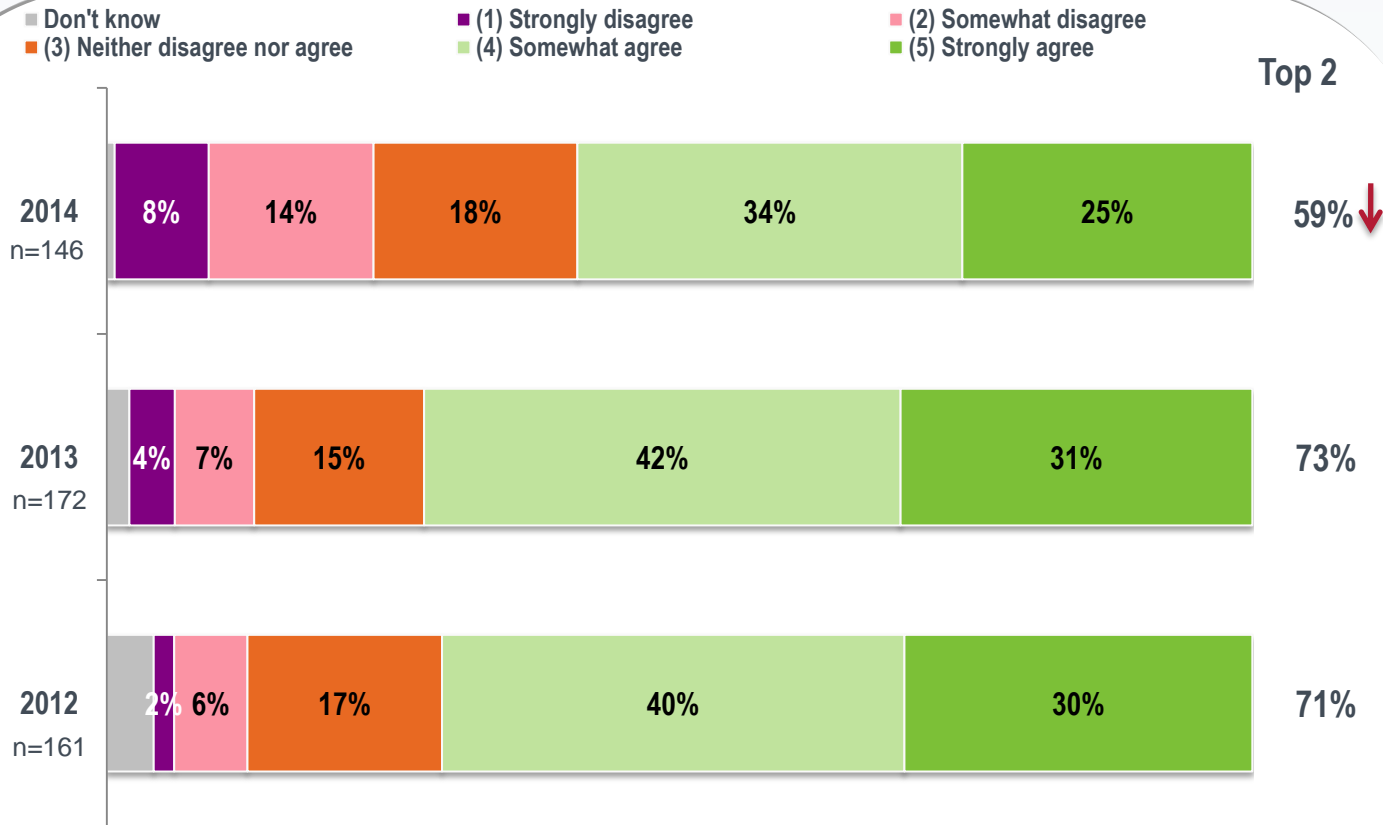


Significant increase from last year

Significant decrease from last year

SLT Supports Good Leadership Practices

The entire Senior Leadership team reflects and supports the leadership practices necessary to make BCLC successful.



Significant increase from last year

Significant decrease from last year