

Social Responsibility Report

2015
2016

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Message from the CEO



Social Responsibility at BCLC

Social responsibility is a term you often hear these days, but it can be a hard concept to nail down. At BCLC, our approach is simple: we strive to make a positive contribution to all of our stakeholders, whether that is our players, our community, our partners or the Government and people of British Columbia. We do this while making a firm commitment to make a positive contribution to the environment.

We know that each and every day we must continue to earn public trust and demonstrate we are open and accountable about our business and its operations. We seek out innovative approaches to the decisions we make, including adopting international best practices in sustainability reporting; focusing our responsible gambling programming on special populations, such as seniors and parents; and learning from international researchers and experts at our annual New Horizons in Responsible Gambling conference.

Over the past year, we've aligned our social responsibility programs around the issues that are the most important to our stakeholders. This includes two significant areas of focus: continuing to build an effective, multi-faceted anti money laundering (AML) program, and evolving our responsible gambling strategy to focus on reducing gambling related harm to players. As a result, there is continued cooperation and enhanced co-ordination between BCLC's security team, our regulator and law enforcement. Our responsible gambling programming has a renewed focus on groups who could be more vulnerable to problem gambling behaviour and on encouraging behavioural change by tailoring our programming accordingly.

Our focus on addressing material issues has also led us to review our performance measures. In this report, we introduce two new measures that better describe our impact on the player experience, and we have signalled other measures that will be reported in future years. This is an ongoing process as we seek to create relevant, robust metrics.

We are always striving for excellence in our role as a Crown corporation and a good corporate citizen. Frankly, there are no short cuts. Like anything worth doing in life, it takes hard work and dedication to remain accountable, demonstrate integrity and reduce any negative impacts our business may have. All while enhancing the player experience and consistently delivering strong revenues to the Province for the benefit of all British Columbians.

Here at BCLC, we are up for the challenge.

A handwritten signature in black ink, appearing to read 'Jim Lightbody'.

Jim Lightbody
President and CEO

BCLC at a Glance

As a Crown corporation, BCLC conducts and manages lottery, eGaming, bingo and casino gambling entertainment in a socially responsible manner for the benefit of British Columbians. We live by our values of integrity, social responsibility, and respect. The games we offer and the ways we conduct business are fair, honest, transparent and trustworthy. Everything we do is done with consideration of its impact on and for the people and communities of British Columbia. We value and respect our players, service providers and each other.

BCLC is an integrated player-focused entertainment company. We bring fun to life through national and provincial lotteries sold at 3,800 retail locations and over 12,300 slot machines, 500 table games and bingo play at 42 venues. These games and more are also available through PlayNow.com, the province's only regulated online and mobile eGaming channel.

Our team of approximately 900 employees spread across our finance, administration, and information technology headquarters in Kamloops; our sales, marketing, and distribution at our Vancouver office; and our field staff spread across the province. About 37,000 direct and indirect jobs in B.C. are created in retail, venue operations, hospitality and services, government agencies, charities and support services.

Governance and Oversight

BCLC's CEO and executive team are responsible for day-to-day operations. BCLC is overseen by a Board of Directors appointed by Government. The Board operates with four ongoing working committees: Audit, Risk, Governance & Corporate Social Responsibility, and Human Resources & Compensation. The Board reports to the Minister responsible for BCLC, the Honourable Michael de Jong, Minister of Finance.

The Gaming Policy and Enforcement Branch (GPEB) is responsible for the overall integrity of gambling and horse racing in British Columbia, including regulation of BCLC and our compliance with B.C.'s *Gaming Control Act* (2002). GPEB is also responsible for setting the province's responsible and problem gambling strategy.

BCLC complies with Government disclosure requirements contained in the Best Practice Guidelines–B.C. Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations (2005).

Social Responsibility at BCLC

Social Responsibility is embedded in every aspect of BCLC. It's how we ensure that everything we do is done with consideration of its impact on and for the people and communities of British Columbia. From our [Social Responsibility Charter](#), which outlines what we believe in, to the policies and programs we enact every day, BCLC is committed to conducting business in an ethical and socially responsible manner.

BCLC employs what we call the '4P' model to describe our approach to social responsibility: Player, People, Public and Profit. The content in this report and the topics that are important to our stakeholders—our 'material' issues—are organized using this model. It's also the way we communicate our social responsibility strategies to our employees and the public.

As part of our ongoing efforts to improve accountability and transparency, we recently completed a thorough review of the report metrics. Our metrics were assessed based on materiality, alignment with our business objectives, and the level of direct control that BCLC has on performance. Some metrics were revised or discontinued due to changing business conditions, while others were introduced to reflect new programs and objectives. These modifications are summarized in our [Social Responsibility Performance Framework in Appendix 1](#).

Our organization was created with the purpose of giving back to British Columbians, and each day we work hard to do just that. We encourage you to explore this report and learn more about how BCLC is playing it forward.

Ethics and Integrity

Our business depends on public trust and the confidence our players have in our products and services. Each and every employee needs to conduct business with the highest level of integrity.

As a Crown corporation, we represent the Province of British Columbia in our actions and have developed Standards of Ethical Business Conduct. These standards reflect our core values of integrity, social responsibility and respect and we expect all BCLC employees to conduct business with professionalism, honesty and integrity at all times.

In addition, BCLC adheres to the Taxpayer Accountability Principles set out by the Province. These principles of cost consciousness, accountability, appropriate compensation, service, respect and integrity have been embedded in our corporate framework and performance measures.

Risks, Opportunities and Strategic Challenges

Each year BCLC identifies various risks, opportunities and challenges related to our operations. These issues range from macro-level industry concerns that are generally outside of BCLC's direct control, to organization specific topics that we work on each day. To provide context and transparency, we described four of these issues below:

Building Accountability for Social Responsibility Performance

BCLC's approach to social responsibility has evolved rapidly over the last few years, leading to the release of a new Social Responsibility Charter in the spring of 2015. Our objective now is to better connect BCLC's stated social responsibility principles to the strategies and goals of each business division, so that every employee understands how their role supports our social responsibility goals. Our Social Responsibility Committee, which is comprised of senior management from each of BCLC's divisions, has been active in developing new metrics and evaluates performance on an ongoing basis.

Shared Responsibility for Social Responsibility Performance

BCLC has direct control over our operations; however the greater impacts of the gambling industry in B.C. involve many other partners that we hold to our standards and policies. Consequently, social responsibility outcomes and overall performance reflect a joint effort from BCLC, our service providers and retailers, our regulator, and players. While BCLC can enact policies, provide training and demonstrate leadership, we rely on our partners to operate responsibly. From player experience to environmental impacts, we will continue to collaborate with all of our partners to achieve our shared objectives.

Outcome Based Performance Measures for Responsible Gambling

As part of the BCLC Crown Review completed in 2014, provincial auditors noted that BCLC's performance measures related to responsible gambling were somewhat limited, and are not sufficient to demonstrate the success of the social responsibility program on their own. The review recommended that more outcome based performance measures be tracked to better gauge our program's effectiveness. In response, BCLC has devised a new evaluation framework based on the overarching desired outcome of reducing gambling related harm. BCLC is working with leading researchers and market research firms to find the right mix of new and existing measures that can speak to our performance. While no one metric can provide a comprehensive view of harm or BCLC's effectiveness in harm-reduction, the new outcome-based metrics, when interpreted together, should offer reasonable understanding of effectiveness.

Stigma Surrounding Gambling-Related Issues

As part of BCLC's responsible gambling efforts, education, programs and training are designed to connect players to the right resources. However, for many, the stigma of problem gambling or mental health issues prevents them from seeking information and/or help. Furthermore, cultural barriers may play a factor in whether a player will choose to participate in services that are available. Our harm reduction strategy's ongoing challenge is that many programs have shown to support players with issues, but not everyone who can benefit is getting help. For example, only 10 per cent of participants in the Voluntary Self-Exclusion program seek help from a counsellor. We design messaging and communication materials to help alleviate stigmas associated with seeking help and are continuously looking for new ways to start conversations with players. The GameSense brand, in particular, is designed to be open and approachable and has been an effective tool to reach our players and their families. As our responsible gambling programs evolve, we will continue to seek new ways of connecting people to the right resources.

About this Report

Scope

This report covers the activities and operations of BCLC during the fiscal year period which commenced on April 1, 2015 and ended on March 31, 2016. We have identified and reported on material issues that are of particular importance to BCLC and our stakeholders. Excluded from the scope of this report are the operations and activities of the broader gambling industry in B.C. This includes our service providers, retailers and suppliers. While BCLC acknowledges the leadership role that we play in encouraging socially responsible behaviour throughout the industry, overall performance outcomes reflect a shared effort.

Audience

A good measure of our social responsibility is how well we listen to the communities we serve and how well we communicate our challenges and successes in order to build trust and accountability. Each year, BCLC engages with individuals and groups from across British Columbia. Our goal is to be transparent about all aspects of our business, and to engage with individuals and organizations that have an effect on, or are impacted by our operations.

Information and disclosures in this report are intended for a broad audience, but we have identified the following stakeholders, for whom this information may be particularly relevant:

- Players
- BCLC Employees
- Service Providers and Retailers
- Communities in B.C.
- Local and Regional Governments
- Provincial Government and Regulator
- First Nations
- Public Health, Prevention and Treatment Groups

Global Reporting Initiative

This report has been completed in alignment with the Global Reporting Initiative (GRI) G4 Guidelines. This report contains general and specific standard disclosures from the GRI Sustainability Reporting Guidelines, which are summarized in Appendix 4. This report has not been externally assured.

Material Issues

BCLC has used the concept of materiality since first reporting on our social responsibility performance in 2011/12. We report on issues that have a significant economic, environmental or social impact on our business or that have substantial implications for our stakeholders. In 2014, a revised materiality matrix was created that serves as the foundation for the issues that we report on. Staff, senior executives and BCLC's Social Responsibility Committee provided input into the matrix. Since then, we have reviewed the issues on the materiality matrix annually and have made adjustments where necessary. When examining issues, the GRI G4 reporting principles guided the committee's discussion and ultimate decisions. These principles are:

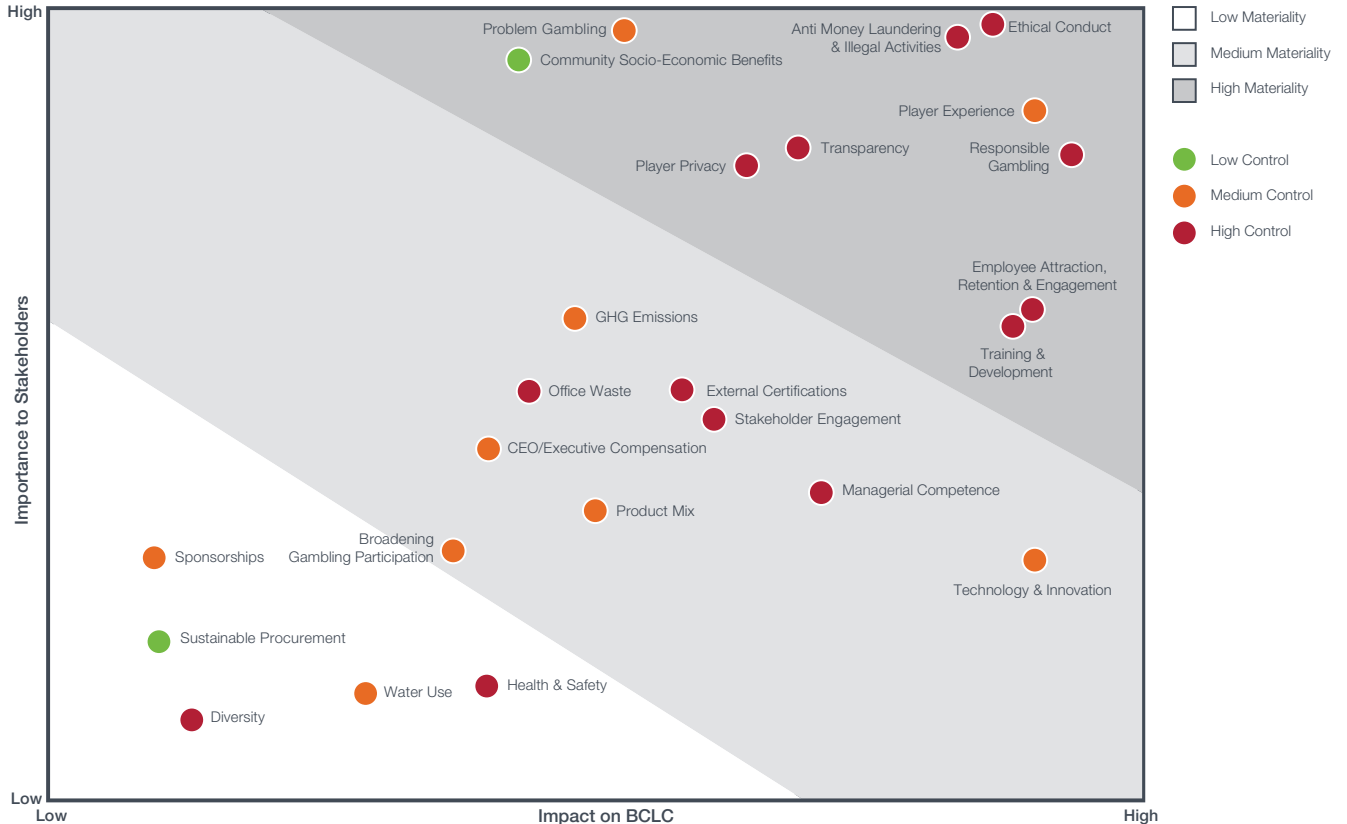
- **Materiality:** covering aspects that reflect significant impacts to BCLC and are of the most importance to stakeholders
- **Stakeholder inclusiveness:** identifying stakeholders and responding to their concerns
- **Sustainability context:** presenting performance in the wider context of sustainability issues
- **Completeness:** covering issues significant to reflect economic, social and environmental impacts and performance

BCLC began the process of externally validating the matrix in 2016. In January, we commissioned an online survey that asked 800 British Columbian adults to indicate how much they valued different issues related to BCLC. The issues included statements, such as "BCLC sponsors events throughout B.C." and "BCLC protects player privacy," and reflected actual issues on our matrix. The results of the survey helped us gauge how the public feels about the relative importance of issues pertaining to BCLC. We have since made adjustments to our materiality matrix based on this feedback.

We will continue to gather input from our stakeholders on a regular basis in order to substantiate the issues that we report on.

Materiality Matrix

BCLC’s Social Responsibility Committee has reviewed and approved the following materiality matrix. This matrix illustrates the issues that have the highest impact on BCLC and are most important to our stakeholders. All issues considered highly material are addressed in this report, medium materiality issues were given some coverage and issues considered low-material are not addressed.



Player

Keeping responsible gambling
at the heart of our business.



Winning Player Experiences

Behind every winning ticket there's a story.

George Speck, from the tiny island community of Alert Bay, bought a Lotto 6/49 ticket on a whim.

"I actually forgot about the ticket until word was spreading there was a winner from Alert Bay," said Speck. "So I checked the ticket online and saw I had all the numbers. I just froze!"

George is using the money to fund his retirement and to help out his five kids. But he wants to make sure his community is taken care of too.

His planned first purchases were a new truck and a small fishing boat for his wife, Bethany.

"I'll use the truck to go hunting for meat, and Bethany will fish with the boat," smiled Speck. "We look out for people in our village and this means we can feed people."

Our players play it forward every day.

Player Experience

Our business is all about the player. Wherever people play our games and whenever they interact with us, our service providers and retailers, we want them to have the best possible experience. BCLC competes with other entertainment industries for consumers' dollars and time, so our games and services must meet the standards that consumers expect.

Listening to players through channels like our Player Exchange Panel, and using tools like data analytics, is helping us to better understand our players and their unique needs. By enhancing our facilities, providing innovative products and adding to our distribution networks and digital accessibility, we are working to meet the expectations of existing players while broadening our player base.

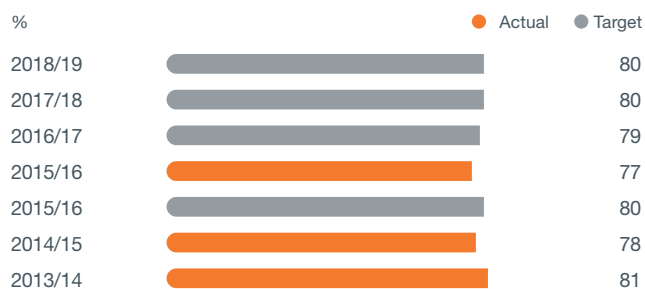
Loyalty programs are a common part of the consumer experience, regardless of the sector, so we are enhancing our casino loyalty program to ensure it's relevant, engaging and elevates the entertainment experience. We are also in the early stages of exploring options to extend the loyalty concept to other parts of our business.

Player experience goes beyond the retail space or the casino floor. It also includes interactions with our staff. Last year our customer support centre team interacted with players 245,000 times. Ongoing training and measurement of results helps our team provide the best possible customer experience.

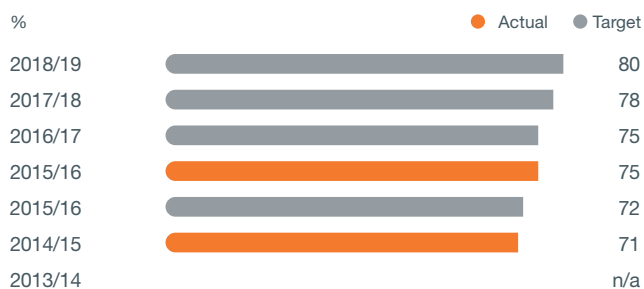
In an effort to further measure satisfaction levels of our players, we have introduced two new metrics as part of our social responsibility reporting this year: Customer Satisfaction in our Customer Support Centre and [PlayNow.com](https://www.playnow.com) Web Experience Score. Both of these metrics exceeded our targets this year, indicating our efforts to focus on the customer are working.

Performance Summary

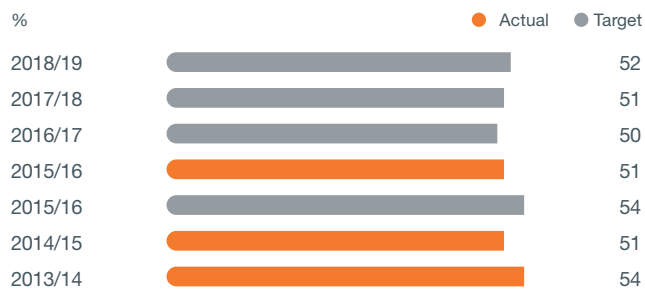
Player Satisfaction



Customer Satisfaction CSC



Player Participation



PlayNow.com Web Experience Score





New Horizons

In February 2016, for the fourth consecutive year, BCLC hosted the New Horizons in Responsible Gambling Conference in Vancouver, bringing together experts, clinicians, researchers and industry professionals. A highlight was the keynote by Dr. Carl Hart, who applied his background in drug addictions and provided new perspectives on approaching problem gambling. Of the attendees that responded to a post-conference survey, 99 per cent agreed that BCLC is facilitating conversations on ideas and best practices in Responsible Gambling.

As one industry professional commented:

“Having insight to the research and leading experts in this field is a huge help to changing the culture of our site to ensure our patrons are participating in safe gambling practices.”

Responsible Gambling

Keeping gambling fun for all players is an important part of being socially responsible, which means having programs that reinforce positive play behaviours, and assist players to get help if they are having issues.

BCLC has policies reflecting responsible gambling standards that apply to all gaming service providers and lottery retailers, in support of our lottery, casino, bingo, and online gambling activities. But it's not just about meeting regulatory standards—we're committed to continuous improvement. We embrace global leading practices and research, including partnerships with research institutions, to refine programming for healthy players, people at-risk and people with a gambling disorder.

Our products and games can become harmful for some, so we provide players and the public with support and resources as part of our harm reduction strategy. Our GameSense program is designed to be a friendly, approachable option for players to get the information they need: from learning how games work, to setting limits or accessing programs like Voluntary Self-Exclusion. Staffed GameSense Information Centres (GSICs) are available at all casinos and we are now working to staff GSICs in community gaming centres. This year, our GameSense Advisors logged almost 60,000 interactions with players.

In response to the Plan for Public Health and Gambling and as part of our ongoing evolution in this field, BCLC has focused its responsible gambling strategy on harm reduction. We have begun custom programming for special populations that may be at an increased risk of harm, including seniors and minors. With this new focus we have shifted some of our resources away from mass media advertising about responsible gambling. This transition has allowed us to focus more closely on sources of harm, but may impact our overall results for awareness of responsible gambling programs.

In order to further refine our communication, we need to know how our responsible gambling messaging is resonating with players. BCLC has partnered with the Manitoba Gambling Research program, and researchers from UCLA, UNLV, and Southern Cross University to evaluate customized responsible gambling messaging to PlayNow.com account holders as well as BCLC Encore loyalty program members. This two-year research project is ongoing and we will use this study to develop more meaningful messages for players going forward.

Knowing the odds is just one way players can make an informed choice about their play and we are committed to providing full disclosure of odds of winning and return to player from electronic gaming devices. BCLC is working with the Canadian Responsible Gaming Association towards a standard for disclosing this information on every electronic gaming device on the venue floor.

As part of our upgrades to our Gaming Management System (GMS), we are able to offer an “on-device” budgeting tool to players with loyalty cards, which will allow players to set daily time and money reminders on slot machines and electronic table games. We expect to trial this new feature in the coming year.

Finally, it is also our role to ensure that staff who work in facilities and at BCLC understand our programs and how to respond to players. This year we updated our Appropriate Response Training (ART) course for gaming staff to include information on the cognitive effects of alcohol and appropriate response. We also implemented a course specifically for our Customer Support Centre team, so that they have the tools to recognize and support those who may be in distress. Both of these activities were in response to actions outlined in the Province's Plan for Public Health and Gambling, which was released in 2015.



Holiday Campaign— GameSense “Some gifts aren’t for kids”

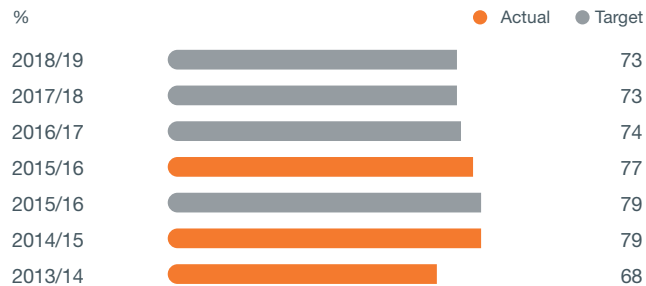
Scratch & Win tickets make fun stocking stuffers, but not for kids.

This year, we refreshed our GameSense messaging emphasizing, “Some gifts just aren’t meant for kids.” In addition to point of sale and radio ads, we reached out to parenting bloggers Modern Mama, British Columbia Mom and The Cheerio Diaries who shared the message on their social networks. We even provided a list of more appropriate stocking stuffers for kids.

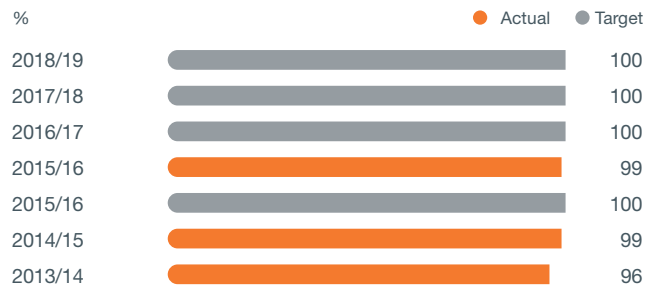
The results? We increased the overall traffic to the GameSense for Kids webpage by 3,000 per cent. And we got parents talking about a subject many have never thought about.

Performance Summary

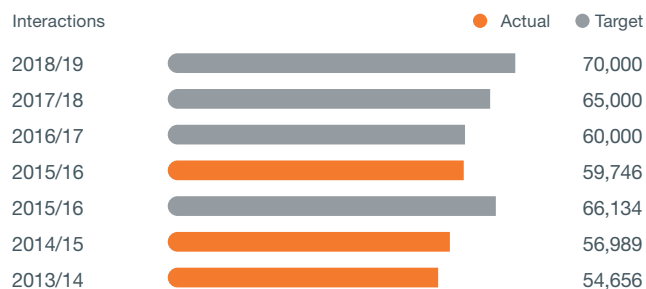
Player Awareness of RG Activities



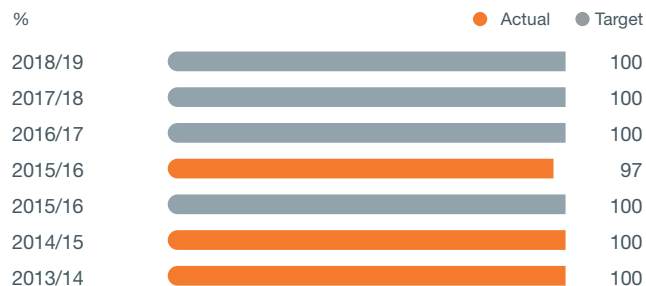
New Service Provider Employees who Passed ART



Player interactions at GameSense Info Centres (GSIC)



Employees who Completed “Where’s your GameSense?” Course



Ethical Conduct

Our business depends on public trust and the confidence our players have in our products and services.

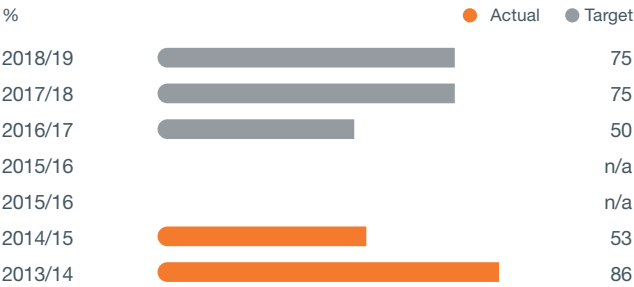
Our retailers and service providers must adhere to the standards, policies and procedures related to their line of business and any applicable laws and regulations. We communicate regularly with our retailers to ensure they understand our products and standards. We also conduct mystery shops to test that they are meeting the standards we have set out. This year the mystery shop program will focus on 'ID 25' whereby anyone who appears to be 25 or younger is asked for identification. This approach aligns with tobacco enforcement and creates a synergy with how controlled products are managed in the retail environment. If a retailer fails a mystery shop they are subject to sanctions in the Service Standards Remedies. Our compliance team also works in our facilities to help ensure all policies, and standards are being met.

BCLC has a rigorous Anti-Money Laundering (AML) program and we are committed to fulfilling our role in Canada's AML regime to monitor, record and report specific transactions to the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC). We have made significant investments in technology, training, and certification. The policies and procedures in place at all B.C. gaming facilities are among the most stringent of any jurisdiction in Canada. BCLC conducts internal reviews, commissions independent audits and is audited by GPEB and FINTRAC. Employee participation and understanding is key to upholding integrity which is why we provide mandatory AML training to BCLC and facility staff, and promote a culture of compliance.

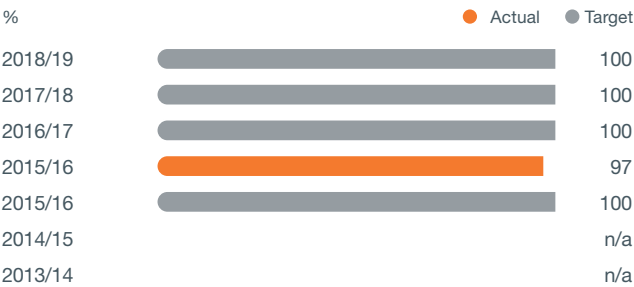
BCLC's games and products are promoted in numerous channels around the province. We have a responsibility to follow provincial standards and ensure that our marketing initiatives are truthful, in good taste and are not targeted to minors. We provide our employees with the necessary tools and resources to instill best practices of responsible gambling and advertising in their work. All gaming products and promotional materials from corporate branding, lottery, casino, e-gaming and community gaming are subject to a Corporate Social Responsibility (CSR) assessment to ensure they adhere to BCLC's advertising and social responsibility guidelines. We have introduced a new metric this year that will track the number of products and promotions that are labeled as 'Risk Recorded' to help determine to what degree these guidelines are followed by business units.

Performance Summary

Pass Rate in Lottery Retail Mystery Shop Program



Employees who Completed Anti-Money Laundering Course



New Metric 2016
Number of Products/Promotions
Labelled as Risk Recorded



RG Check Accredited on Land and Online

When the Responsible Gambling Council (RGC) developed the RG Check—Internet Accreditation program, PlayNow.com set out to become the first site to achieve accreditation.

RG Check staff assessed PlayNow.com for months against seven standards. Evaluation of written documents, interviews and surveys of both players and staff were reviewed before an independent panel determined accreditation.

“By becoming RG Check accredited, PlayNow.com has shown that it meets a rigorous set of responsible gambling standards,” said RGC CEO Jon Kelly, “and we commend BCLC for its commitment to this independent assessment of their player safety net.”

BCLC land-based casinos had already been accredited under the RG Check—Venue program.

External Certification

Third-party validation is an important way for BCLC to be transparent about our performance and to assess how we compare to leading standards in the gambling industry. We work hard to continuously improve our responsible gambling programs and where possible, we seek external certifications to validate our efforts.

BCLC has received Level 4 certification for responsible gambling programs from the World Lottery Association (WLA). This is the highest level of WLA certification, which represents the interests of some 140 government-controlled gaming organizations from more than 70 countries. We are preparing a new submission to the WLA in 2017 to apply for Level 4 re-certification. Our task is to demonstrate continuous improvement in responsible gambling policies, practices and programs throughout the organization.

All B.C. gaming facilities have received RG Check accreditation and this year PlayNow.com became the first eGaming site in the world to achieve this accreditation. RG Check involves a rigorous, independent review from the Responsible Gambling Council against international best practices and must be renewed every three years.

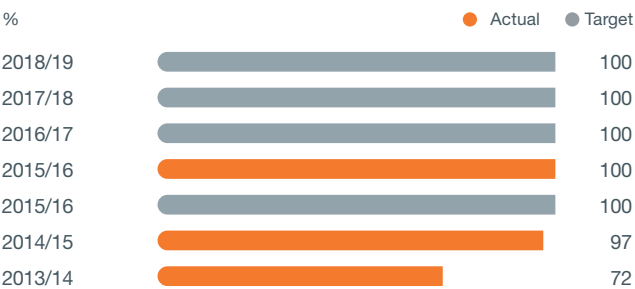
Both WLA and RG Check are certifications from external organizations that have reviewed BCLC’s policies, procedures and operations in detail. They offer an independent endorsement of our responsible gambling programs and our commitment to keep responsible gambling at the forefront of day-to-day business.

Performance Summary

World Lottery Association
Certification Level Achieved



Casinos and Community Gaming Centres Certified by RG Check



PlayNow.com Certified by RG Check Pass = 70%



Player Privacy

BCLC makes a commitment to protect the privacy of player personal information. Player privacy protection is a high priority for BCLC as we strive to use fair information practices, following our three pillars of privacy: fairness, accountability and accessibility. These three pillars are designed to help BCLC meet its obligations under the *Freedom of Information and Protection of Privacy Act (FIPPA)*.

BCLC annually seeks certification of the TRUSTe Certified Privacy seal, which signifies that our privacy practices have been reviewed for compliance with the TRUSTe program. TRUSTe is a leading global data privacy management company that provides certification for companies who collect consumer data. This certification of PlayNow.com is an important way we assure our players that BCLC is protecting their personal information.

Performance Summary

BCLC's Privacy Practices for
PlayNow.com are TRUSTe Compliant





Voluntary self-exclusion helps

Former B.C. Lion, Angus Reid gives a blunt description of when gambling stopped being fun for him, “What started off as a social activity with buddies became an outlet for me to start going on my own and hiding from issues and problems.”

He finally sought help from family and BCLC’s Voluntary Self Exclusion (VSE) program. Speaking at two BCLC sponsored events, he told audiences the fear of getting caught trying to re-enter deterred him from ever trying while he was self-excluded.

“I was able to regain focus, clarity and re-prioritize my life, which wasn’t easy.” 2016 research by the University of the Fraser Valley indicates 97 per cent of VSE participants in the study would recommend the program to a friend.

Problem Gambling

Some players can develop harmful gambling behaviours, resulting in negative impacts on their health, finances and family relationships. The 2014 British Columbia Problem Gambling Prevalence Study conducted on behalf of the Gaming Policy and Enforcement Branch found that the rate of people at risk of problem gambling was 3.3 percent, down from 4.6 percent in 2008. To support players who may be experiencing problems with gambling, several resources are available. The B.C. Problem Gambling Help Line is open 24/7 for confidential and free support for all British Columbians, and counselling services are offered free of charge by the Province of B.C.

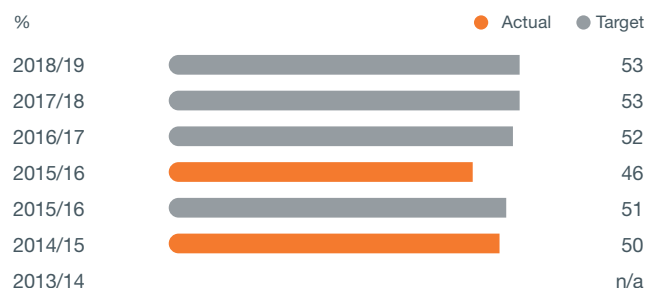
For players who wish to take a break from gambling, BCLC offers a Voluntary Self-Exclusion (VSE) program in which an individual can exclude themselves from all facilities with slot machines, commercial bingo halls, and PlayNow.com for a period of time. As an added deterrent, those enrolled in the VSE program are ineligible for jackpot prizes in gaming facilities. As of March 31, 2016, over 9,000 people are enrolled in the program. Last year we detected and turned away VSE enrolled individuals from gaming facilities over 9,600 times.

A four-year longitudinal study of VSE participants concluded in 2016, which is a follow-up to a similar study also conducted by the University of the Fraser Valley and completed in 2011. Researchers conducted multiple interviews over time with a sample of VSE program participants to determine overall satisfaction, access to treatment and overall effectiveness of the VSE program. Once the researchers have completed their report on this study, BCLC will use the information from this latest research to determine what further improvements can be made to this program.

Awareness of the VSE program fell in 2015/16 and we plan to review how the program is marketed to players and integrated into site operations.

Performance Summary

Player Awareness of VSE Program



People

Creating a fun and engaging work environment with a strong culture.

Playing it Forward

BCLC was created 31 years ago to give back to communities, a purpose that has woven its way through our culture. Our employees are enthusiastic volunteers who see personal and corporate opportunities to give back.



Feeding Friendships

BCLC's Vancouver Food Bank Crew (FBC) put in an impressive 534 volunteer hours at the food bank last this year and the food bank staff took notice. These generous individuals make a difference helping people in need access healthy and nutritious food in a dignified way by helping to sort food at the food bank's warehouse. An effort food bank staff took note of.

Employee Attraction, Retention & Engagement

For over 30 years, our employees have helped us become a successful organization by focusing on innovation and smart business practices. For eight consecutive years, BCLC has been selected as a top employer in B.C. Our employees are an integral part of our success and we've created a comprehensive rewards and benefits framework that we call Total Rewards that supports employees and provides an exceptional employee experience.

Social responsibility is more than just actions and achievements. It's about the strength of a corporation's culture. We are committed to providing a welcoming, safe and respectful workplace with a strong culture. We welcome diverse perspectives to enable us to better respond to our players, with staff who believe in and are engaged in social responsibility and playing it forward. Our employees continue to exceed expectations, not only in their commitment to our company, but also in their commitment to their communities. Last year, BCLC employees volunteered over 1,100 hours of their own time to numerous good causes. BCLC rewards these efforts through the Play it Forward Time Auction, whereby staff can use their logged volunteer hours as "currency" to bid on a variety of unique experiences.

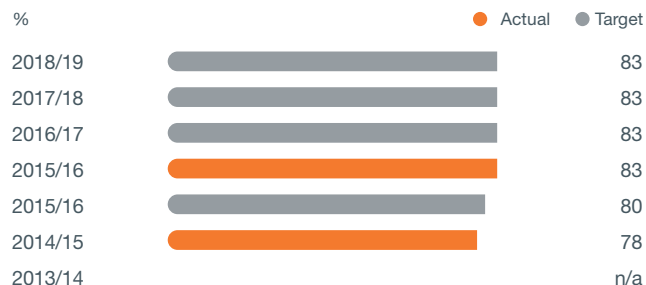
BCLC provides challenging and exciting opportunities and helps our employees realize success and growth. We offer a number of resources, including benefits, training, skills and ongoing support for career development. Our workplace culture was well reflected in maintaining a high level of employee engagement (83 per cent), which helps drive the success of our business.

Our commitment to building talent from within is demonstrated by the fact that last year more than half of all positions were filled by internal staff.

We value our employee's perceptions of our social responsibility performance and recognize it's an important part of attracting and retaining good talent. This year we exceeded our target for employees who agree that BCLC is a good corporate citizen, and employees who understand what social responsibility means to BCLC.

Performance Summary

Employee Engagement

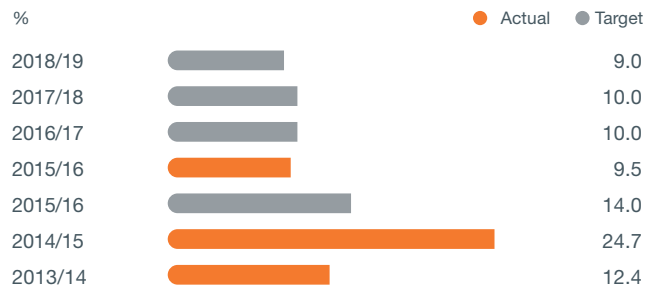




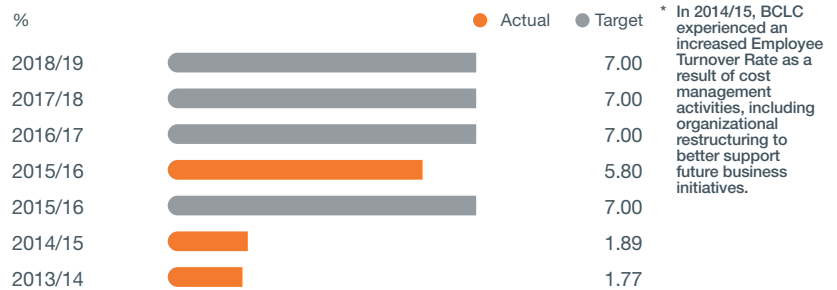
Helping Hockey Heroes

Part of our corporate sponsorship strategy is to find opportunities for staff to volunteer at major events we sponsor. So when BCLC sponsored the 2016 IIHF Women's World Championship in Kamloops, Tricia Turner was quick to snap up one of the volunteer positions. A recreational hockey player herself, Tricia enjoyed working alongside other hockey enthusiasts and taking in some of the games, "What incredible hockey! I still have a huge smile on my face when I think about it! All around me, I heard fans comment about how great our Canadian team was". Back at the office Tricia and other BCLC staff enjoyed a visit from Team Canada Alumni and three time Olympic gold medallist, Gillian Apps.

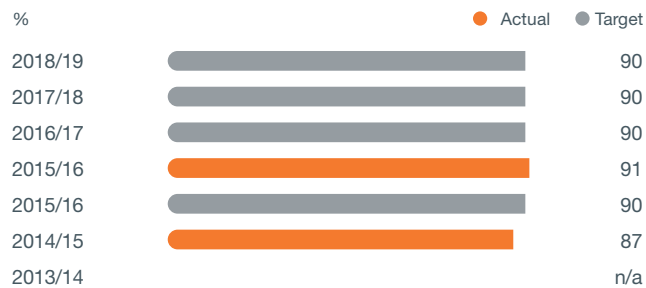
Employee Turnover Rate



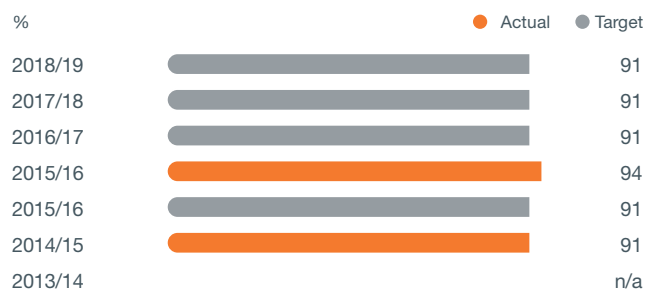
Absenteeism Rate*



Employees who Agree that BCLC is a Good Corporate Citizen



Employees who Understand What CSR Means to BCLC





Golfing to Make Wishes Come True

Since 2000, BCLC and our service providers have hosted the B.C. Gaming Facilities Charity Golf Tournament, raising funds for the Children's Wish Foundation— B.C./Yukon Chapter. Staff volunteer at the tournament and do in-office fundraising leading up to the event.

Each wish that is granted a child costs approximately \$10,000. Since 2000, BCLC have raised enough to grant 50 wishes to some very special kids!

Training & Development

BCLC has formally adopted 'talent' as a strategic area of focus. This means we view attracting and retaining the right employees as a key enabler of our mission. BCLC provides employees with training and development opportunities, which include resources and programming to support employees in contributing to corporate-wide goals. We offer diverse talent development programs to help employees prepare for future opportunities or boost their skills to master their existing roles.

Leaders are found throughout the organization, from entry level positions to the most senior levels and BCLC has programs that help build these capabilities. The Emerging Leaders Program supports BCLC employees who have shown potential for advancement into leadership, but are not yet in a leadership role.

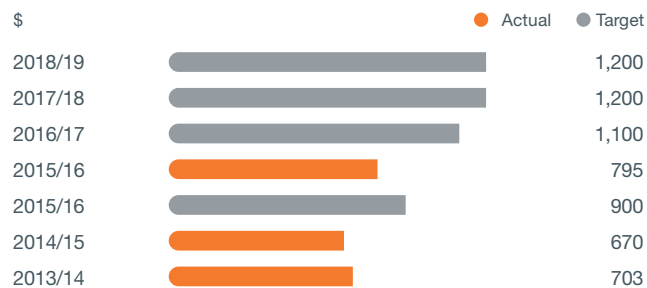
Leadership Essentials is an individual self-paced program designed for leaders at all levels who manage and lead teams. This program is for employees who are in a leadership role and wish to enhance their leadership skills.

In partnership with the UBC Sauder School of Business, BCLC offers an innovative and intensive Business Leadership program developed for managers and directors. This program strengthens leadership skills and hones business acumen to driving organizational success at BCLC. So far 89 people have graduated from this program.

In order to meet the needs of a busy workforce, BCLC has also embraced eLearning offering over 1000 online courses and over 100 certifications and mandatory courses on a 24/7 basis. We've increased the amount spent on training per employee this year, and have set a target to further this investment in the future.

Performance Summary

Average Spend on Training per Employee



Public

Supporting our communities, nurturing partnerships and cultivating sustainable actions.

Transparency

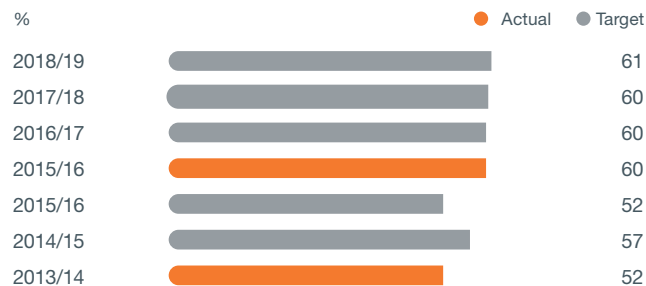
The foundation of Corporate Social Responsibility is built on listening to communities and the people we serve, and communicating our challenges and successes in order to build trust and accountability. From our players, the public and our employees, we have a great range of stakeholders with strong interests in the way gambling is conducted in the many communities of British Columbia. Each year, we seek to engage these stakeholders in a meaningful dialogue, helping to inform the direction of our projects and business.

Whenever we propose a new gaming facility in a community, together with our service providers, we engage with the community so they have the ultimate decision as to whether a facility is right for them. In October 2015, BCLC initiated an Expression of Interest (EOI) process designed to gauge community interest in being considered for a gaming facility, even before any proposal is made. We launched this process in Greater Victoria where we determined there is market demand for a facility. BCLC asked six local governments to indicate their interest. A committee overseen by a third-party fairness advisor is overseeing the decision process, which is expected to conclude in 2016.

We track the public's perception of BCLC's transparency and thanks to actions like this we exceeded our target in 2015.

Performance Summary

Public Perception of BCLC's Transparency





Players help communities play it forward

Communities that host a gaming facility receive a share of government's net income from those facilities. This year we asked Mark Madryga, B.C.'s favourite weatherman to tell the stories of how communities have benefited from those proceeds.

From sports facilities to fire halls, communities across B.C. are benefiting thanks to players. In New Westminster, keeping community green space safe, plentiful and well maintained is a top priority.

The Queensborough Perimeter Trail is one of the projects funded by the city's share of provincial gaming revenue. With its river vistas and wheelchair accessibility, the trail helps promote active living and active transportation in the area.

Community Socio-Economic Benefits

When we're good corporate citizens, and consider the needs of our host communities and players, our business is welcomed across British Columbia. BCLC is committed to supporting our communities, nurturing partnerships and cultivating sustainable actions. Our 'Public' commitment to social responsibility is the way we demonstrate our values within the community. British Columbians have demonstrated their trust in us by continuing to play with us.

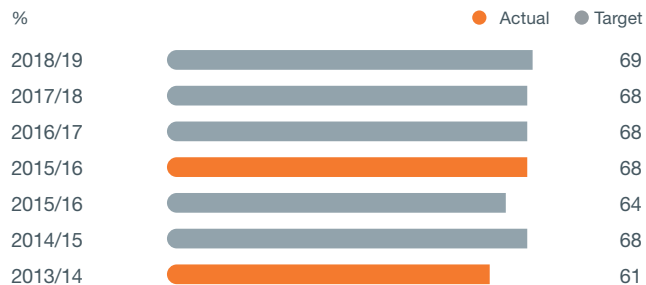
Our research has told us that the public is more likely to support gambling if they know it's offered with integrity, there is help for those who need it and the revenue goes to good causes. In 2015/16 BCLC initiated a public information campaign celebrating our 30th anniversary and the \$18 billion in contributions to the province over the course of three decades in business. A series of public service announcements combined with a web and social media presence gave communities the opportunity to share and learn about how local government proceeds from gaming facilities have had a positive impact.

The gambling industry creates 37,000 direct and indirect jobs across the province and provides opportunities for important community investment.

- Community Gaming Grants (CGG)—\$134.9 M
- Host Local Government payments (HLG)—\$95.1 M
- Health Special Account—\$147.2 M
- Consolidated Revenue Fund (public service programs like education)—\$887.5 M

Performance Summary

Public Recognition of Positive Contributions



Stakeholder Engagement

We define a stakeholder as “a person or organization who impacts or is impacted by, or has an interest in our business.” Listening to and responding to our stakeholders helps build understanding and support for BCLC’s purpose and business.

Our approach to stakeholder engagement is guided by the following principles:

- Significance—dealing with issues that are significant to the stakeholder and to BCLC
- Completeness—BCLC understands the views, concerns, needs and expectations of stakeholders
- Responsiveness—BCLC responds in a coherent, timely and appropriate manner
- Measurable—BCLC tracks the quality, responsiveness and outcomes of engagement.

The following table summarizes key issues that have been raised through our stakeholder process in the previous year.

Stakeholder	Engagement/Event	Issues/Topics	Outcomes
Local Government First Nations Host Community Service Provider	Opening of Chances Salmon Arm	Effectiveness of RG programs; municipal benefits	New facility opened July 2015
Local Government Host Community Service Provider First Nations	During approval of Lake City Penticton Casino relocation	Host Local Government (HLG) payments; facility relocation process	City of Penticton approved casino relocation and revenue sharing agreement with Penticton Indian Band
Public Health Stakeholders	During New Horizons Conference	Public health perspectives on gambling; community harm reduction strategies	BCLC has met with the GPEB and a Medical Health Officer to identify an assessment methodology for consulting communities on potential health impacts from gambling facility expansion
Local Governments Host Communities First Nations Provincial Government & Regulator	During new facility development/location process in Greater Victoria	Facility development process; fairness; transparency; reducing gambling related harm; HLG payments	BCLC introduced transparent Expression of Interest (EOI) model and evaluation criteria for selecting a Host Local Government
Local Governments	Play it Forward campaign	HLG payments; community benefits	BCLC worked directly with multiple local governments across B.C. to share dozens of stories about how casino revenue benefits their local communities
Local Government Host Community Service Provider	Potential relocation of Chances Terrace	Municipal benefits; facility relocation process	BCLC continues to work with the Service Provider and City of Terrace to discuss possible enhancements to the facility and/or relocation
Local Government Host Community Service Provider Provincial Government & Regulator	Responsible Gambling Awareness Weeks across B.C.	Access to Responsible Gambling and Problem Gambling resources in specific communities	Six city community tour across B.C. February–April to talk about Responsible Gambling in collaboration with GPEB
General Public	OMNI Survey of British Columbians aged 19+	Gauging relative importance of issues that BCLC reports on	Results of survey helped to inform the placement of issues on our materiality matrix



Finding sustainable solutions

The community of Kamloops currently does not have a large scale commercial composting program, but after trying in-house composting, we were determined to find an off-site solution to help reduce organic waste.

This year, we approached Marcia Dick of WasteNaught BC to collect our organics to compost offsite. Once a week, Marcia rides her bike to the Kamloops office to collect our organics. The harvested compost is then used in community gardens around the city. We diverted nearly four tonnes of organic waste from the Kamloops landfill, helped a grassroots Kamloops business and may have also motivated other local businesses to do the same.

Environment

BCLC is committed to cultivating sustainable actions. Although our direct operations are relatively small compared to the overall gambling industry in B.C., we strive to limit the amount of waste we produce and the amount of energy we consume. BCLC is committed to being a good steward of the environment and we continually engage our employees across all our operations to help lessen our environmental impact. We're lucky enough to call B.C. home, and we want to do our part to keep it beautiful.

In 2015, our reportable GHG emissions decreased by 31 per cent from 2014. Factors that have contributed to this reduction include a drop in natural gas consumption in both offices and the fact that 2015 was the first full year that BCLC operated with a significantly smaller fleet. This has allowed us to surpass our 2020 emission target five years earlier than planned. This is an accomplishment to be proud of; however, we acknowledge that the reduction in fleet only impacted our reportable emissions, as personal vehicles are now being used for business travel. Buildings now account for 93 per cent of our total emissions profile and thus we remain committed to limiting electricity and natural gas in our offices.

Our company has an active employee-driven Green Committee that helps raise awareness of environmental issues and engages staff in activities designed to promote a healthy environment such as Bike to Work Week, the semi-annual Adopt-A-Road challenge and Earth Day awareness. In 2015 we took several steps to increase our diversion rate in our Kamloops office. We phased out purchases of disposable items such as coffee cups and paper plates, and replaced them with reusable mugs and ceramic plates. We also installed centralized waste stations throughout the office, eliminating the need to have lined garbage bags at each workstation. Staff can now sort paper recycling, compost, refundable containers and garbage at one of several stations.

Our Vancouver office has participated in organic waste collection for many years thanks to access to such services in a larger centre. In Kamloops, where such services do not exist on a large scale, we partnered with a local entrepreneur and expanded our organic waste collection program. As a major employer in Kamloops, we are leading by example by being the first business to get onboard with commercial composting.

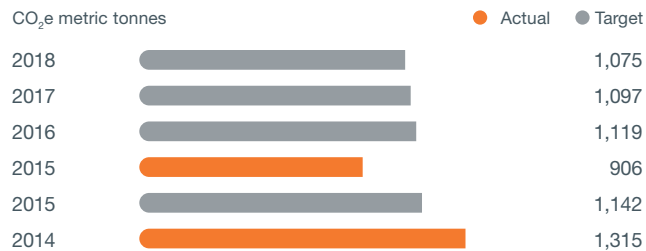


Helping keep our communities clean

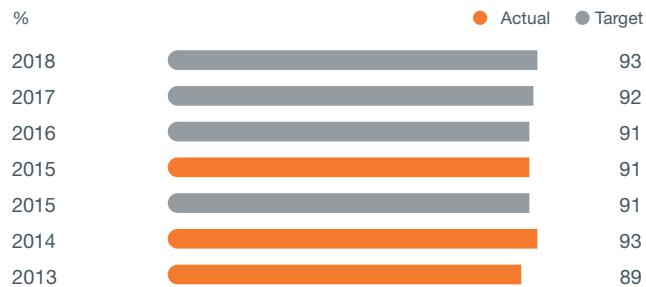
Our employee-led Green Committee helps make staff aware of, and get involved in, environmental activities. Twice a year staff in Kamloops and Vancouver participate in Adopt-A-Road events and head to the streets to pick up waste and help keep their communities clean and green. This year, they cleared approximately 100 pounds of trash around both our corporate offices.

Performance Summary

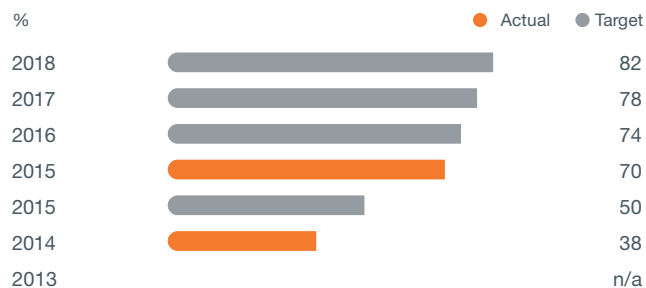
Level of Greenhouse Gas Emissions (CO₂e metric tonnes)



Waste Diverted from Landfill – Vancouver Office



Waste Diverted from Landfill – Kamloops Office



Profit

Generating economic activity and creating benefits for British Columbians.

The Province of B.C. founded BCLC 31 years ago with the purpose of giving back to British Columbia and helping communities grow. Thanks to our players over \$19 billion has been delivered to support communities, provincial programs and services, charities and major events that have helped shape B.C.

In 2015/16 BCLC achieved strong financial results through capitalizing on strategic investments primarily in the lottery and slots categories. We benefited from a statistically significant number of large lottery jackpot rollovers. LOTTO MAX led growth following the successful implementation of the increased jackpot cap to \$60 million which, combined with the highest number of jackpots ever recorded for the brand, contributed to British Columbia recording the highest growth in lottery sales in North America at 15.8 per cent. Slot revenues have rebounded with more British Columbians visiting casinos within B.C. Through innovation and a diverse product offering, we achieved the highest net income in our company's history of more than \$1.3 billion.

Financial Results (\$ in millions)	2013/14	2014/15	2015/16
REVENUES			
Lottery & eGaming	1,123.5	1,103.4	1,287.1
Casino & Community Gaming	1,684.8	1,800.9	1,814.7
	2,808.3	2,904.3	3,101.8
Prizes	665.6	659.5	744.8
NET WIN	2,142.7	2,244.8	2,357.0
EXPENDITURES			
Lottery & eGaming	189.9	175.4	204.7
Casino & Community Gaming	740.1	765.2	785.7
	930.0	940.6	990.4
Income before the undernoted	1,212.7	1,304.2	1,366.8
Indirect tax expense	38.1	49.7	53.1
NET INCOME			
Lottery & eGaming	304.1	304.2	369.1
Casino & Community Gaming	870.5	950.3	944.4
	\$ 1,174.6	\$ 1,254.5	\$ 1,313.5
Profit Margin	41.8%	43.2%	42.3%
Debt	\$ 154.9	\$ 140.1	\$ 150.1
Capital Expenditures	\$ 100.3	\$ 69.5	\$ 68.2

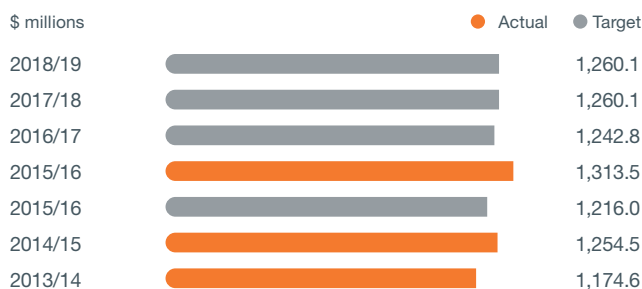
As a Crown corporation, we are also measured by our ability to operate efficiently and contain costs, in keeping with the requirements of the Province's Taxpayer Accountability Principles. BCLC continues to use cost management processes to identify areas for operational improvement. We foster a culture of cost-consciousness and remain committed to continual improvement of operational efficiencies and effectiveness.

The dynamic nature of the gambling business has continued to put pressure on operating costs. BCLC achieved a Comprehensive Cost Ratio of 42.0 per cent which was below the budget of 43.3 per cent primarily because lower cost products accounted for more of BCLC's revenue this year.

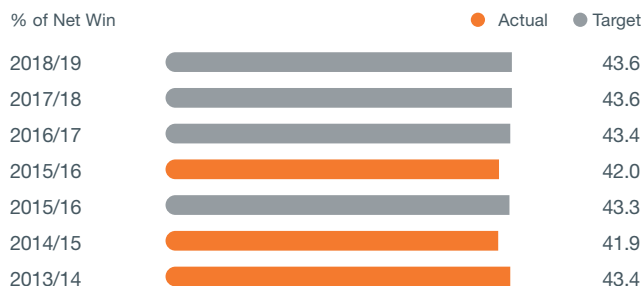
Net win per capita tells us how successful we are in growing revenue in relation to the provincial population. Throughout our business we must balance growth with social responsibility. In 2015/16, BCLC's net win per capita increased over the previous year and exceeded our target. This is due to a higher rate of growth in net win compared to the population growth. The net win increase was generated primarily through lottery and slots play which offset an expected decline in our high-limit table net win.

Performance Summary

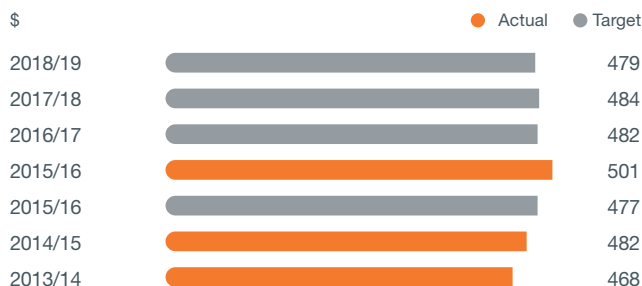
Net Income (millions)



Comprehensive Costs Ratio (% of Net Win)*



Net Win per Capita



Highlights 2015/16

BCLC casino and community gaming revenue charts show all revenue generated by B.C. gambling facilities on behalf of BCLC for 2015/16 as compared to 2014/15. Slot machine and table game revenue is recorded as “net win,” which is revenue after prizes are paid. Bingo revenue is recorded as “sales,” which is revenue before prizes are paid.

BCLC Casino Revenue

Casino	Service Provider	No. of Slot Machines*	Slot Machine Revenue 2015/16	No. of Tables	Table Game Revenue 2015/16	Total Casino Revenue 2015/16	Total Casino Revenue 2014/15
(in thousands of dollars)							
Billy Barker Casino, Quesnel	585 Holdings Ltd.	126	\$ 8,016	4	\$ 166	\$ 8,227	\$ 8,616
Cascades Langley Casino	Gateway Casinos and Entertainment Limited	893	96,727	31	23,317	120,044	106,034
Casino Nanaimo	Great Canadian Casinos Inc.	381	39,280	6	2,898	42,179	41,590
Casino of the Rockies, Cranbrook	SEM Resort Limited Partnership	229	11,672	5	852	12,524	12,653
Edgewater Casino	Edgewater Casino ULC	559	61,910	70	97,499	159,409	150,393
Elements Casino (formerly Fraser Downs) ¹	Orangeville Raceway Ltd.	530	51,227	28	8,495	59,722	53,280
Grand Villa Casino	Gateway Casinos and Entertainment Limited	1,152	121,407	64	77,422	198,829	203,812
Hard Rock Casino Vancouver	Great Canadian Casinos Inc.	922	95,439	47	43,375	138,814	124,951
Hastings Racecourse Casino	Hastings Entertainment Inc.	536	20,056	-	-	20,056	19,755
Cascades Kamloops Casino ²	Gateway Casinos and Entertainment Limited	500	29,025	21	3,579	32,604	28,611
Lake City Casino Kelowna	Gateway Casinos and Entertainment Limited	443	30,216	17	5,765	35,981	35,151
Lake City Casino Penticton	Gateway Casinos and Entertainment Limited	300	26,876	9	1,570	28,446	27,190
Lake City Casino Vernon	Gateway Casinos and Entertainment Limited	400	34,159	6	1,160	35,318	35,482
River Rock Casino Resort	Great Canadian Casinos Inc.	1,123	152,735	135	212,795	365,530	420,017
Starlight Casino	Gateway Casinos and Entertainment Limited	948	79,000	54	44,674	123,674	109,228
Treasure Cove Casino	Treasure Cove Casino Inc.	540	43,322	6	2,404	45,726	45,784
View Royal Casino	Great Canadian Casinos Inc.	555	63,085	15	8,709	71,794	69,370
Total		10,137	\$ 964,198	518	\$ 534,680	\$ 1,498,878	\$ 1,491,921

* Number of slot machines includes electronic table games. Electronic table revenue is reported within Slot Machine Revenue

1 During the year Fraser Downs rebranded to Elements Casino

2 During the year Lake City Kamloops relocated and rebranded to Cascades Kamloops

BCLC Community Gaming Revenue

Community Gaming Centre or Commercial Bingo Hall	Service Provider	No. of Slot Machines*	Slot Machine Revenue 2015/16	No. of Tables	Table Games Revenue 2015/16	Bingo Revenue 2015/16	Total Community Gaming Revenue 2015/16	Total Community Gaming Revenue 2014/15
(in thousands of dollars)								
Bingo Esquimalt	Kingsnorth Gaming Entertainment Inc.	–	\$ –	–	–	\$ 3,407	\$ 3,407	\$ 3,531
Chances Abbotsford	Playtime Peardonville Ventures. Ltd. ¹	186	16,388	–	–	288	16,676	16,279
Chances Campbell River	Playtime Community Gaming Centres Inc. ¹	145	12,003	–	–	819	12,822	10,674
Chances Castlegar	Terrim Properties	100	7,912	–	–	215	8,126	7,783
Chances Chilliwack	Great Canadian Entertainment Centres Ltd.	240	25,176	–	–	5,194	30,370	27,956
Chances Courtenay	Playtime Community Gaming Centres Inc. ¹	194	16,218	–	–	845	17,062	16,867
Chances Cowichan	Duncan Dabber Bingo Society	155	12,723	–	–	1,568	14,291	13,837
Chances Dawson Creek	Great Canadian Entertainment Centres Ltd.	152	11,269	–	–	484	11,754	14,307
Chances Fort St. John	243045 Alberta Ltd.	156	14,543	9	1,656	249	16,448	17,821
Chances Kamloops	Enterprise Entertainment Ltd.	200	14,071	–	–	3,343	17,414	16,425
Chances Kelowna	Goldwing Investments (Saskatoon) Ltd.	293	32,854	–	–	7,451	40,304	38,942
Chances Maple Ridge	Great Canadian Entertainment Centres Ltd.	187	19,784	–	–	2,627	22,411	21,669
Chances Mission	Gateway Casinos and Entertainment Limited	125	10,209	–	–	709	10,918	10,158
Chances Prince Rupert	0733244 BC Ltd.	100	8,846	–	–	1,195	10,041	9,770
Chances RimRock, Port Alberni	Alberni Valley Gaming Association	100	7,912	–	–	969	8,881	9,062
Chances Salmon Arm	Terrim Properties	100	5,692	–	–	362	6,054	–
Chances Signal Point, Williams Lake	Lucky's Venture Ltd.	125	9,828	–	–	1,150	10,977	11,151
Chances Squamish	Gateway Casinos and Entertainment Limited	100	4,174	–	–	389	4,562	4,342
Chances Terrace	Fort St. John Gaming Centre and Hotel Limited Partnership	75	10,932	–	–	1,028	11,959	12,697
Fairweather Bingo	Terrim Properties	–	–	–	–	802	802	2,991
Harbour City Bingo	Harbour City Bingo Inc.	–	–	–	–	5,242	5,242	5,306
Newton Community Gaming Centre	Gateway Casinos and Entertainment Limited	–	–	–	–	5,175	5,175	7,184
Planet Bingo	Community Gaming Management Association	–	–	–	–	7,337	7,337	7,746
Playtime Langley	Playtime Community Gaming Centres Inc. ¹	50	1,828	–	–	5,586	7,415	7,199
Playtime Penticton	Playtime Community Gaming Centres Inc. ¹	–	–	–	–	2,393	2,393	2,417
Playtime Victoria	Playtime Community Gaming Centres Inc. ¹	–	–	–	–	3,448	3,448	3,479
Treasure Cove Bingo	Treasure Cove Casino Inc.	–	–	–	–	9,291	9,291	9,164
Total Community Gaming Centres & Commercial Bingo Halls		2,783	242,360	9	1,656	71,565	315,580	308,758
Paper Bingo Distribution Revenue		–	–	–	–	206	206	198
Total		2,783	242,360	9	1,656	71,771	315,786	308,956

* Number of slot machines includes electronic table games. Electronic table revenue is reported within Slot Machine Revenue

¹ Playtime Gaming was acquired by Gateway Casinos and Entertainment in December 2015.

Highlights 2015/16 (continued)

Each year, local governments that host casinos or community gaming centres receive a share of net gaming income generated by those facilities. The following charts show Provincial payments made to Host Local Governments in 2015/16 as compared to 2014/15. The calculations for these payments are done in accordance with the Host Financial Assistance Agreement between the Province of British Columbia and each local government.

Net gaming income is defined as net win (revenue after prizes) from casino games less fees payable by BCLC to the casino operator and BCLC's administrative and operating costs as determined in accordance with International Financial Reporting Standards. Operator fees are attributed to the specific facility and vary by community. BCLC administrative and operating costs are attributed to each facility based on net win from the facility and therefore also vary by community.

Host Local Government Share of Casino Revenue

Local Government	Casino	Total 2015/16	Total 2014/15
(in thousands of dollars)			
Burnaby	Grand Villa Casino	\$ 10,573	\$ 10,992
Coquitlam	Hard Rock Casino Vancouver	7,316	6,711
Langley City	Cascades Casino	6,621	5,943
Kamloops	Cascades Casino Kamloops ¹	1,817	1,690
Kelowna	Lake City Casino Kelowna	1,938	1,962
Ktunaxa/Kinbasket Tribal Council Society	Casino of the Rockies	1,136	1,185
Nanaimo	Casino Nanaimo	2,494	2,490
New Westminster	Starlight Casino	6,581	5,959
Penticton	Lake City Casino Penticton	1,653	1,607
Prince George	Treasure Cove Casino	2,598	2,651
Quesnel	Billy Barker Casino	468	501
Richmond	River Rock Casino Resort	18,896	21,821
Surrey	Elements Casino ²	3,331	3,030
Vancouver	Edgewater Casino	8,307	8,004
	Hastings Racecourse Casino	1,097	1,103
Vancouver Total		9,404	9,107
Vernon	Lake City Casino Vernon	2,016	2,093
View Royal	View Royal Casino	4,112	4,027
Total		\$ 80,954	\$ 81,769

¹ Lake City Casino Kamloops was replaced by Cascades Casino Kamloops

² Fraser Downs Racetrack and Casino was rebranded during the year to Elements Casino

Host Local Government Share of Community Gaming Centre Revenue

Local Government	Community Gaming Centre	Total 2015/16	Total 2014/15
(in thousands of dollars)			
Abbotsford	Chances Abbotsford	\$ 954	\$ 925
Campbell River	Chances Campbell River	691	572
Castlegar	Chances Castlegar	455	440
Chilliwack	Chance Chilliwack	1,502	1,371
Courtenay	Chances Courtenay	934	942
Cowichan Tribes	Chances Cowichan	736	709
Dawson Creek	Chances Dawson Creek	641	807
Fort St. John	Chances Fort St. John	893	1,003
Kamloops	Chances Kamloops	807	751
Kelowna	Chances Kelowna	1,935	1,886
Langley Township	Playtime Langley	103	132
Maple Ridge	Chances Maple Ridge	1,169	1,138
Mission	Chances Mission	586	542
Port Alberni	Chances RimRock	460	467
Prince Rupert	Chances Print Rupert	510	510
Adams Lake Indian Band	Chances Salmon Arm ¹	335	—
Squamish Nation	Chances Squamish	224	219
Surrey	Newton Community Gaming Centre ²	—	100
Terrace	Chances Terrace	648	705
Williams Lake	Chances Signal Point	568	578
Total		\$ 14,151	\$ 13,797

1 Chances Salmon Arm opened during the fiscal year

2 During the 2015 fiscal year slot machines were removed from Newton Community Gaming Centre.

Appendix 1:

Social Responsibility Performance Framework

Metric	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target	2018/19 Target
PLAYER						
Player Experience						
Player Satisfaction	78%	80%	77%	79%	80%	80%
Player Participation	51%	54%	51%	50%	51%	52%
Customer Satisfaction CSC ¹	71%	72%	75%	75%	78%	80%
PlayNow.com Web Experience Score ¹	72%	—	76%	75%	TBD	TBD
Responsible Gambling						
Player Awareness of RG Activities	79%	79%	77%	74%	73%	73%
New Service Provider Employees who Passed ART	99%	100%	99%	100%	100%	100%
Player interactions at GameSense Info Centres (GSIC)	56,989	66,134	59,746	60,000	65,000	70,000
Employees who Completed “Where’s your GameSense?” Course	100%	100%	99%	100%	100%	100%
Ethical Conduct						
Pass Rate in Lottery Retail Mystery Shop Program ²	53%	N/A	N/A	50%	75%	75%
Employees who Completed Anti-Money Laundering Course ¹	—	90%	98%	100%	100%	100%
Number of Products/Promotions Labelled as Risk Recorded	—	—	—	—	—	—
External Certifications	maintain	maintain	maintain	maintain	maintain	maintain
World Lottery Association Certification Level Achieved	97%	100%	100%	100%	100%	100%
Casinos and Community Gaming Centres Certified by RG Check	—	70%	74%	maintain	maintain	75%
PlayNow.com Certified by RG Check	—	achieve	achieved	maintain	maintain	maintain
Player Privacy						
BCLC’s Privacy Practices for PlayNow.com are TRUSTe Compliant	achieved	achieve	achieved	achieve	achieve	achieve
Problem Gambling						
Player Awareness of VSE Program	50%	51%	46%	52%	53%	53%

Metric	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target	2018/19 Target
PEOPLE						
Employee Attraction, Retention & Engagement						
Employee Engagement	78%	80%	83%	83%	83%	83%
Employee Turnover Rate	24.7%	14.0%	9.6%	10.0%	10.0%	9.0%
Absenteeism Rate	1.89	7.00	5.8	7.00	7.00	7.00
Employees who Agree that BCLC is a Good Corporate Citizen	87%	90%	91%	90%	90%	90%
Employees who Understand What CSR Means to BCLC	91%	91%	94%	91%	91%	91%
Training & Development						
Average Spend on Training per Employee	\$670	\$900	\$795	\$1,100	\$1,200	\$1,200
PUBLIC						
Transparency						
Public Perception of BCLC's Transparency	57%	52%	60%	60%	60%	61%
Community Socio-Economic Benefits						
Public Recognition of Positive Contributions	68%	64%	68%	68%	68%	69%
Environment						
Level of Greenhouse Gas Emissions (CO ₂ e metric tonnes)	2014: 1,315	2015: 1,142	2015: 906	2016: 1,119	2017: 1,097	2018: 1,075
Waste Diverted from Landfill – Vancouver Office	93%	91%	91%	92%	93%	93%
Waste Diverted from Landfill – Kamloops Office	38%	50%	70%	74%	78%	82%
PROFIT						
Net Income (millions)	\$1,254.5	\$1,216.0	\$1,315.5	\$1,242.8	\$1,260.1	\$1,260.1
Comprehensive Costs Ratio (% of Net Win)	41.9%	43.3%	42.0%	43.4%	43.6%	43.6%
Net Win per Capita	\$482	\$477	\$501	\$482	\$484	\$479

1 New Metric 2016

2 Revised Metric

Discontinued Metrics	Reasoning
Gambling Facilities that use CSR reporting tool software	The use of the CloudApps tool has decreased among pilot participants and BCLC lacks the resources to adequately provide the software to additional service providers.
Office Water Use (m ³ /m ²) – Vancouver/Kamloops Office	BCLC will continue to report figures for office water use but it will no longer be tied to a performance target.
Substantiated PlayNow.com Player Complaint	There are a number of contributing factors to this metric that are outside of BCLC's control.
Number of Stakeholder Engagement Sessions	The focus on stakeholder engagement is on quality, not quantity. This metric is not representative of BCLC's stakeholder engagement strategy or outcomes.

Appendix 2:

Employee Work Status Overview

The table below summarizes the headcount at BCLC as of December 31, 2015.

Work Status	Field	Kamloops	Vancouver	Grand Total	Gender	
					Female	Male
Regular F/T	166	353	289	808	309	499
Regular P/T		35	8	43	34	9
Reg TFT		1	9	10	7	3
On Call		19	6	25	11	14
Temp On Call		2		2	2	0
Grand Total	166	410	312	888	363	525

Gender						
Female	9	193	161	363		
Male	157	217	151	525		

Definitions:

Regular Full-Time:	permanent employee that works 37.5 hour work week—equal to 1.0 FTE
Regular Part-Time:	permanent employee that has a scheduled number of hours per week, less than 37.5 hours
Regular Temp Full-Time:	employee that works 37.5 hour work week, but has a predetermined end date
On Call:	employee that is utilized on an as needed basis; no predefined work schedule
Temp On Call:	employee that is utilized on an as needed basis; no predefined work schedule but has a predefined end date

Appendix 3:

Performance Metric Details

The table below summarizes how we measure each metric, our benchmarks and information on the reliability of the data we collect.

Performance Measure	How We Measure and Benchmark	Data Reliability
Player Satisfaction	<p>Players who played in one of BCLC's gambling channels at least once every three to five months are asked to rate their level of satisfaction with their last experience in each channel on a 10-point scale. For each player, an average satisfaction score is calculated using their satisfaction scores in all channels they play in.</p> <p>Player responses in the top five box scores are then aggregated and expressed as a percentage to get the aggregate satisfaction.</p> <p>Player Satisfaction is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.</p>	<p>Continuous online survey independently conducted by third-party with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance that is consistent with B.C. population figures as per Statistics Canada's Census. The margin of error is ± 1.92 at the 95 per cent confidence level (19 times out of 20).</p>
Player Participation	<p>Participants are asked how frequently they play our games in any of BCLC's channels. The result is an aggregate score for those players who played at least once a month in any of our channels.</p> <p>Player Participation is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.</p>	<p>Continuous online survey independently conducted by a third-party with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada's Census. The margin of error is ± 1.55 at the 95 per cent confidence level (19 times out of 20).</p>
Customer Satisfaction CSC	<p>The "Customer Satisfaction" metric represents a player's overall satisfaction with BCLC's Customer Support Centre (CSC) after an interaction with the CSC. The score is a "Top 2 Box" score, meaning that it represents the percentage of players who rated the CSC's service as "Very Good" or "Excellent" (e.g., "4" or "5", on a 5-point scale).</p>	<p>This is a continuous online survey conducted by a third party with BCLC customers who contact the Customer Support Centre (CSC). Only those who have provided sufficient data via telephone or email will be invited to complete the online survey.</p>
PlayNow.com Web Experience Score	<p>PlayNow Website Experience Score (WES) is a measure of player satisfaction on PlayNow.com and is tracked by the Voice of the Customer program. It is calculated as the average of scores for the following question: How satisfied are you with the following aspects of the PlayNow.com website? (Easy to use Safe & Secure Fun & Entertaining)</p>	<p>This is a continuous online survey conducted by a third party with BCLC customers who visit bclc.com or PlayNow.com. There is a pop up invitation on each web platform as well as a 'Share your Feedback' button available; it is an opt-in format for those who actively choose to participate in the survey.</p>

Performance Measure	How We Measure and Benchmark	Data Reliability
Player Awareness of Responsible Gambling Activities	<p>Participants are asked to indicate their awareness of five of BCLC's responsible gambling activities. The result is a net percentage of BCLC players who are aware of at least one of the five initiatives.</p> <p>Player Awareness of Responsible Gambling Activities is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.</p>	Continuous online survey independently conducted by a third-party with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada's Census. The margin of error is ± 1.55 at the 95 per cent confidence level (19 times out of 20).
New Service Provider Employees Who Passed Appropriate Response Training (ART)	The pass rate for Appropriate Response Training (ART) is measured by combining pass rates for Level 1 and Level 2 ART courses. To pass Level 1, the participant must complete a multiple choice exam following their online training session, and achieve a minimum score of 70 per cent. To pass Level 2, the participant must complete a multiple choice exam following their in-person training session, and achieve a minimum score of 70 per cent.	The online course tool for ART exams has an embedded and automatic grading system that provides the SR team with reports to monitor pass/fail compliance rates.
Number of Player Interactions at GameSense Info Centres (GSICs)	Number of Player Interactions at GameSense Info Centres (GSICs) measures the total number of interactions that GameSense Advisors (GSA) have with players at casino and community gaming centre facilities about responsible gambling.	BCLC utilizes a customer interaction database that allows GSAs to provide customer interaction information in real-time, via smartphones and provides instant reporting capability to BCLC.
Employees Who Completed "Where's Your GameSense?" Course	The pass rate for "Where's Your GameSense?" is measured by the percentage of BCLC employees who, upon completing the online course and associated multiple choice exam, achieve a minimum score of 70 per cent.	The online course tool for "Where's Your GameSense?" has an embedded and automatic grading system that provides BCLC's SR team reports to monitor pass/fail compliance rates.
Pass Rate in Lottery Retail Mystery Shop Program	BCLC Mystery Shops were previously conducted by an independent contractor who measured retailer success by assessing eight separate standard areas of compliance. In 2016, the focus will shift to ID 25, which aligns with tobacco enforcement and creates a synergy with how controlled products are managed in the retail environment.	After the Mystery Shop has been conducted, the results are captured in a report and shared with BCLC Lottery Investigations through BCLC's reporting software. Any failed Mystery Shops information is then analyzed internally and the overall results are reported to the required stakeholders, which include GPEB and BCLC Lottery Sales.
Employees who Completed Anti-Money Laundering Course	The pass rate for the Anti-Money Laundering course is measured by the percentage of BCLC employees who, upon completing the online course and associated multiple choice exam, achieve a minimum score of 70 per cent.	The online Anti-Money Laundering course has an embedded and automatic grading system that provides BCLC's SR team reports to monitor pass/fail compliance rates.
World Lottery Association Certification Level Achieved	World Lottery Association (WLA) Certification is achieved following a successful third-party review of BCLC's responsible gambling policies, programs and practices by WLA. To re-certify at Level 4, BCLC must demonstrate continual improvement. Certification is valid for three years, after which BCLC must apply for re-certification to maintain level 4 status.	WLA certification, and re-certification, is independently conducted and involves a documentation review, interviews with staff, an independent audit of evidence and recommendation by an independent assessment panel.
Casinos and Community Gaming Centres Certified by RG Check	<p>RG Check certification for each BCLC casino and community gaming centre is determined by the Responsible Gambling Council (RGC), following an audit-type review based on standards and criteria reflecting international best practices. RGC's RG Certification is valid for three years.</p> <p>BCLC is among three other gaming organizations nation-wide that use the RG Check certification program.</p>	RG Check certification, and re-certification, is independently conducted and involves a documentation review, site visit, interviews with staff and patrons, and a final evaluation by the RG Check independent assessment panel.

Performance Measure	How We Measure and Benchmark	Data Reliability
PlayNow.com Certified by RG Check	RG Check certification for PlayNow.com is determined by the Responsible Gambling Council (RGC), following an audit-type review based on standards and criteria reflecting international best practices. RGC's RG Certification is valid for three years. PlayNow.com is the first online site in the world to earn RG Check accreditation.	RG Check certification, and re-certification, is independently conducted and, a final evaluation is provided by the RG Check independent assessment panel.
BCLC's Privacy Practices for PlayNow.com are TRUSTe Compliant	BCLC has received TRUSTe's Privacy Seal signifying that our privacy practices have been reviewed for compliance with the TRUSTe program. TRUSTe has re-certified that PlayNow.com's privacy practices align with its regulatory requirements.	TRUSTe is a third-party global data privacy management company.
Player Awareness of VSE Program	A third-party research professional conducts a continuous tracking study to measure Player Awareness of BCLC's VSE program on our behalf. Player Awareness of the VSE Program is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.	The survey to measure Player Awareness of Responsible Gambling Activities (of which the VSE Program is one of the activities) is independently conducted by a third-party research firm. The survey uses market research industry standard techniques to randomize the sample, while retaining a gender, age and regional balance that is consistent with B.C. population figures available from Statistics Canada's Census.
Employee Engagement	Employee Engagement is measured by an annual anonymous online survey amongst BCLC's employees, conducted by a third-party research professional on our behalf. The survey asks employees to rank on a six-point scale their agreement with a broad range of statements that span aspects of the workplace such as work conditions, career and development opportunities, and BCLC's goals and programs. The overall engagement score is an aggregate of the proportion of employees that have agreed with the statements in the top two points of the scale. Employee Engagement is internally benchmarked on a time series basis. We have not externally benchmarked the measure due to the BCLC specific nature of the survey questions.	The survey to measure Employee Engagement is independently conducted by a third-party research firm, using market research industry standard techniques.
Employee Turnover Rate	Employee Turnover Rate is internally benchmarked on a time series basis. We do not externally benchmark, as other gambling jurisdictions and B.C. Crown corporations do not publish equivalent figures.	Employee Turnover Rate is internally calculated by our Human Resources team. It is measured on a monthly basis with the year-end calculated by averaging monthly rates.
Absenteeism Rate	Absenteeism Rate is internally benchmarked on a time series basis. We do not externally benchmark, as other gambling jurisdictions and B.C. Crown corporations do not publish equivalent figures.	Absenteeism Rate is internally calculated by our Human Resources team. It is measured on a monthly basis with the year-end calculated by averaging monthly rates.
Employees Who Agree That BCLC is a Good Corporate Citizen	Employees Who Agree That BCLC is a Good Corporate Citizen is measured by an annual anonymous online survey among BCLC employees, conducted by a third-party research professional on our behalf. The survey asks employees to rank on a five-point scale their agreement with the statement "BCLC is a Good Corporate Citizen." Employee responses in the top two box scores are then aggregated and expressed as a percentage to get the aggregate agreement.	The survey to measure Employees Who Agree That BCLC is a Good Corporate Citizen is independently conducted by a third-party research firm, using market research industry standard techniques.

Performance Measure	How We Measure and Benchmark	Data Reliability
Employees Who Understand What Social Responsibility Means to BCLC	<p>Employees Who Understand What Social Responsibility Means to BCLC is measured by an annual anonymous online survey among BCLC employees, conducted by a third-party research professional on our behalf.</p> <p>The survey asks employees to rank on a five-point scale their agreement with the statement “I understand what Corporate Social Responsibility means to BCLC.” Employee responses in the top two box scores are then aggregated and expressed as a percentage to get the aggregate agreement.</p>	The survey to measure Employees Who Understand What Social Responsibility Means to BCLC is independently conducted by a third-party research firm, using market research industry standard techniques.
Average Spend on Training per Employee	Average Spend on Training per Employee measures the total amount BCLC employees have expensed for self-training or development activities, divided by the total number of BCLC employees.	This measure relies on employees self-recording their training expenses.
Public Perception of BCLC's Transparency	A third-party research professional conducts a continuous tracking study to measure Public Perception of BCLC's Transparency on our behalf.	Continuous online survey independently conducted by a third-party with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada's Census. The margin of error is 1.55 at the 95 per cent confidence level (19 times out of 20).
Public Recognition of Positive Contributions	A third-party research professional conducts a continuous tracking study to measure Public Recognition of Positive Contributions for BCLC on our behalf.	Continuous online survey independently conducted by a third-party with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada's Census. The margin of error is ± 1.55 at the 95 per cent confidence level (19 times out of 20).
Level of Greenhouse Gas Emissions	<p>BCLC uses standard calculations provided by the Province to calculate and report greenhouse gas (GHG) emissions in a standard format, as required by the Province. It is used by the Province to ensure BCLC is meeting the provincial reduction requirements and for benchmarking against other Crown agencies.</p> <p>BCLC obtains the required data from our suppliers of electricity, natural gas, fleet vehicle fuel and paper, and from internal procurement reporting. GHG emissions are internally benchmarked on a time series basis. Our Carbon Neutral Action Report and those of other B.C. Crown corporations are published by the Ministry of Environment annually at the end of June.</p>	<p>Data for electricity and natural gas consumption is verifiable from billable consumption figures supplied by the respective utilities companies. We calculate electricity usage for our offsite data facility from meter readings.</p> <p>Fleet vehicle fuel consumption is verified from fuel consumption reporting from our fleet vehicle management company.</p> <p>Paper consumption for all types of reportable paper is measured internally each month.</p>
Waste Diverted From Landfill – Vancouver and Kamloops Office	Office Waste Diverted from Landfill is measured by taking the weight of waste streams diverted from landfill (recycled paper, cardboard, recyclable containers, metals, glass, and compost) as a percent of the total weight of all streams in our Vancouver and Kamloops offices.	BCLC receives monthly reports from our external waste management contractors, detailing the actual weights of general garbage, recycled paper, recyclable containers, compostable materials and cardboard.

Performance Measure	How We Measure and Benchmark	Data Reliability
Net Income	<p>Net Income is the calculation of total sales after prizes, direct expenses, gaming support costs, general operating costs, amortization and taxes have been deducted and is reported using financial information from BCLC's publicly reported financial statements.</p> <p>BCLC's net income is analyzed on a time series basis and is not benchmarked with other jurisdictions due to differences in the types of gambling offered by the jurisdiction, differing gaming models and population levels.</p>	<p>Net income figures are taken from our audited statement of accounts, as published in our Annual Service Plan Report. Forecasts and targets are calculated by BCLC in accordance with International Financial Reporting Standards (IFRS) and are reviewed with the Treasury Board prior to inclusion in BCLC's Service Plan.</p>
Comprehensive Costs Ratio	<p>Our Operating Cost Ratio is the sum of our direct expenses (except prizes), including BCLC private sector service provider commissions and ticket printing, gaming support costs, general operating costs and amortization, divided by our consolidated net win and expressed as a percentage.</p> <p>Including private sector service provider commissions in our direct expenses more closely normalizes BCLC to the different operating models of other jurisdictions (i.e., instead of operating our gambling facilities directly, BCLC pays commissions to private sector service providers). Ticket printing is also included, as many other gambling jurisdictions do not separate this cost from their consolidated operating costs.</p> <p>Comprehensive Costs Ratio is benchmarked on a time series basis.</p>	<p>Direct expenses, gaming support costs, general operating costs and amortization are taken from our audited statement of accounts as published in our Annual Service Plan Report. All figures are determined in accordance with International Financial Reporting Standards.</p> <p>Figures for forecasts and targets are calculated by BCLC and are reviewed with the Treasury Board prior to inclusion in the Service Plan.</p>
Net Win per Capita	<p>Net win is the revenue after prizes have been paid to players. Casino game prizes are paid during game play. For lottery and bingo games, net win is calculated by deducting prizes from total sales revenue.</p> <p>Net Win per Capita is widely used in the gambling industry. As the age at which legal gambling is permitted varies between jurisdictions, BCLC's calculation is indexed to the total population rather than specifically to B.C.'s adult population, allowing us to benchmark consistently to other jurisdictions.</p> <p>Current data from benchmark comparators is not available. Historically, BCLC has outperformed benchmark organizations Loto-Québec (LQ) and Ontario Lottery and Gaming Corporation (OLG).</p>	<p>Net Win figures are taken from our audited financial statements published in our Annual Service Plan Report.</p> <p>Population figures are from Statistics Canada figures published in July each year and used as the baseline for our calculations for each of the years included in the Service Plan.</p> <p>Forecasts and targets are calculated by BCLC and are reviewed with Treasury Board prior to inclusion in the Service Plan.</p>

Appendix 4:

Global Reporting Initiative Index

BCLC aligns our social responsibility reporting with the Global Reporting Initiative (GRI) principles. The table below indicates where to find our general and specific standard disclosures from GRI's G4 Guidelines. This report has not been assured by GRI.

General Standard Disclosure	Description	Reference or Link
G4-1	Provide a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	Message from the CEO
G4-3	Report the name of the organization.	BCLC
G4-4	Report the primary brands, products, and services.	What we do; Brands
G4-5	Report the location of the organization's headquarters.	Contact us
G4-6	Report the number of countries where the organization operates.	BCLC only operates in British Columbia, Canada
G4-7	Report the nature of ownership and legal form.	Governance & Oversight
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	2015/16 Annual Report
G4-9	Report the scale of the organization, including: <ul style="list-style-type: none"> • Total number of employees • Total number of operations • Net revenues (for public sector organizations) 	Number of Employees: 888 2015/16 Annual Report 2015/16 Annual Report
G4-10	Report the total number of employees by employment contract and gender.	Appendix 2: Employee Work Status Overview Male: 525 Female: 363
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	0 per cent
G4-12	Describe the organization's supply chain.	Casino; Lottery; Online Gambling
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	There have been no significant changes to the organization over the reporting period
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	N/A
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Social Responsibility Charter

General Standard Disclosure	Description	Reference or Link
G4-16	<p>List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	Interprovincial Lottery Corporation, World Lottery Association, Canadian Gaming Association, Responsible Gambling Council of Canada, North American Association of State and Provincial Lotteries, Kamloops Chamber of Commerce
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents and report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	2015/16 Annual Report
G4-18	Explain the process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	Materiality Section
G4-19	List all the material Aspects identified in the process for defining report content.	Materiality Matrix
G4-20	For each material Aspect, report whether the Aspect is material within the organization.	All material aspects listed on the Materiality Plot are considered material inside of BCLC
G4-21	For each material Aspect, report whether the Aspect is material outside the organization.	<p>The following material aspects are considered material outside of BCLC:</p> <p>Service Providers: Anti Money Laundering and Illegal Activities, Problem Gambling, Responsible Gambling, Player Experience, Player Privacy, Ethical Conduct</p> <p>Retailers: Problem Gambling, Responsible Gambling, Player Experience, Ethical Conduct</p>
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Materiality Matrix
G4-24	Provide a list of stakeholder groups engaged by the organization.	Stakeholder Engagement
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Stakeholder Engagement
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder Engagement Audience Stakeholder Engagement <p>The general public (Age 19+) was surveyed as part of our materiality external validation process.</p>
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Appendix 3
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	About this Report
G4-29	Date of most recent previous report (if any).	2014/2015 SR Report published online July 2015
G4-30	Reporting cycle (such as annual, biennial).	Annual
G4-31	Provide the contact point for questions regarding the report or its contents.	Contact Us

General Standard Disclosure	Description	Reference or Link
G4-32	Report the 'in accordance' option the organization has chosen.	2015/16 Annual Report
G4-33	Report the organization's policy and current practice with regard to seeking external assurance for the report.	N/A
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Corporate Governance
G4-56	Describe the organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Ethics and Integrity Values Standards of Ethical Business Conduct for BCLC Employees SR Charter
Specific Standard Disclosure	Description	Reference or Link
G4-EC1	Direct economic value generated and distributed.	2015/16 Annual Report
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Economic Impact of Kamloops Office
G4-EN3	Energy consumption within the organization	CNAR Report
G4-EN6	Reduction of energy consumption	CNAR Report GHG Emissions
G4-EN8	Total water withdrawal by source	Vancouver Office: 2,805 m ³ Kamloops Office: 4,682 m ³
G4-EN15	Direct (scope 1) greenhouse gas emissions	CNAR Report
G4-EN16	Indirect (scope 2) greenhouse gas emissions	CNAR Report
G4-EN19	Reduction of greenhouse gases	CNAR Report
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Employee Turnover
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Employee Training (spend on training)
G4-SO4	Communication and training on anti-corruption policies and procedures	AML Training
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	100 per cent. All new games, products and promotional materials are subject to a Corporate Social Responsibility (CSR) assessment to ensure they adhere to BCLC's advertising and social responsibility guidelines. Ethical Conduct
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	A new metric titled 'Number of Products/Promotions Labelled as Risk Recorded' has been introduced and will be reported on in FY 2017.

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BCLC's Service Plan is available at
bclc.com/service-plan

Use your GameSense
GameSense.ca