



# Your Voice 2017, BCLC's Employee Survey Comprehensive Report

# Contents

**3** Methodology

**16** Evolution Over the  
Last 4 Years

**53** Agility Index

**62** Employee Experience

**98** My Leader/Manager

**123** Corporate Values &  
Responsibilities

**4** Engagement Analysis

**25** Factor Analysis

**55** Strategic Alignment  
& Cultural Drivers

**76** Work Environment

**108** Compensation &  
Benefits

**138** Senior Leadership

**12** Self-reported  
improvements &  
priorities

**36** Key Metrics

**60** Social Responsibility  
Issue

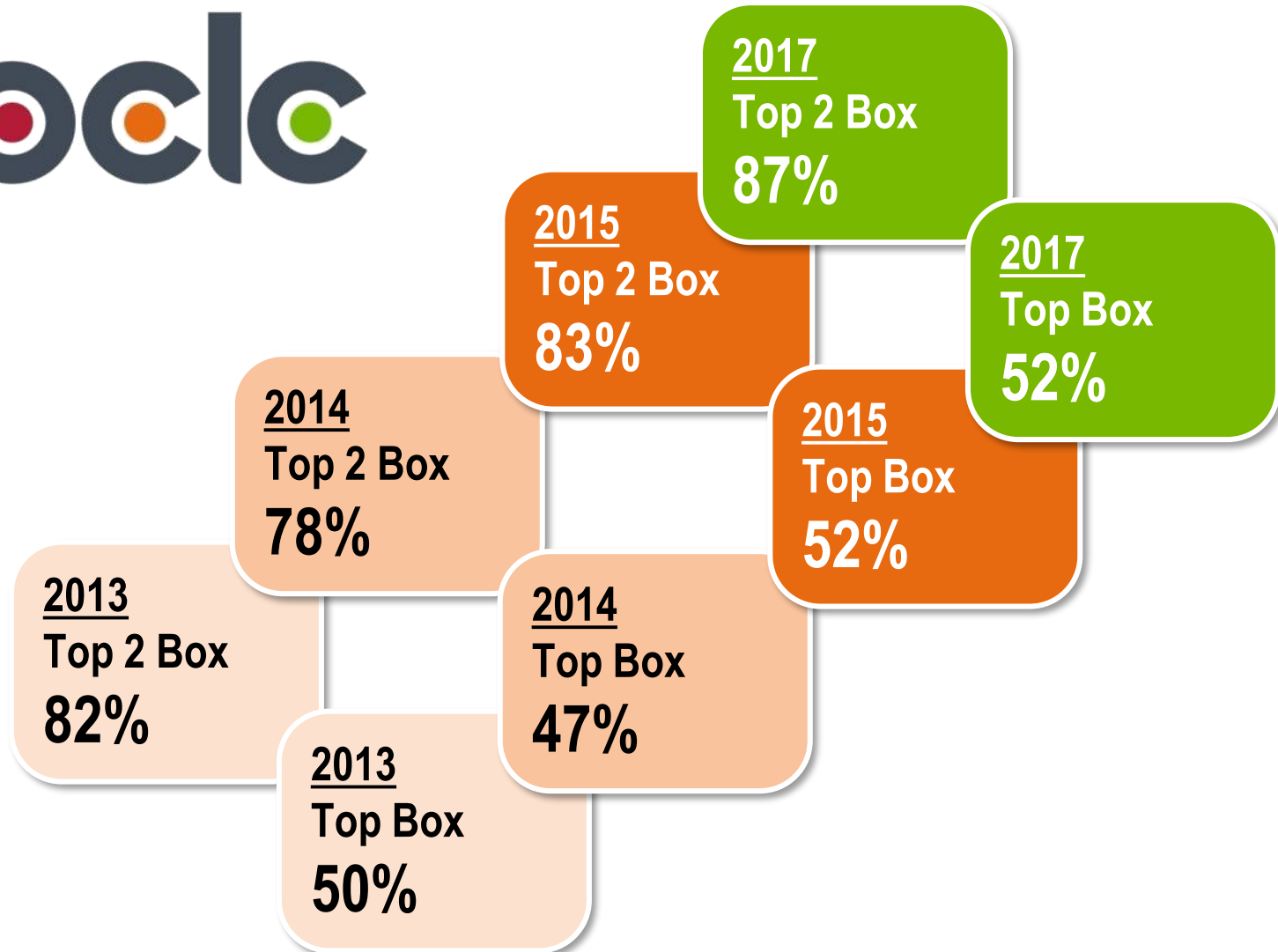
**87** Recognition &  
Performance

**116** Influence of BCLC

**145** Training &  
Onboarding

- 2017 was the eighth year of conducting *Your Voice*, the employee engagement survey for **bclc**.
- All employees were invited to participate with the following exceptions:
  - Students/Co-ops
  - Anyone on LTD; however, employees on maternity leaves/STDs included
  - New employees: up to 30 days of launch of survey included
- The questionnaire was hosted **online** by Ipsos.
- The survey was launched on Wednesday, February 1<sup>st</sup>, 2017 and closed on Tuesday February 21<sup>st</sup>, 2017.

# 2017 Engagement Analysis

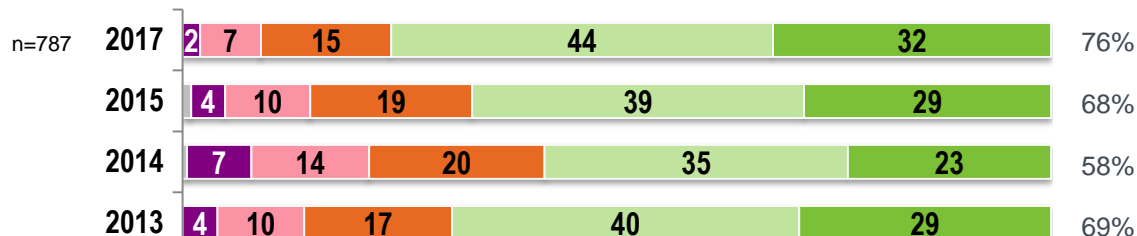


# Detailed Results

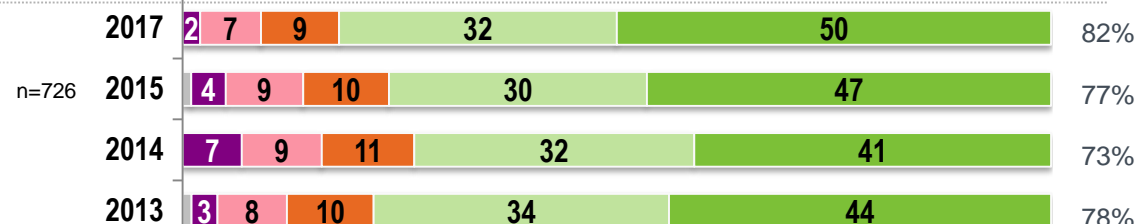
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

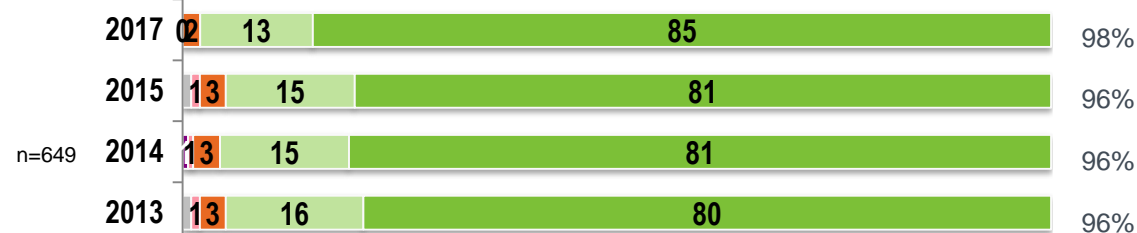
BCLC inspires me to do my best work



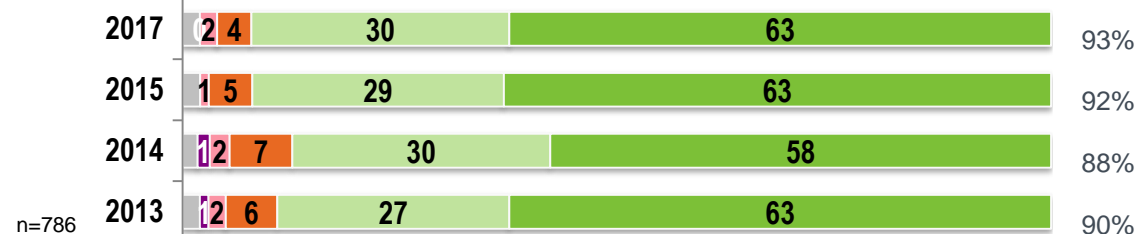
I am motivated to go beyond what is required in my role to help BCLC succeed



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



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

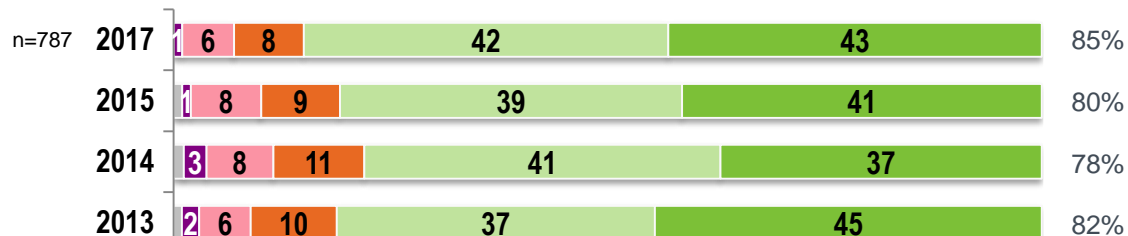


# Detailed Results

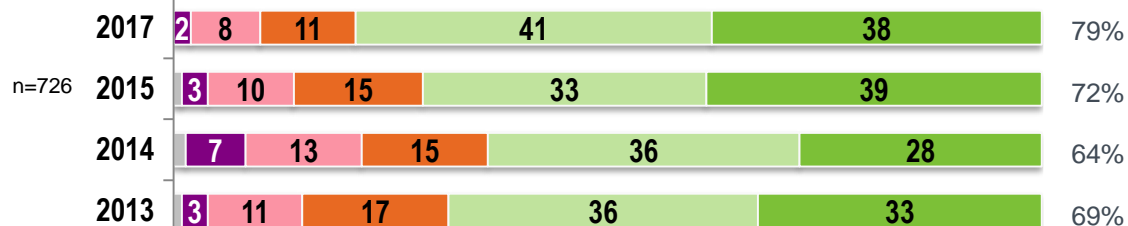
■ DK ■ Strongly disagree ■ Somewhat disagree ■ Neither nor ■ Somewhat agree ■ Strongly agree

Top 2

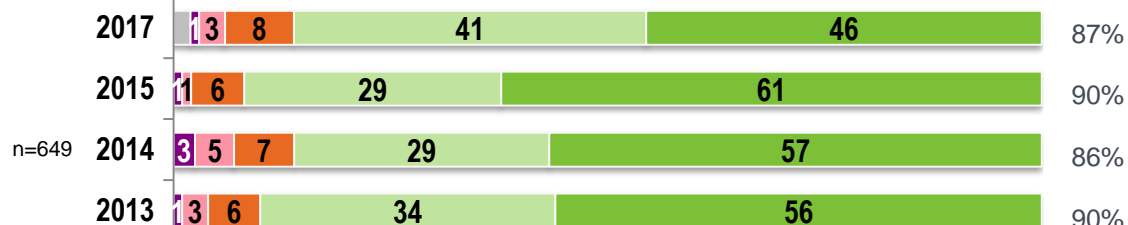
**BCLC continuously innovates to provide players with an outstanding gaming experience**



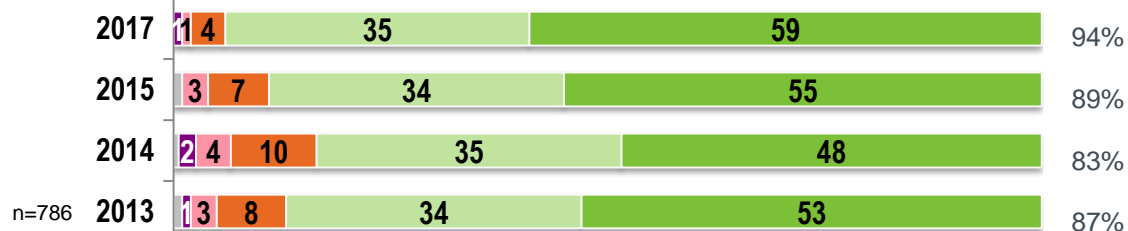
**The right conditions are in place at BCLC for me to take full responsibility in my job**



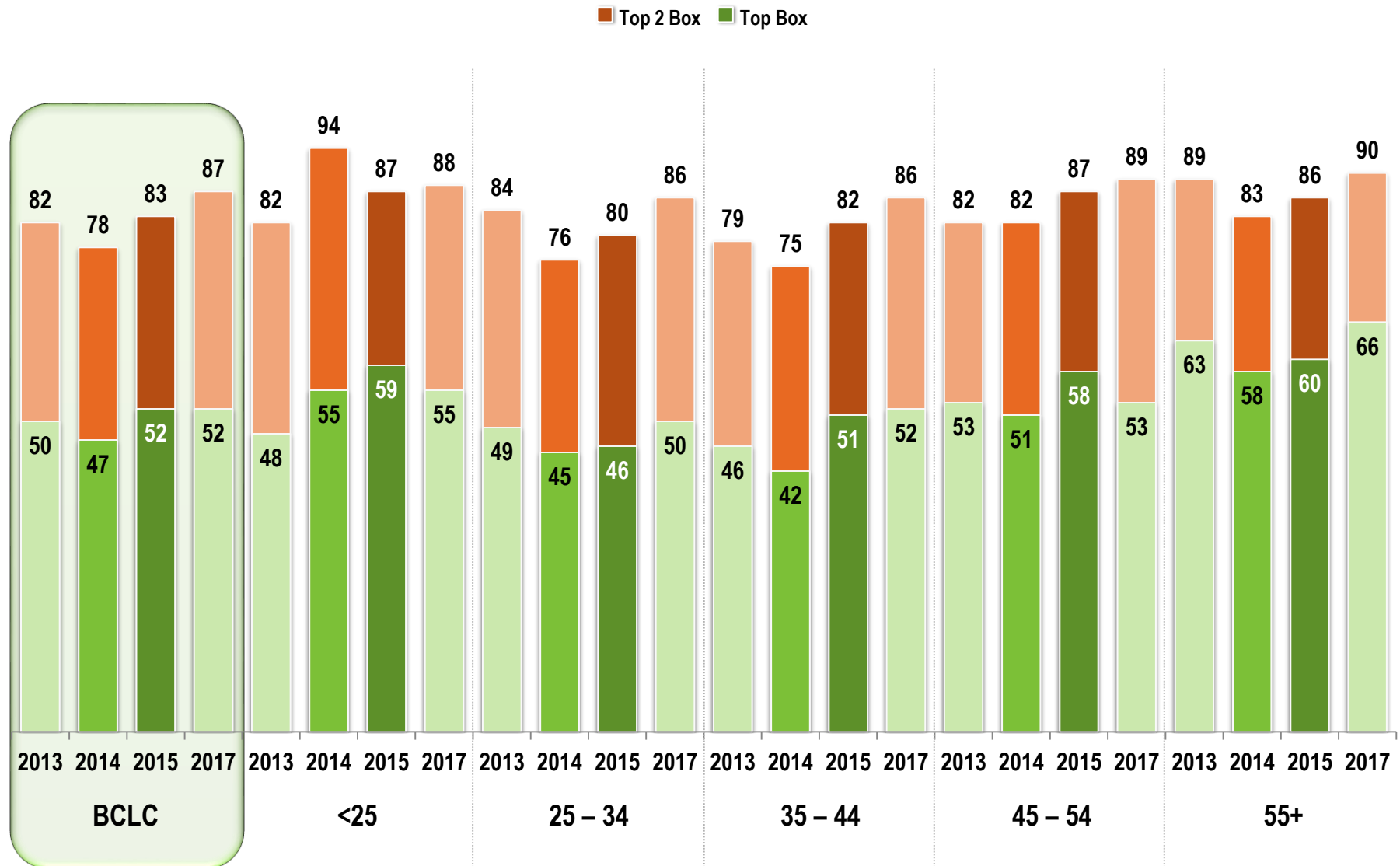
**I understand how my role supports BCLC's strategy**



**The way BCLC operates is in alignment with its values**

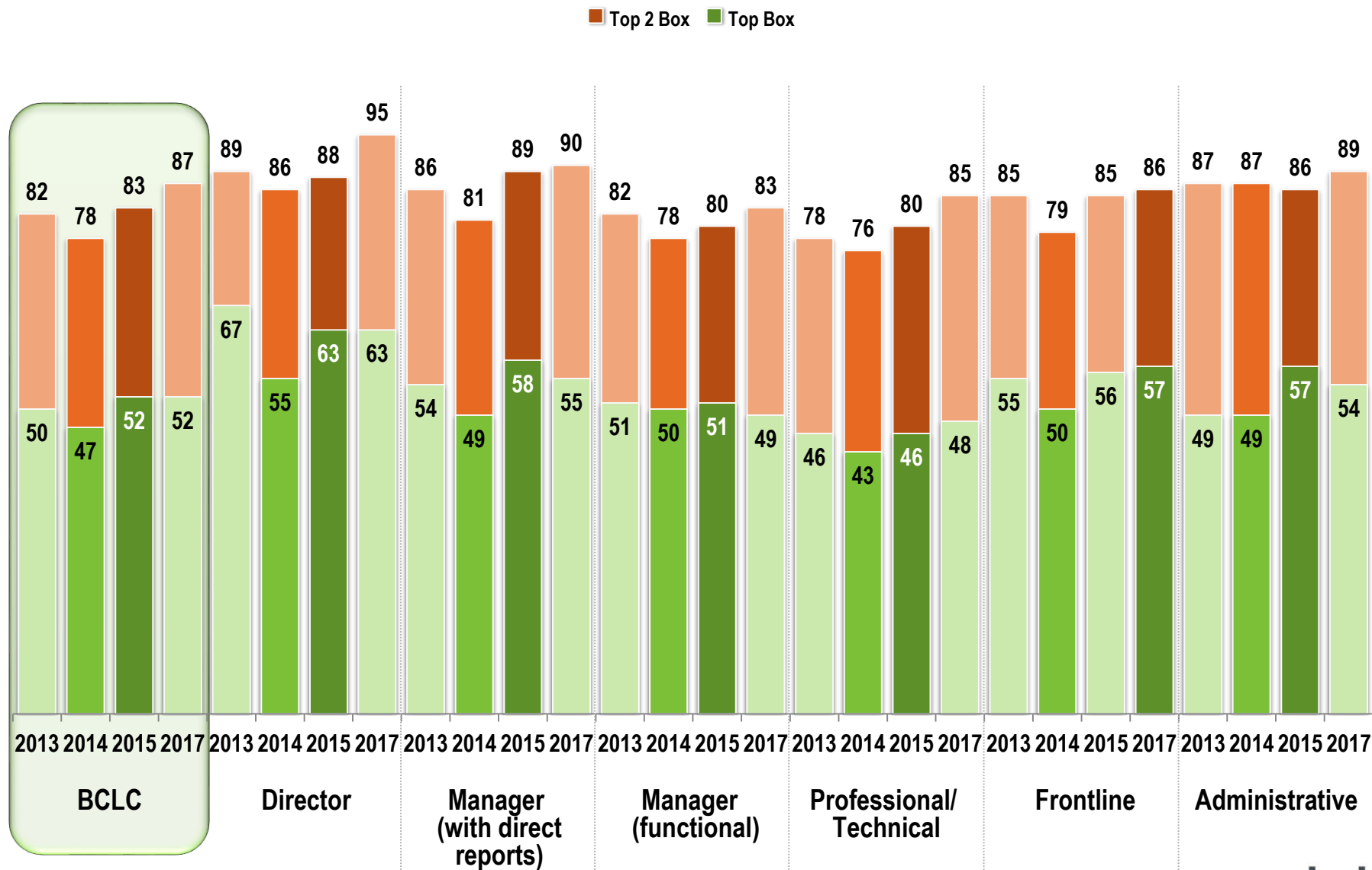


# Employee Engagement Index by Age

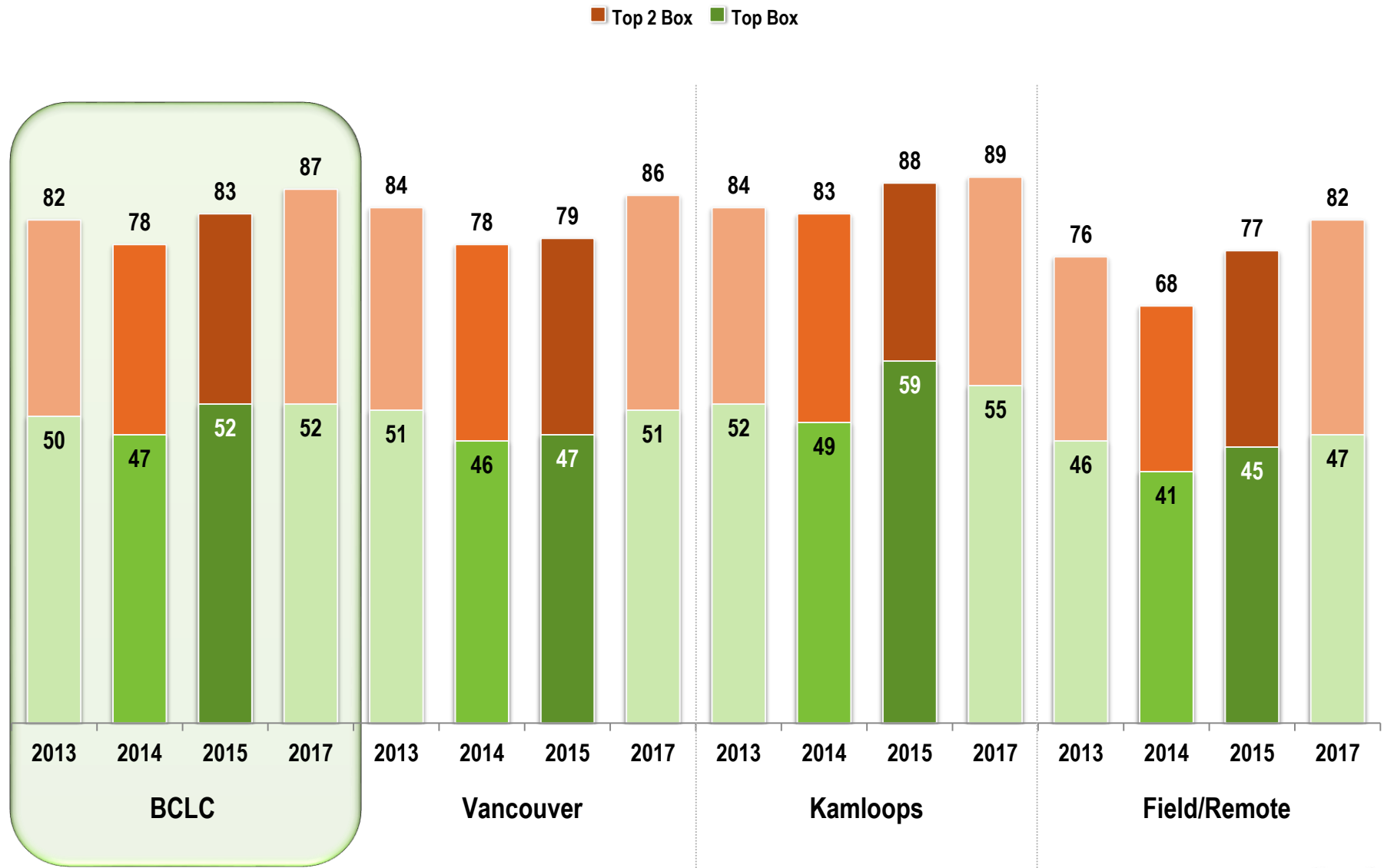




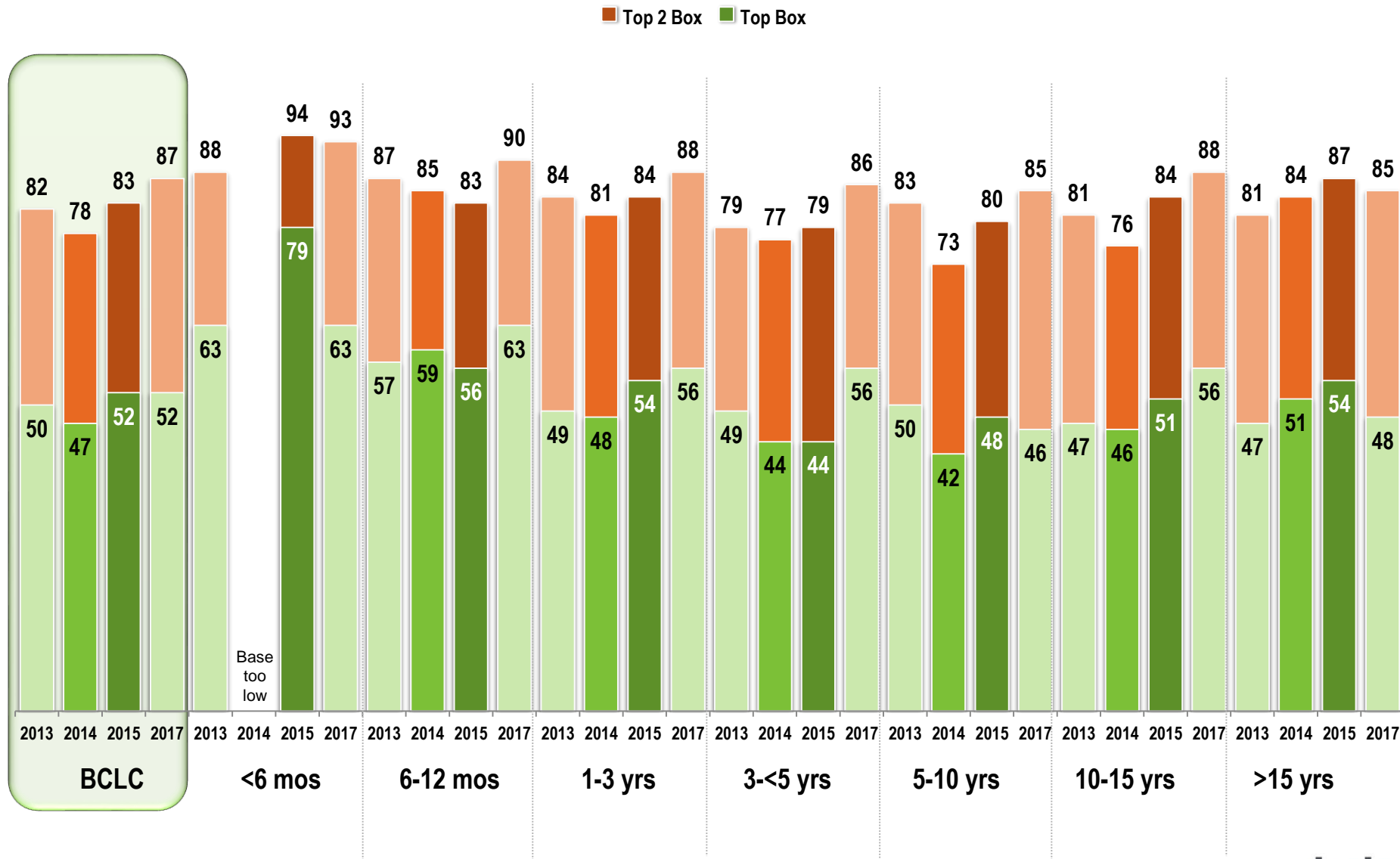
# Employee Engagement Index by Role



# Employee Engagement Index by Location



# Employee Engagement Index by Tenure with the Organization

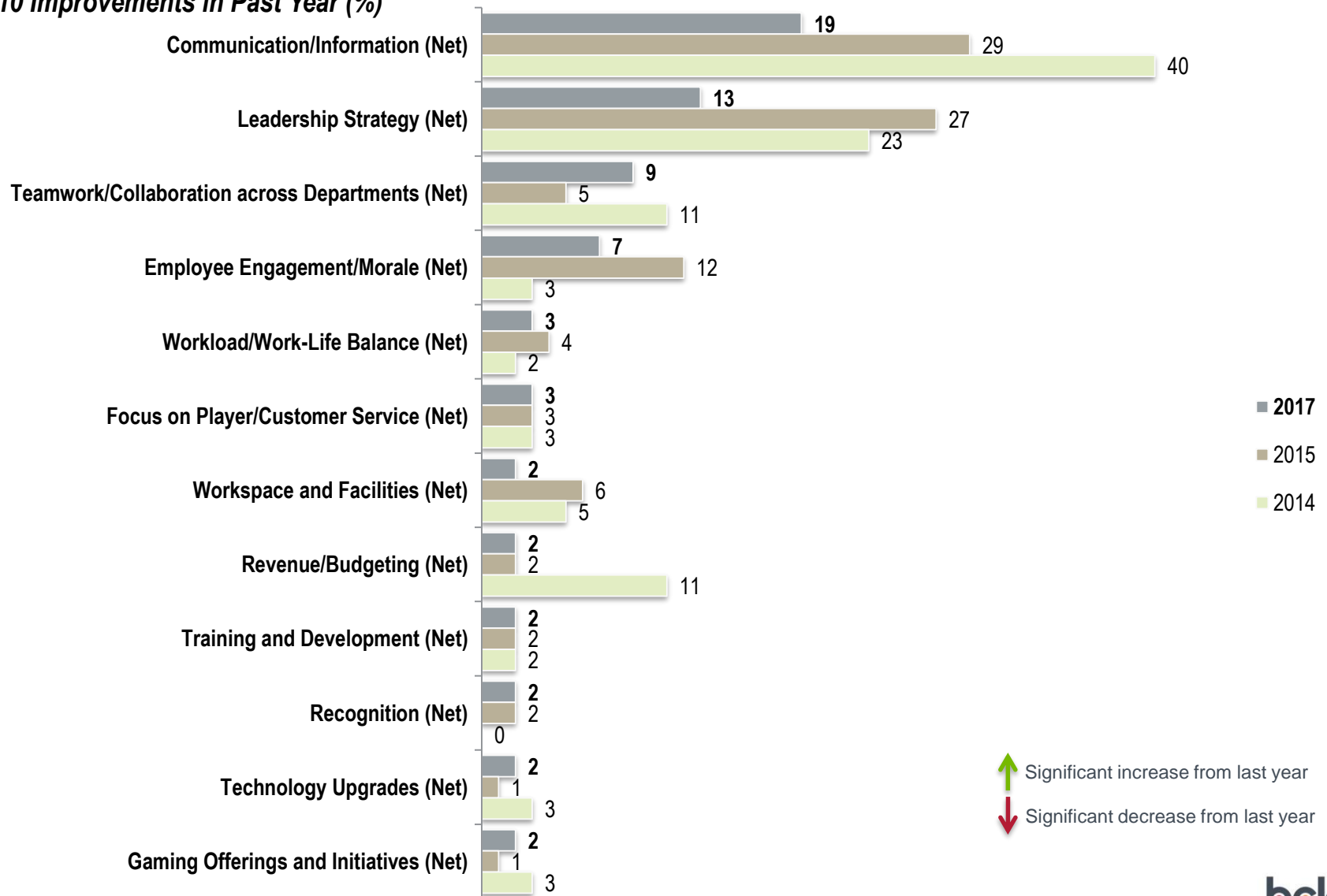


# Self-Reported Improvements & Priorities



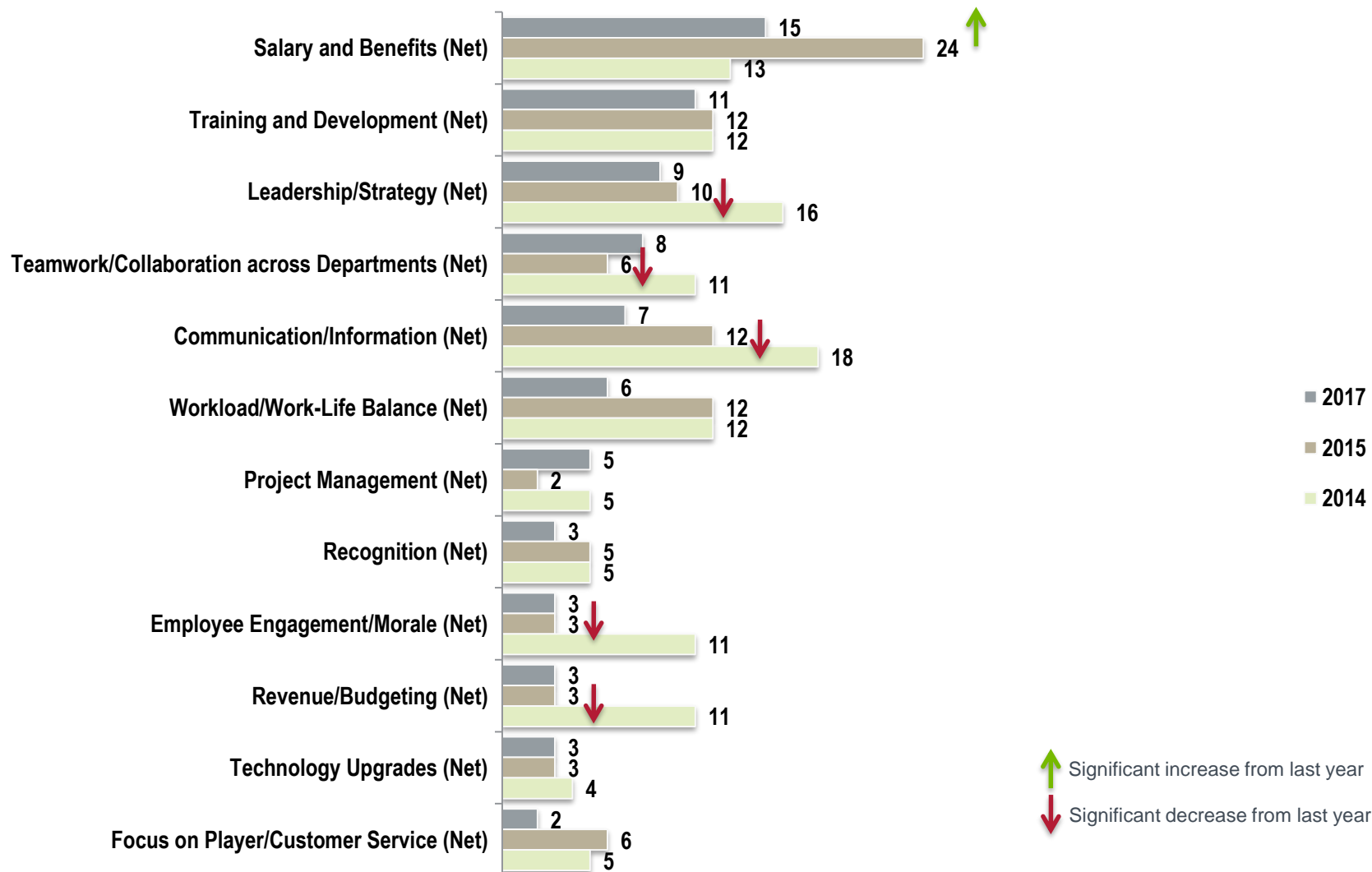
# Significant Improvements at BCLC in Past Year – Top 12

## Top 10 Improvements in Past Year (%)



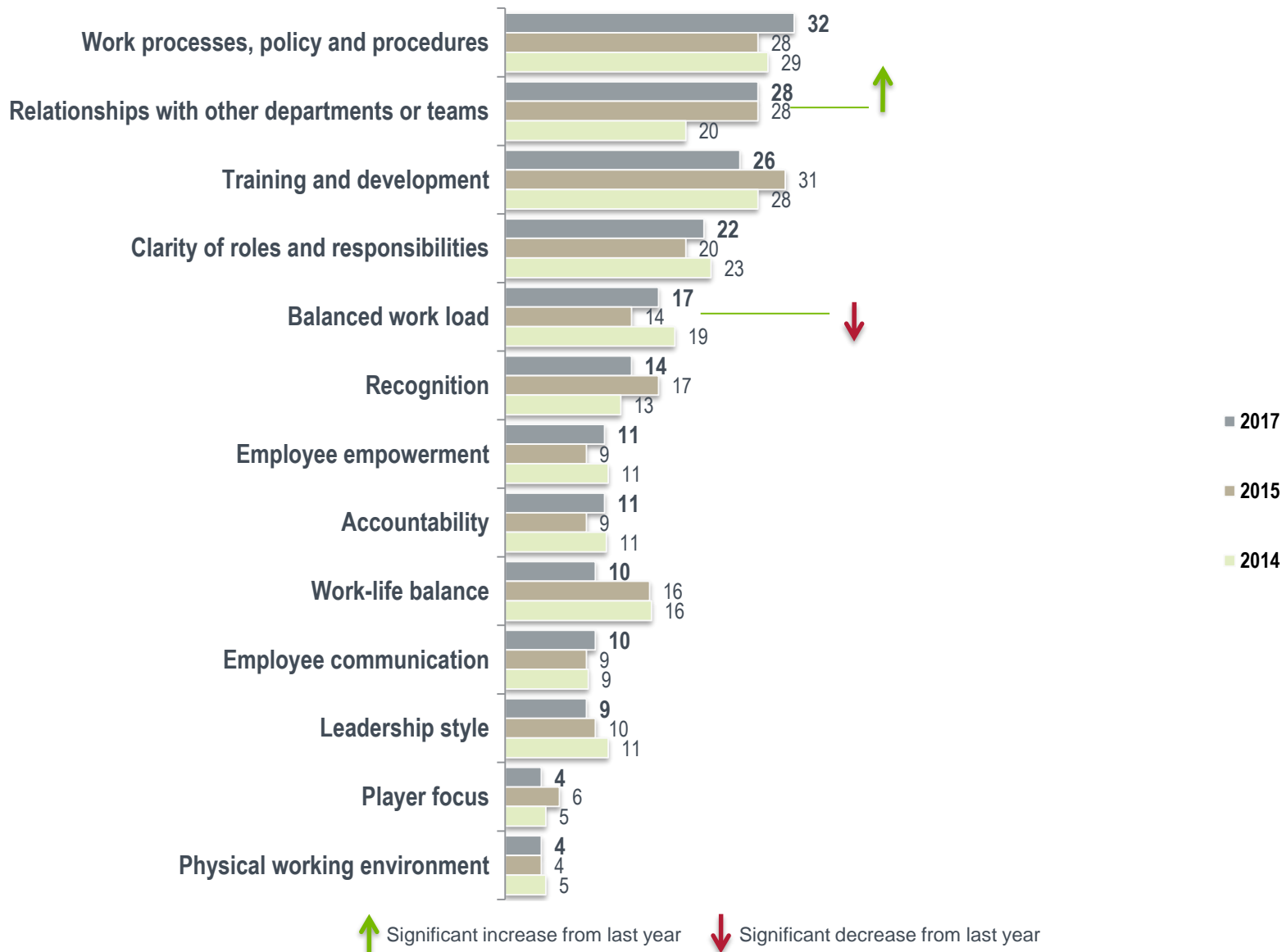
# Priority Areas for Improvement at BCLC in Next Year (Coded Verbatims)

## Top 12 areas for Improvements Over Next Year (%)



# Self-Reported Departmental Improvement Areas

*Please select the 2 items from the list below that you feel your department should focus on as priority areas for improvement. (%)*



# Evolution Over the Last 4 Years





# Stables (Top 2 Box – 4 Year Trend)

Statement	% Change from 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
The person I report to encourages and supports innovative thinking.	<b>-1.1%</b>	7.0%	-3.8%	<b>85.1%</b>	86.2%	79.2%	83.0%
My benefits package meets my current needs.	<b>-1.0%</b>	1.1%	0.8%	<b>85.5%</b>	86.5%	85.4%	85.0%
The person I report to develops teamwork within our own team.	<b>-0.6%</b>	7.7%	-5.1%	<b>78.7%</b>	79.3%	71.6%	76.7%
I have confidence in the decisions made by the person I report to.	<b>-0.6%</b>	5.8%	-3.1%	<b>82.5%</b>	83.1%	77.3%	80.4%
I think my benefits package is competitive.	<b>-0.6%</b>	0.7%	2.3%	<b>79.8%</b>	80.4%	79.7%	77.0%
The person I report to is committed to my development.	<b>0.2%</b>	10.0%	-5.3%	<b>81.7%</b>	81.5%	71.5%	76.8%
The work processes at BCLC allow me to perform effectively.	<b>0.1%</b>	7.7%	-2.6%	<b>63.7%</b>	63.6%	55.9%	58.5%
The person I report to promotes open and honest communication.	<b>0.4%</b>	5.4%	-4.2%	<b>87.2%</b>	86.8%	81.4%	85.6%
BCLC consistently conducts business in a fair, honest and trustworthy manner.	<b>0.4%</b>	4.7%	-2.2%	<b>92.5%</b>	92.1%	87.4%	89.6%
The expectations for my job are clear.	<b>0.5%</b>	5.1%	-3.7%	<b>81.4%</b>	80.9%	75.8%	79.5%

# Stables (Top 2 Box – 4 Year Trend)

Statement	% Change from 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
I have all the resources I require to do my job well.	<b>0.6%</b>	9.6%	-6.7%	<b>79.5%</b>	78.9%	69.3%	76.0%
The working atmosphere within the team.	<b>0.7%</b>	9.6%	-8.0%	<b>81.3%</b>	80.6%	71.0%	79.0%
Communication is good within my team.	<b>0.8%</b>	5.2%	-4.9%	<b>82.3%</b>	81.5%	76.3%	81.2%
The person I report to treats me with respect.	<b>0.8%</b>	3.5%	-1.0%	<b>92.0%</b>	91.2%	87.7%	88.7%
The person I report to encourages collaboration with other teams.	<b>0.9%</b>	5.9%	-2.5%	<b>85.1%</b>	84.2%	78.3%	80.8%
My role is a good fit with my skills.	<b>1.0%</b>	-0.1%	0.7%	<b>85.8%</b>	84.8%	84.9%	84.0%
The on-boarding process was critical to my success in my job.	<b>1.1%</b>	0.0%	15.7%	<b>78.9%</b>	77.8%	77.8%	62.0%
I understand what corporate social responsibility (CSR) means to BCLC.	<b>1.3%</b>	2.3%	0.1%	<b>94.8%</b>	93.5%	91.2%	91.0%
My job gives me a sense of personal accomplishment.	<b>1.4%</b>	4.3%	-3.4%	<b>81.4%</b>	80.0%	75.7%	79.1%

# Increases (Top 2 Box – 4 Year Trend)



Statement	% Change from 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
BCLC provides rewards to recognize various levels of achievement.	<b>13.0%</b>	-5.9%	-6.6%	<b>67.3%</b>	54.3%	60.2%	66.8%
BCLC is genuinely interested in the well-being of its employees.	<b>12.9%</b>	14.3%	-13.0%	<b>82.5%</b>	69.6%	55.3%	68.3%
Overall, how satisfied are you with your job at the present time?	<b>11.5%</b>	3.7%	-5.7%	<b>82.8%</b>	71.3%	67.6%	73.3%
My overall compensation package (pay, bonus and benefits) reflects my performance.	<b>11.1%</b>	-5.7%	-10.6%	<b>53.5%</b>	42.4%	48.1%	58.7%
Projects and initiatives that are launched within BCLC usually get completed.	<b>10.1%</b>	4.7%	-4.6%	<b>70.4%</b>	60.3%	55.6%	60.2%
The entire Senior Leadership team (CEO, VPs and Directors) reflects and supports the leadership practices necessary to make BCLC successful.	<b>9.7%</b>	16.3%	-13.8%	<b>84.9%</b>	75.2%	58.9%	72.7%
The morale in my department is high.	<b>9.4%</b>	14.6%	-12.8%	<b>74.8%</b>	65.4%	50.8%	63.6%
BCLC is good at developing employees to their utmost potential.	<b>8.9%</b>	10.0%	-8.5%	<b>65.7%</b>	56.8%	46.8%	55.3%
The entire Senior Leadership team (CEO, VPs and Directors) communicates a clear vision of where BCLC is going.	<b>8.9%</b>	5.1%	-5.8%	<b>81.6%</b>	72.7%	67.6%	73.4%
The salary.	<b>8.8%</b>	-6.0%	-10.2%	<b>54.9%</b>	46.1%	52.1%	62.3%
BCLC inspires me to do my best work.	<b>8.5%</b>	8.7%	-10.3%	<b>75.6%</b>	67.1%	58.4%	68.7%
I have confidence in the decisions made by my division's Senior Leadership team (VP and Directors).	<b>8.2%</b>	8.6%	-9.6%	<b>82.6%</b>	74.4%	65.8%	75.4%
The balance between private and professional life.	<b>8.2%</b>	5.9%	-4.2%	<b>84.2%</b>	76.0%	70.1%	74.3%

# Increases (Top 2 Box – 4 Year Trend)



Statement	% Change from 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
I have had sufficient input into determining the goals for my job.	<b>8.0%</b>	7.4%	-2.3%	<b>83.5%</b>	75.5%	68.1%	70.4%
My department took action based on the employee survey results.	<b>7.9%</b>	12.5%	-14.6%	<b>52.4%</b>	44.5%	32.0%	46.6%
I would recommend BCLC as an employer to a friend or family member.	<b>7.7%</b>	14.6%	-13.9%	<b>90.3%</b>	82.6%	68.0%	81.9%
My department's objectives are realistic.	<b>7.4%</b>	10.1%	-7.3%	<b>79.7%</b>	72.3%	62.2%	69.5%
The actions of the entire Senior Leadership team (CEO, VPs and Directors) of BCLC are consistent with BCLC values (Integrity, Respect & Social Responsibility).	<b>7.1%</b>	7.4%	-3.4%	<b>83.1%</b>	76.0%	68.6%	72.0%
The right conditions are in place at BCLC for me to take full responsibility in my job.	<b>6.9%</b>	8.0%	-4.6%	<b>78.7%</b>	71.8%	63.8%	68.4%
Customer feedback is shared across the company.	<b>6.9%</b>	-0.1%	-4.2%	<b>53.2%</b>	46.3%	46.4%	50.6%
I have confidence in the decisions made by the entire Senior Leadership team (CEO, VPs and Directors) of BCLC.	<b>6.6%</b>	13.5%	-8.1%	<b>80.8%</b>	74.2%	60.7%	68.8%
I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job with other similar organizations.	<b>6.6%</b>	-2.3%	-4.9%	<b>42.4%</b>	35.8%	38.1%	43.0%
I believe I am recognized based on my performance.	<b>6.5%</b>	2.0%	-8.6%	<b>68.6%</b>	62.1%	60.1%	68.7%
I frequently receive recognition for my work.	<b>6.2%</b>	5.5%	-9.2%	<b>64.2%</b>	58.0%	52.5%	61.7%
My department's objectives are consistent with BCLC's strategy.	<b>6.2%</b>	8.8%	-6.8%	<b>87.3%</b>	81.1%	72.3%	79.1%

# Increases (Top 2 Box – 4 Year Trend)



Statement	% Change from 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
Recognition is given in a personal and meaningful way.	<b>5.8%</b>	6.5%	-10.2%	<b>66.1%</b>	60.3%	53.8%	64.0%
I can influence my workplace through my ideas and involvement.	<b>5.5%</b>	4.4%	-2.7%	<b>83.2%</b>	77.7%	73.3%	76.0%
BCLC is transforming to a player-centric company.	<b>5.3%</b>	3.2%	-4.4%	<b>83.7%</b>	78.4%	75.2%	79.6%
BCLC continuously innovates to provide players with an outstanding gambling experience.	<b>5.3%</b>	1.5%	-3.4%	<b>84.8%</b>	79.5%	78.0%	81.4%
The way BCLC operates is in alignment with its values (Integrity, Respect & Social Responsibility).	<b>4.9%</b>	5.5%	-3.1%	<b>93.9%</b>	89.0%	83.5%	86.6%
I am motivated to go beyond what is required in my role to help BCLC succeed.	<b>4.9%</b>	3.7%	-4.9%	<b>81.8%</b>	76.9%	73.2%	78.1%
The opportunities for training.	<b>4.8%</b>	11.3%	-7.1%	<b>66.8%</b>	62.0%	50.7%	57.8%
The flexibility of the work schedule.	<b>4.5%</b>	3.7%	-4.0%	<b>85.1%</b>	80.6%	76.9%	80.9%
The expectations for my job are motivating.	<b>4.2%</b>	6.2%	-5.7%	<b>69.1%</b>	64.9%	58.7%	64.4%
The actions of my division's Senior Leadership team (VP and Directors) are consistent with BCLC values (Integrity, Respect & Social Responsibility).	<b>4.2%</b>	4.8%	-6.9%	<b>83.1%</b>	78.9%	74.1%	81.0%
The expectations for my job are realistic.	<b>4.0%</b>	9.0%	-6.5%	<b>79.9%</b>	75.9%	66.9%	73.4%
Official communications are effective in helping me better understand our business objectives.	<b>3.8%</b>	5.3%	-0.1%	<b>80.9%</b>	77.1%	71.8%	72.0%

# Increases (Top 2 Box – 4 Year Trend)



Statement	% Change from 2015-2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
BCLC has made progress on issues raised in the last year's employee survey.	<b>3.7%</b>	16.6%	-15.6%	<b>45.0%</b>	41.3%	24.7%	40.3%
BCLC is a good corporate citizen.	<b>3.3%</b>	3.6%	-1.7%	<b>94.3%</b>	91.0%	87.4%	89.1%
BCLC is environmentally responsible.	<b>3.1%</b>	4.8%	-1.5%	<b>84.8%</b>	81.7%	76.9%	78.4%
My work enables me to improve my skills.	<b>3.1%</b>	3.0%	-1.6%	<b>80.8%</b>	77.7%	74.7%	76.3%
I have opportunities to provide input into decisions that affect my work.	<b>3.1%</b>	6.3%	-5.0%	<b>83.5%</b>	80.4%	74.1%	79.1%
The person I report to continually seeks ways to improve the customers' experience.	<b>2.8%</b>	8.2%	-4.3%	<b>83.4%</b>	80.6%	72.4%	76.7%
I support the need for change within BCLC.	<b>2.8%</b>	2.7%	-2.1%	<b>95.8%</b>	93.0%	90.3%	92.4%
I take personal responsibility for my own career development.	<b>2.7%</b>	0.5%	1.7%	<b>95.0%</b>	92.3%	91.8%	90.0%
I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job within BCLC.	<b>2.6%</b>	2.2%	-5.2%	<b>52.9%</b>	50.3%	48.1%	53.3%
BCLC makes a positive contribution to the province of BC.	<b>2.6%</b>	0.8%	-0.7%	<b>97.5%</b>	94.9%	94.1%	94.8%
I believe that the people I work with respect me as a person.	<b>2.5%</b>	1.5%	-1.9%	<b>91.2%</b>	88.7%	87.2%	89.1%
If asked, I would assure friends and relatives that they can have trust and confidence in the games offered by BCLC.	<b>2.2%</b>	0.1%	0.0%	<b>97.8%</b>	95.6%	95.5%	96.0%

# Increases (Top 2 Box – 4 Year Trend)



Statement	% Change from 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
My department's objectives are clear.	<b>2.1%</b>	8.4%	-7.9%	<b>83.4%</b>	81.3%	72.9%	80.8%
I understand the need for change within BCLC.	<b>2.1%</b>	-0.2%	0.2%	<b>94.5%</b>	92.4%	92.6%	92.0%
My work conditions allow me to perform effectively.	<b>2.1%</b>	8.1%	-5.3%	<b>81.4%</b>	79.3%	71.2%	76.5%
I am well informed about my pension/retirement savings program.	<b>2.0%</b>	-4.4%	5.0%	<b>65.1%</b>	63.1%	67.5%	63.0%
BCLC encourages British Columbians to play responsibly.	<b>1.9%</b>	0.1%	-0.6%	<b>95.8%</b>	93.9%	93.8%	94.0%
The opportunities for career progression.	<b>1.9%</b>	10.7%	-9.6%	<b>52.5%</b>	50.6%	39.9%	49.5%
Our team values one another's unique strengths and different abilities.	<b>1.6%</b>	5.7%	-3.2%	<b>87.7%</b>	86.1%	80.4%	83.6%
The person I report to values my contributions.	<b>1.5%</b>	3.5%	-2.0%	<b>89.1%</b>	87.6%	84.1%	86.1%

# Decreases (Top 2 Box – 4 Year Trend)



Statement	% Change 2015- 2017	% Change 2014 - 2015	% Change 2013 - 2014	2017	2015	2014	2013
I received adequate support from the HR department.	<b>-20.5%</b>	11.1%	10.6%	<b>68.4%</b>	88.9%	77.8%	67.0%
I received adequate support from my colleagues. (Caution small base size; asked only if tenure is less than 6 months)	<b>-10.5%</b>	22.2%	-11.9%	<b>89.5%</b>	100.0%	77.8%	89.7%
I received adequate support from my mentor.	<b>-10.0%</b>	44.5%	-24.6%	<b>78.9%</b>	88.9%	44.4%	69.0%
I received adequate support from the person I report to. (Caution small base size; asked only if tenure is less than 6 months)	<b>-5.3%</b>	22.2%	-8.4%	<b>94.7%</b>	100.0%	77.8%	86.2%
I understand how my role supports BCLC's business strategy.	<b>-3.5%</b>	4.7%	-3.5%	<b>87.3%</b>	90.8%	86.1%	89.6%
The on-boarding program helps new hires to become productive very quickly.	<b>-3.1%</b>	-5.9%	7.4%	<b>55.3%</b>	58.4%	64.3%	57.0%
I am well informed about my benefits package.	<b>-2.5%</b>	1.9%	-1.8%	<b>79.7%</b>	82.2%	80.3%	82.1%



# Factor Analysis

## Priority Matrix

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

# BCLC Factors Ranking Detailed

## High Impact

- BCLC Strategy
- Corporate Responsibility
- Career Development & Training
- BCLC Culture
- Recommend BCLC
- Senior Leadership

## Average Impact

- Job Skills & Input
- Job Expectations
- Recognition
- Resources & Processes
- Acting on Survey
- Work-Life Balance
- Communication & Initiatives
- Team Environment & Morale
- My Manager

## Low Impact

- Overall Satisfaction
- My Compensation
- My Benefits
- Need for Change
- Recommend BCLC

## High Impact

### BCLC Strategy

- My division's objectives are aligned with BCLC's strategy.
- My work supports BCLC's strategy
- I understand BCLC's strategy.
- My department's objectives are clear.
- My department's objectives are realistic.

### Corporate Responsibility

- BCLC encourages British Columbians to play responsibly.
- BCLC makes a positive contribution to the province of BC.
- BCLC is a good corporate citizen.
- BCLC does everything it can to reduce gambling related harm in BC.
- BCLC is transforming to a player-centric company.
- I consider responsible gambling implications when making business decisions in my role at BCLC.
- BCLC is environmentally responsible.

### Career Development & Training

- I take personal responsibility for my own career development.
- BCLC is good at developing employees to their utmost potential.
- Satisfaction with the opportunities for training
- Satisfaction with the opportunities for career progression

### BCLC Culture

- Change is widely embraced.
- Teams and people are highly collaborative.
- BCLC has a culture of building trust.
- BCLC is customer focused..

### Senior Leadership

- The actions of the entire Senior Leadership team (CEO, VPs and Directors) of BCLC are consistent with BCLC values (Integrity, Respect & Social Responsibility).
- The actions of my division's Senior Leadership team (VP and Directors) are consistent with BCLC values (Integrity, Respect & Social Responsibility)
- The entire Senior Leadership team (CEO, VPs and Directors) communicates a clear vision of where BCLC is going.
- I have confidence in the decisions made by the entire Senior Leadership team (CEO, VPs and Directors) of BCLC.
- I have confidence in the decisions made by my division's Senior Leadership team (VP and Directors).

## Job Skills & Input

- I have opportunities to provide input into decisions that affect my work.
- My job gives me a sense of personal accomplishment.
- My role is a good fit with my skills.
- My work enables me to improve my skills.
- I can influence my workplace through my ideas and involvement.
- I have had sufficient input into determining the goals for my job.

## Job Expectations

- The expectations for my job are motivating.
- The expectations for my job are clear.
- The expectations for my job are realistic.

## Recognition

- I believe I am recognized based on my performance.
- I frequently receive recognition for my work.
- Recognition is given in a personal and meaningful way.
- BCLC provides rewards to recognize various levels of achievement.

## Resources & Processes

- I have all the resources I require to do my job well.
- My work conditions allow me to perform effectively.
- The work processes at BCLC allow me to perform effectively.

## Acting on Survey

- BCLC has made progress on issues raised in the last employee survey.
- My department took action based on the employee survey results.

## Average Impact

average number

## Work-Life Balance

- Satisfaction with the balance between private and professional life
- Satisfaction with the flexibility of the work schedule
- BCLC is genuinely interested in the well-being of its employees.

## Communication & Initiatives

- Change is communicated well within BCLC.
- Projects and initiatives that are launched within BCLC usually get completed.
- Official communications are effective in helping me better understand our business objectives.
- Communication of major corporate initiatives is timely and relevant.
- Customer feedback is shared across the company.

## Team Environment & Morale

- I believe that the people I work with respect me as a person.
- Communication is good within my team.
- Our team values one another's unique strengths and different abilities.
- The morale in my department is high.
- Satisfaction with the working atmosphere within the team.

## My Manager

- I have confidence in the decisions made by the person I report to.
- The person I report to encourages and supports innovative thinking.
- The person I report to promotes open and honest communication.
- The person I report to is committed to my development.
- The person I report to treats me with respect.
- The person I report to values my contributions.
- The person I report to develops teamwork within our own team.
- The person I report to encourages collaboration with other teams.
- The person I report to continually seeks ways to improve the customers' experience

Average Impact

100% positive response

## Overall Satisfaction

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

**Low Impact**

## My Compensation

- My overall compensation package (pay, bonus and benefits) reflects my performance.
- Satisfaction with the salary
- I feel that my overall compensation package (pay, benefits and bonuses) is comparable with people doing a similar job within BCLC.
- I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job with other similar organizations.

## My Benefits

- I am well informed about my benefits package.
- My benefits package meets my current needs.
- I am well informed about my pension/retirement savings program.
- I think my benefits package is competitive.

## Need for Change

- I understand the need for change within BCLC.
- I support the need for change within BCLC.

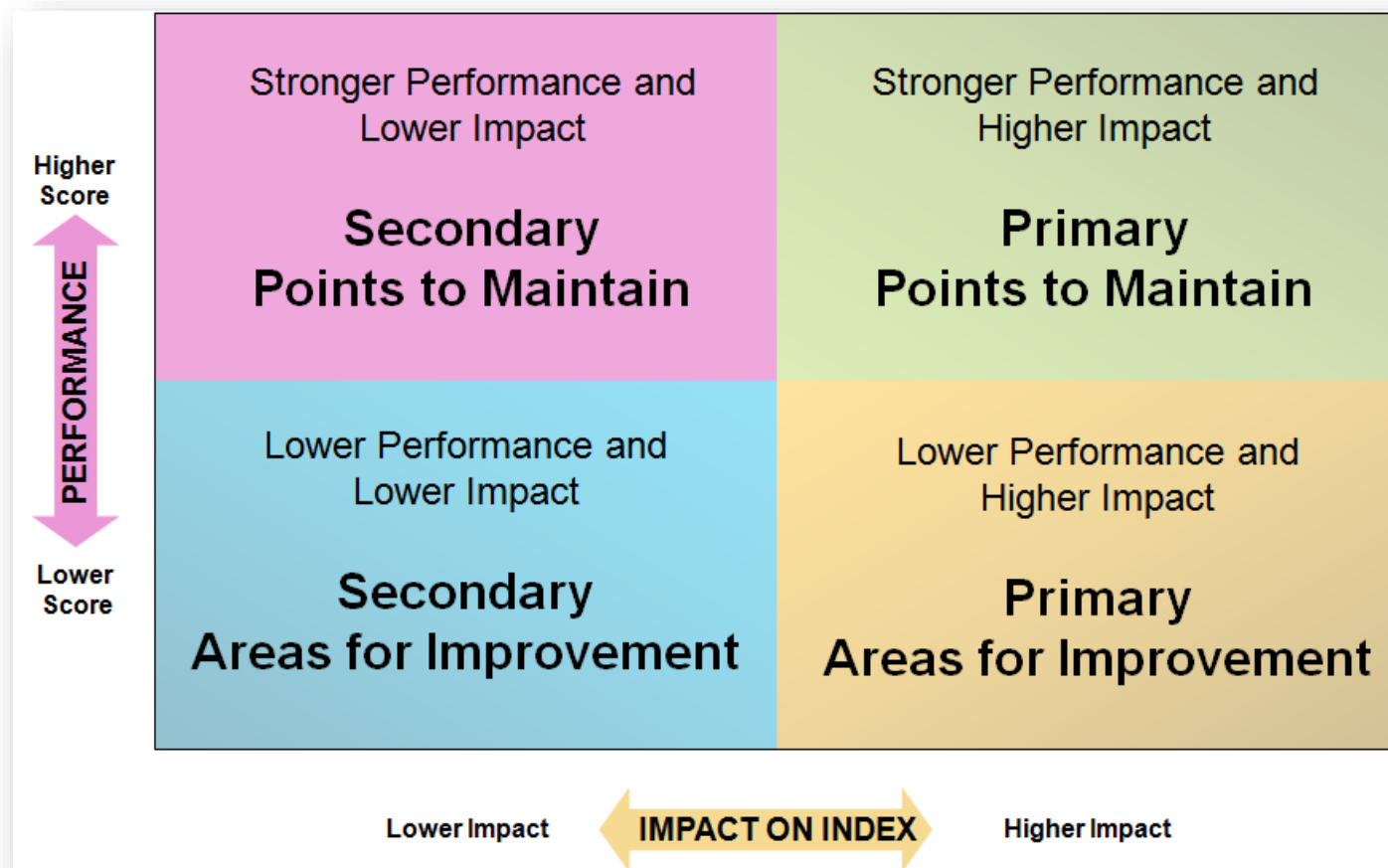
## Recommend BCLC

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

- ① Although causation is difficult to prove with any statistical tool, the goal of the matrix is to help determine which factors are highly associated with employee engagement as defined by BCLC, which is the dependent variable of the analysis.
- ① The Priority Matrix is a tool designed to help derive opportunities for improvement as well as areas of strength in relation to employee engagement.
  - The priority matrix takes each factor and simultaneously plots how BCLC performs on the factor as how strongly the factor is associated with employee engagement.
    - The metric used on the Performance axis is the average of the mean scores of the questions that make up the factor.
    - The metric used on the Association axis is the correlation of the factor to the BCLC Employee Engagement Index.
  - Therefore, a factor that has a strong association with employee engagement and high performance is an Area of Strength.
  - A factor that has a strong association with employee engagement and lower performance is a Priority Opportunity for Improvement.
- ① The axes and scales are adjusted to best display relative association and performance. Therefore, factors falling into the lower quadrants are not to be disregarded but interpreted relatively.



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



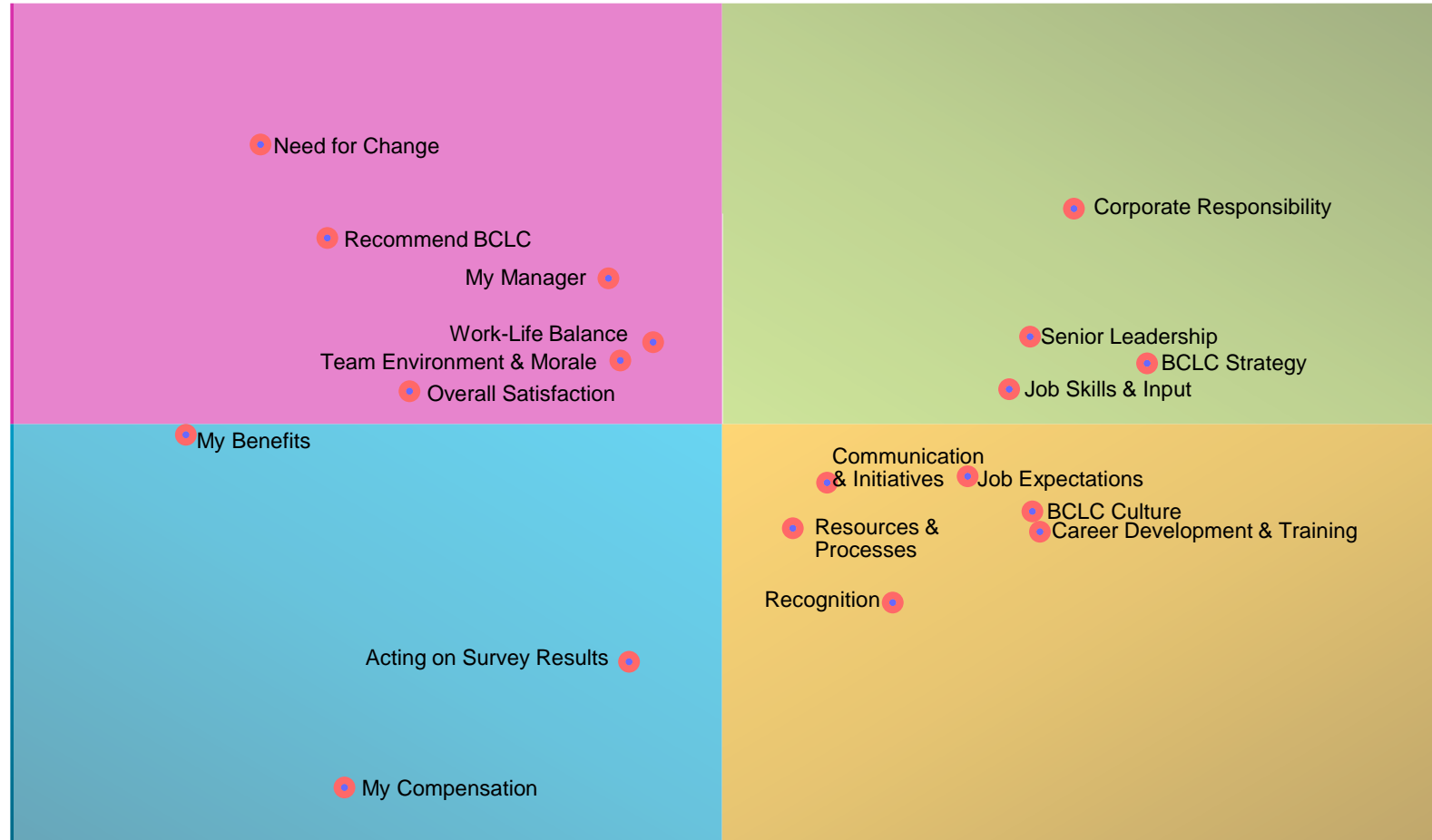
# Priority Matrix for BCLC

2017

Higher  
Score

PERFORMANCE

Lower  
Score



Lower Impact

IMPACT ON INDEX

Higher Impact

## Primary Points to Improve

Communication & Initiatives

Job Expectations

Career Development & Training

Recognition

Resources & Processes

BCLC Culture

## Primary Points to Maintain

Corporate Responsibility

Job Skills & Input

Senior Leadership

BCLC Strategy

## Secondary Points to Maintain

Need for Change

Recommend BCLC

My Manager

Work-Life Balance

Team Environment & Morale

Overall Satisfaction

## Secondary Points to Improve

My Compensation

Acting on Results

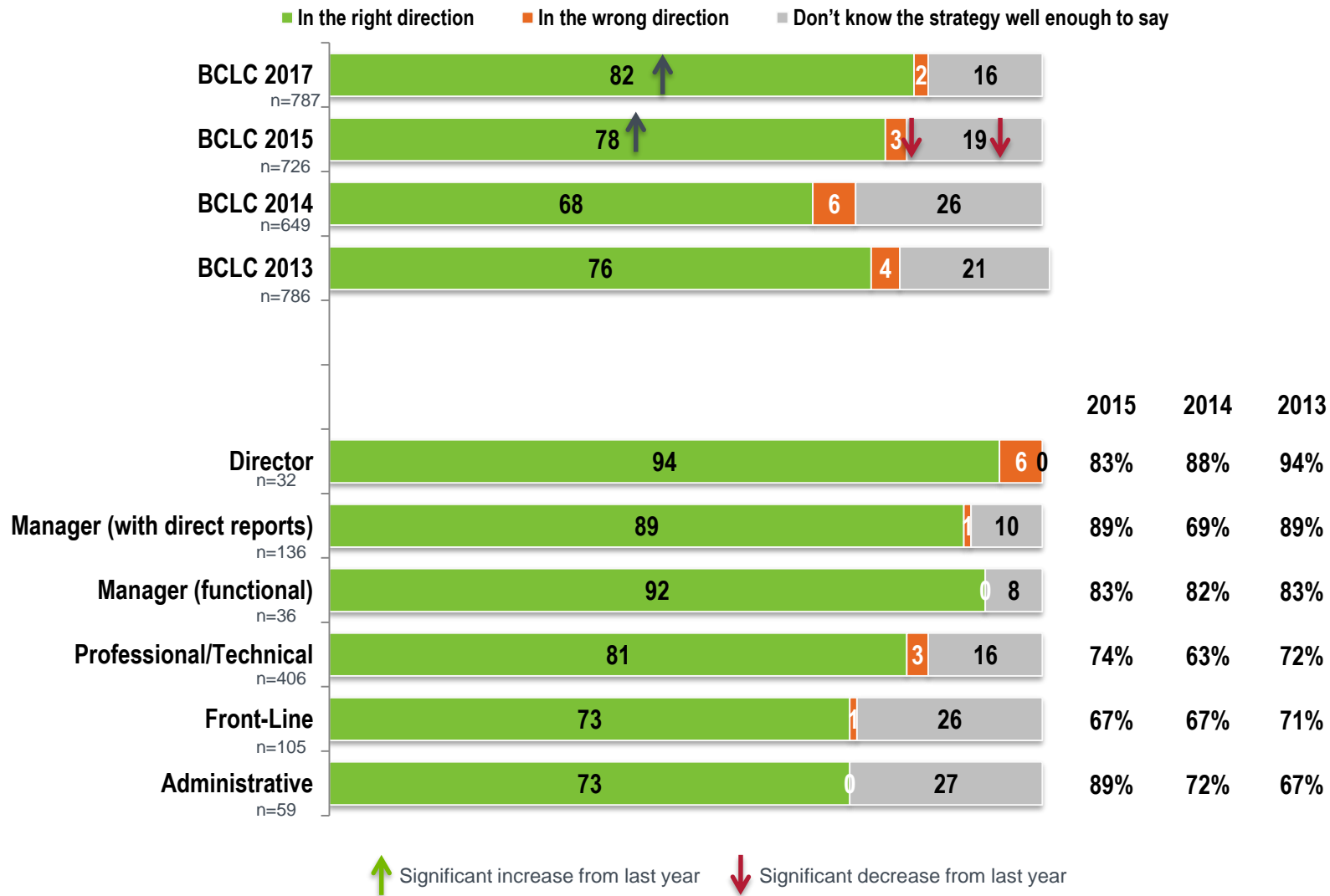
My Benefits

# Key Metrics



# Endorsement of Strategy

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

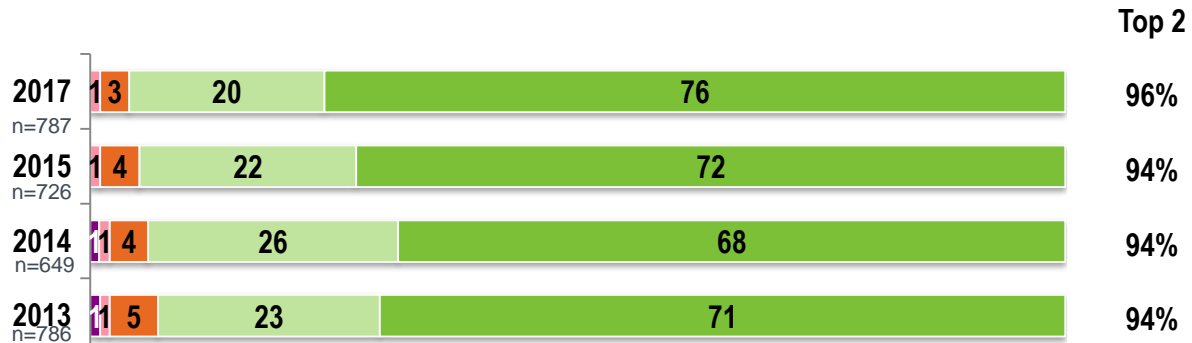


# Corporate Dimensions

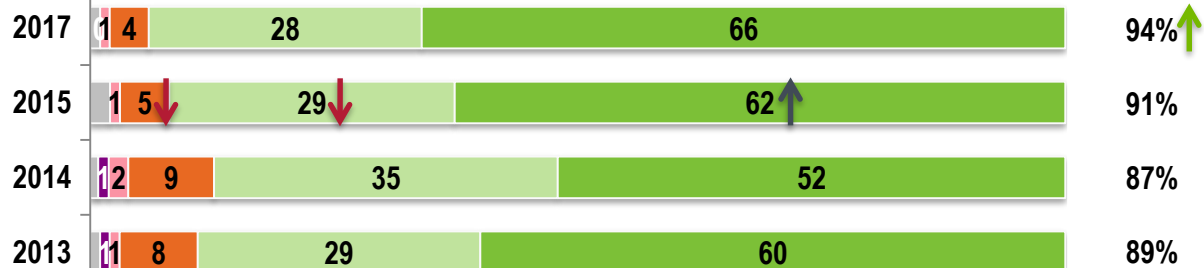
Please rate your agreement with the statements below ... (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

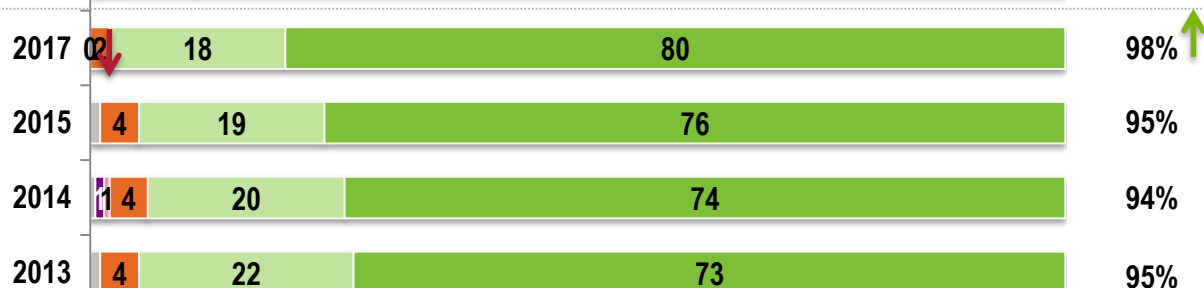
**BCLC encourages  
British Columbians to  
play responsibly**



**BCLC is a good  
corporate citizen**



**BCLC makes a positive  
contribution to the  
province of BC**



Significant increase from last year

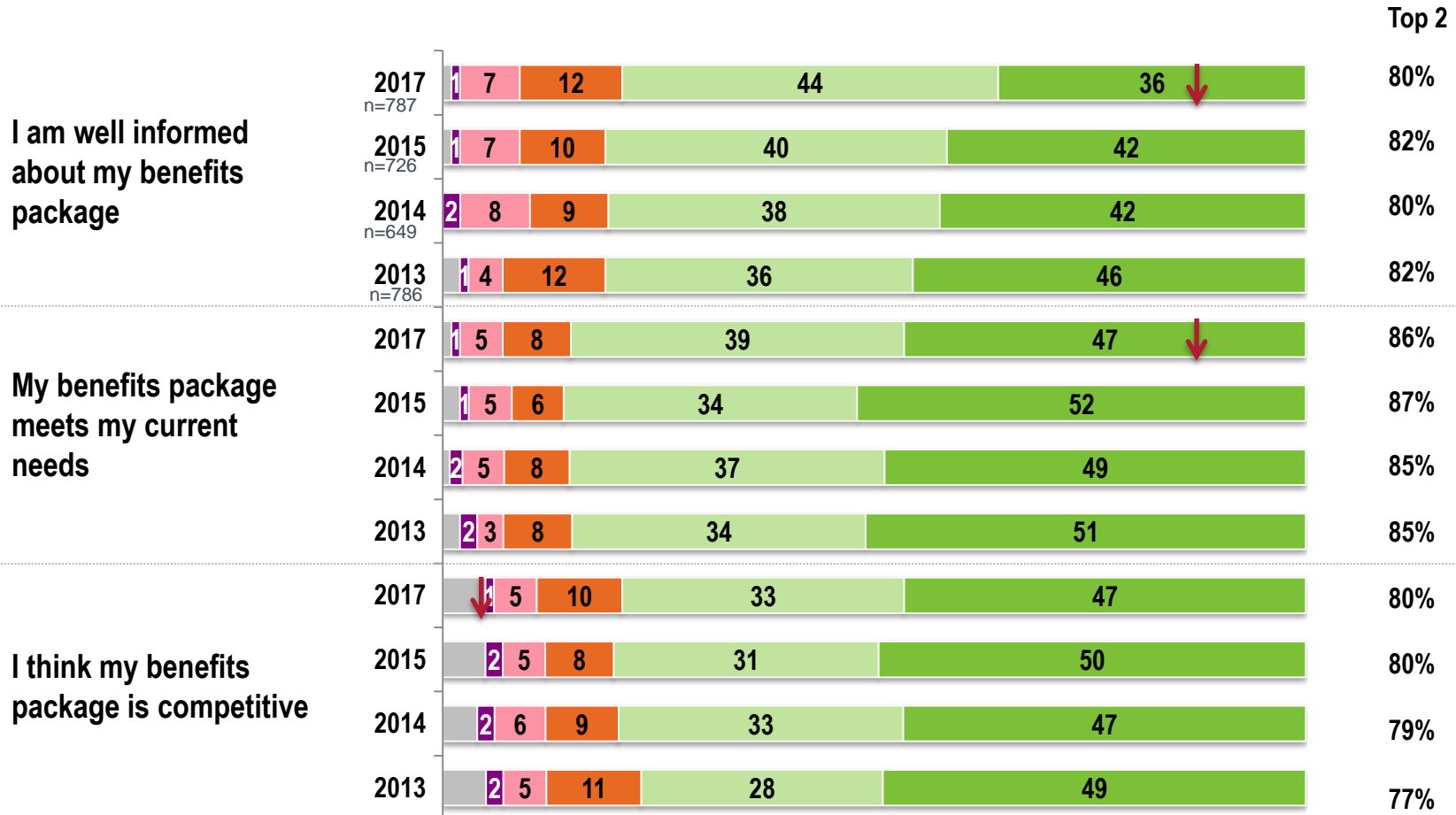


Significant decrease from last year

# Benefits Package

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

■ DK ■ Strongly disagree ■ Somewhat disagree ■ Neither nor ■ Somewhat agree ■ Strongly agree



Significant increase from last year



Significant decrease from last year

# Overall Satisfaction

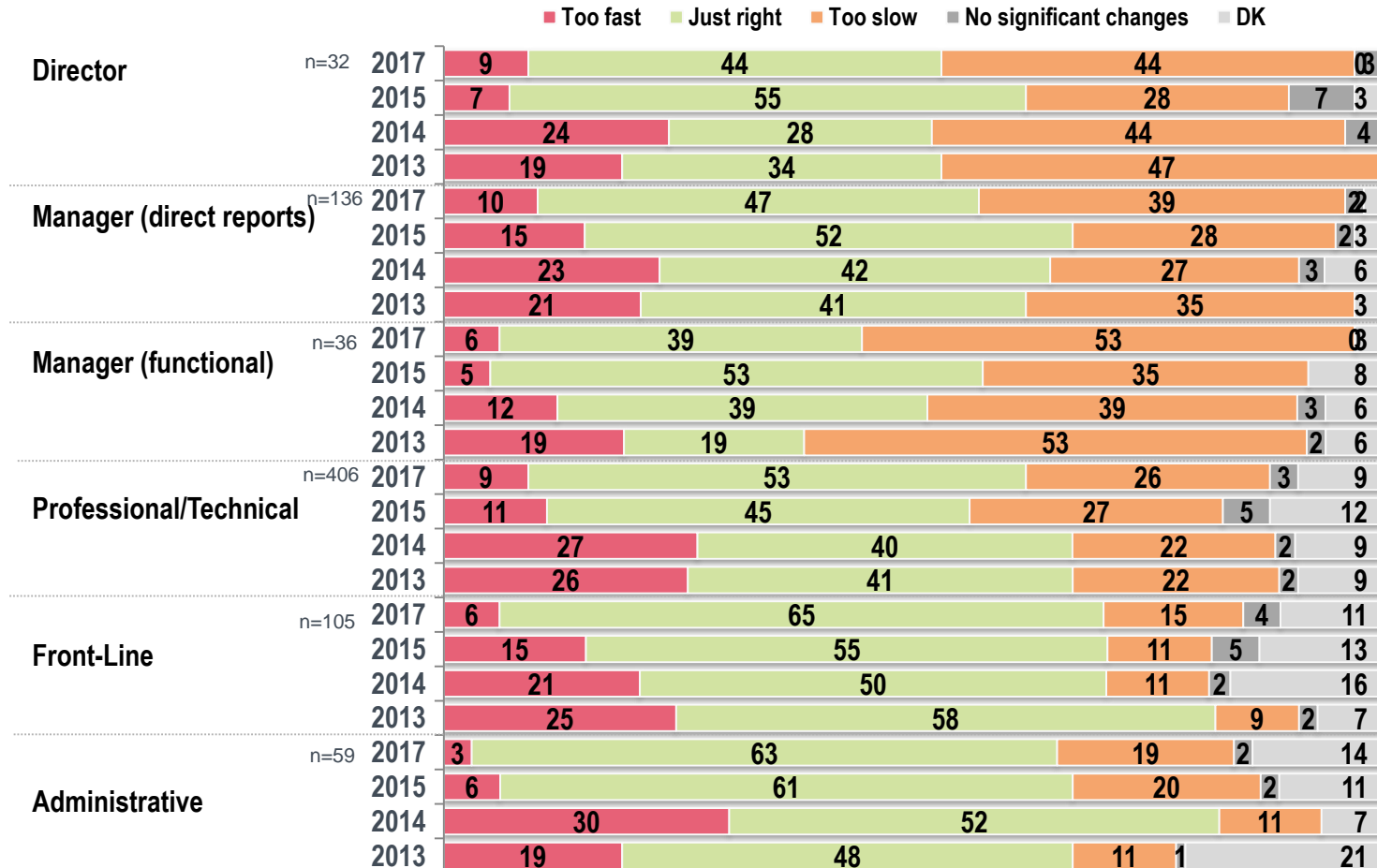
*Overall, how satisfied are you with your job at the present time? (%)*





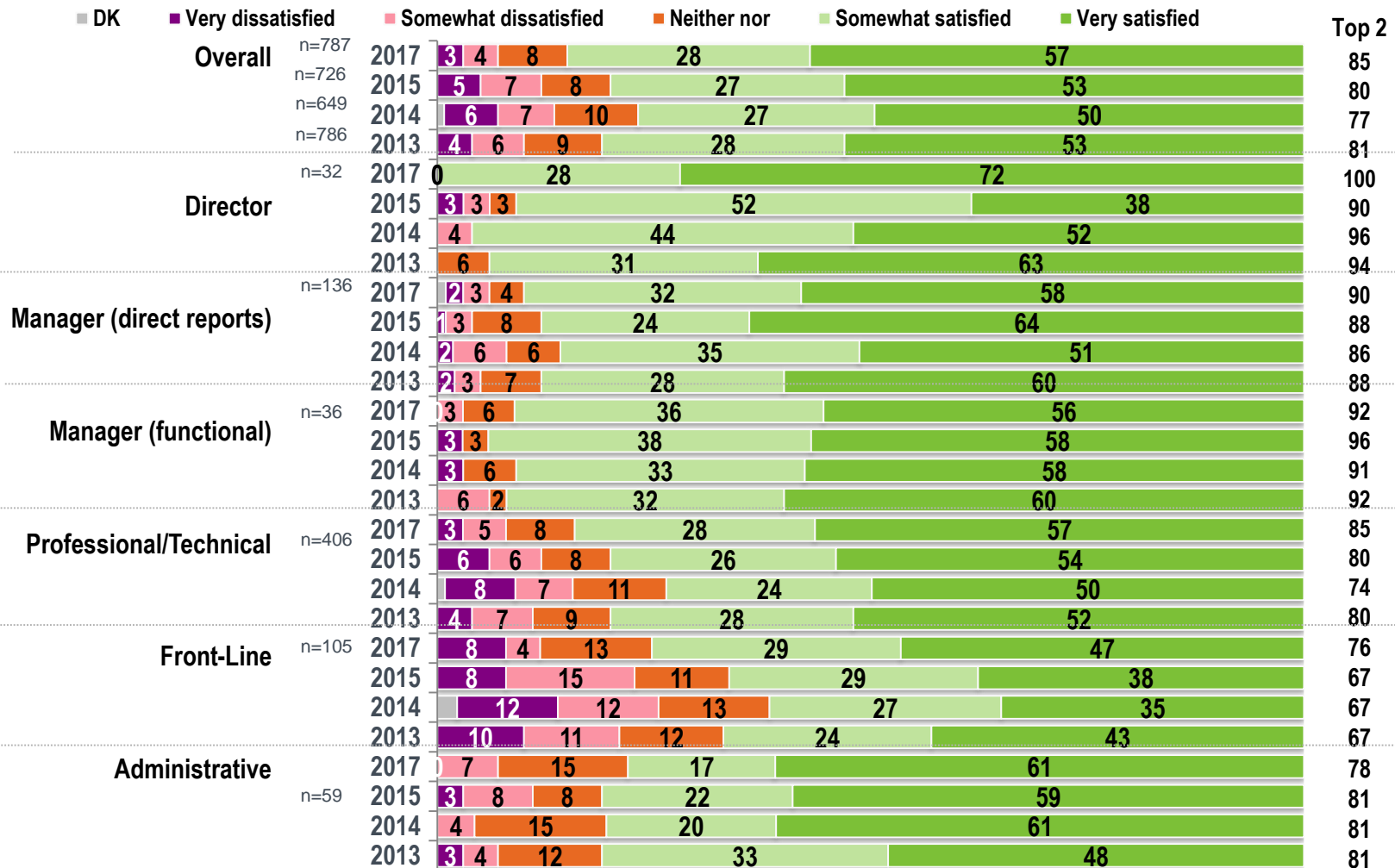
# Pace of Change

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



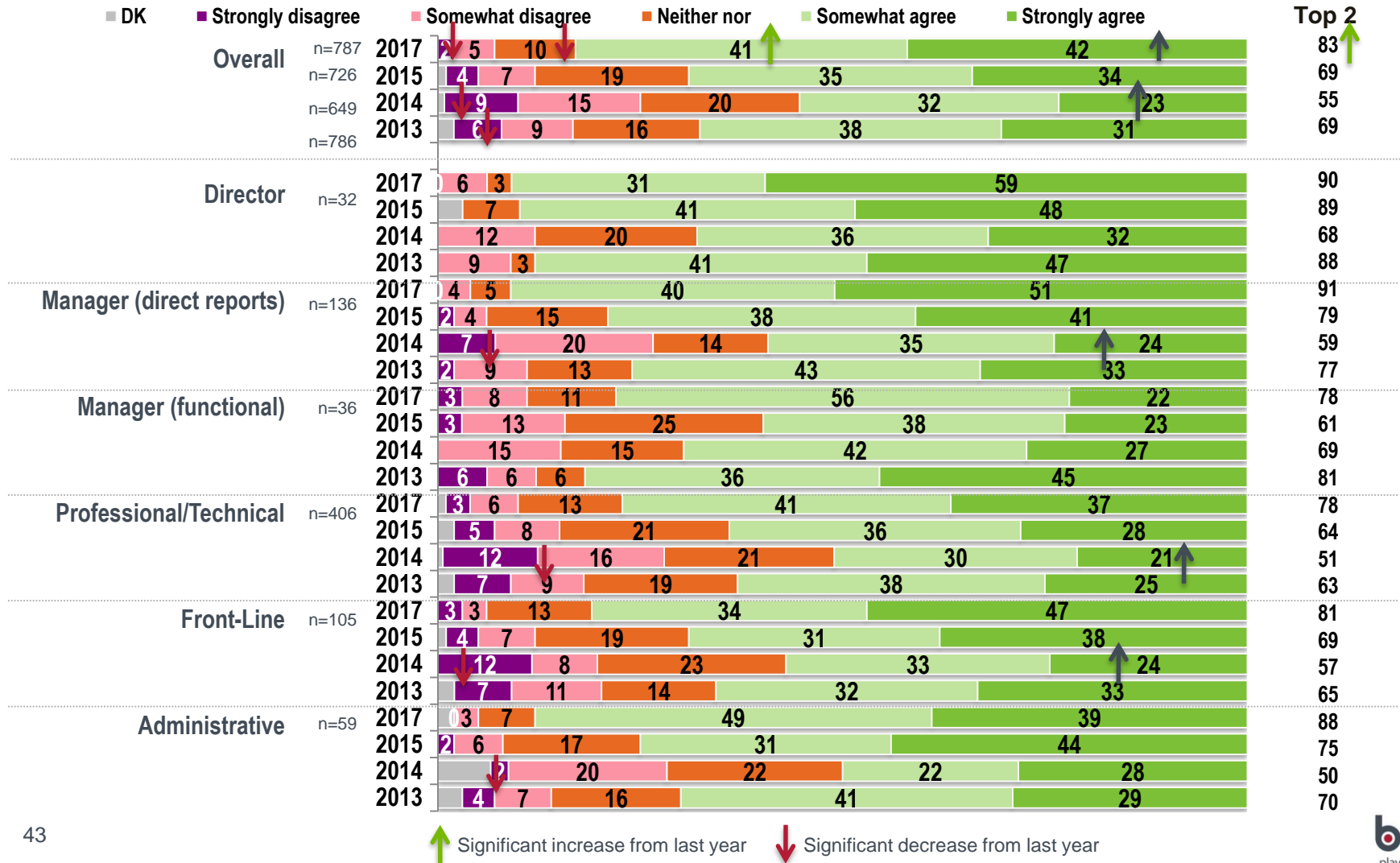
# Satisfaction with Flexibility of Work Schedule

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



# Care for Employee Well-Being

*BCLC is genuinely interested in the well-being of its employees (%)*

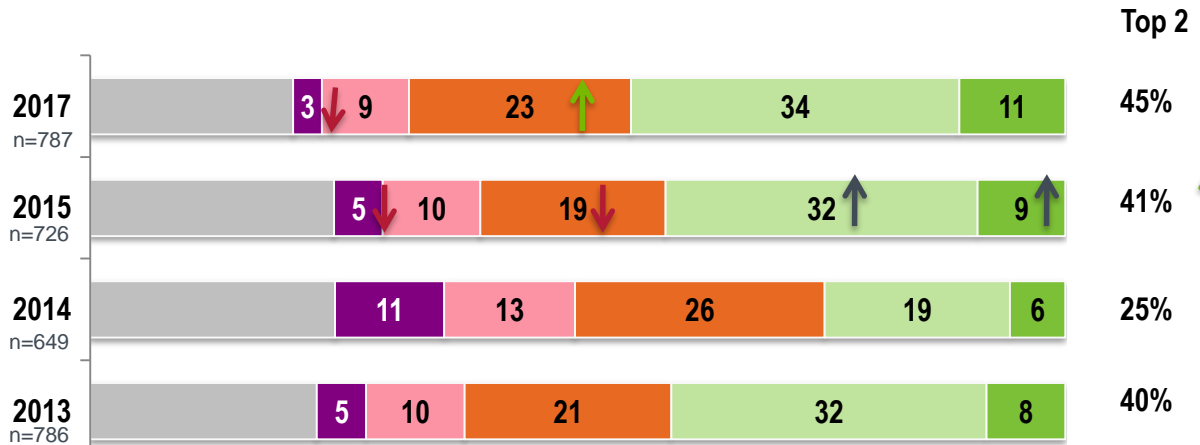


# Survey Follow Up

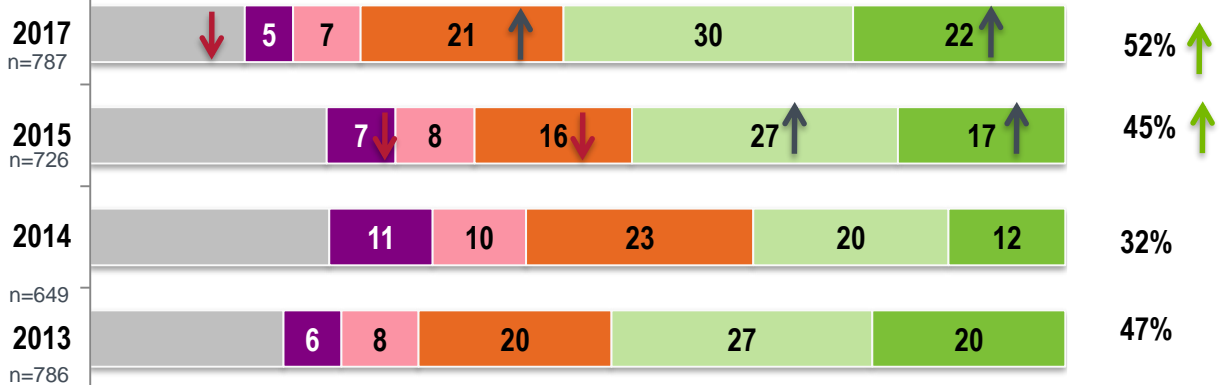
Please rate your agreement with the statements below ... (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

BCLC has made progress on issues raised in last year's employee survey

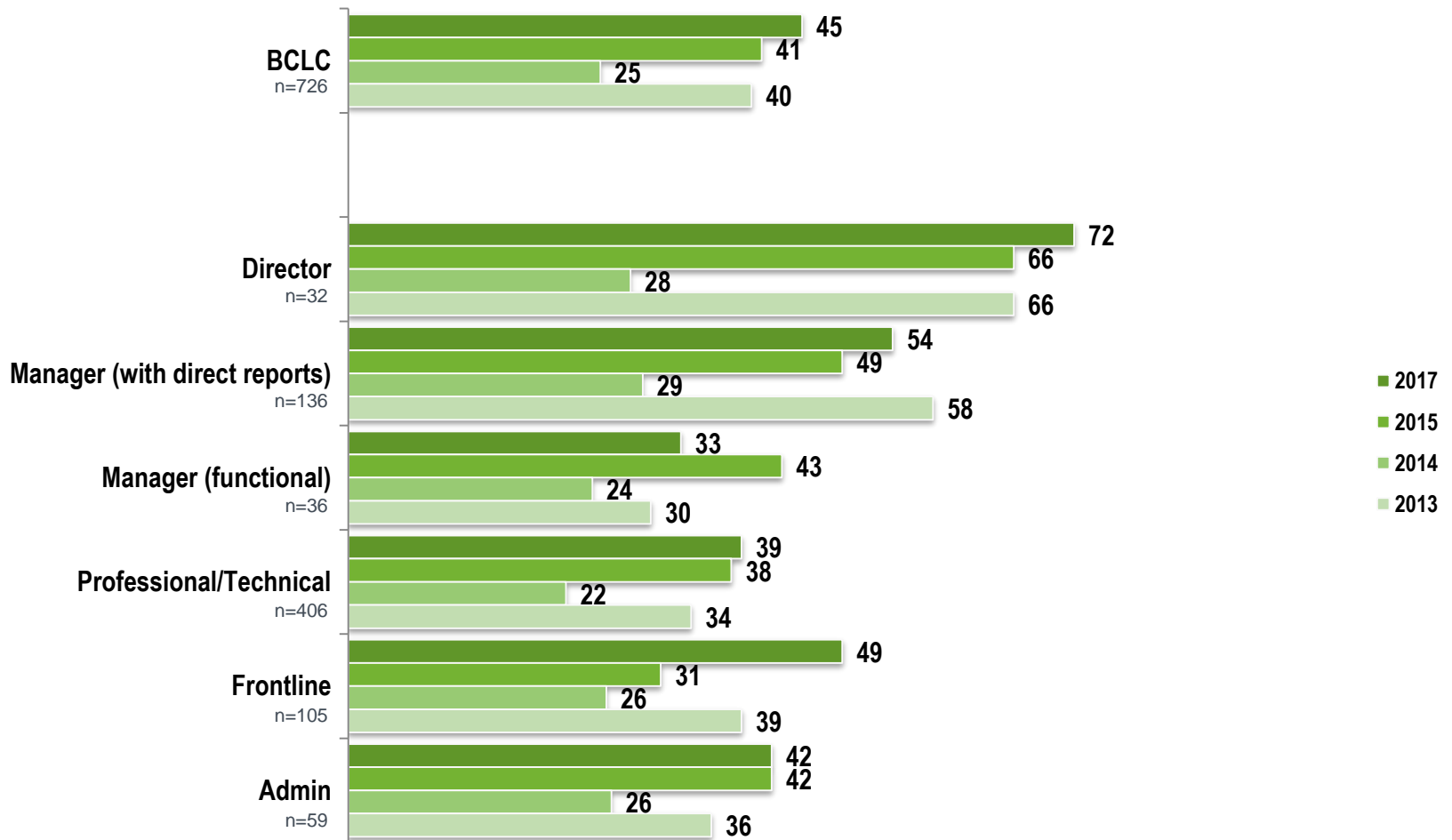


My department took action based on the employee survey results

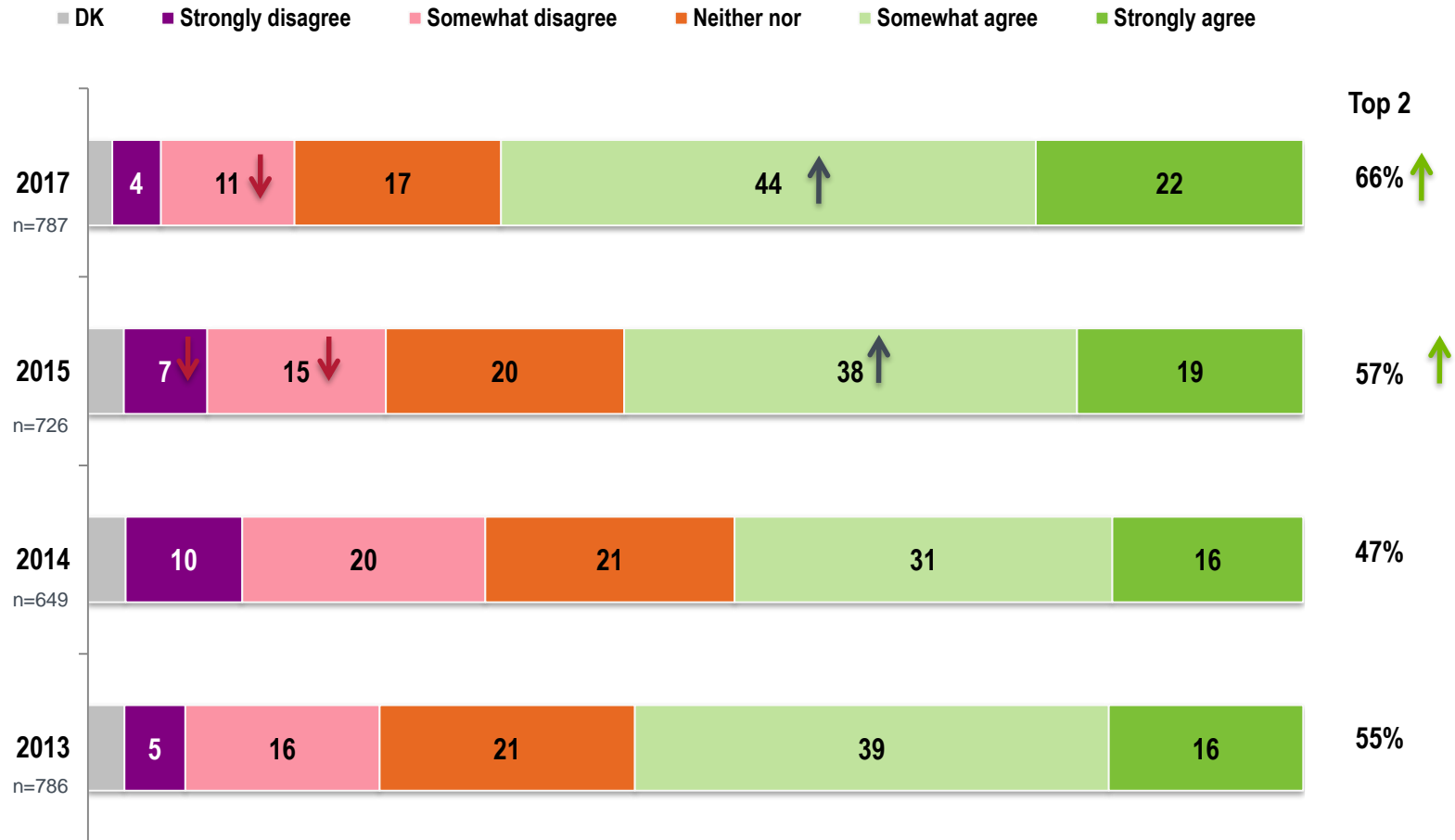


# Survey Follow Up at Corporate Level

*BCLC has made progress on issues raised in last year's employee survey (Top 2 Box %)*

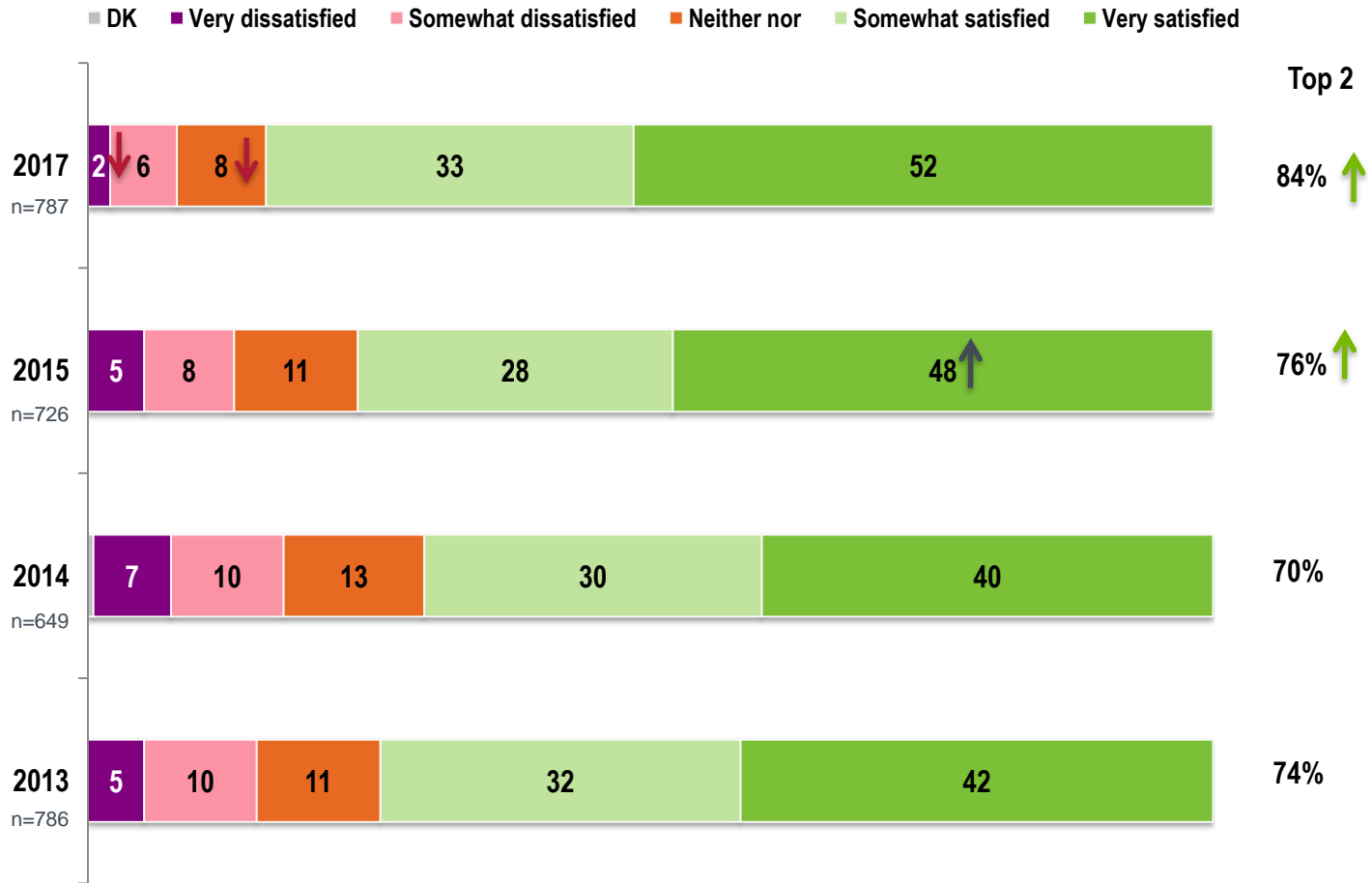


## *BCLC is good at developing employees to their utmost potential (%)*



# Work-Life Balance

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

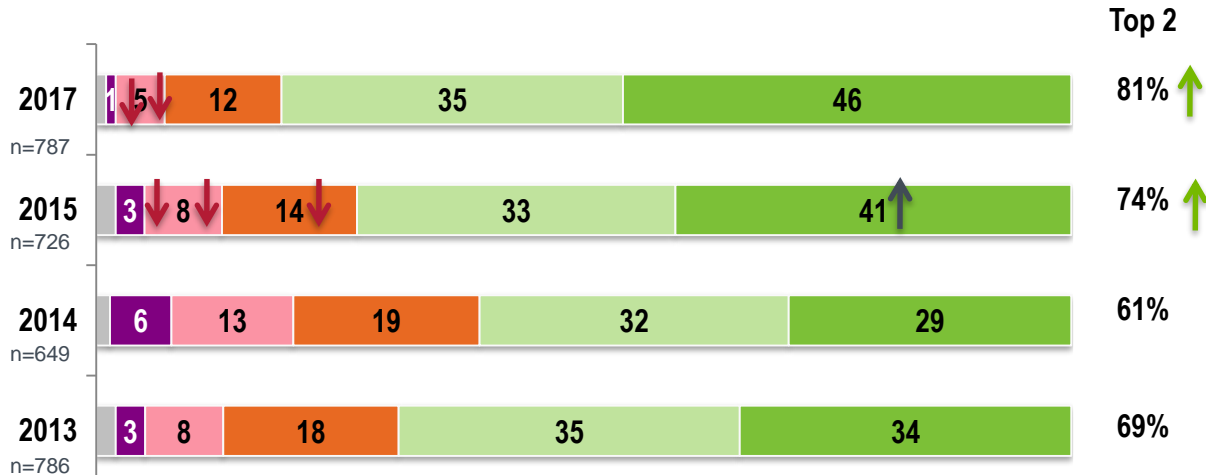


# Perceptions of the Leadership Team

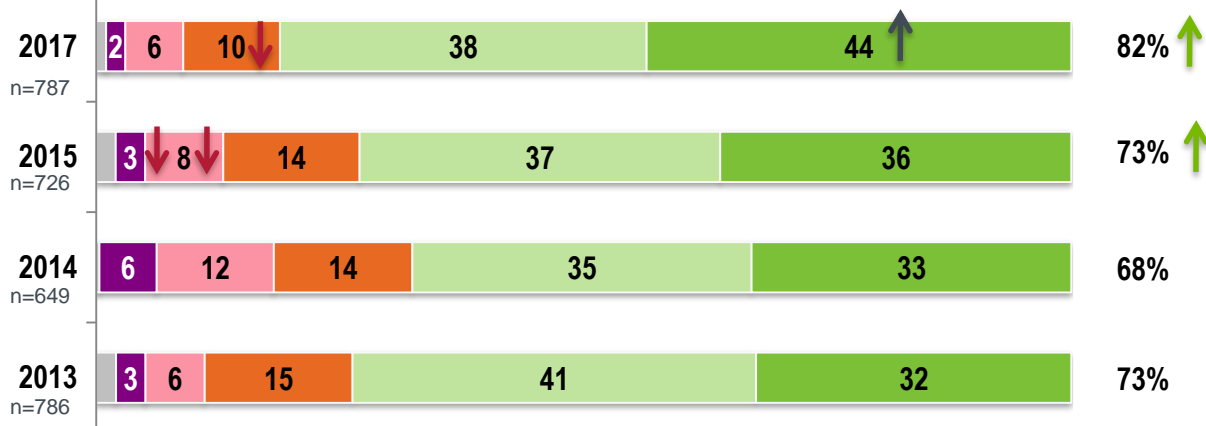
Please rate your agreement with the statements below ... (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

I have confidence in the decisions made by the Senior Leadership team (CEO, VPs and Directors) of BCLC



The entire Senior Leadership team (CEO, VPs and Directors) communicates a clear vision of where BCLC is going



Significant increase from last year

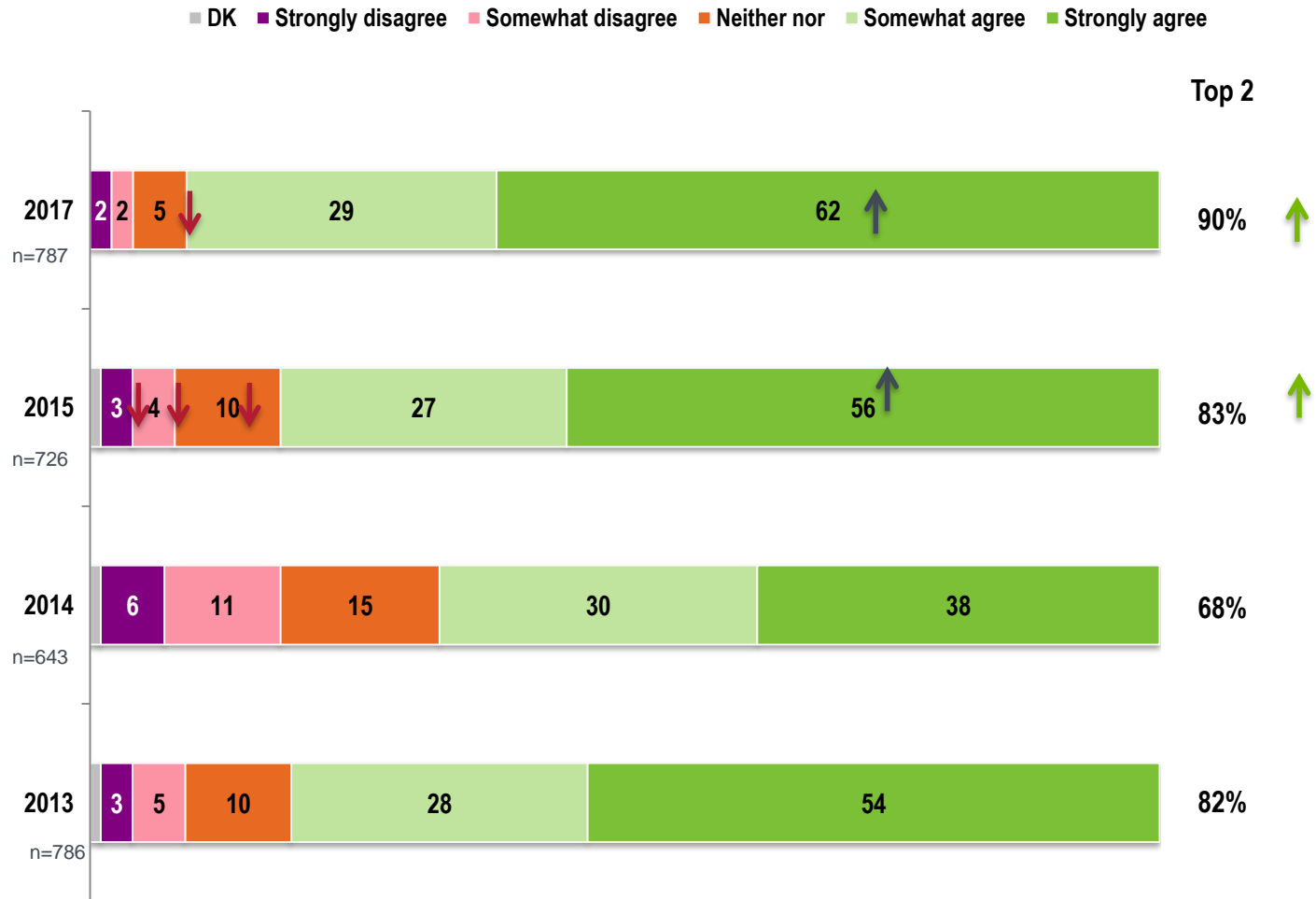


Significant decrease from last year



# Would Recommend

*I would recommend BCLC as an employer to a friend or family member (%)*



# Why BCLC is Moving in the Right Direction?

■ in the right direction ■ in the wrong direction ■ I don't know

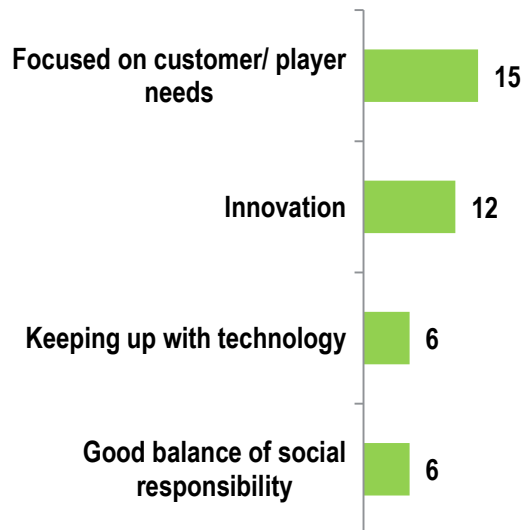
Do you believe that BCLC's strategy is moving: (%)



*"At it's heart it is about our customer with focus on benefiting BC and a strong focus on social responsibility. We need to be customer-focused as we are product driven; however, as our product in gambling it's important to do so with harm reduction in mind."*

**Why do you believe that BCLC's strategy is moving in the right direction? (%)**  
**Top 3 Responses**

(Base: Those who said "in the right direction" in Q26 – n=645)



*"We are continuing to look at innovation as well as improving our games for a different demographic."*

*"We need to be focused on the player and their needs, and in order to do that we need to increase engagement, and get to know our players better. Through initiatives like Lottery Transformation and Known Play, we are getting there, albeit very slowly."*

*"Constantly trying to innovate and find new ways to bring in new customers and keep existing customers."*

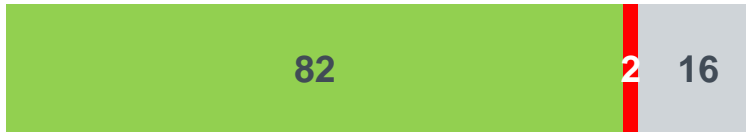
*"We are on board with the rate of change/development in the world of technology. We embrace change and aren't afraid to change old or inefficient processes."*

*"The general public expects BCLC to take more responsibility for protecting players from developing a gambling problem and to avoid taking advantage of people who already have gambling problems. BCLC is moving in that direction by going beyond information/awareness towards reducing gambling related harm and internalizing research outcomes as performance measures."*

# Why BCLC is Moving in the Wrong Direction?

■ in the right direction ■ in the wrong direction ■ I don't know

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



*"BCLC puts business before employees and becoming more as an private corporation."*

*"Direction keeps changing with changes in leadership."*

## Why do you believe that BCLC's strategy is moving in the wrong direction? (%) Top 3 Responses

(Base: Those who said "in the wrong direction" in Q26 – n=15)



*"The implementation of the strategy is to eliminate the creation of new FTEs and where possible make current FTEs redundant. This decreases institutional knowledge and removes opportunities for advancement or learning especially for technical roles."*

*"The strategy seems solid, sticking to the strategy needs to be reinforced."*

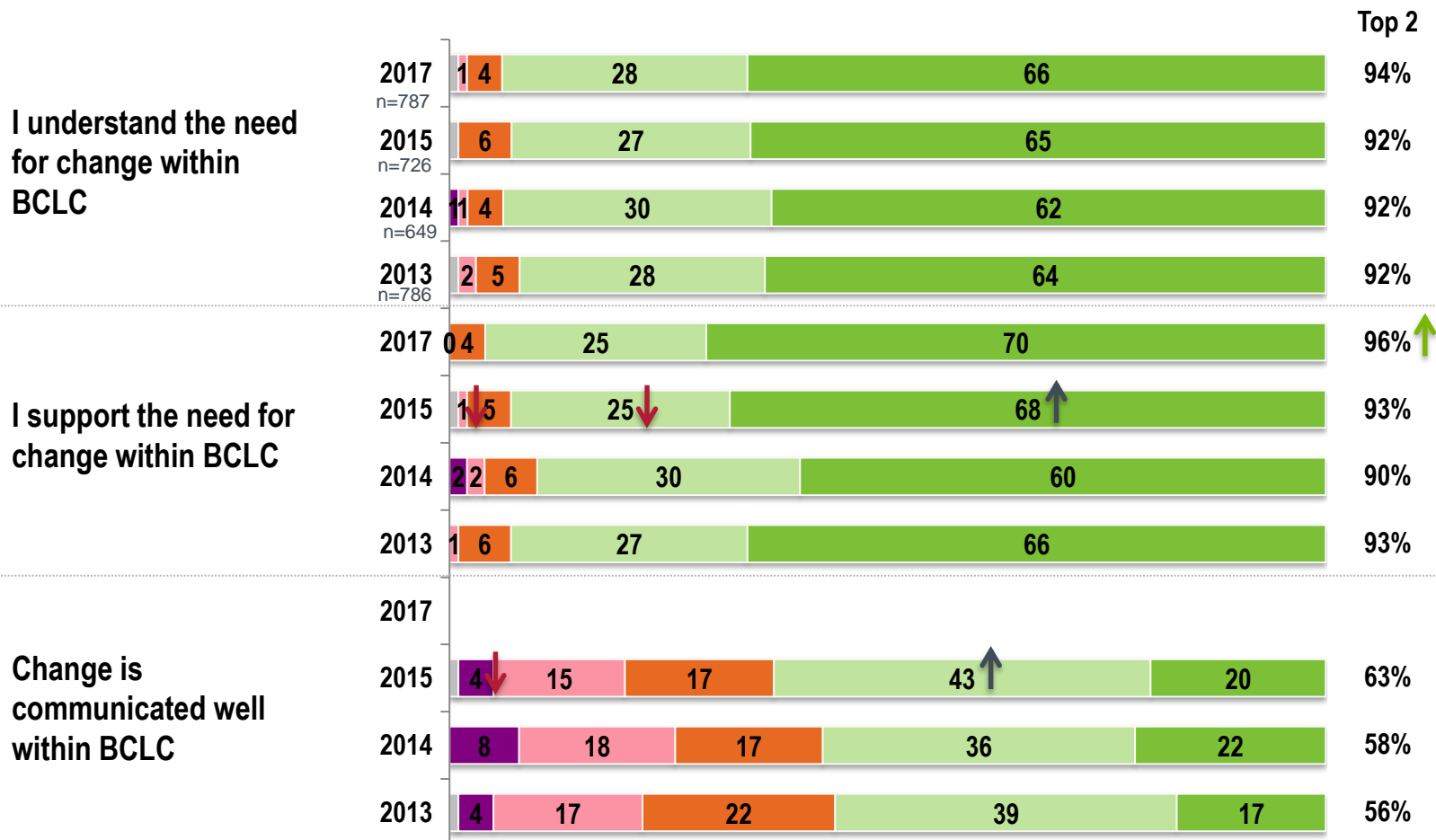
*"Too confusing without clearly communicated priorities. Everything can fit into one of the strategies and Exec do not make appropriate prioritization decisions. "Too nice" to make the hard decisions."*

*"Everyone is focused on the player-facing front, but nobody stop and update our backend/supporting systems and people of things to come. The supporting people are always having limited resources and scrambling to move along with the business units. Let's imagine the organization being a person. The business units are the head and upper body, while the supporting units are the legs. The person will fall on his/her face when the head and upper body is moving too fast and the legs do not have proper shoes/the agility to move with the rest of the body."*

# Need for Change – Understanding and Support

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

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



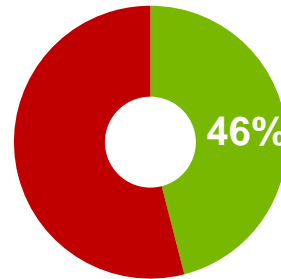
Significant increase from last year



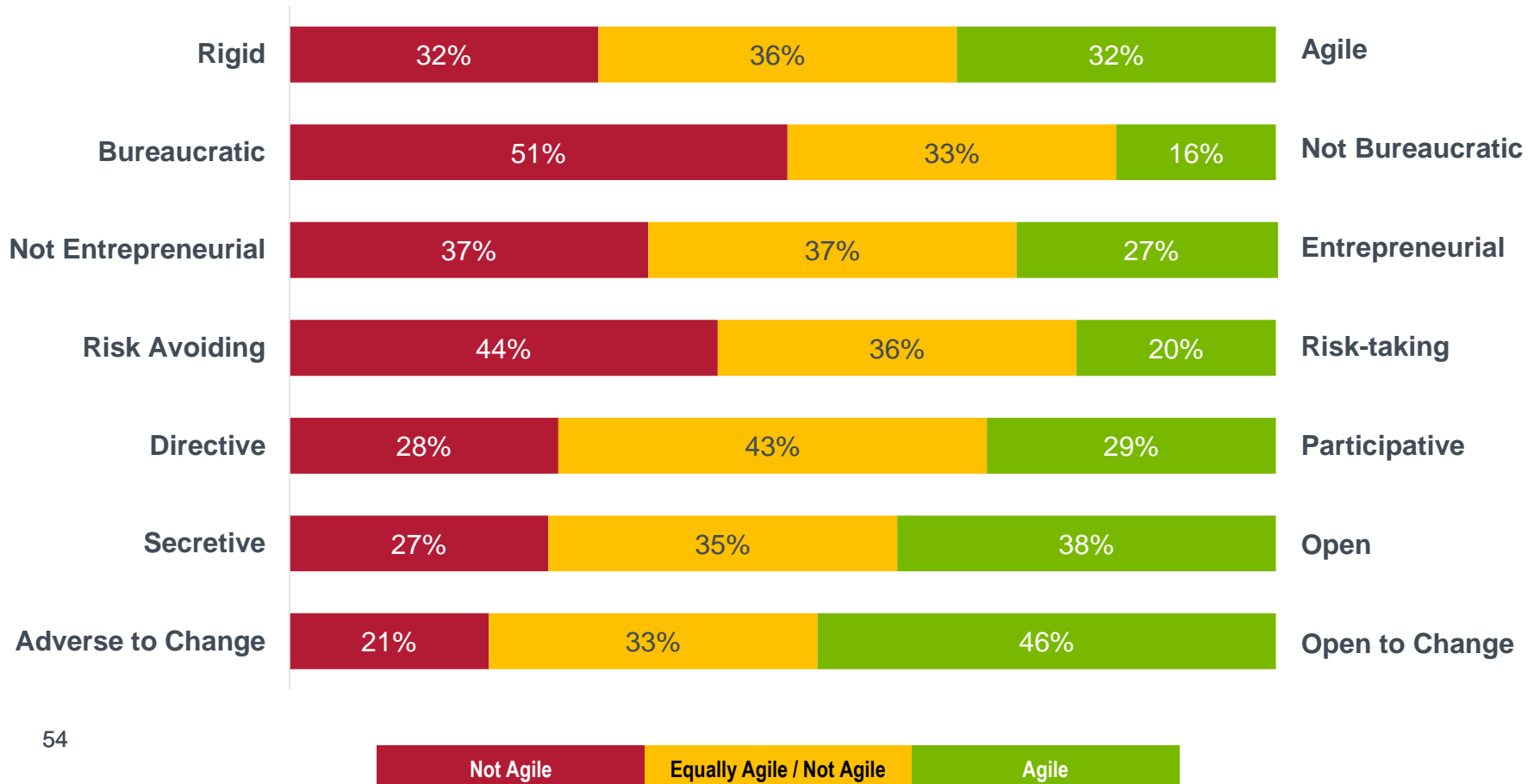
Significant decrease from last year

# BCLC Agility Index

Overall  
Agility  
Score



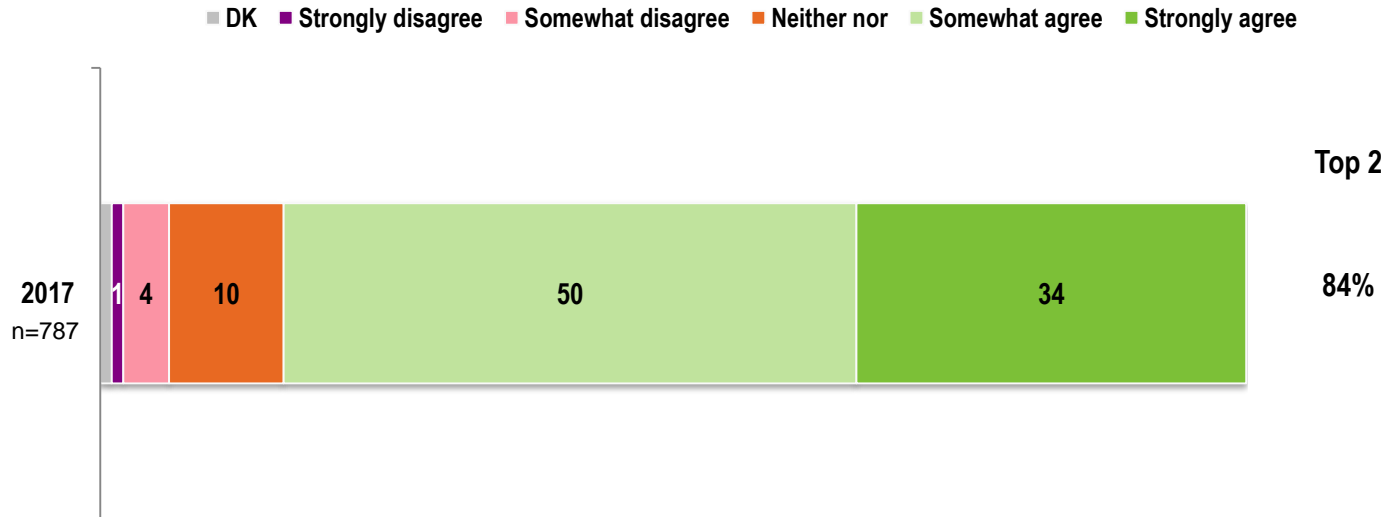
■ Agile



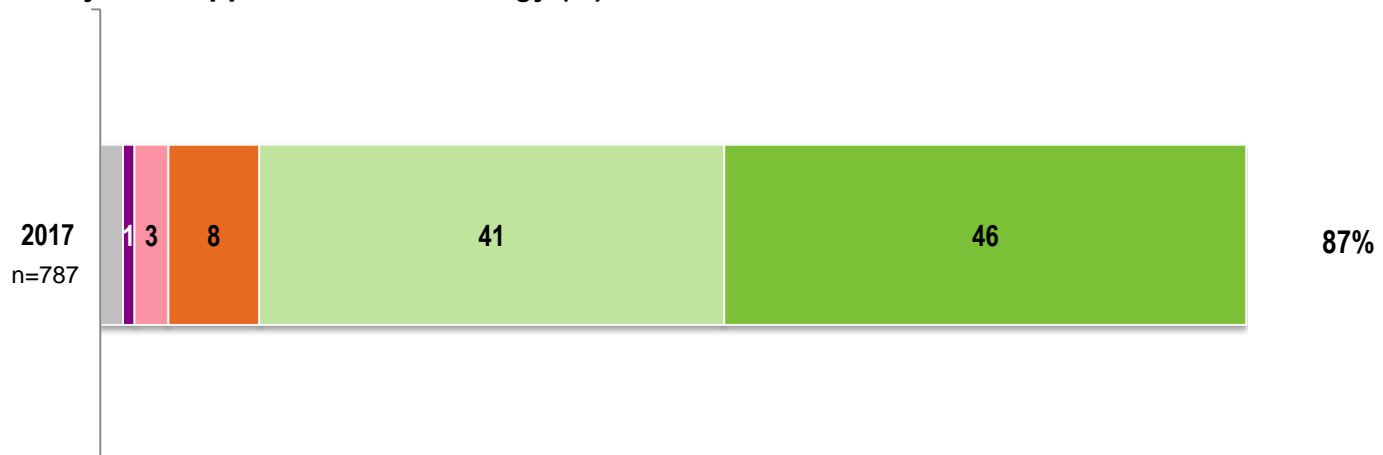
# BCLC Strategic Alignment Index & Cultural Drivers

# Understanding of BCLC's Strategy

## *I understand BCLC's strategy (%)*



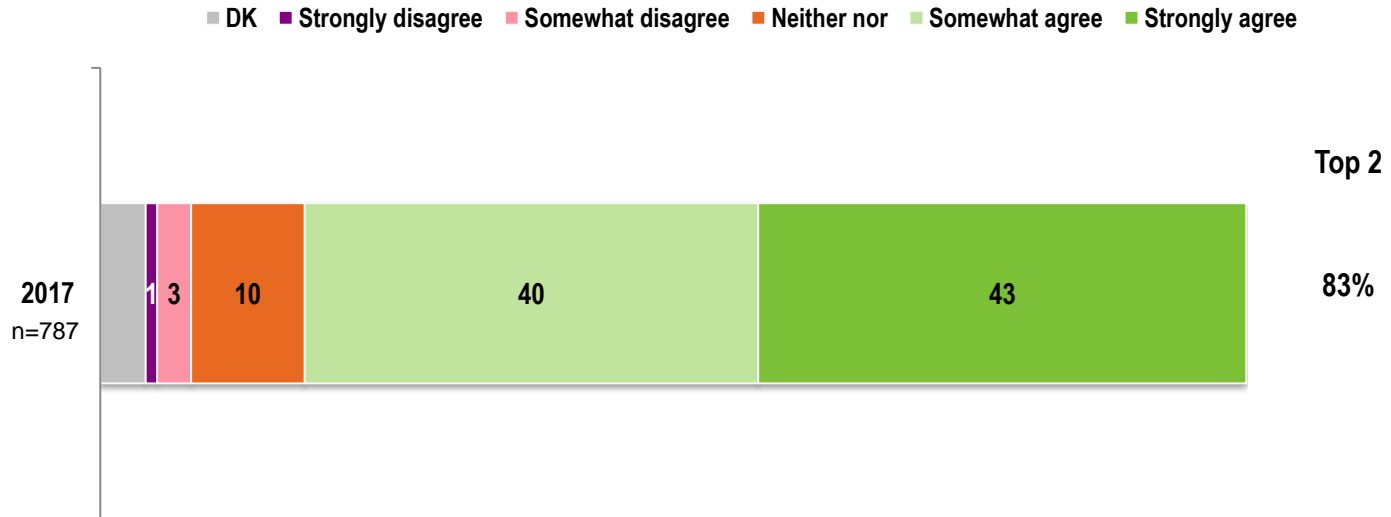
## *I understand how my role supports BCLC's strategy (%)*



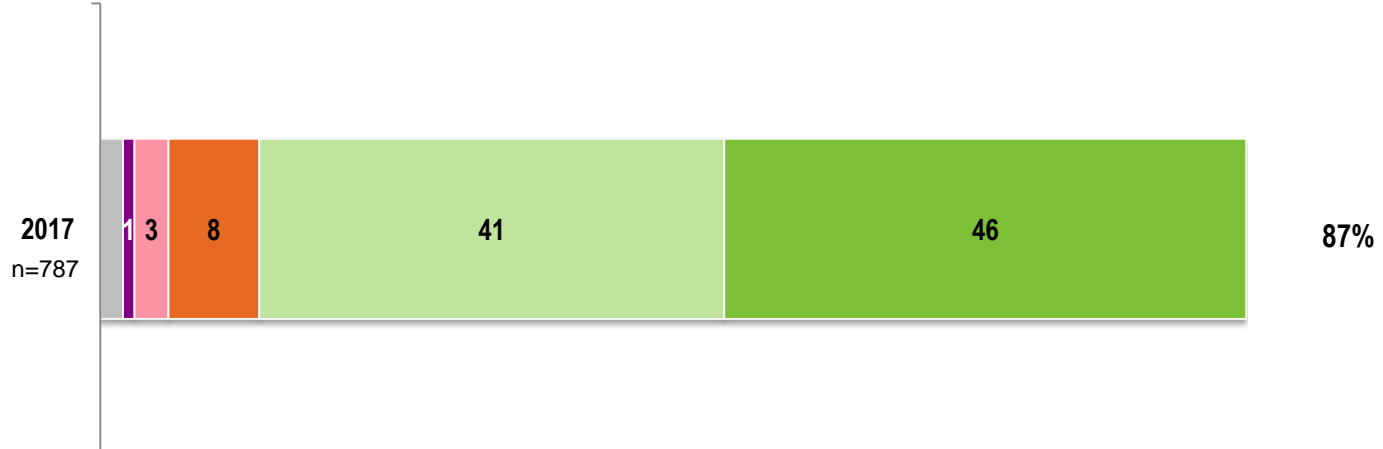


# Alignment of BCLC's Strategy

*My division's objectives are aligned with BCLC's strategy (%)*

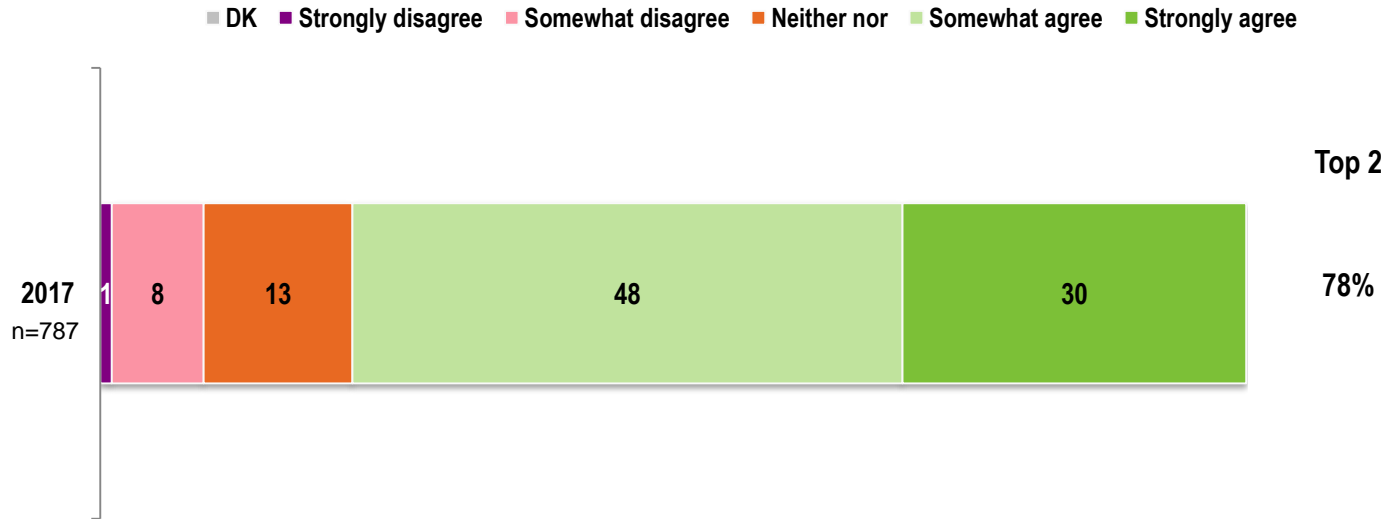


*My work supports BCLC's strategy (%)*

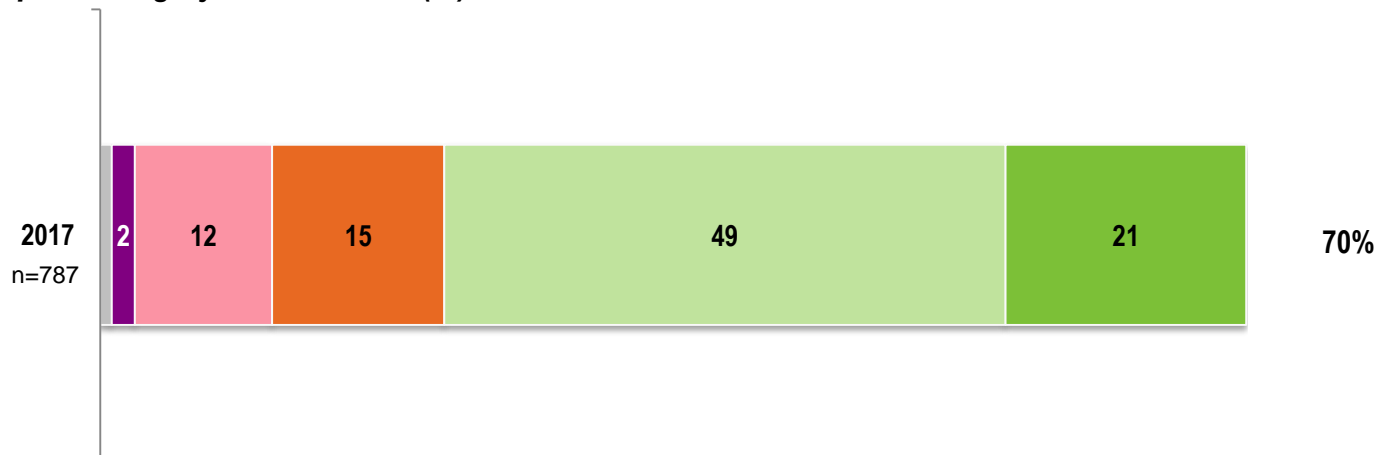


# Trust & Collaboration

## *BCLC has a culture of building trust (%)*

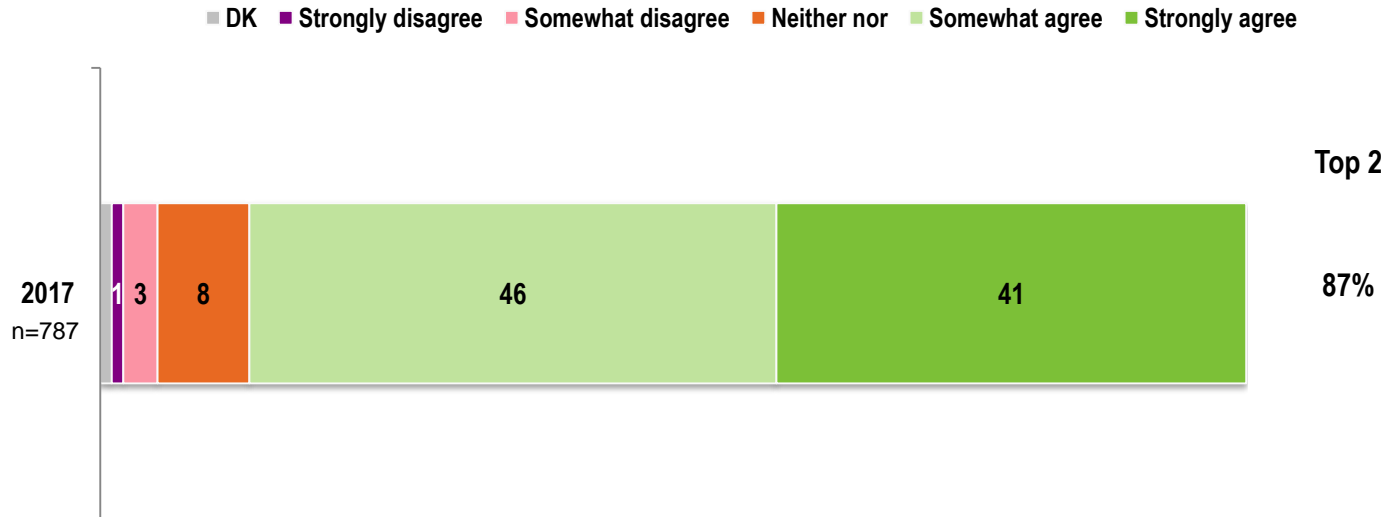


## *Teams and people are highly collaborative (%)*

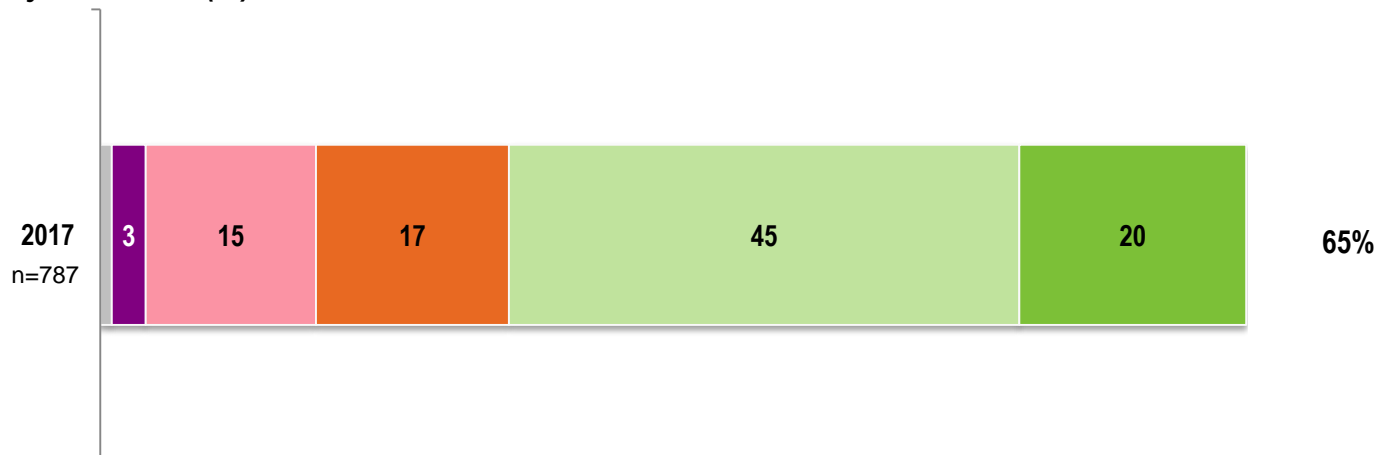


# Customer Focus & Embracing Change

## *BCLC is customer focused (%)*



## *Change is widely embraced (%)*



# BCLC Social Responsibility Issues

# Most Important Social Responsibility Issues

Issue	% Mentioned	% Ranked 1 <sup>st</sup> *
Fair compensation	56%	38%
Attracting and retaining talent	56%	17%
Employee training and development	47%	17%
Reducing gaming-related harm	40%	30%
Transparency	39%	14%
Direct community benefits	34%	10%
Integrity of games	30%	31%
Ethical conduct	26%	31%
Broadening gambling participation	23%	26%
Diversity and inclusion	23%	8%
Player privacy	21%	17%
Service Partner and Retailer success	21%	6%
Safety and security	19%	14%
Financial contributions to Province of BC	19%	17%
Stakeholder engagement	17%	10%
Waste generation	16%	8%
Sustainable procurement	12%	5%

## Top 5 Social Responsibility Issues

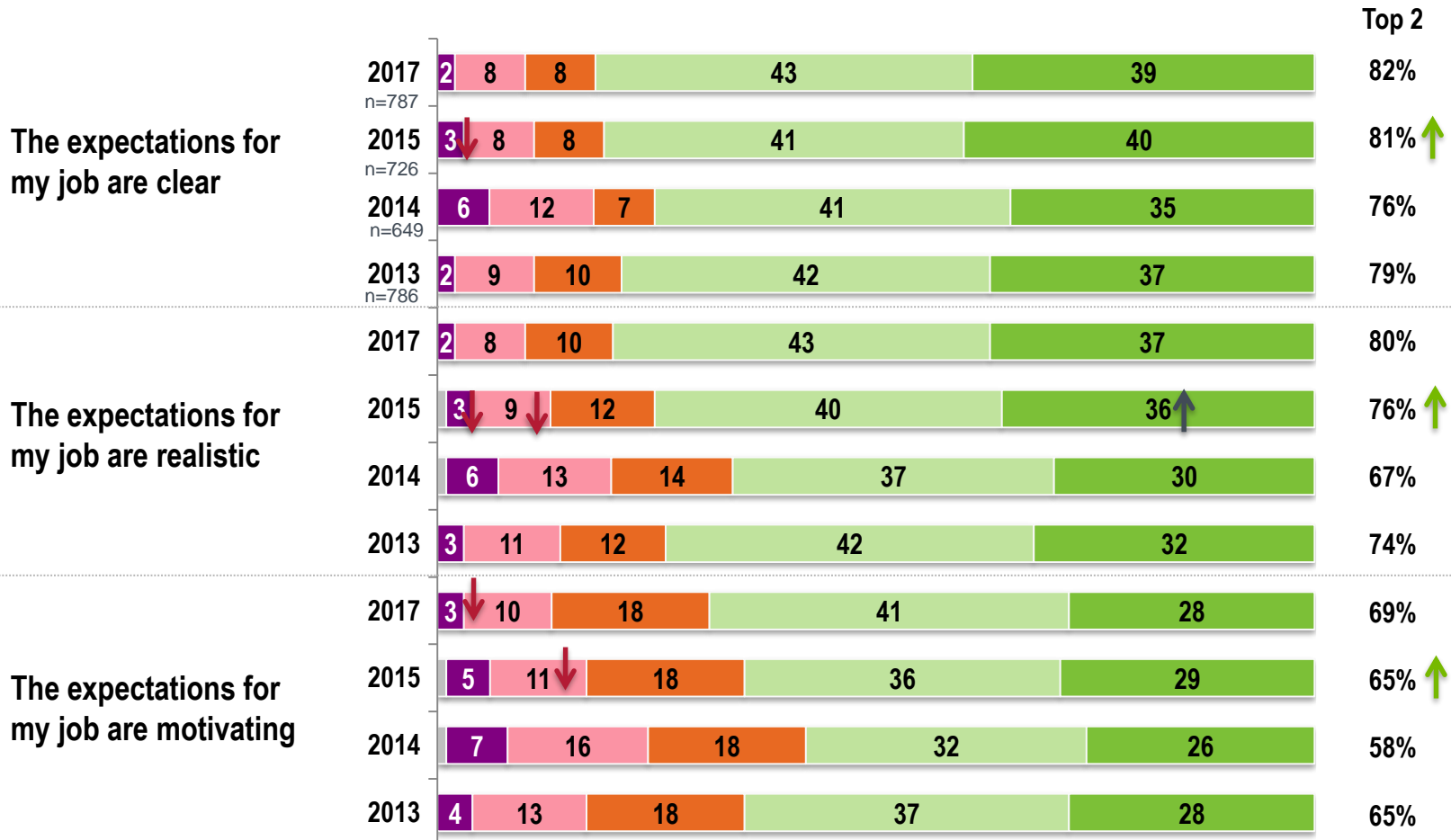


# The Employee Experience

# Employee Expectations

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

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



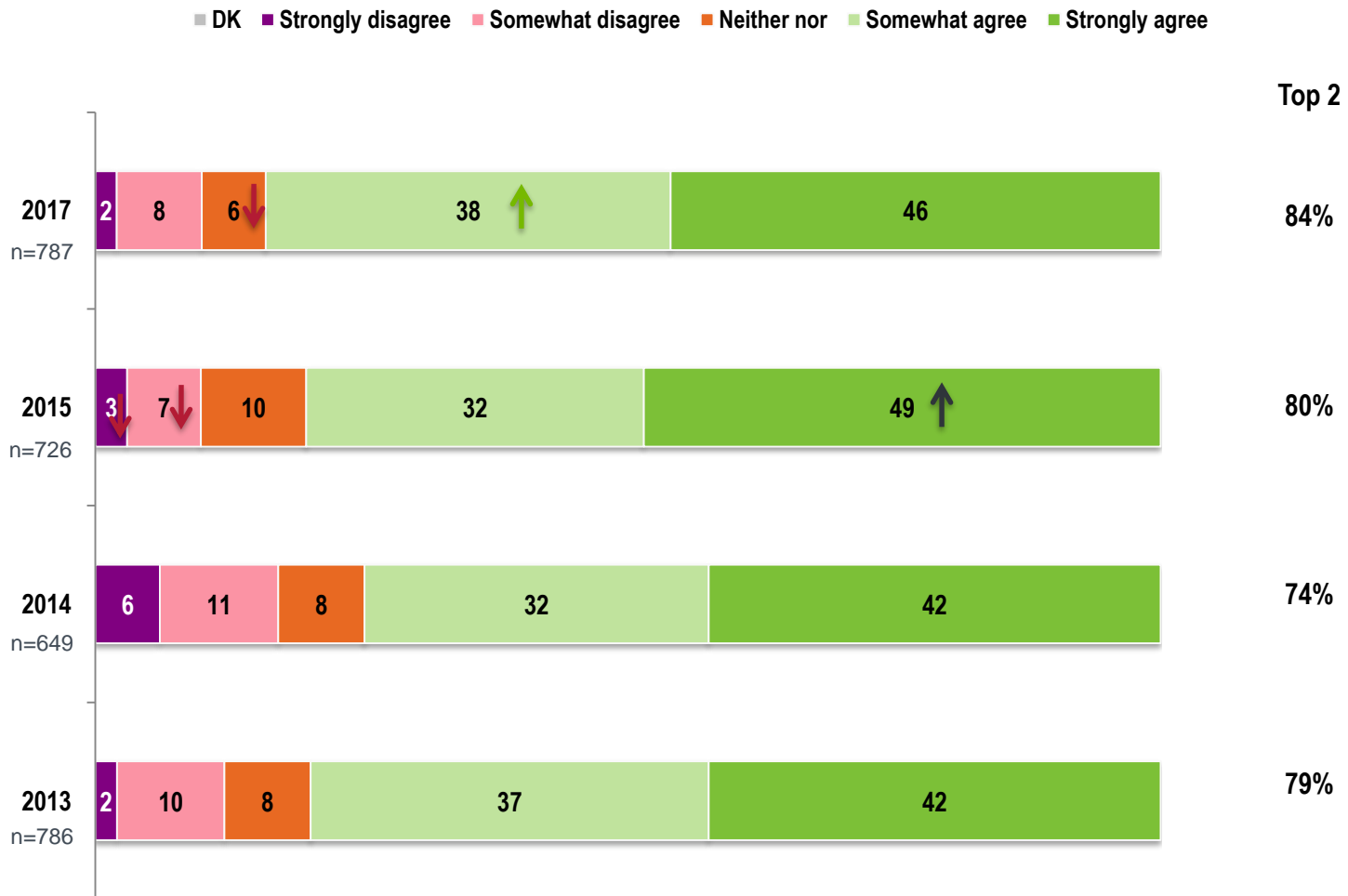
Significant increase from last year



Significant decrease from last year

# Provide Input

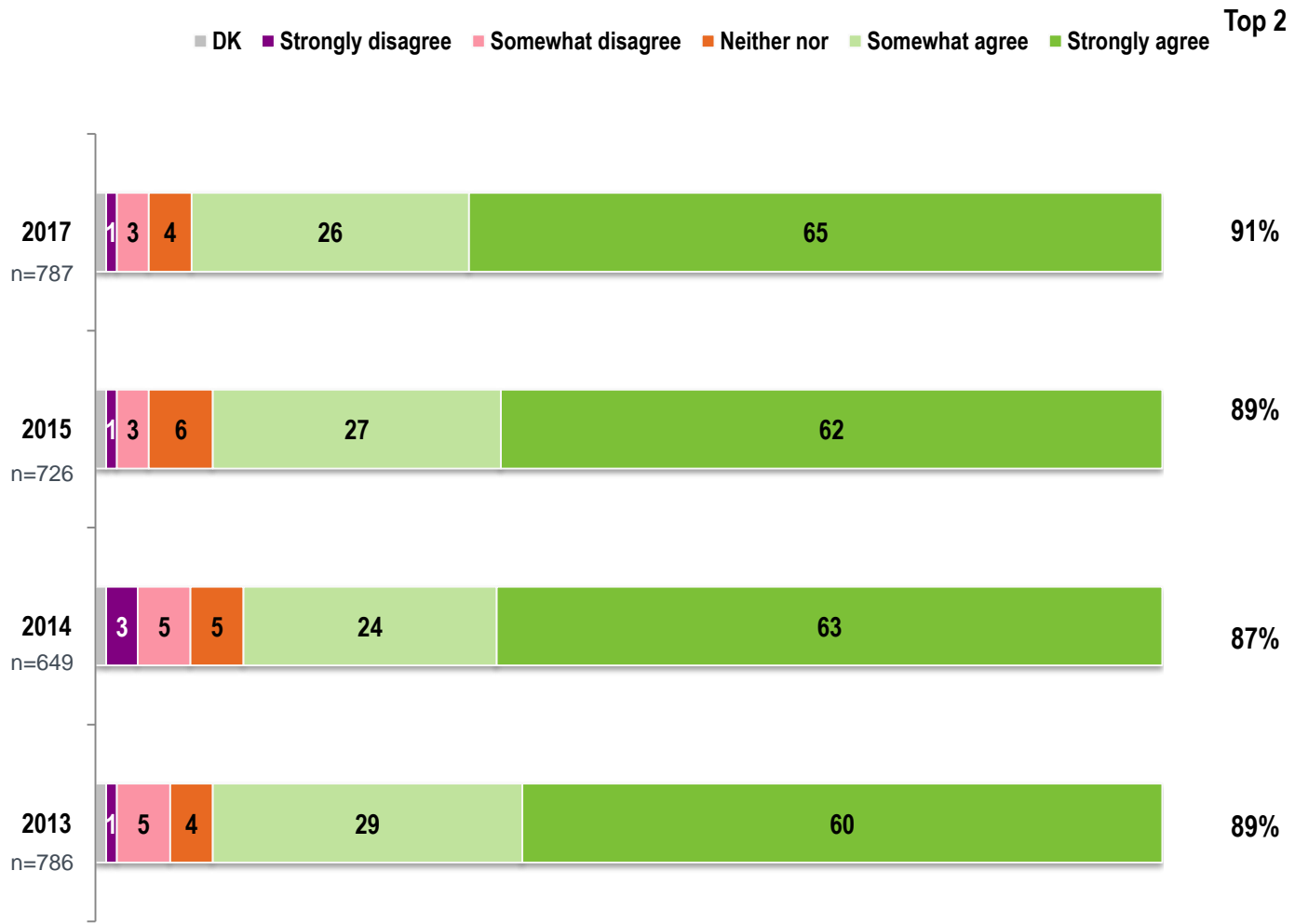
*I have opportunities to provide input into decisions that affect my work (%)*





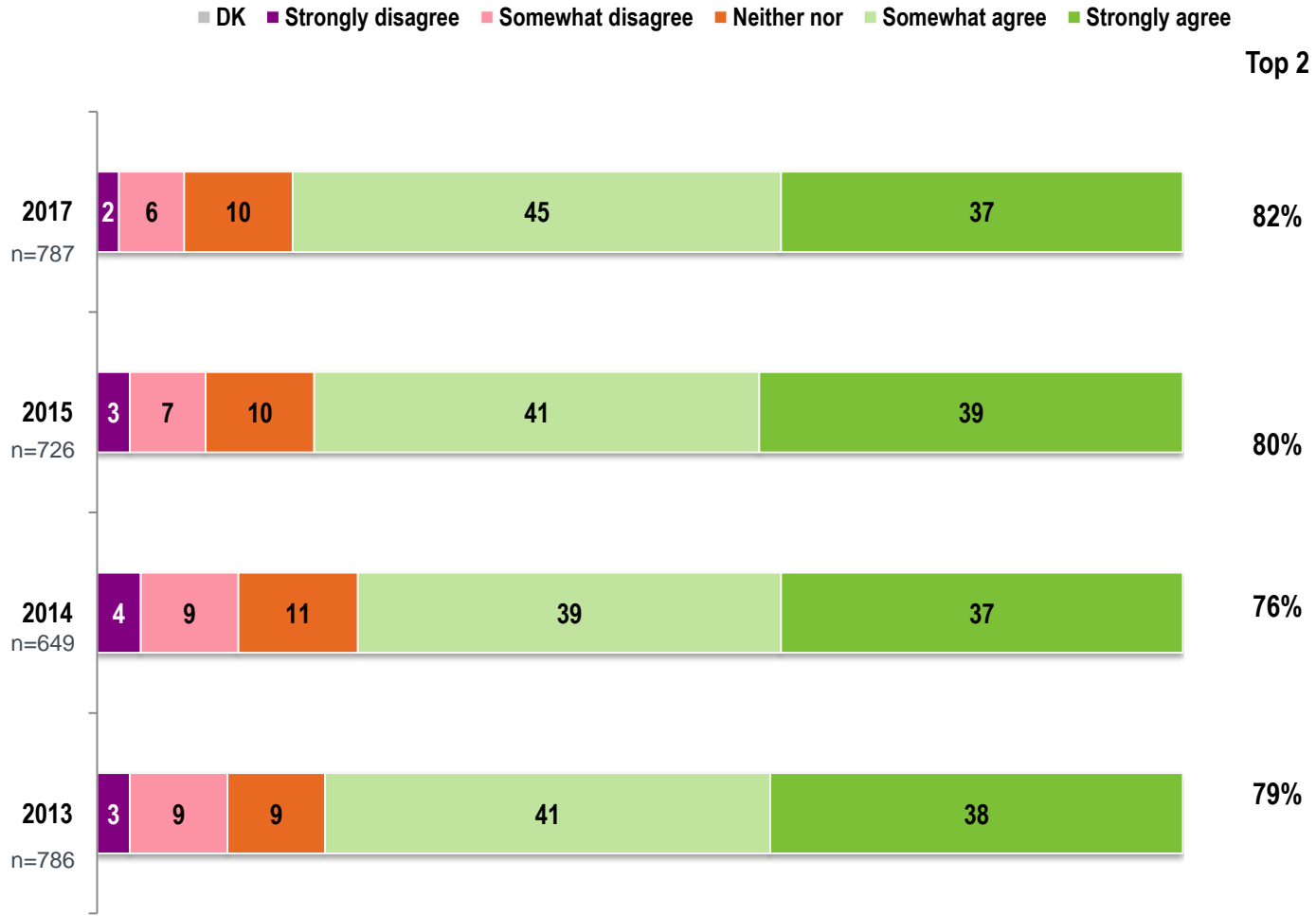
# Peer Respect

*I believe that the people I work with respect me as a person (%)*



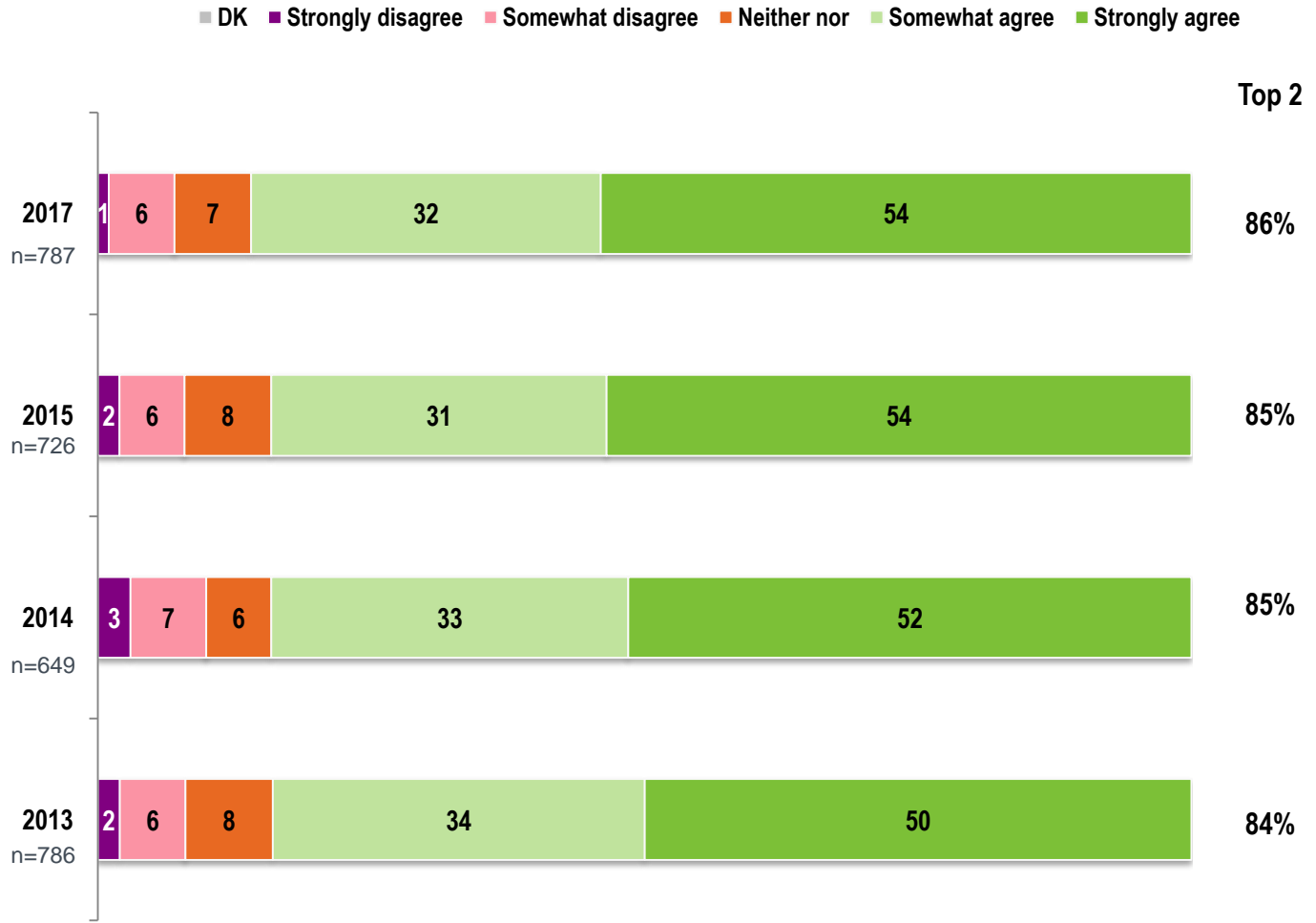
# Personal Accomplishment

*My job gives me a sense of personal accomplishment (%)*

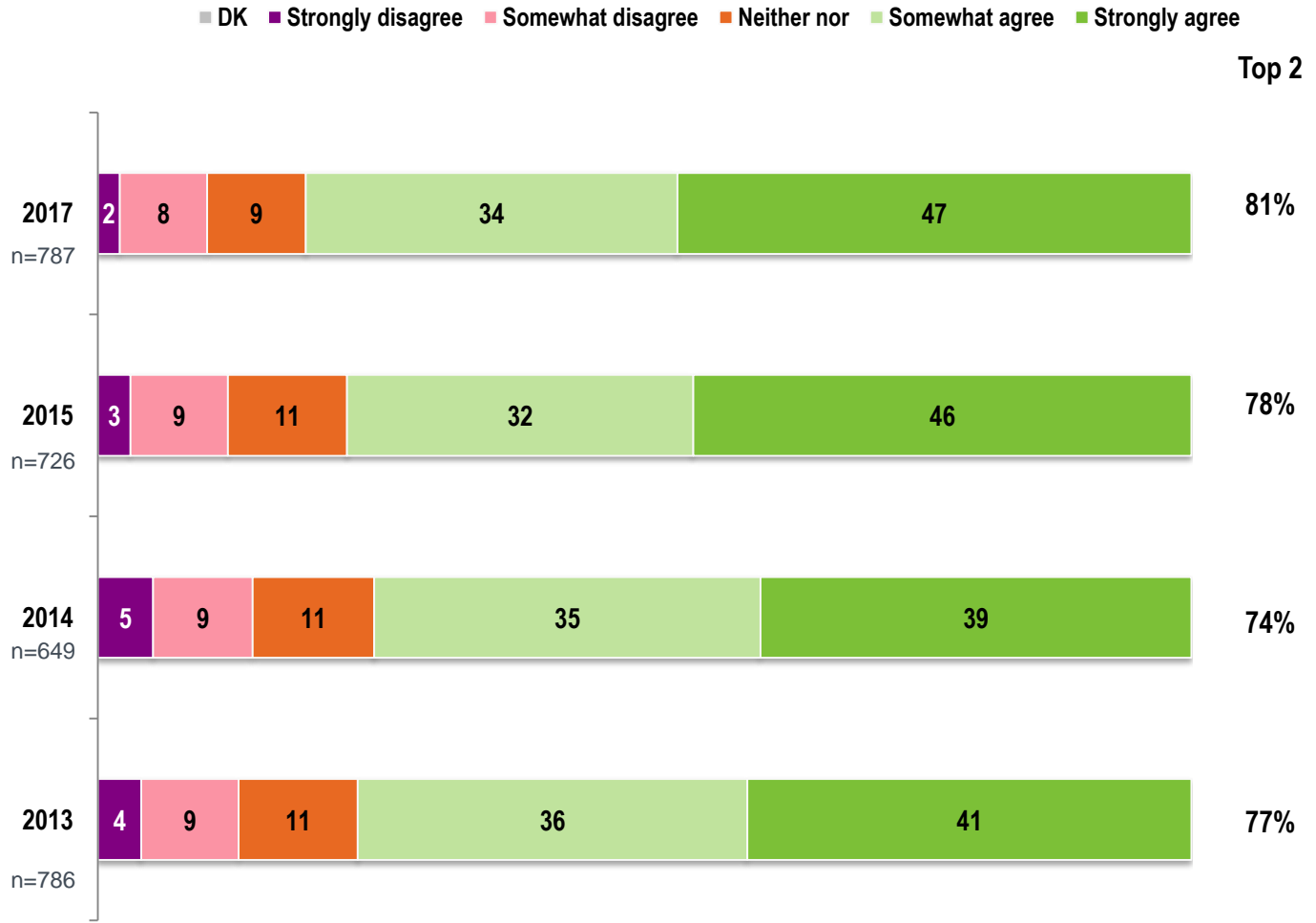


# Good Fit with Skills

*My role is a good fit with my skills (%)*

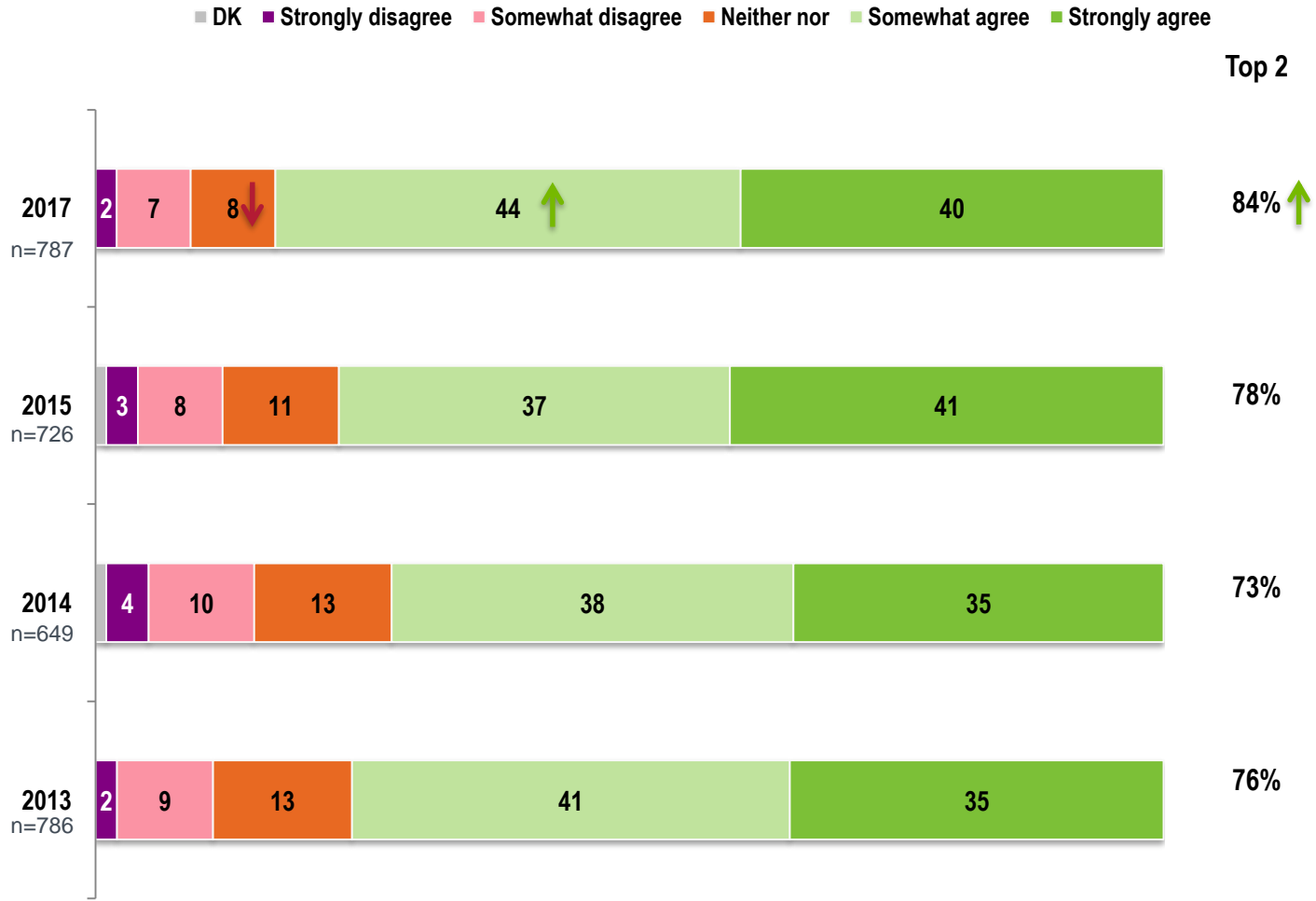


## *My work enables me to improve my skills (%)*



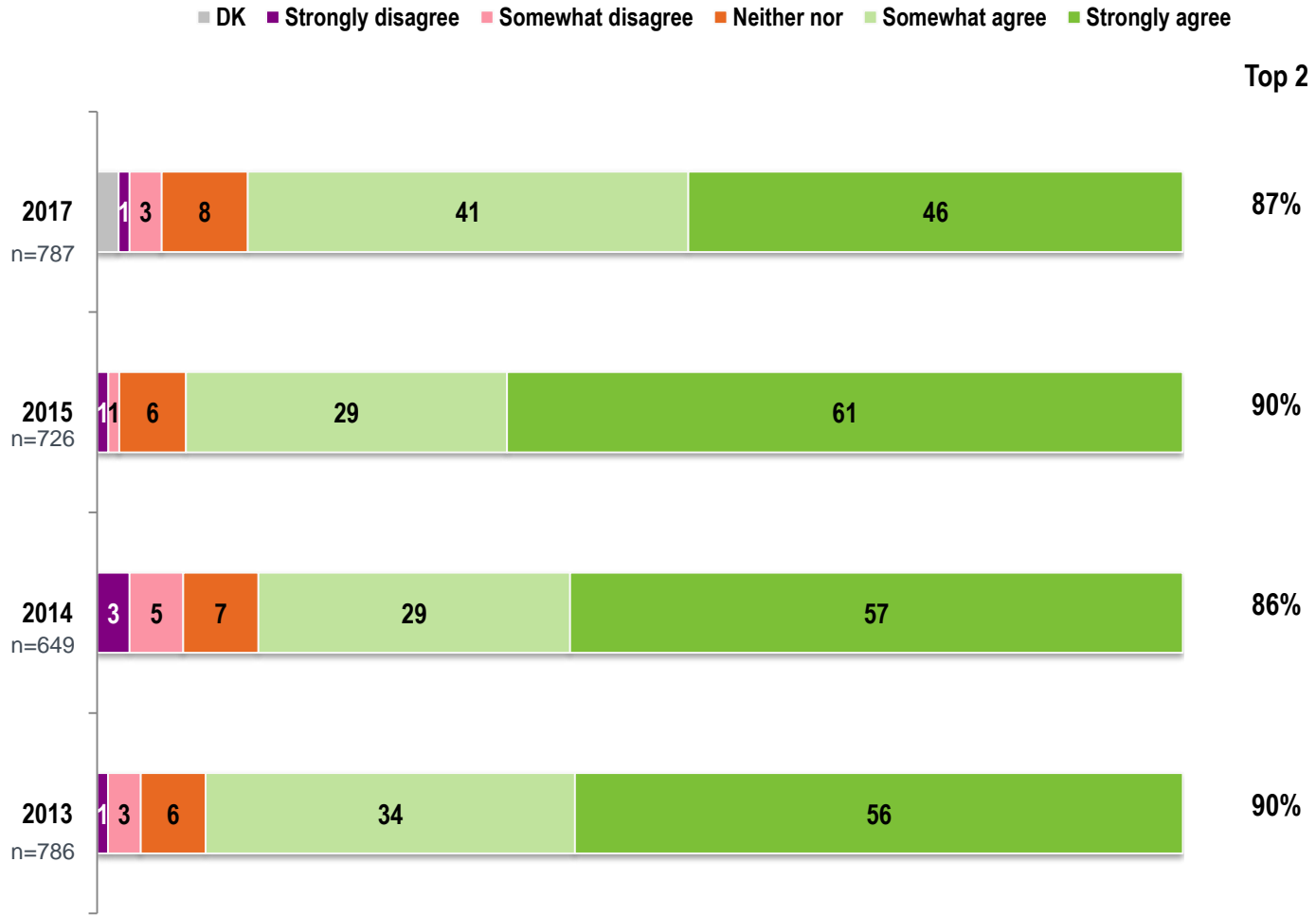
# Improve My Workplace

*I can influence my workplace through my ideas and involvement (%)*



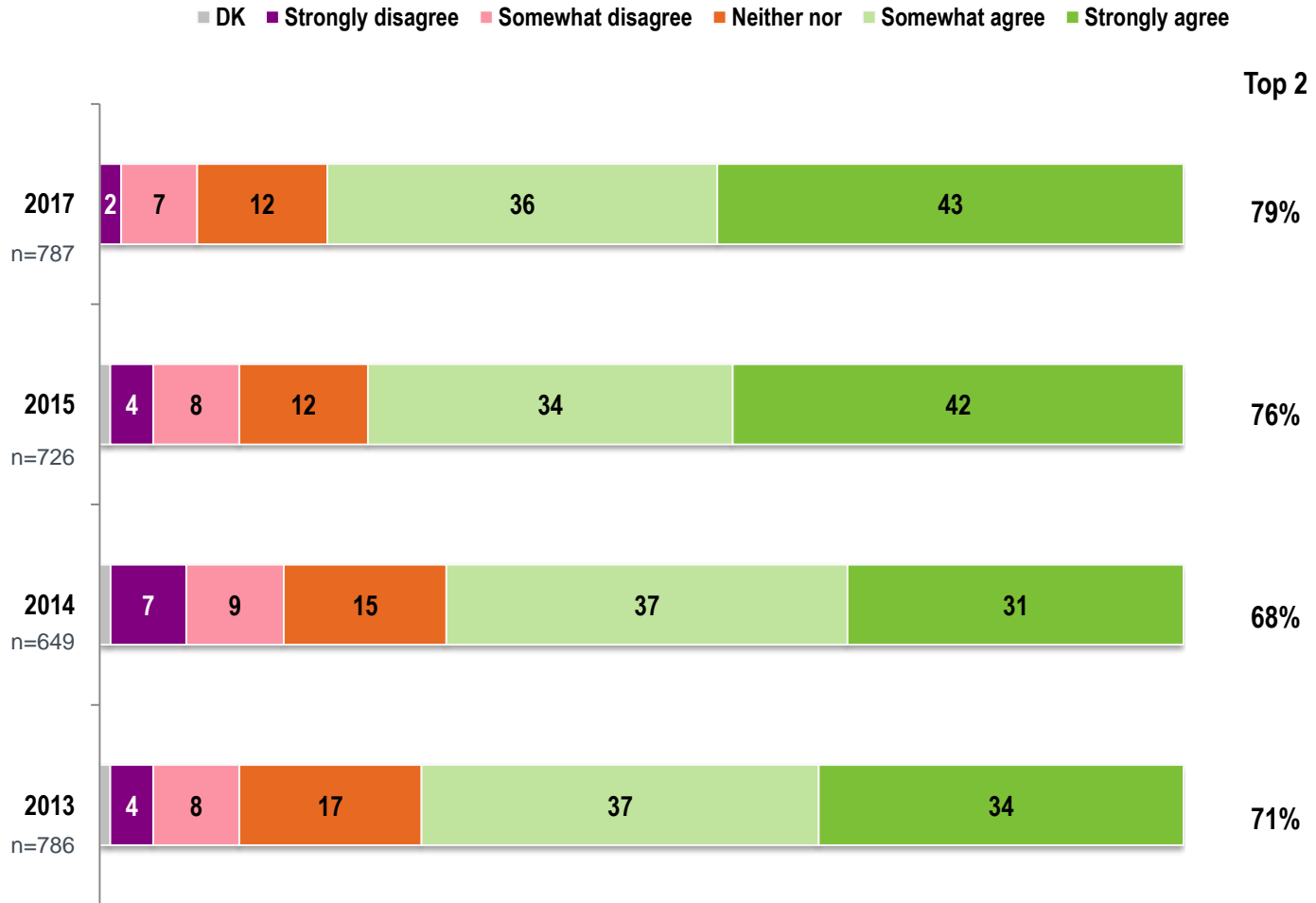
# Role Supports Business Objectives

*I understand how my role supports BCLC's strategy\* (%)*



# Input in Goal Setting

*I have had sufficient input into determining the goals for my job (%)*



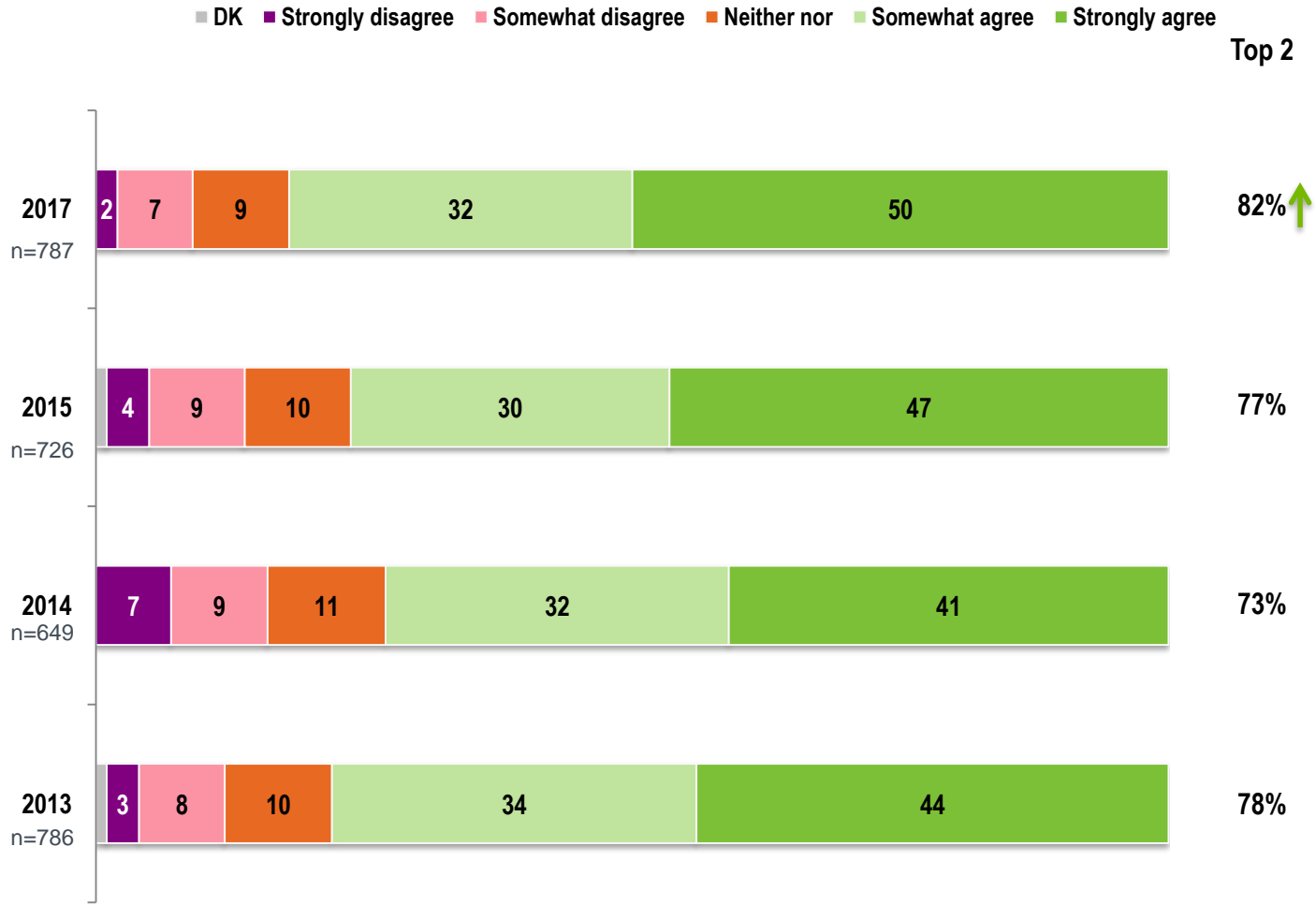
Significant increase from last year



Significant decrease from last year

# Motivated to Exceed Requirements

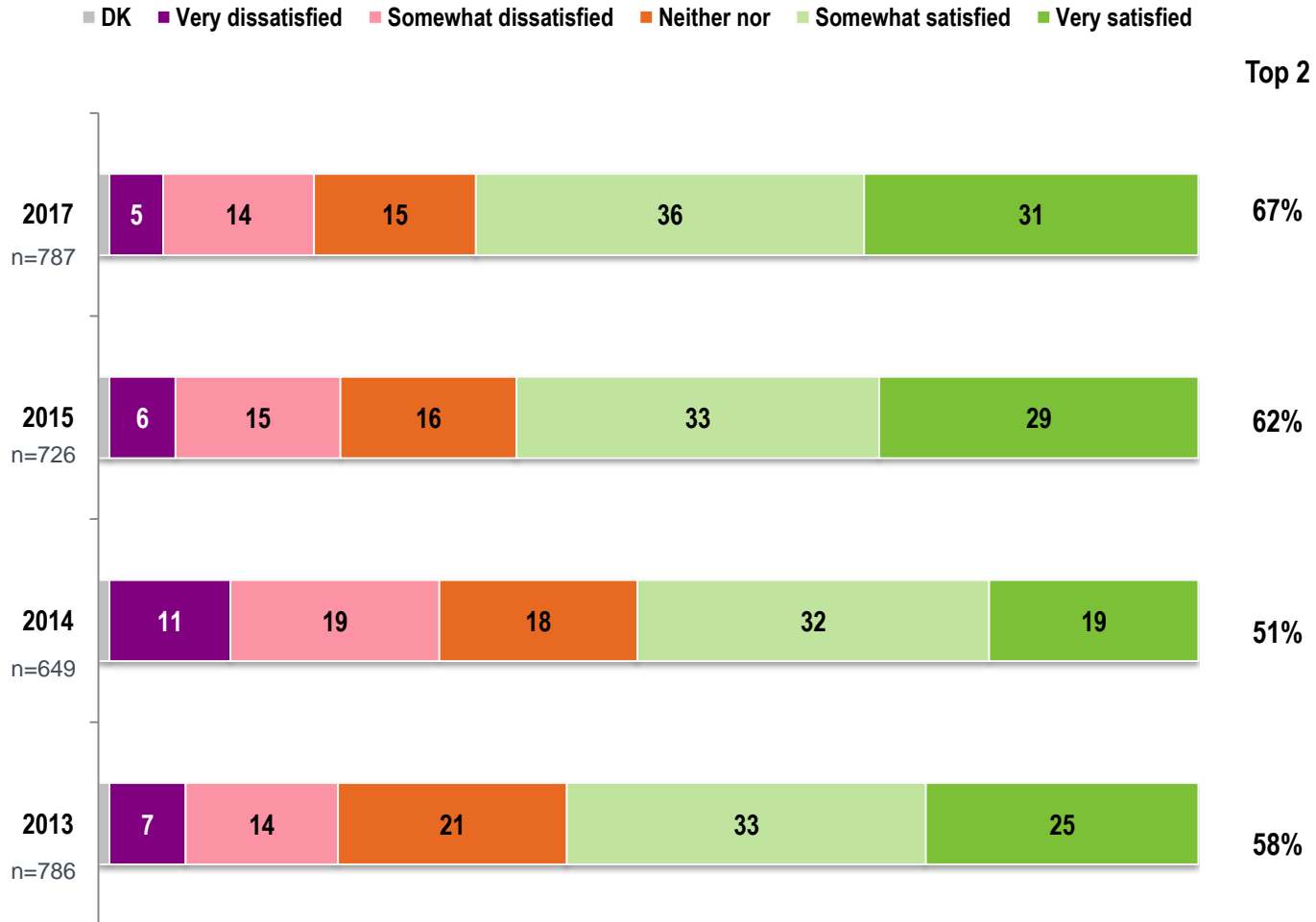
*I am motivated to go beyond what is required in my role to help BCLC succeed (%)*





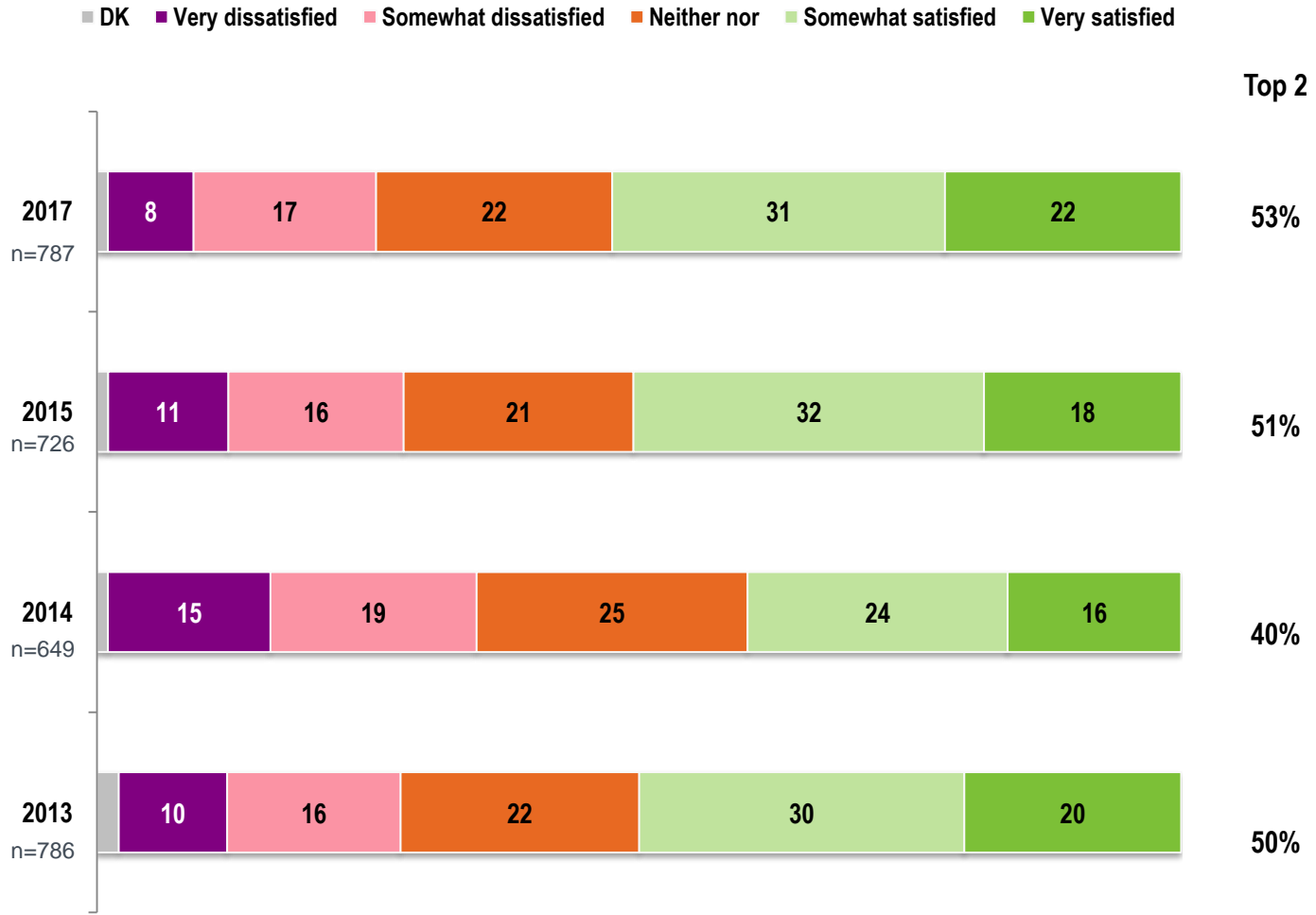
# Opportunities for Training

*Please rate your satisfaction with the aspects of your job ... The opportunities for training (%)*



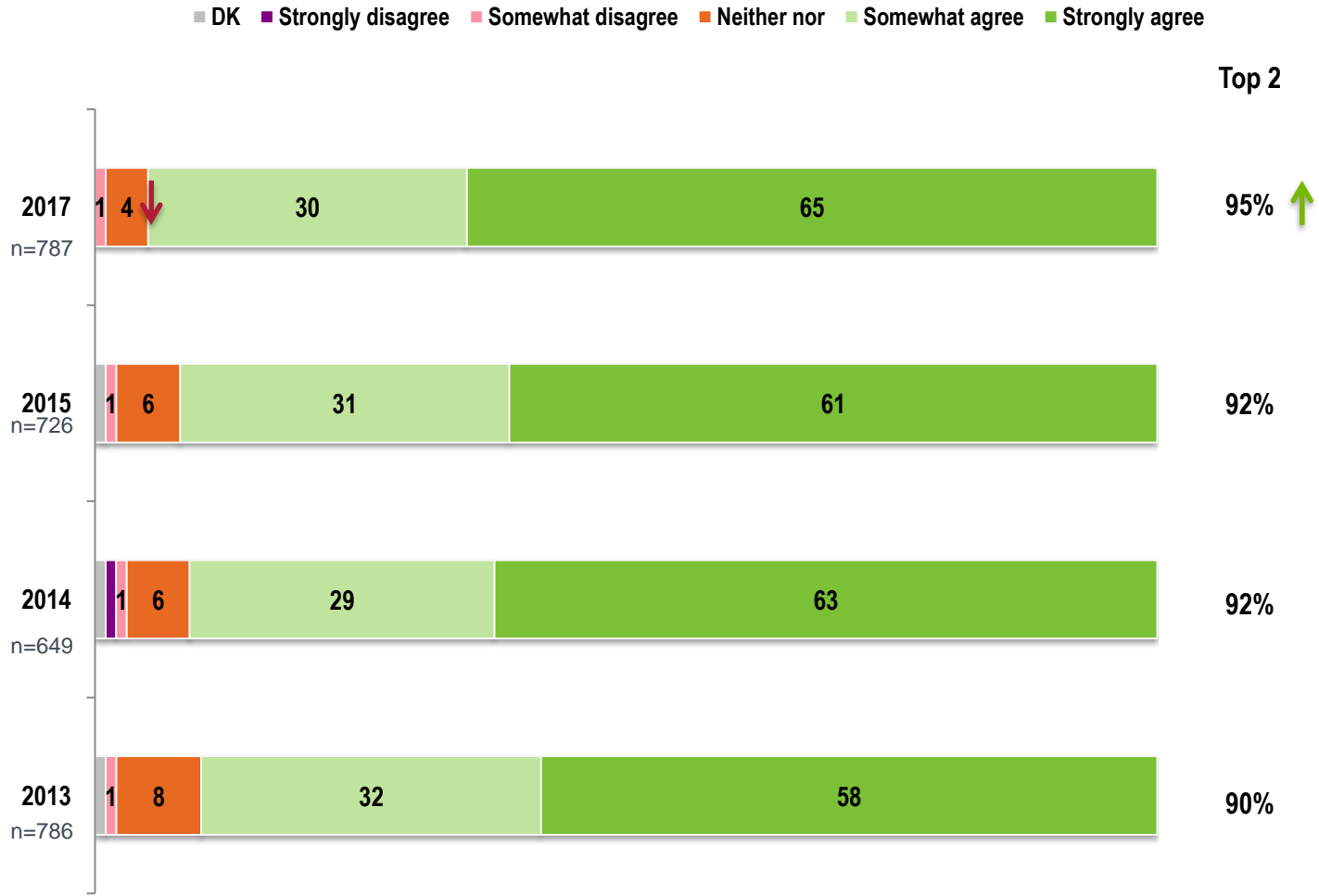
# Opportunities for Career Progression

*Please rate your satisfaction with the aspects of your job ... The opportunities for career progression (%)*



# Career Development

*I take personal responsibility for my own career development (%)*



# The Work Environment

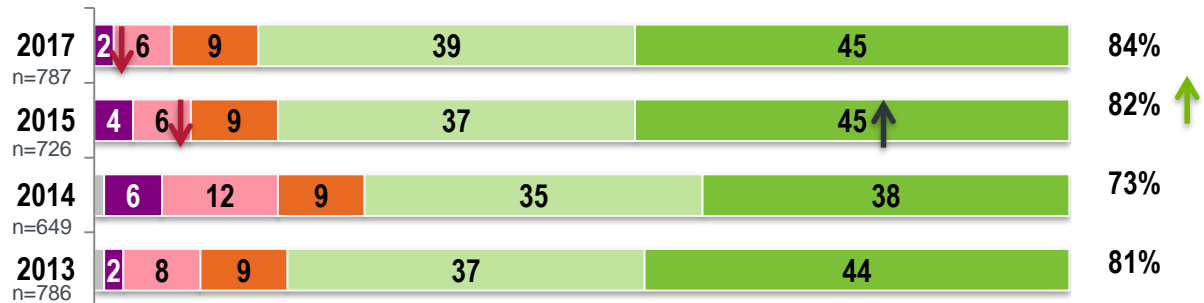
# Department Objectives – Clear, Realistic, Consistent

*My department's objectives are ... (%)*

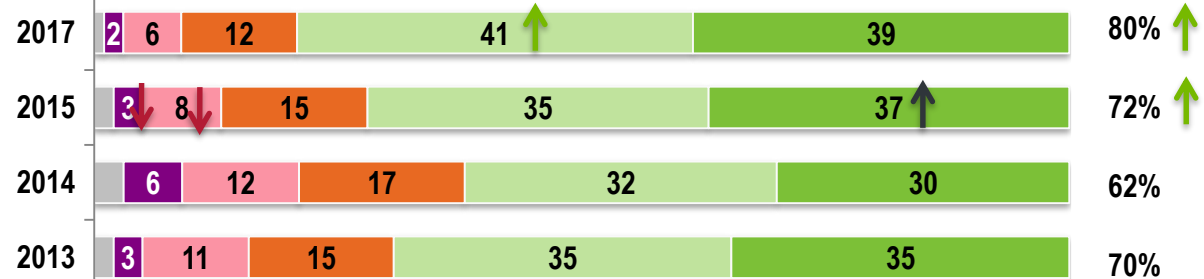
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

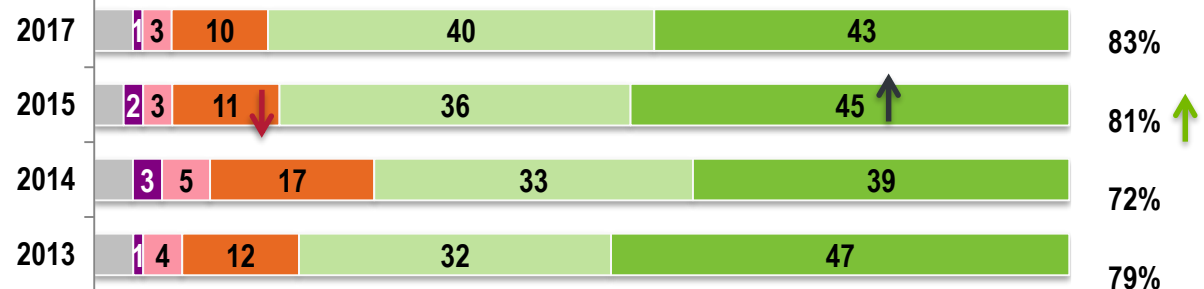
Clear



Realistic

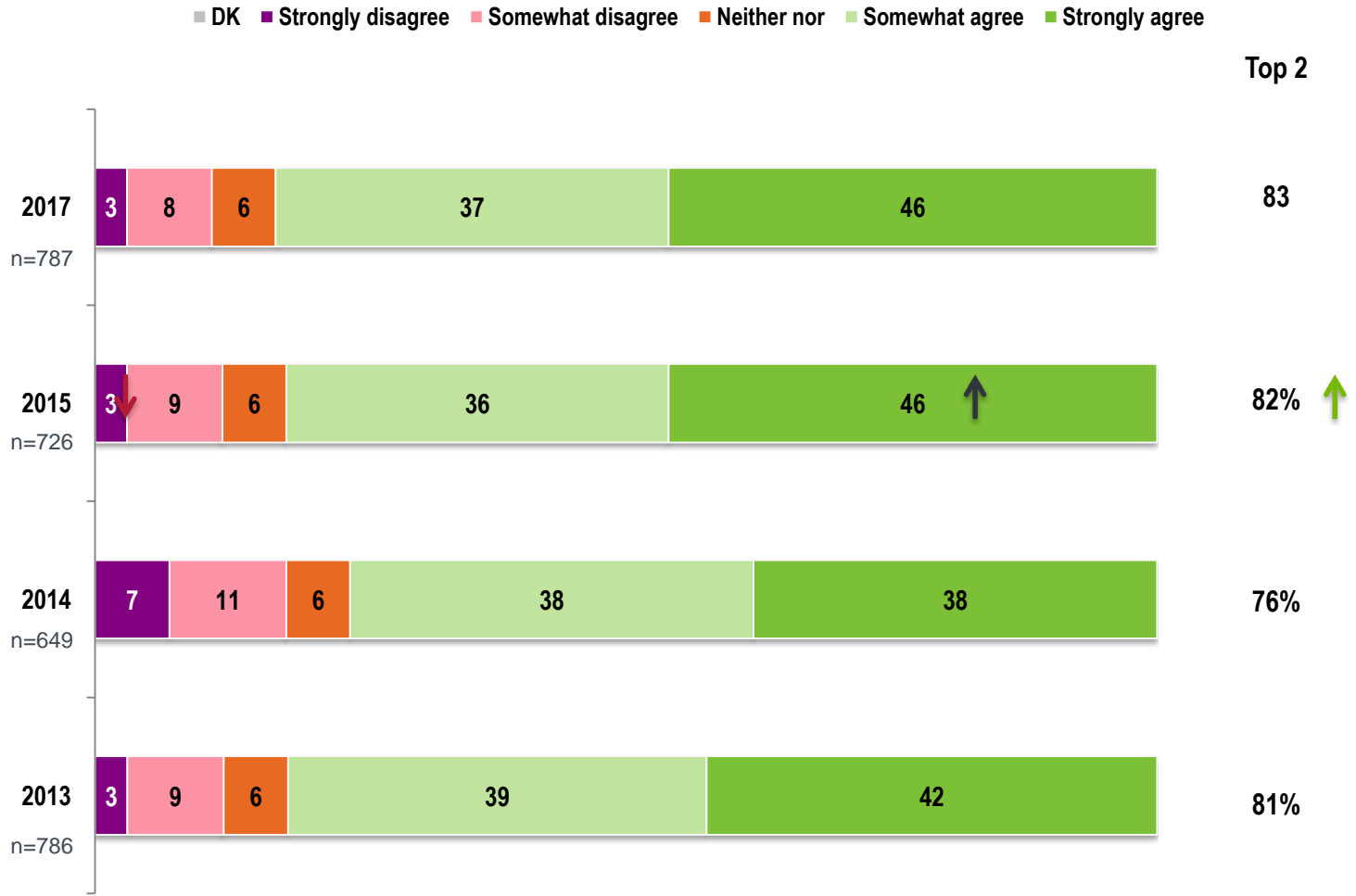


Aligned with BCLC's strategy\*

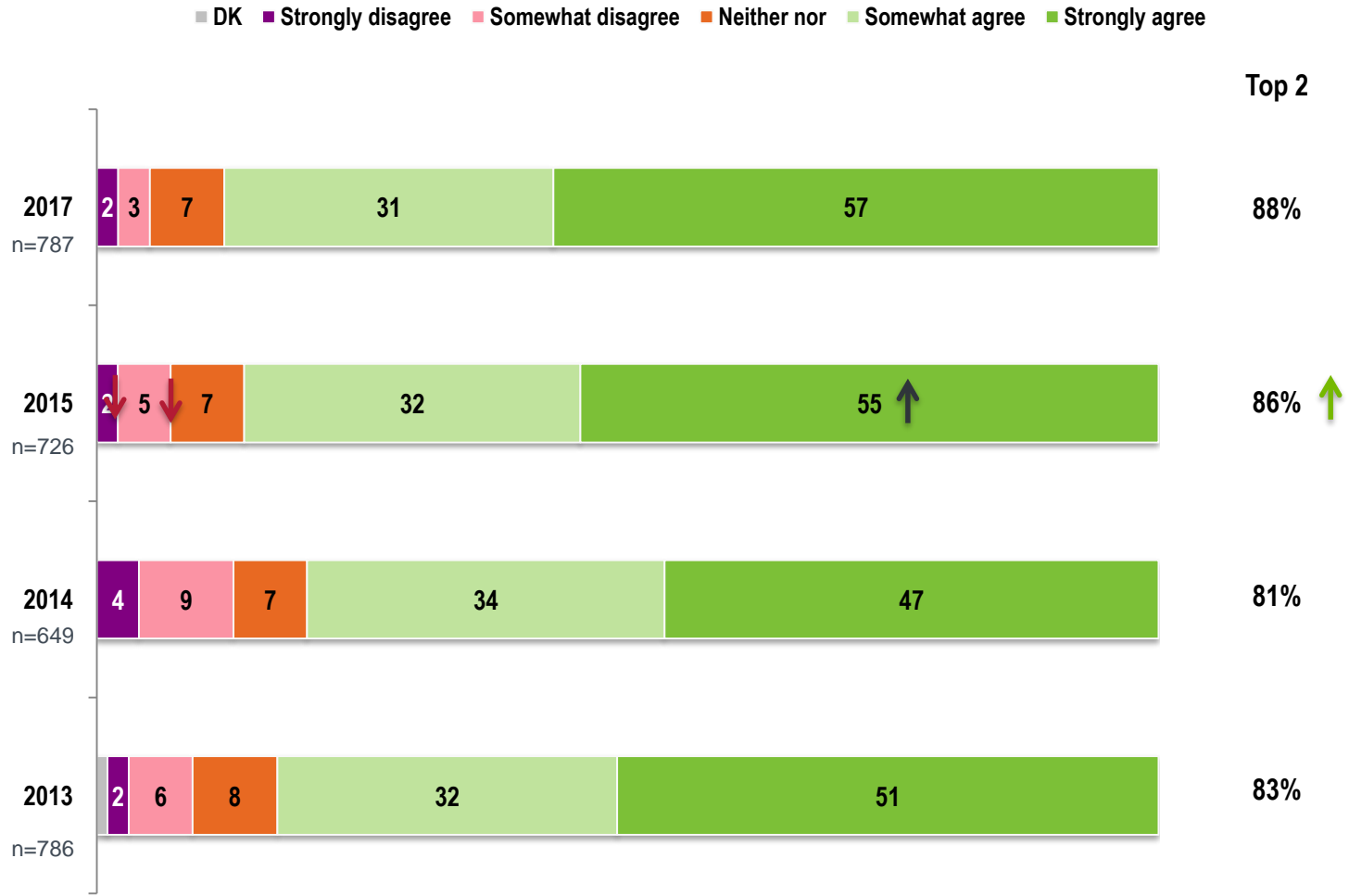


# Good Communication

## Communication is good within my team (%)



## Our team values one another's unique strengths and different abilities (%)



## *I have all the resources I require to do my job well (%)*





# Work Conditions

*My work conditions allow me to perform effectively (%)*



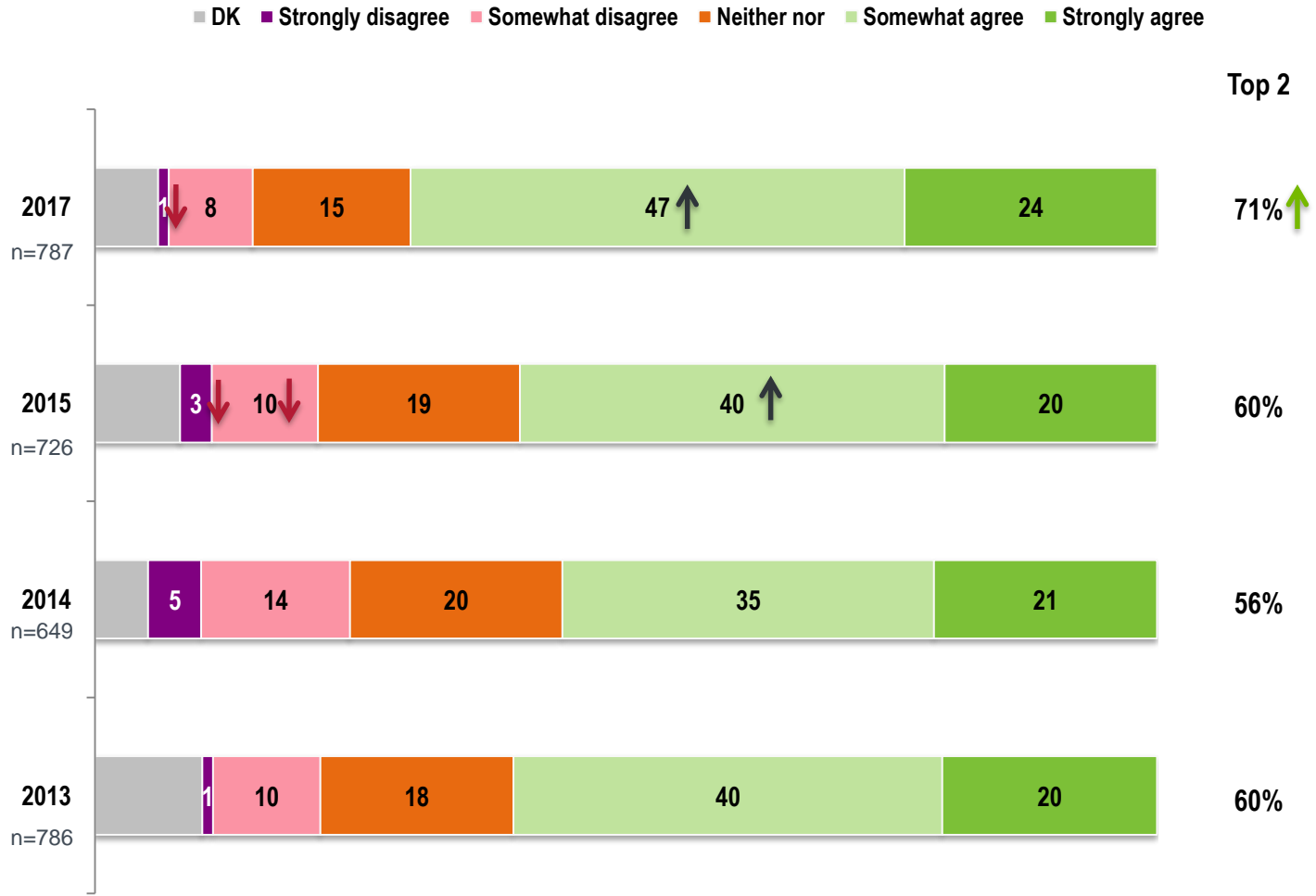
# Working Atmosphere

*Please rate your satisfaction with the working atmosphere within the team (%)*



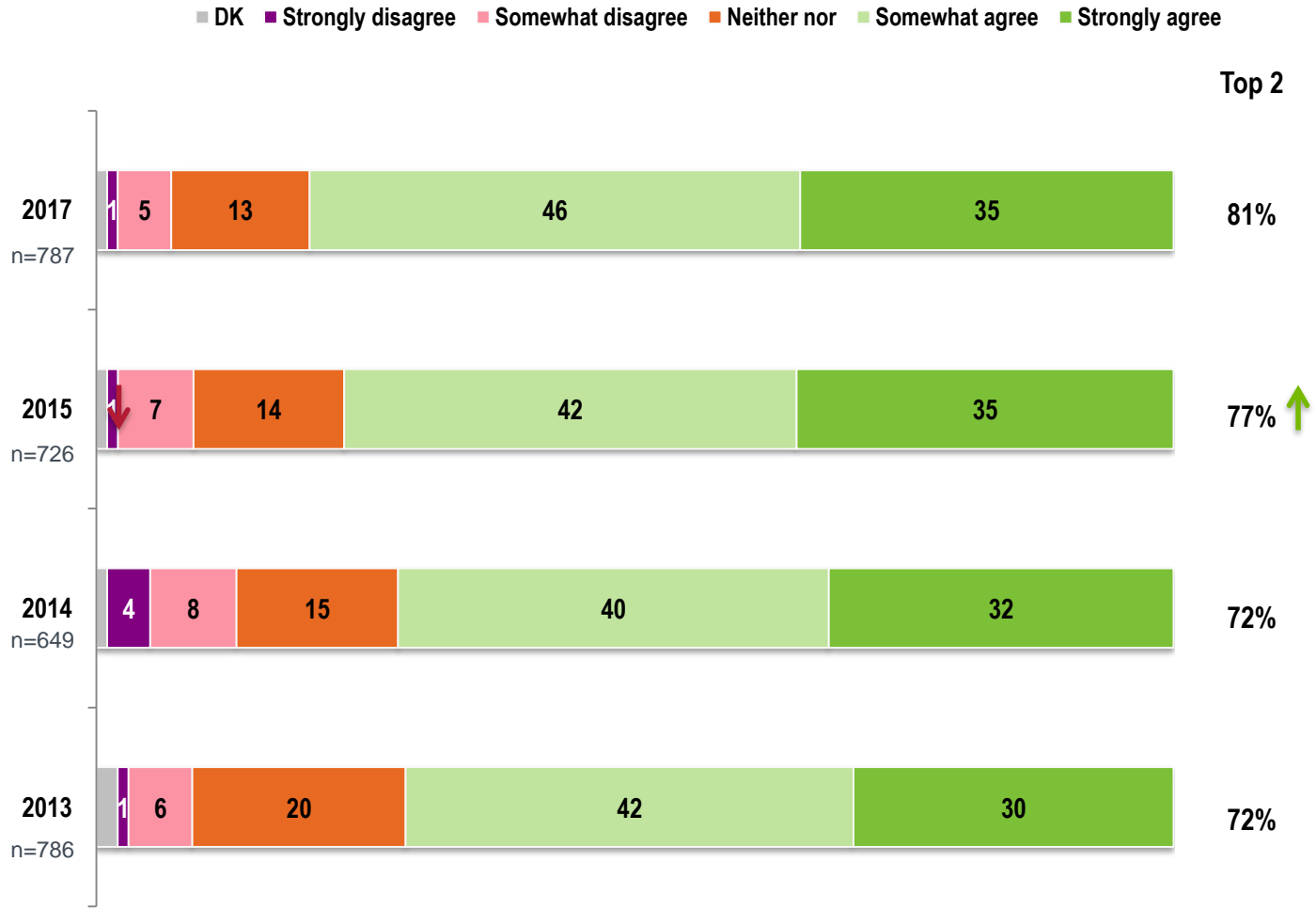
# Projects are Usually Completed

*Projects and initiatives that are launched within BCLC usually get completed (%)*



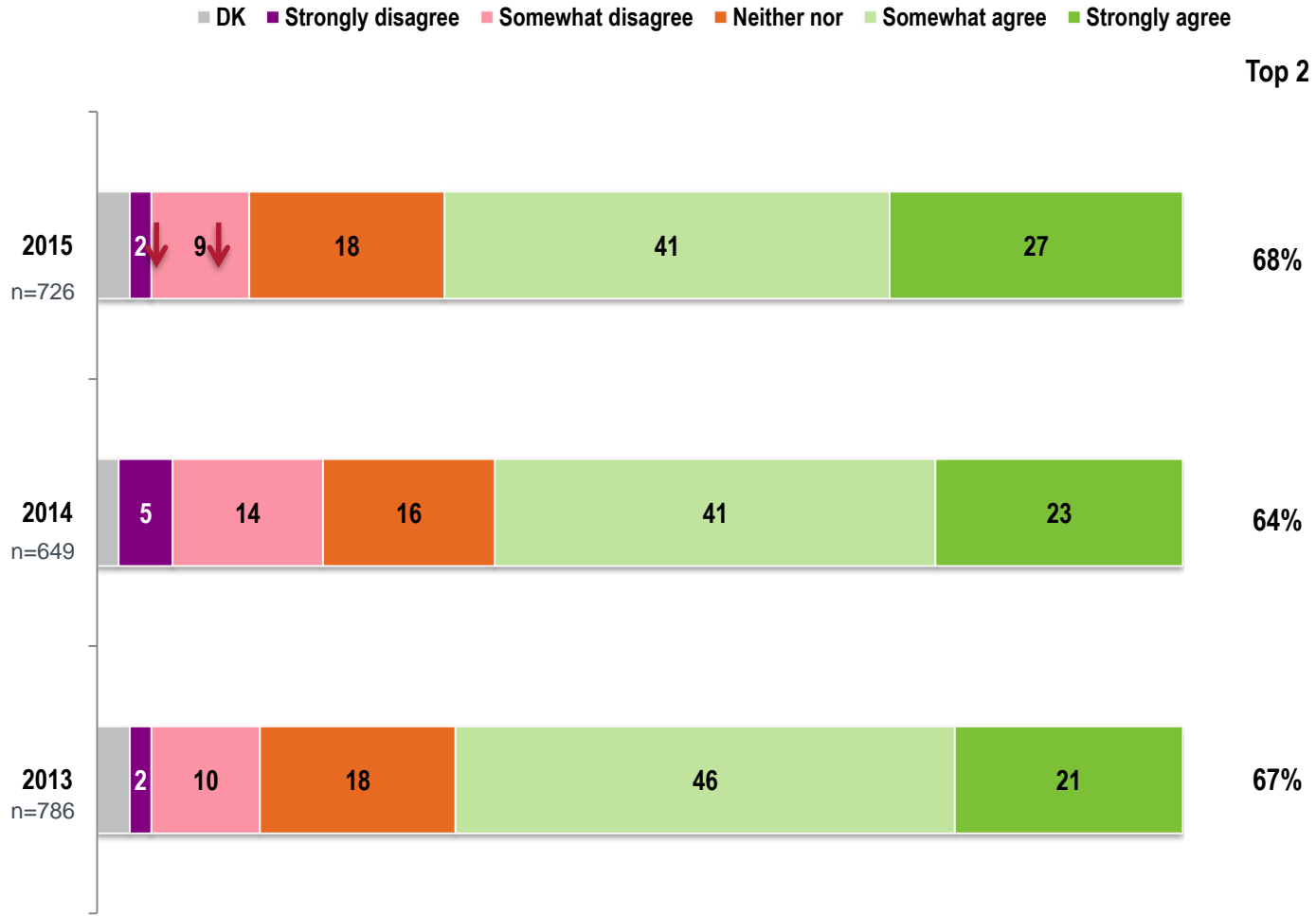
# Communications Help Understand Objectives

*Official communications are effective in helping me better understand our business objectives (%)*



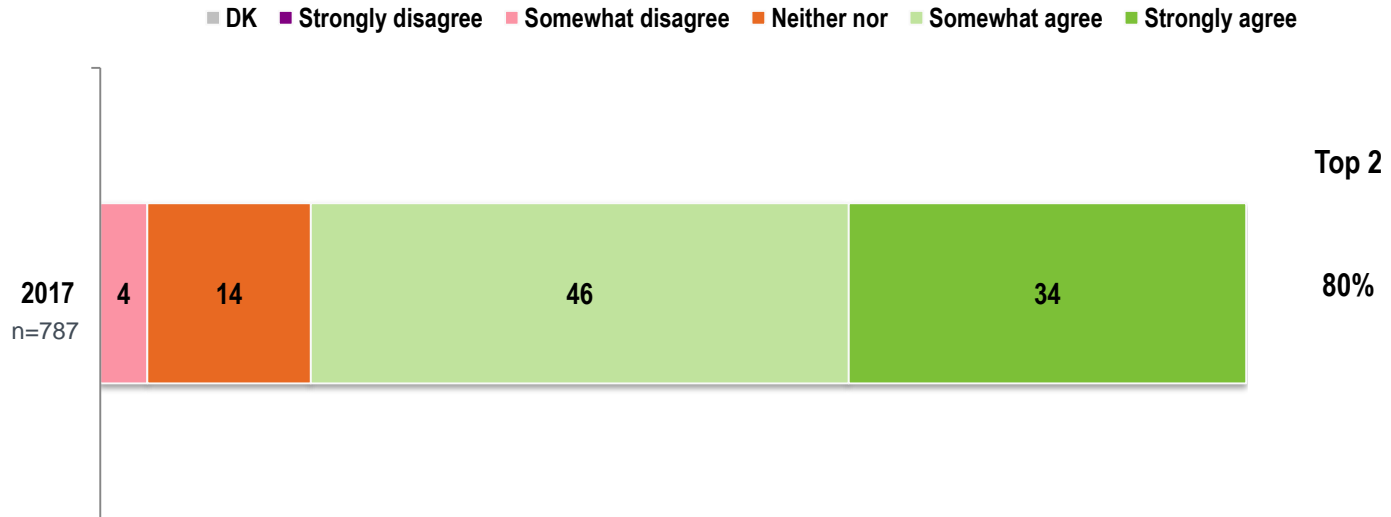
# Communications are Timely and Relevant

## *Communication of major corporate initiatives is timely and relevant (%)*

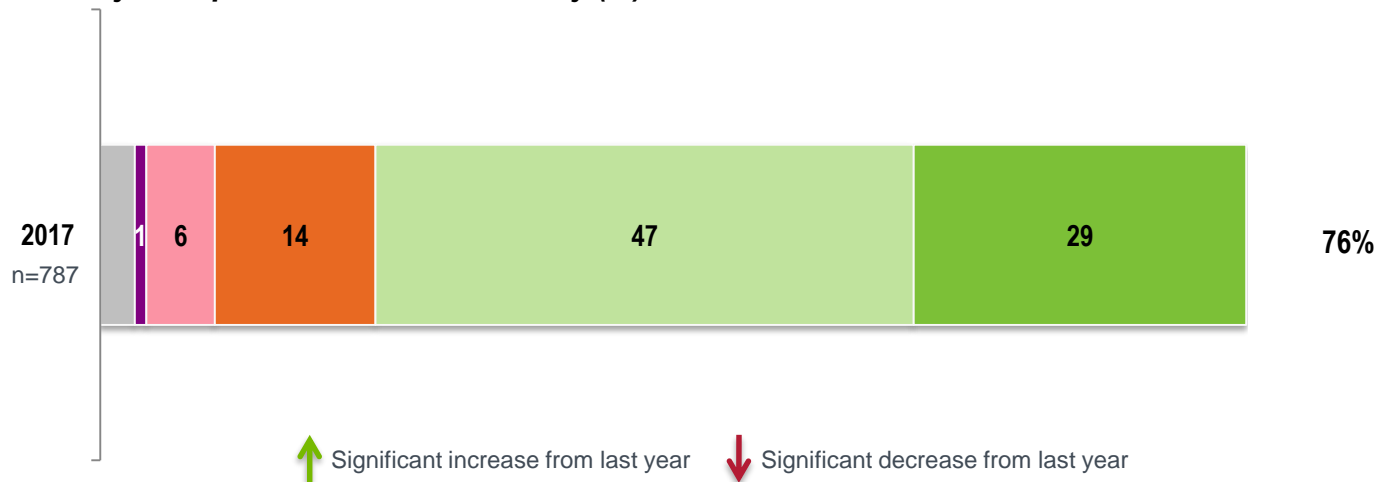


# Communications are Timely and Relevant

## *Communication of major corporate initiatives is relevant (%)*



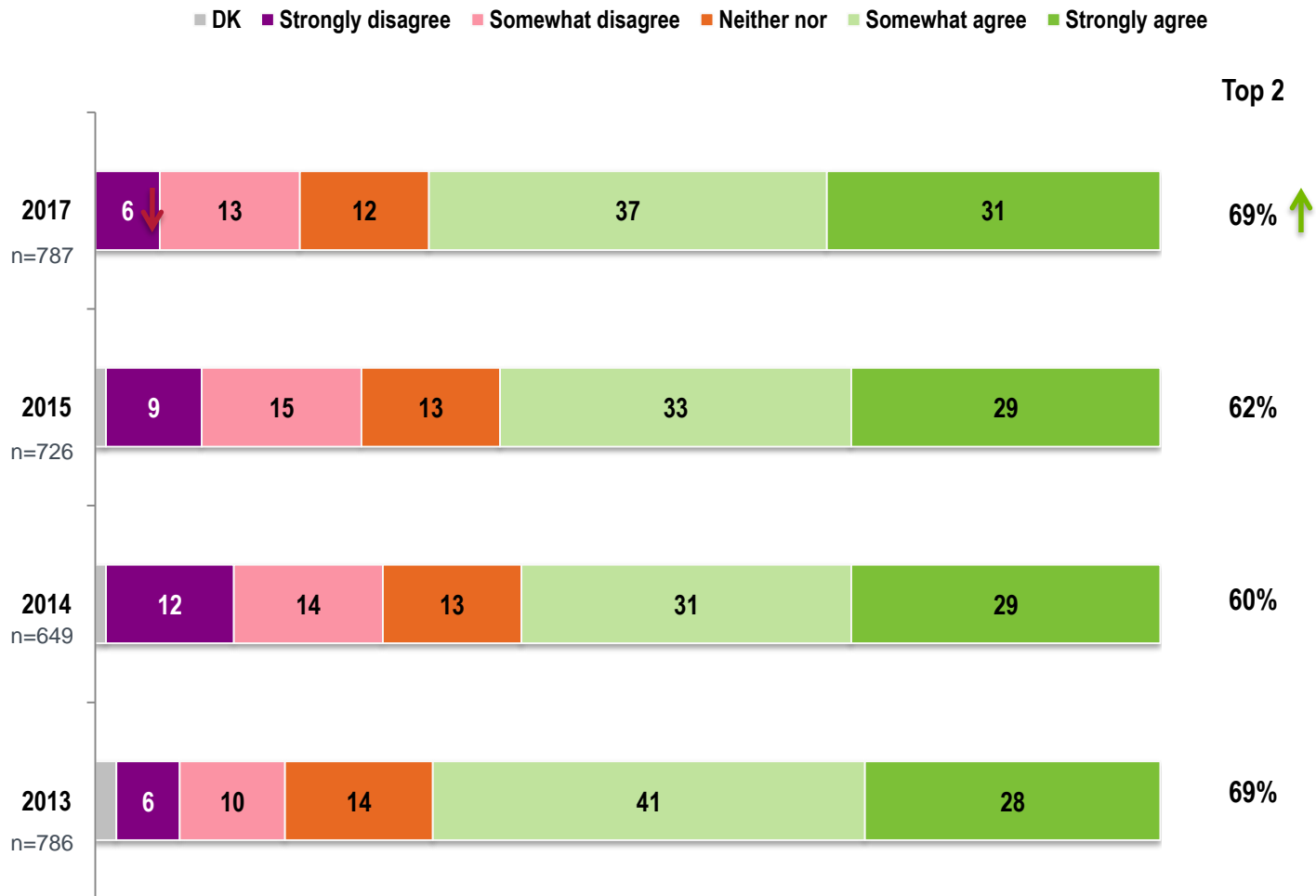
## *Communication of major corporate initiatives is timely (%)*



# Recognition and Performance

# Recognized Based on Performance

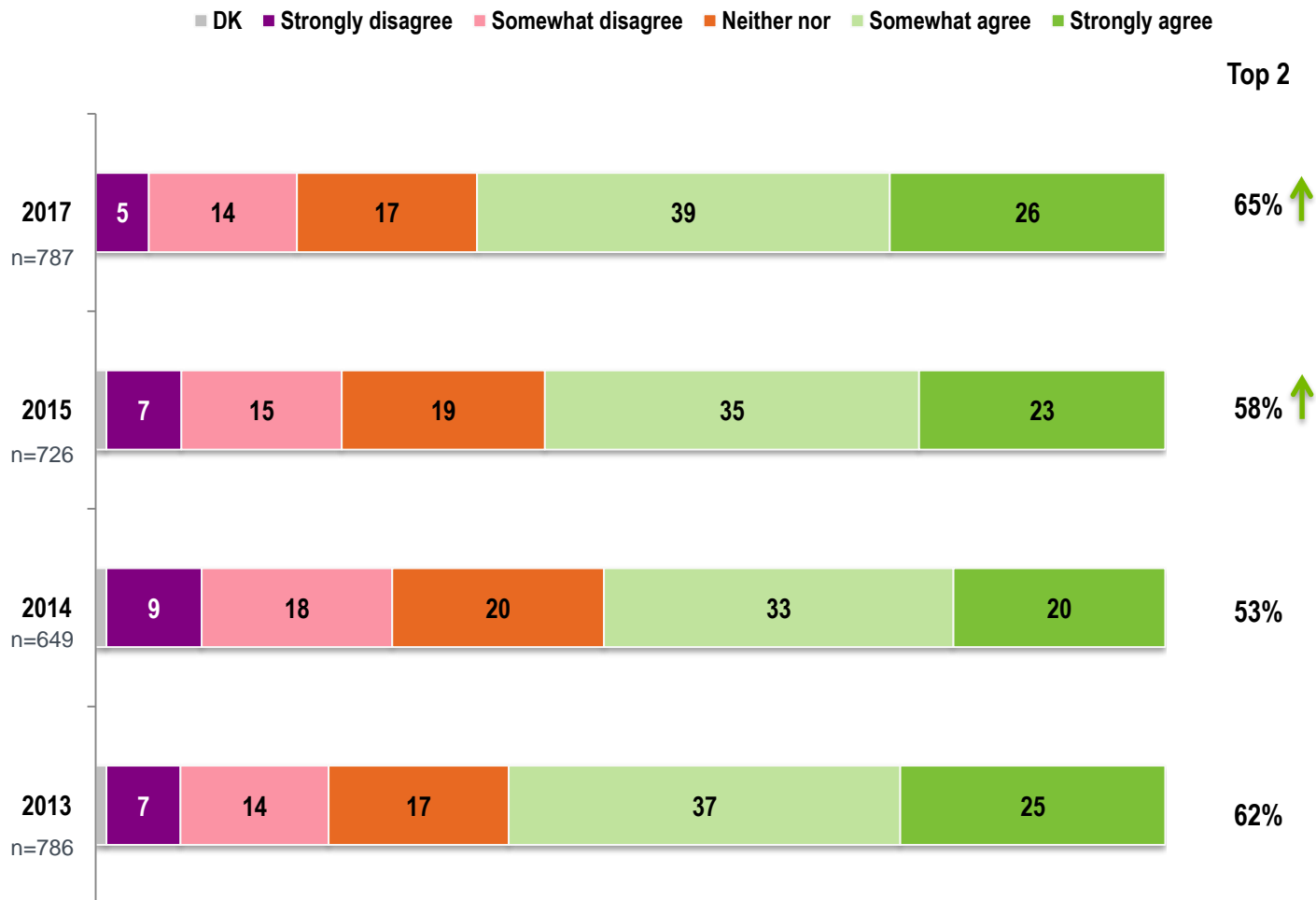
*I believe I am recognized based on my performance (%)*





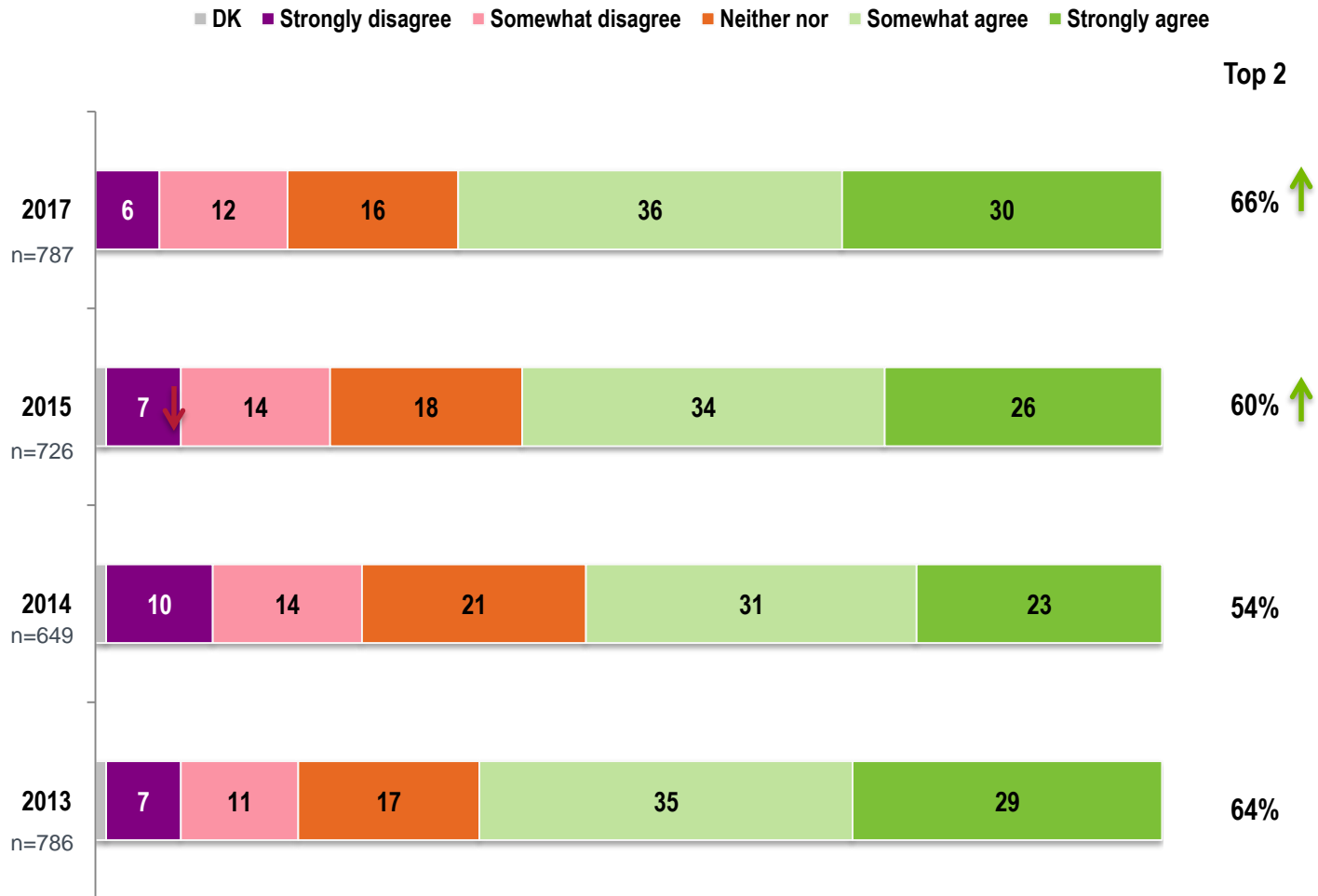
# Receiving Recognition

*I frequently receive recognition for my work (%)*



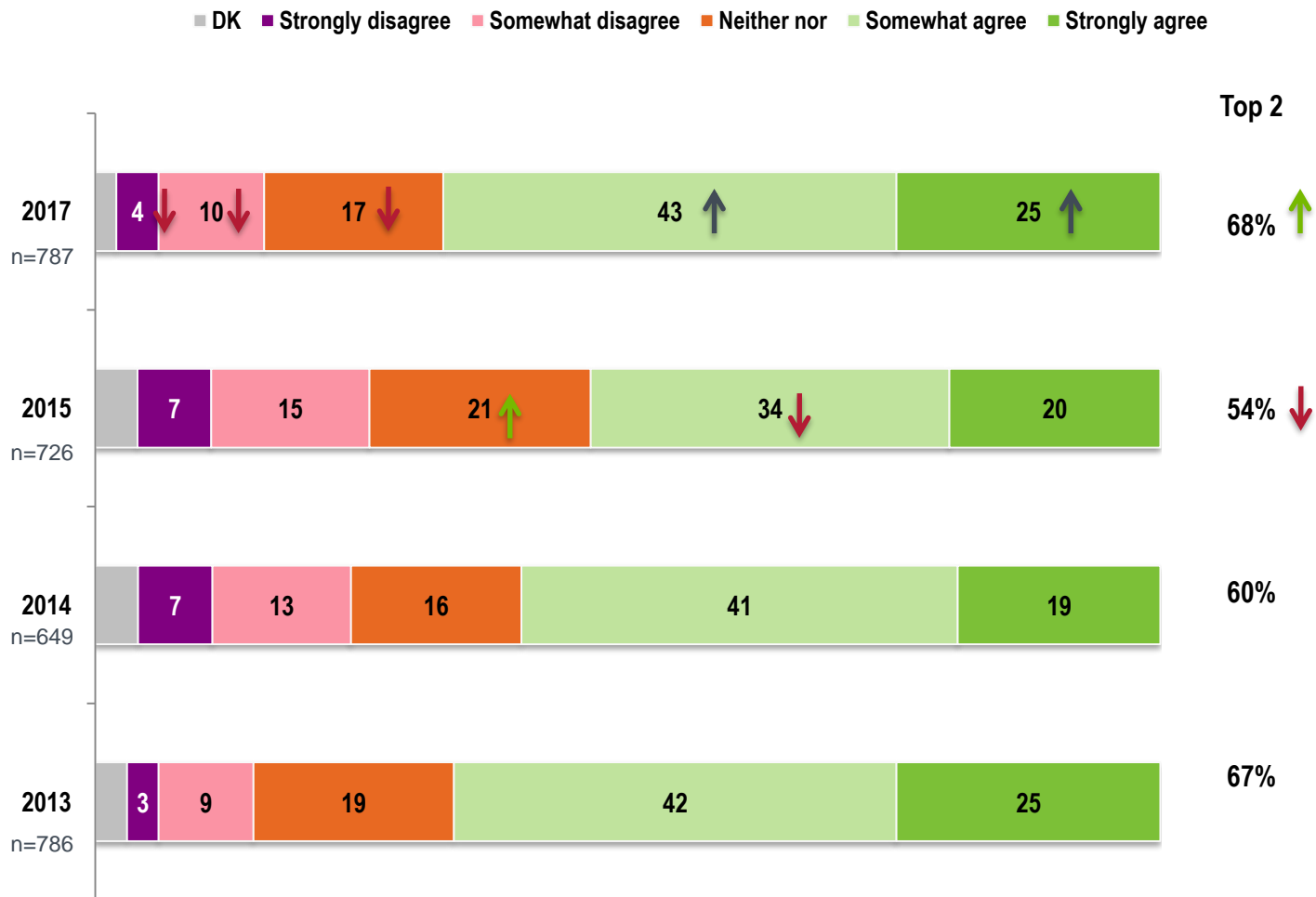
# Perceiving Recognition

*Recognition is given in a personal and meaningful way (%)*



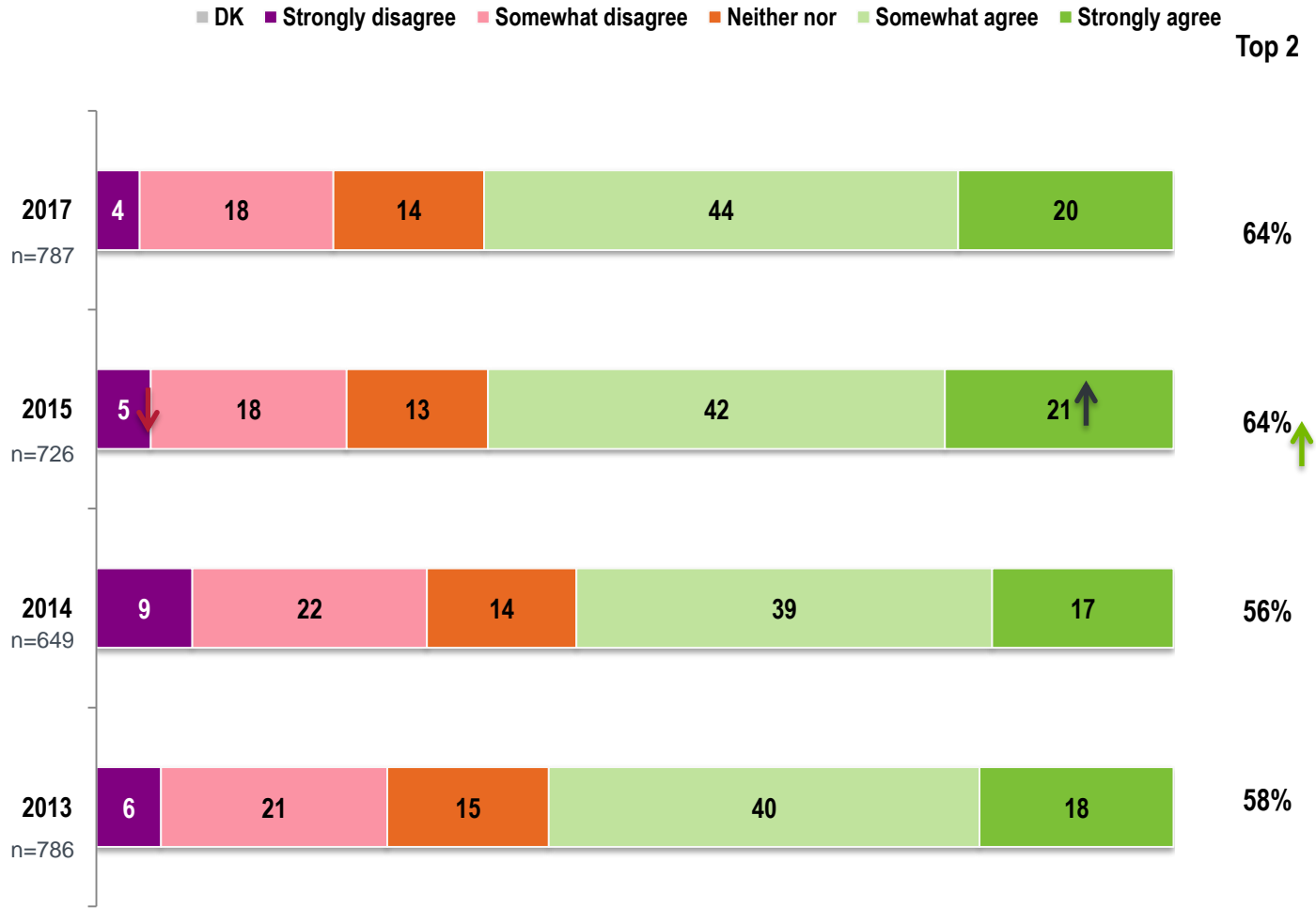
# Reward Recognition

*BCLC provides rewards to recognize various levels of achievement (%)*



# Perform Effectively

*The work processes at BCLC allow me to perform effectively (%)*



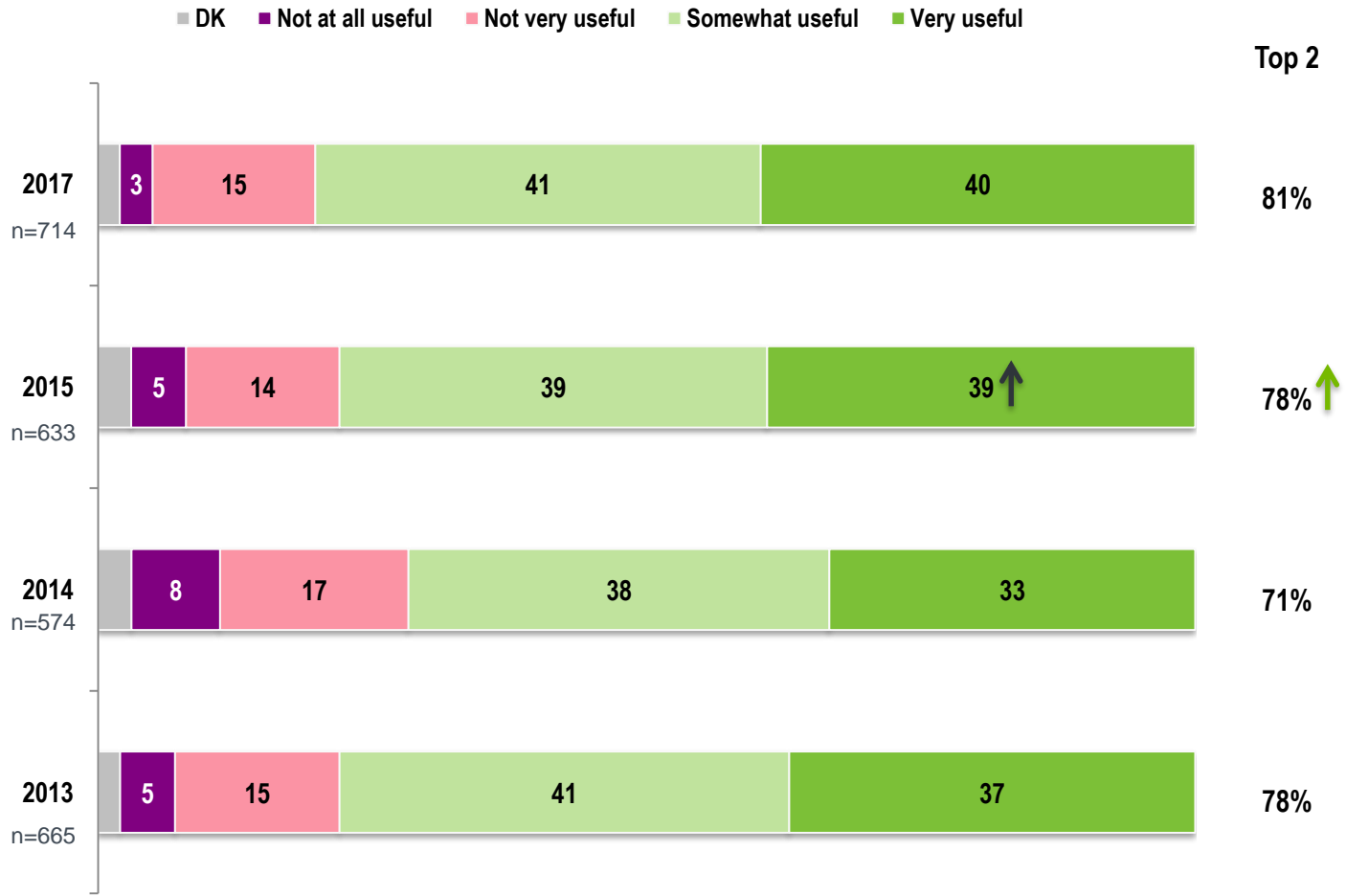
# Improving Current Performance

*How useful was the performance discussion on identifying ways of improving your current performance? (%)*



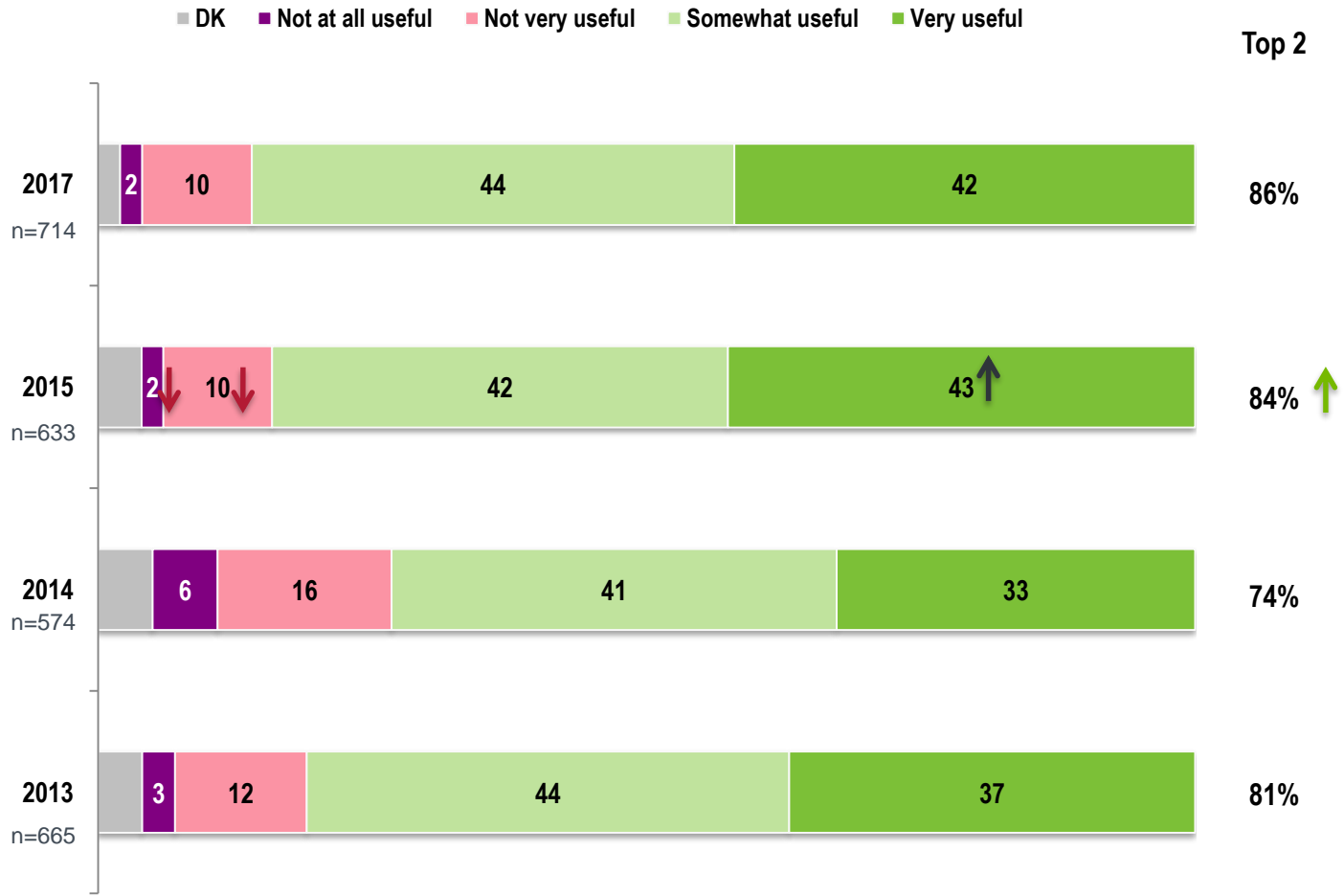
# Identifying Development Opportunities

*How useful was the performance discussion on identifying your future development opportunities? (%)*



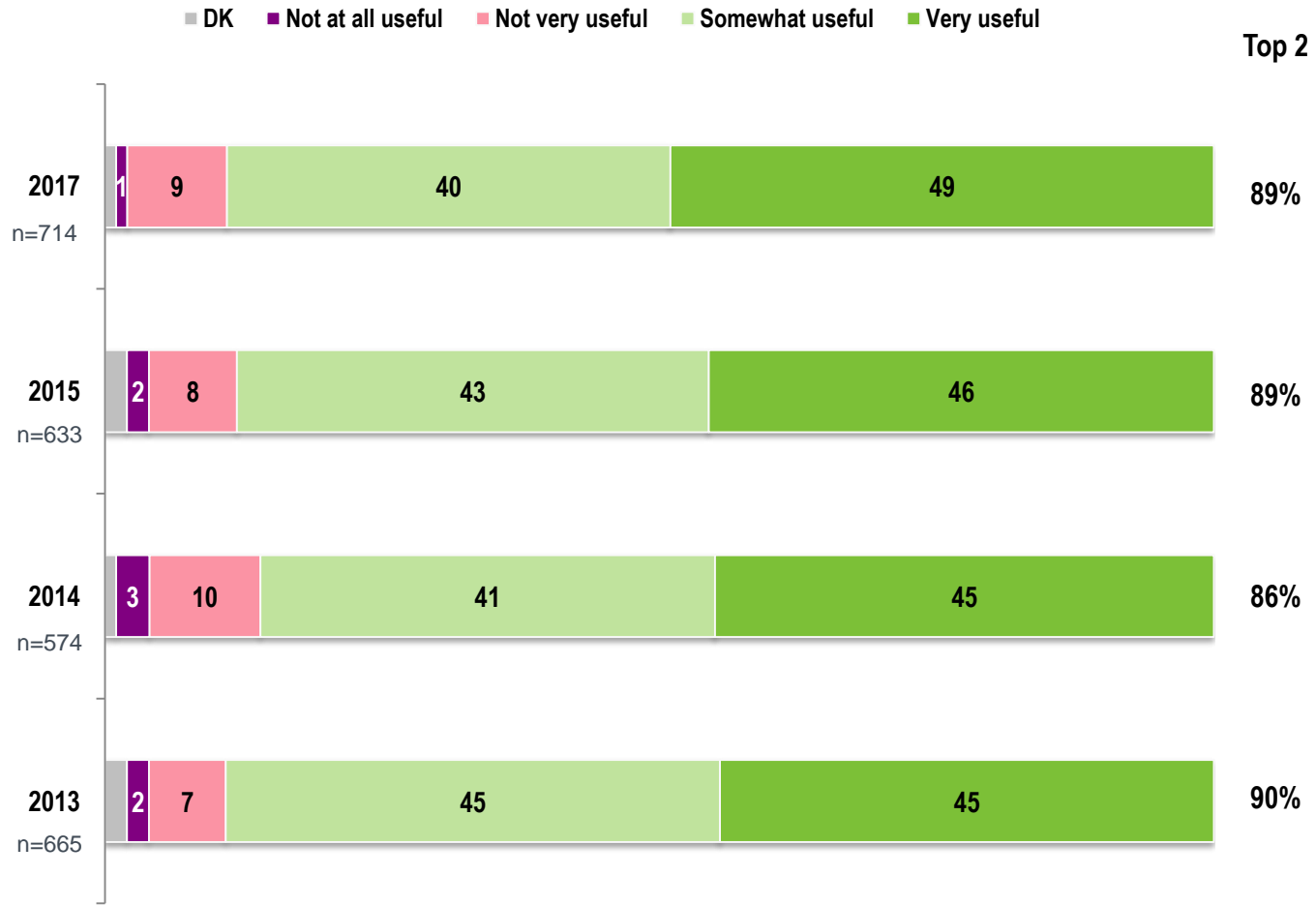
# Setting Future Performance Expectations

*How useful was the performance discussion on setting performance expectations for the next year? (%)*



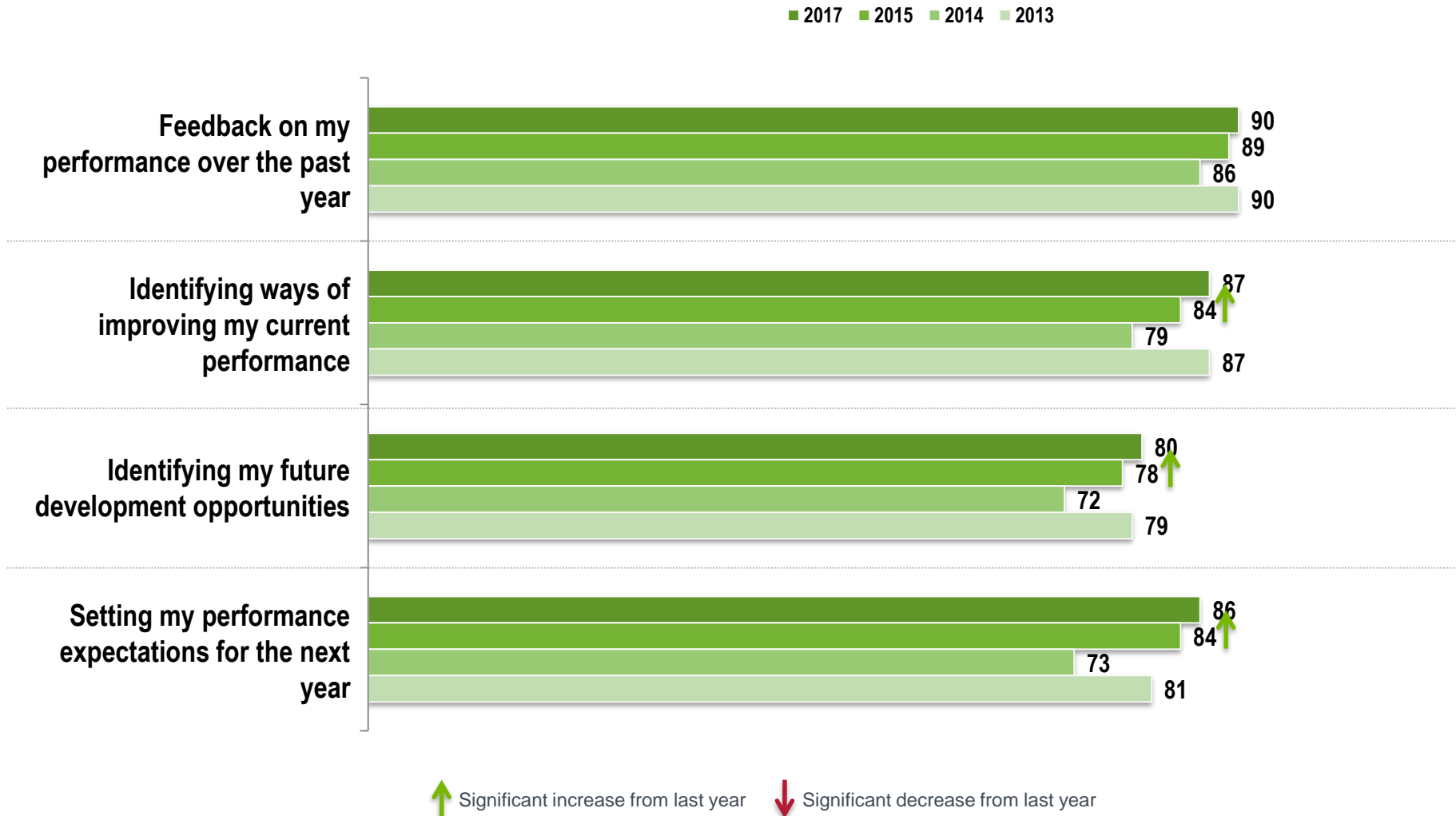
# Feedback on Performance

*How useful was the performance discussion on your performance over the past year? (%)*





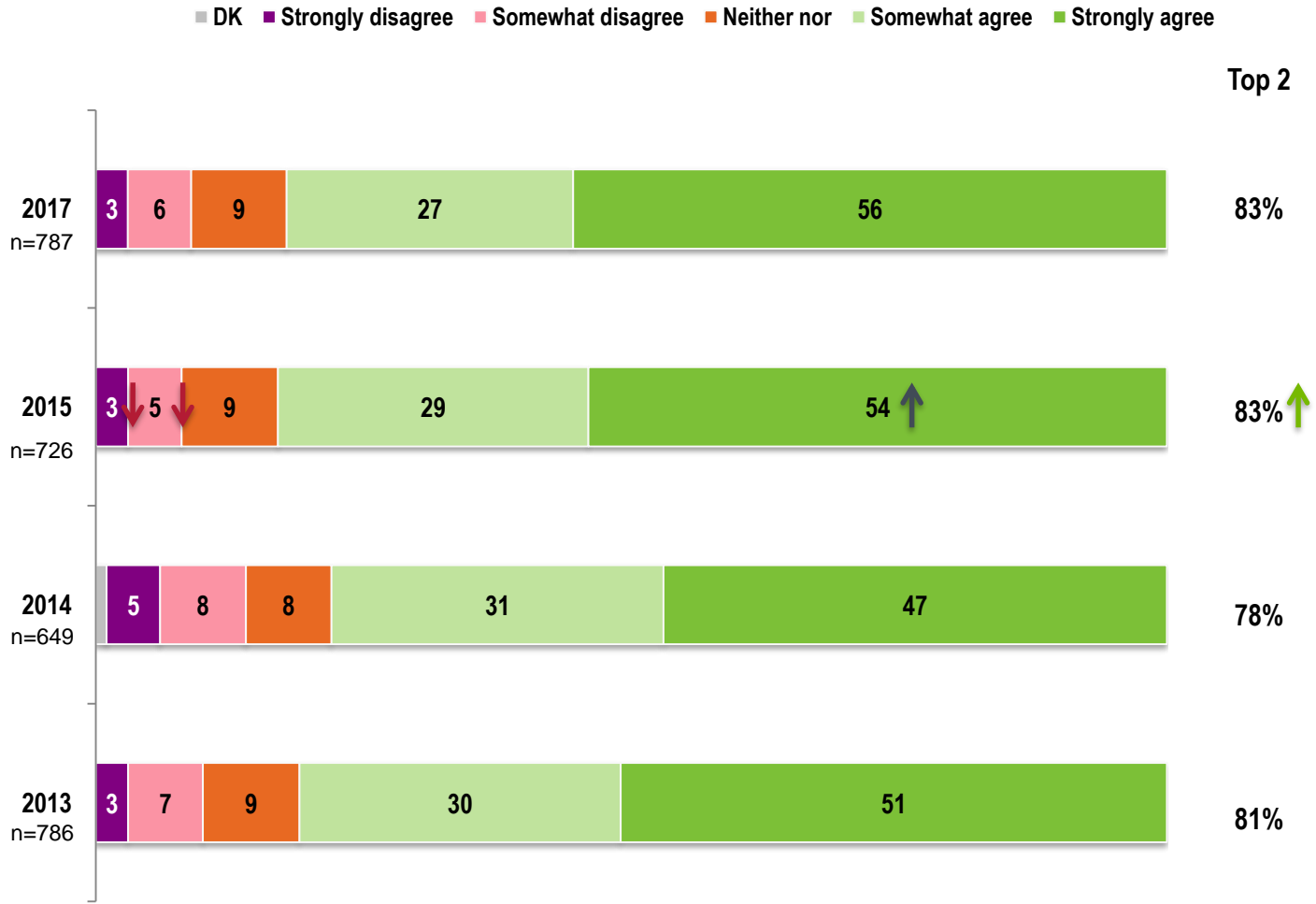
# Results If Employee Had Performance Review



# My Manager / Leader

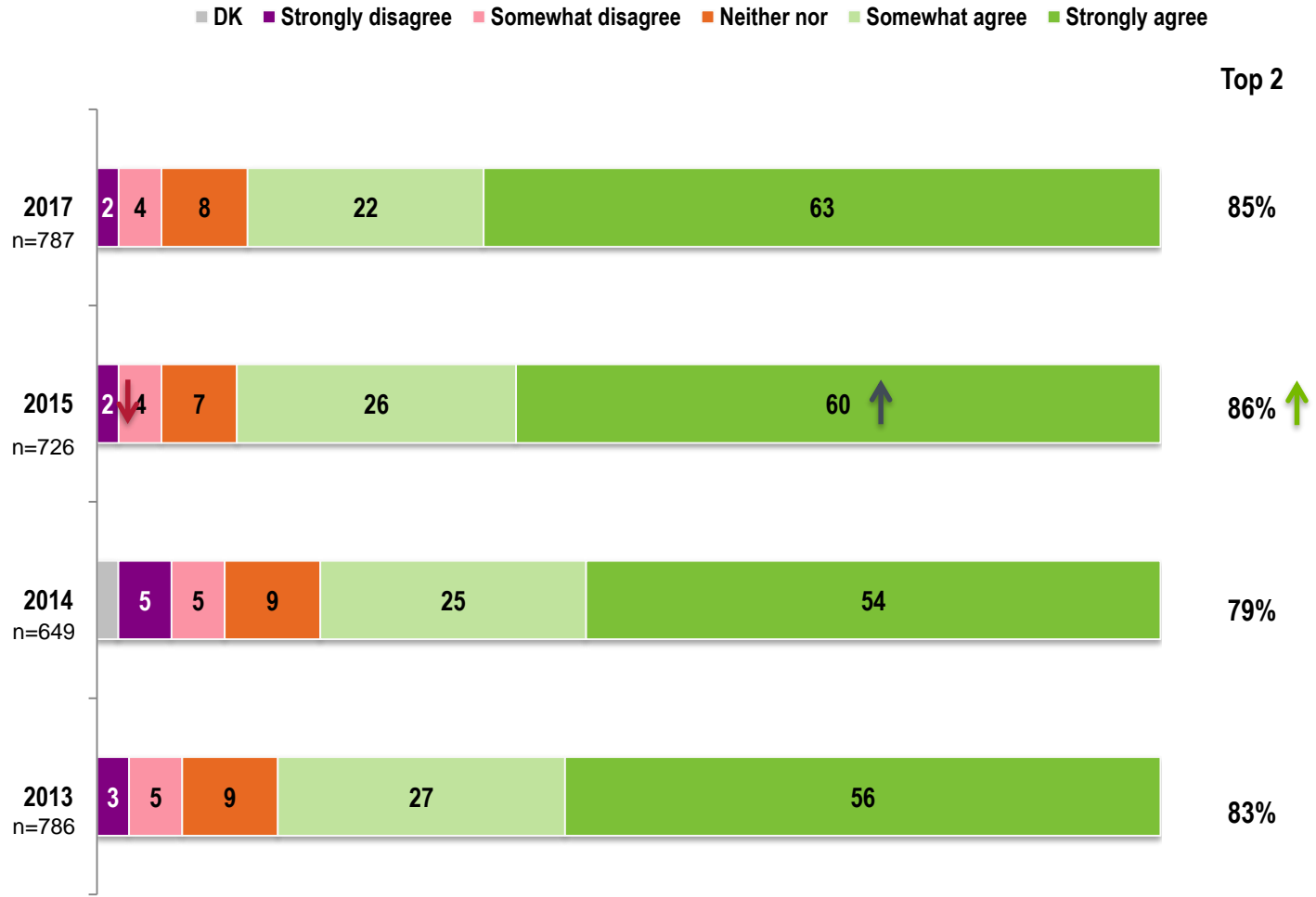
# Confidence in Leader

*I have confidence in the decisions made by the person I report to (%)*



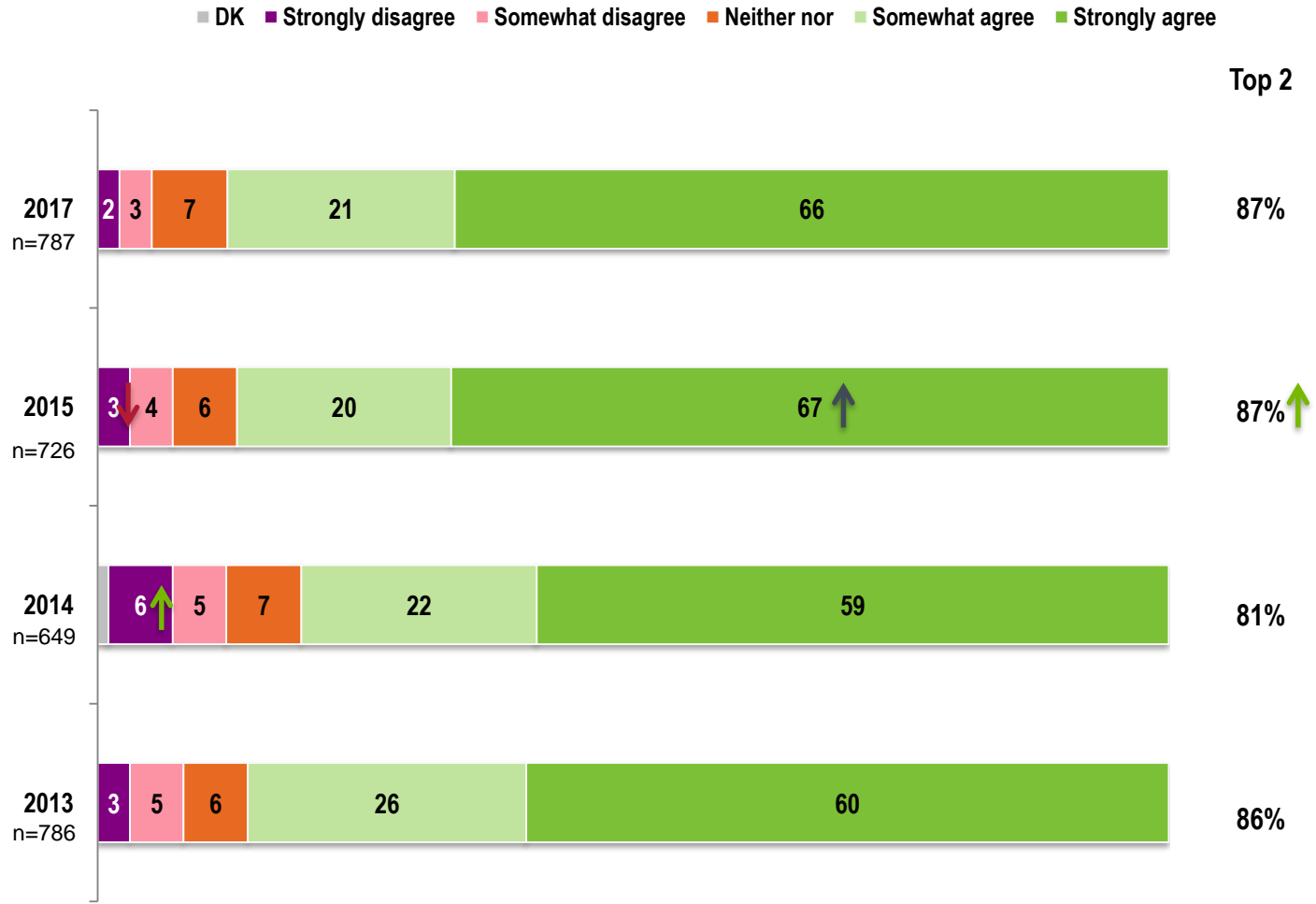
# Leader Encouraging

*The person I report to encourages and supports innovative thinking (%)*



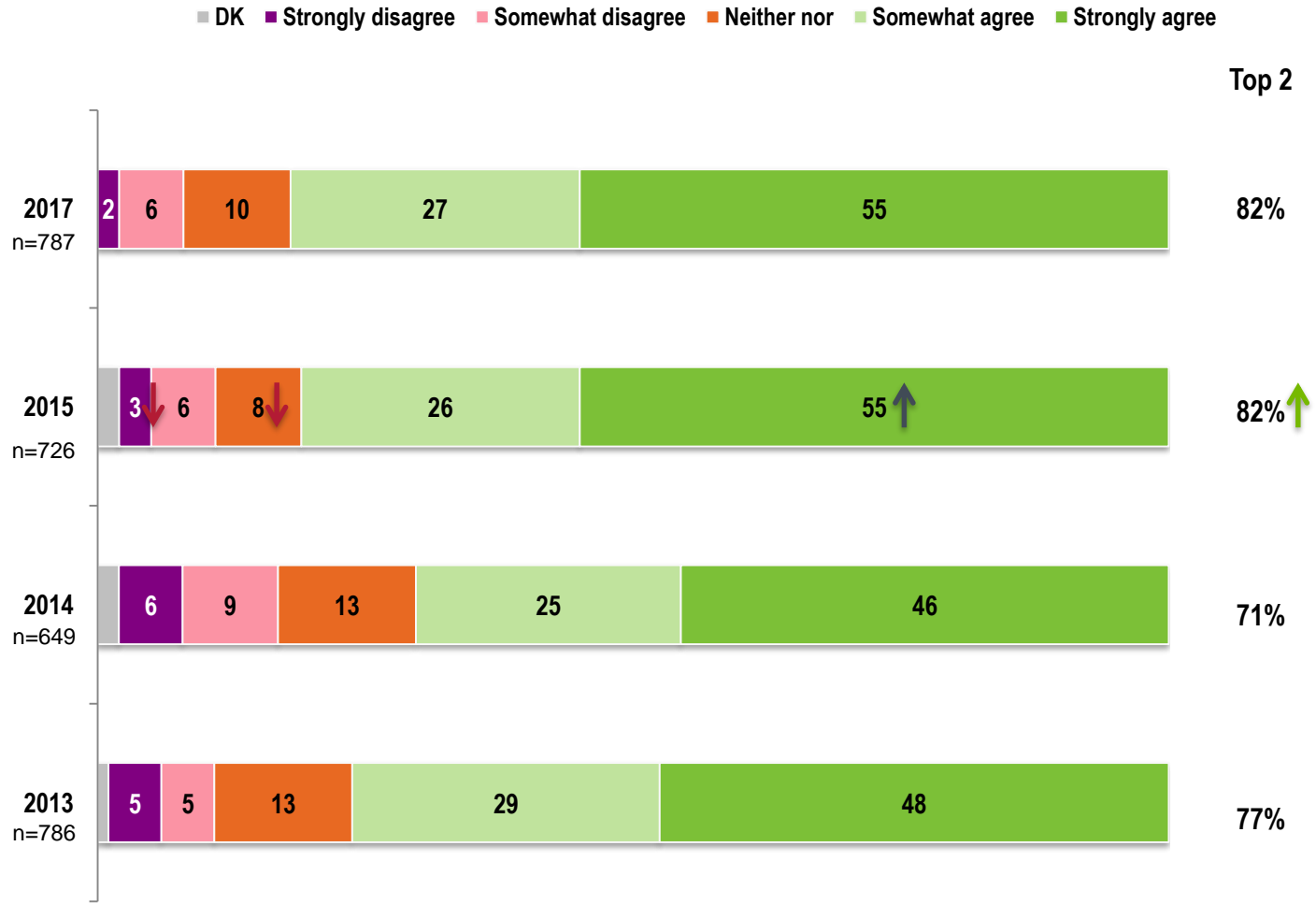
# Leader Promotes Open Communication

*The person I report to promotes open and honest communication (%)*



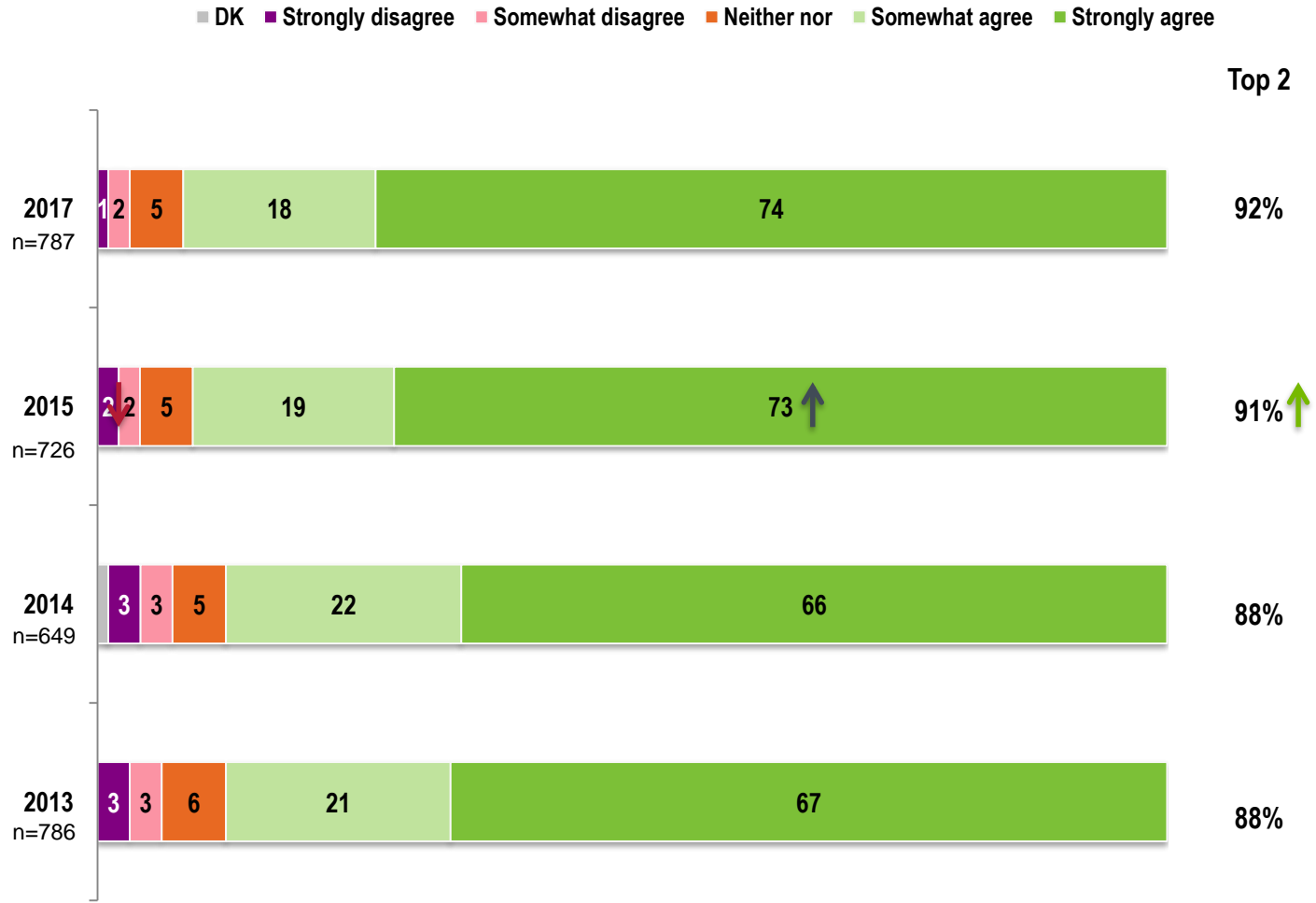
# Leader Committed to Development

*The person I report to is committed to my development (%)*



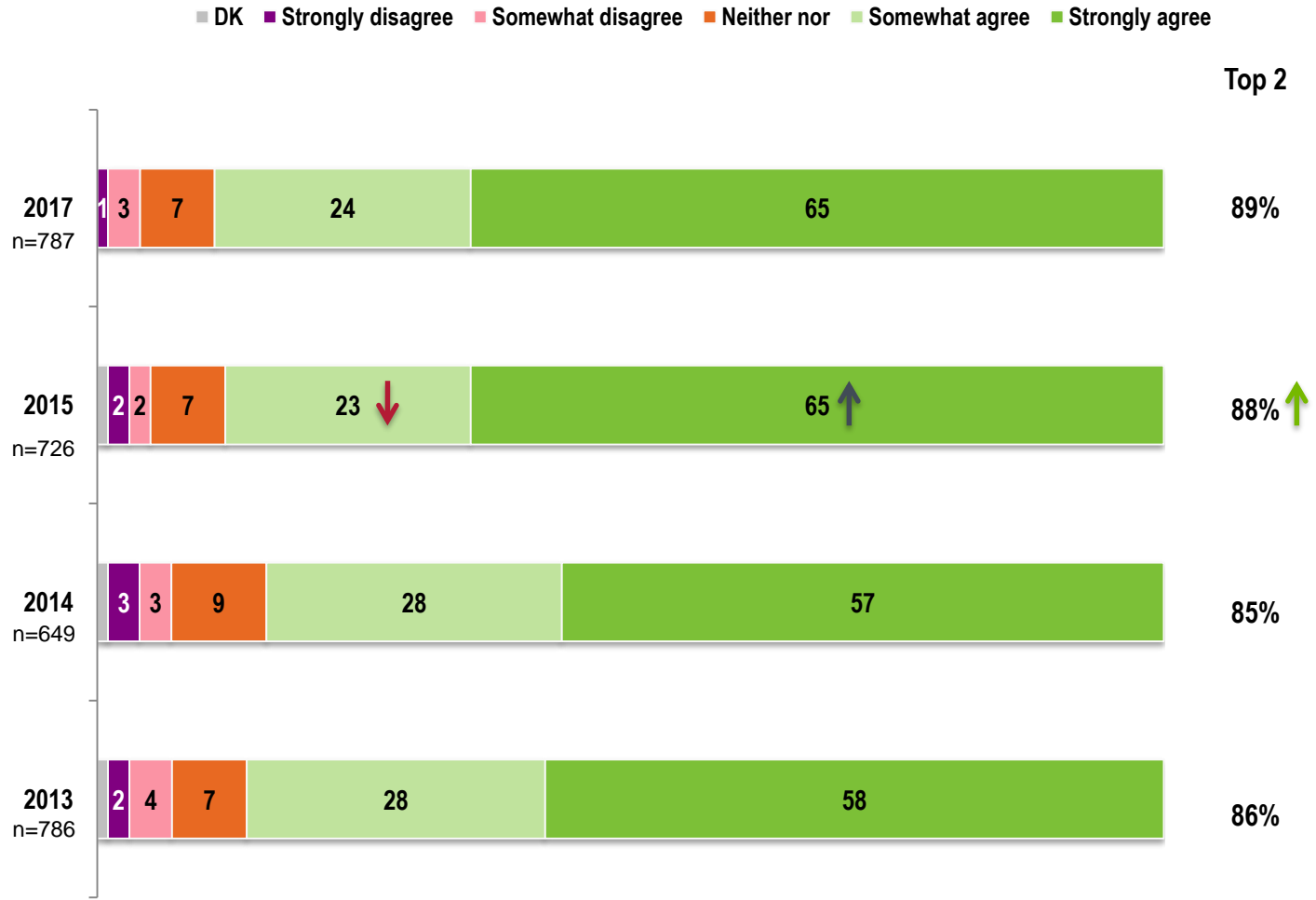
# Leader Respectful

*The person I report to treats me with respect (%)*



# Leader Values Contributions

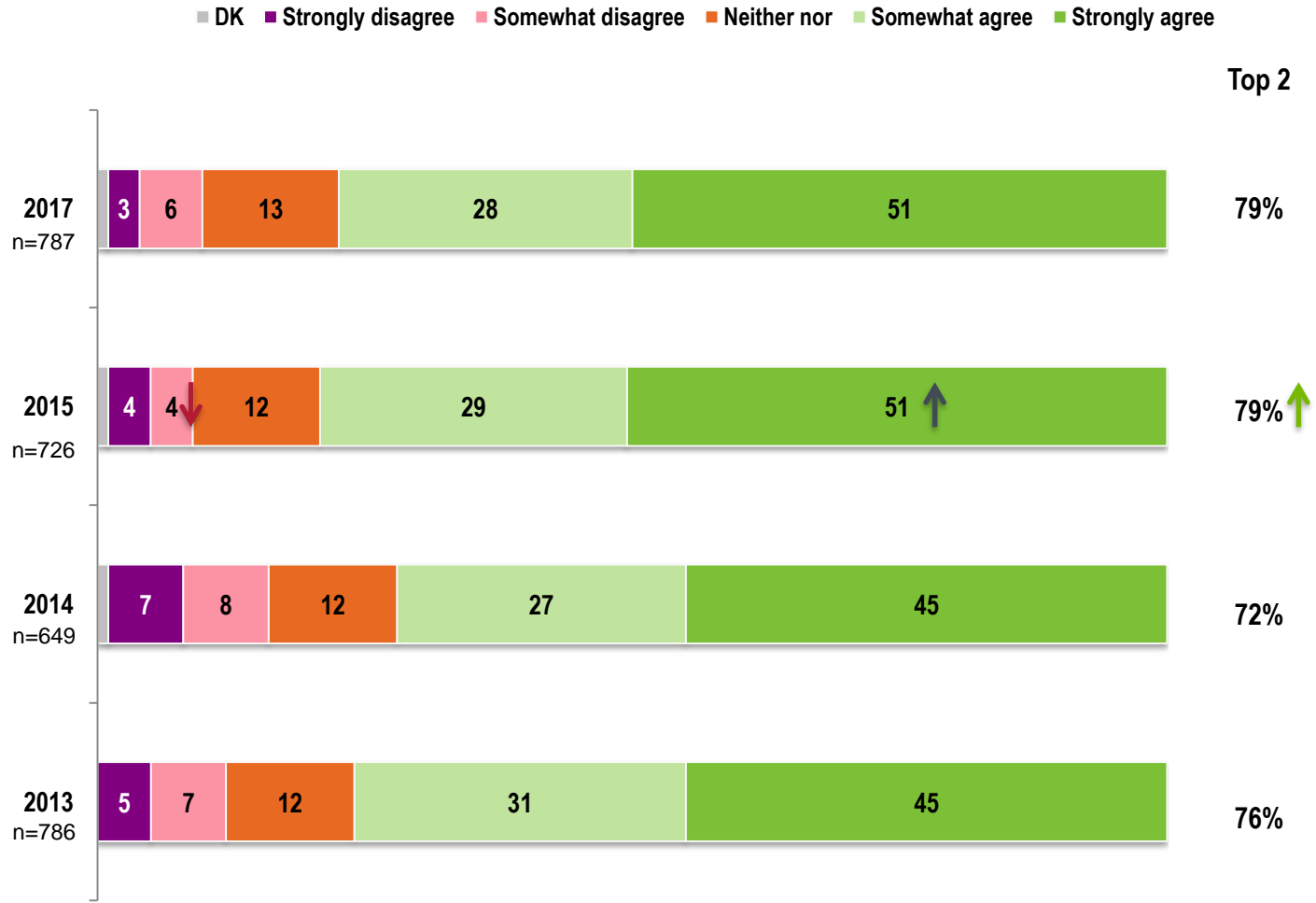
*The person I report to values my contributions (%)*





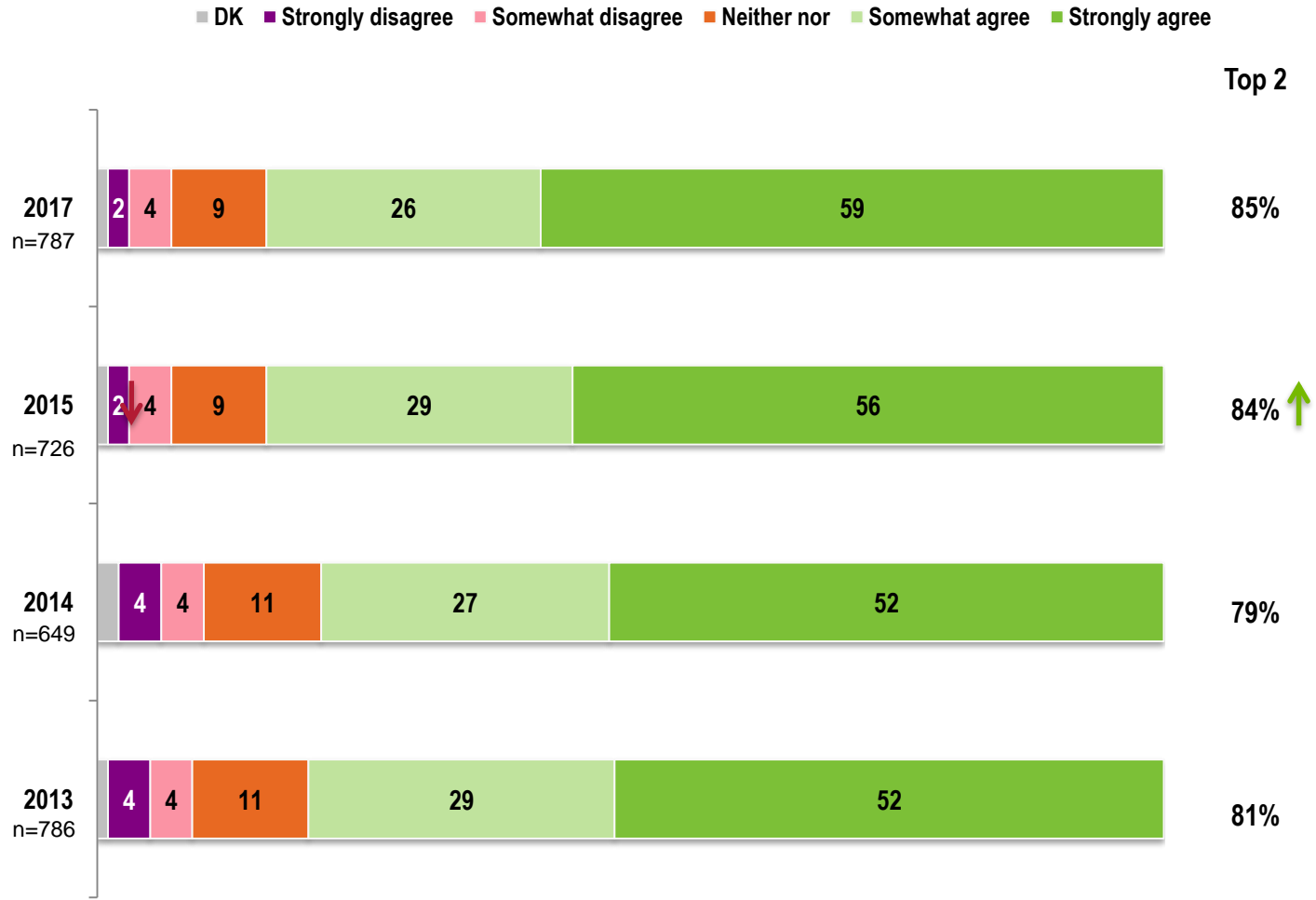
# Leader Develops Teamwork

*The person I report to develops teamwork within our own team (%)*



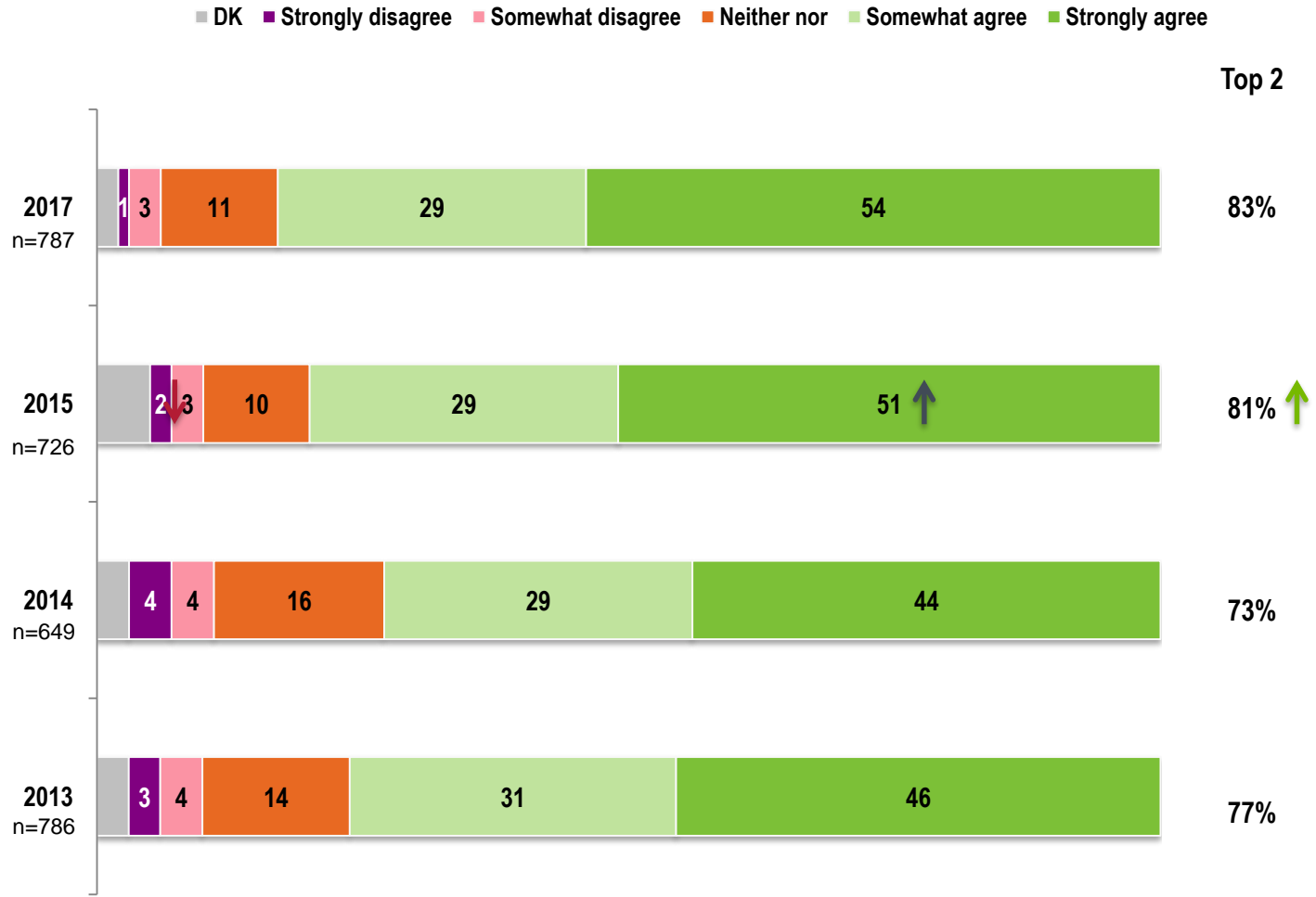
# Leader Encourages Collaboration

*The person I report to encourages collaboration with other teams (%)*



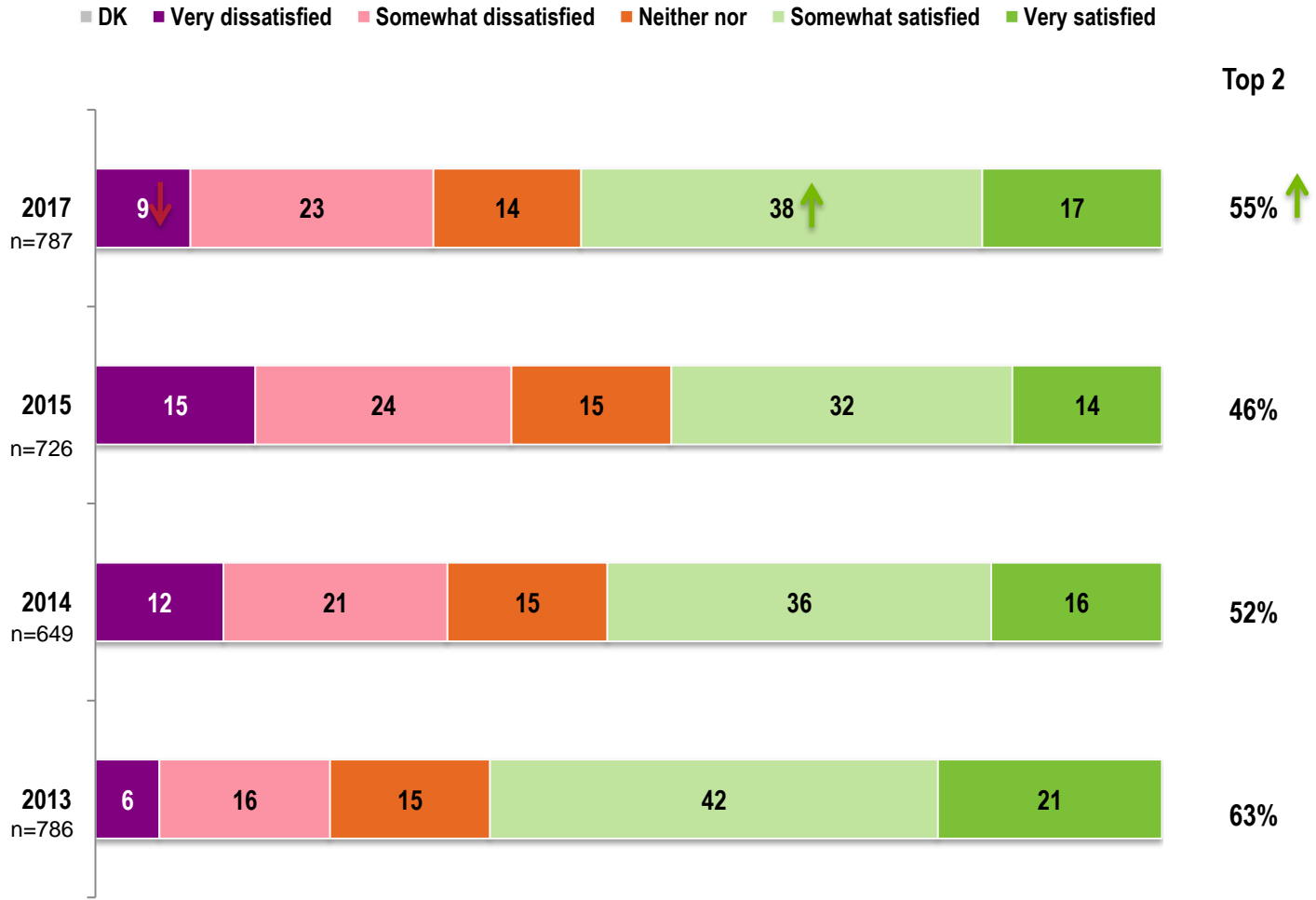
# Leader Betters Customer Experience

*The person I report to continually seeks ways to improve the customers' experience (%)*



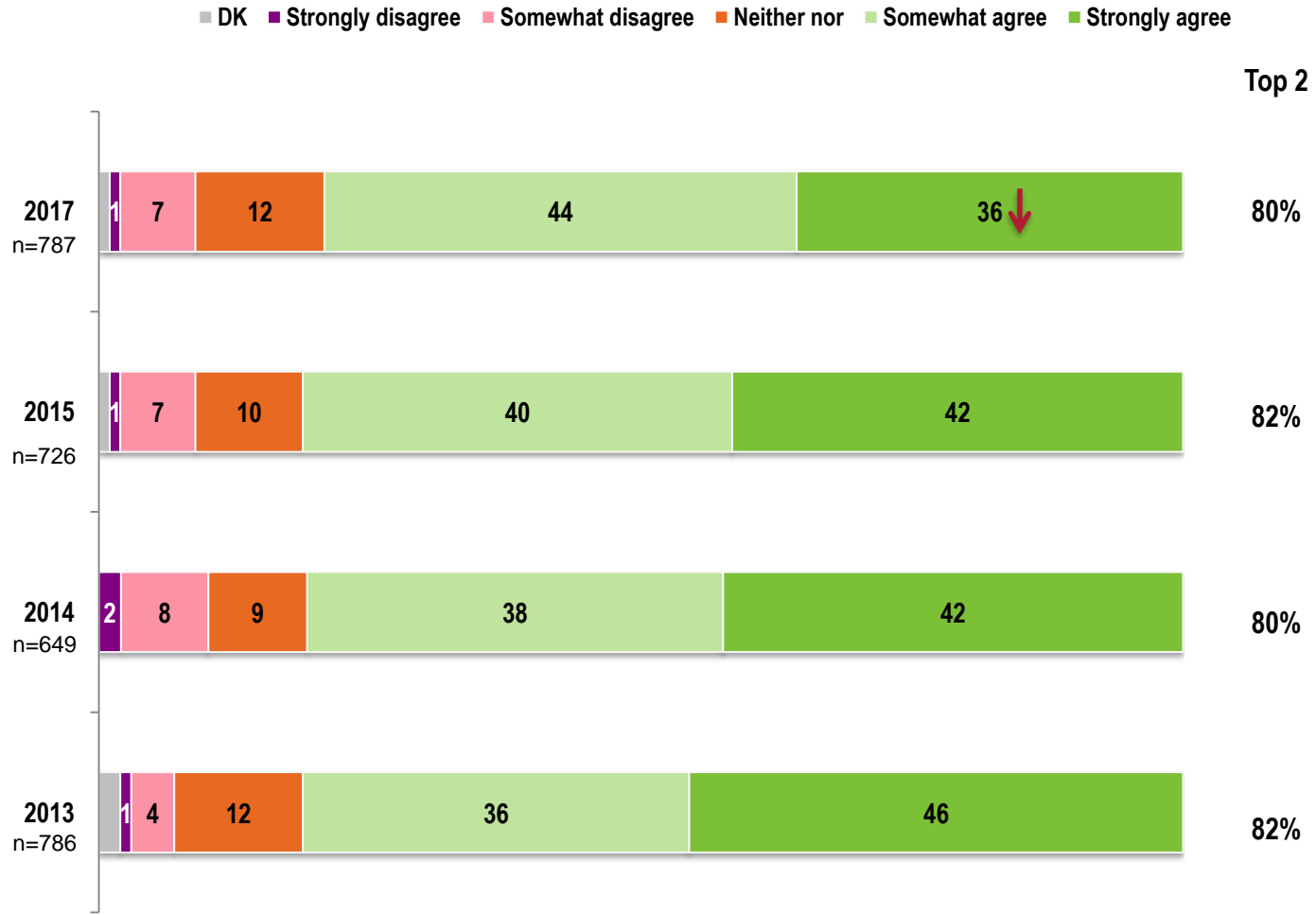
# Compensation and Benefits

*Please rate your satisfaction with the salary (%)*



# Well Informed About Benefits Package

*I am well informed about my benefits package (%)*



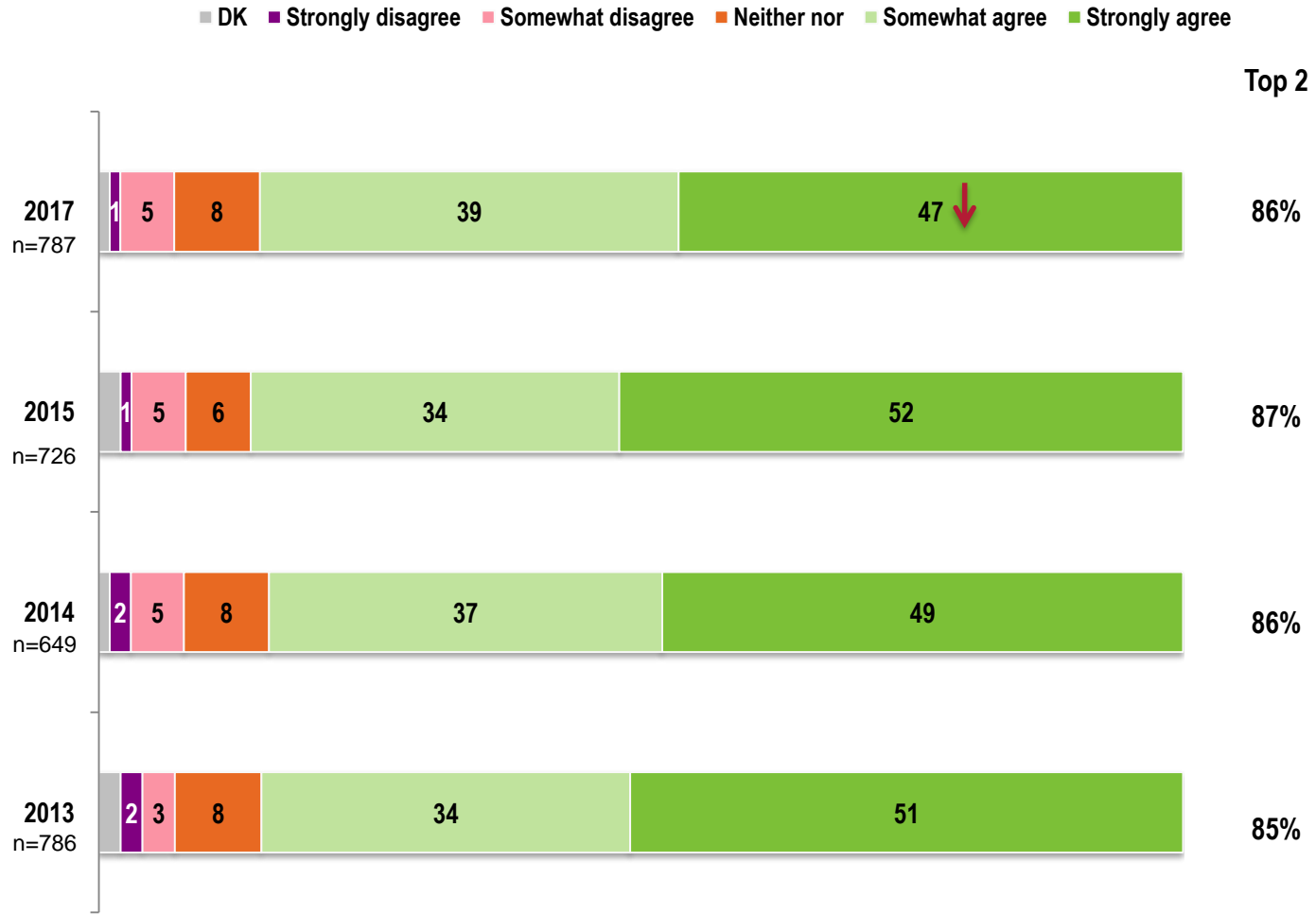
Significant increase from last year



Significant decrease from last year

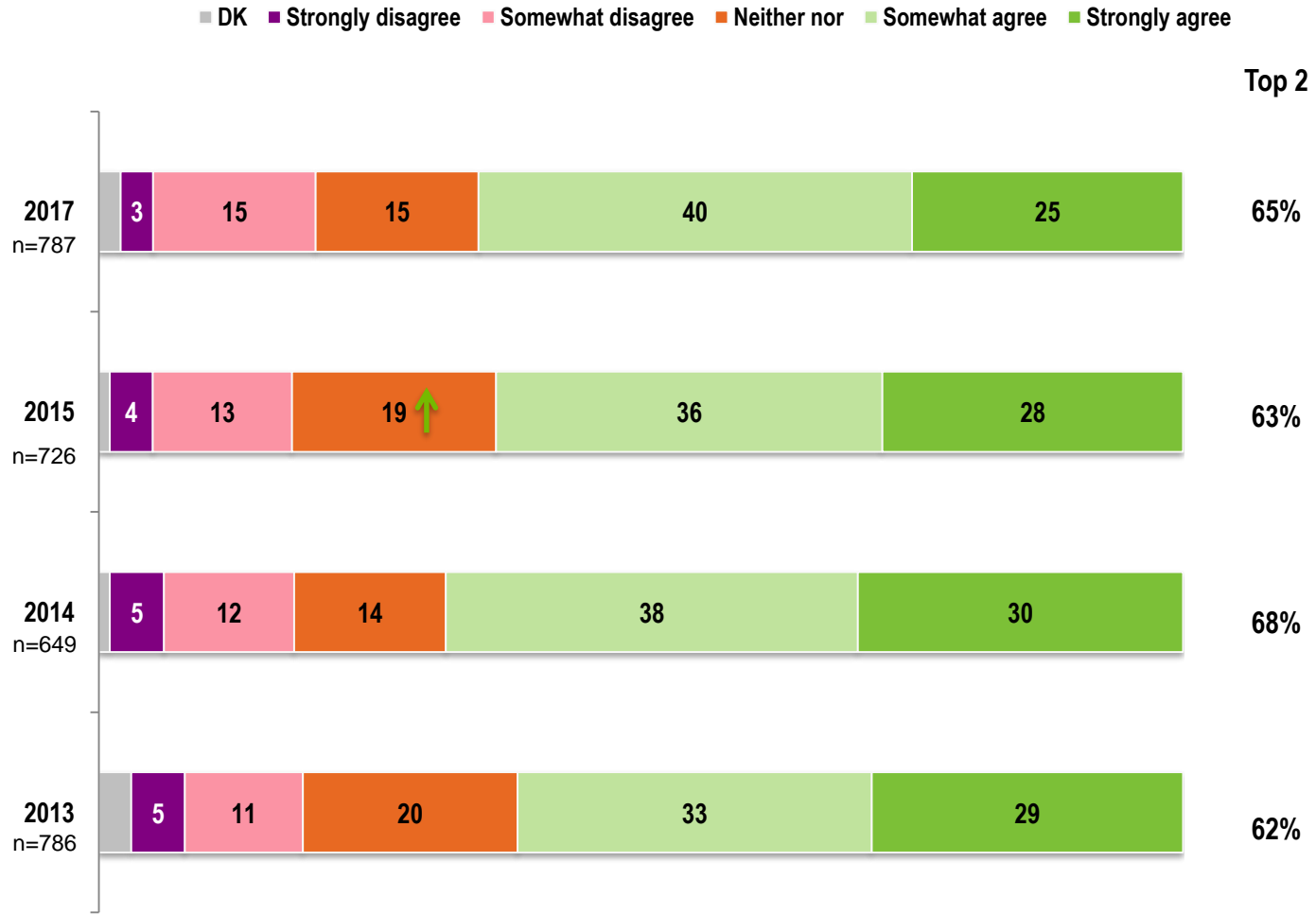
# Benefits Meet Current Needs

## *My benefits package meets my current needs (%)*



# Pension/Retirement Savings Program

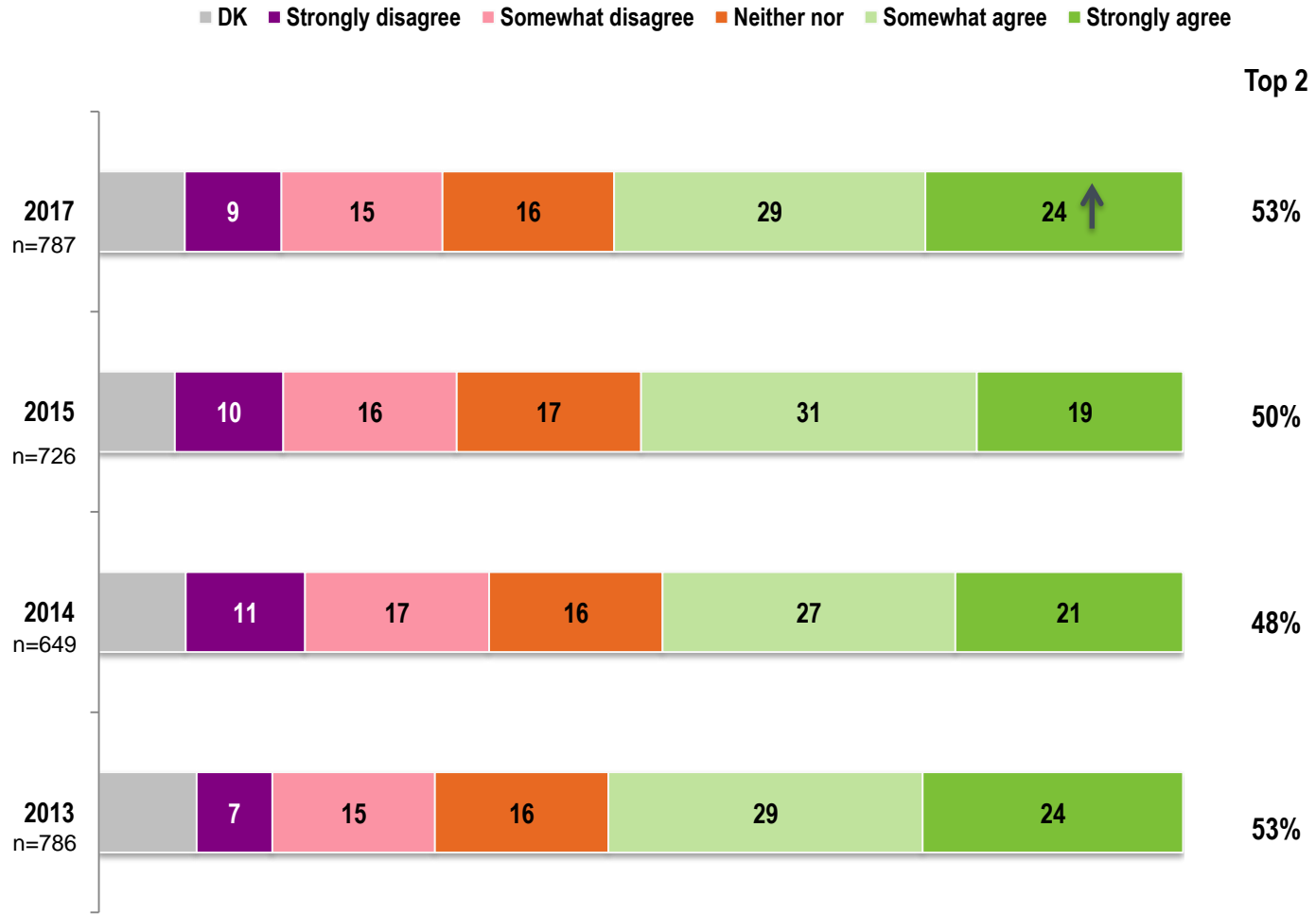
*I am well informed about my pension/retirement savings program (%)*





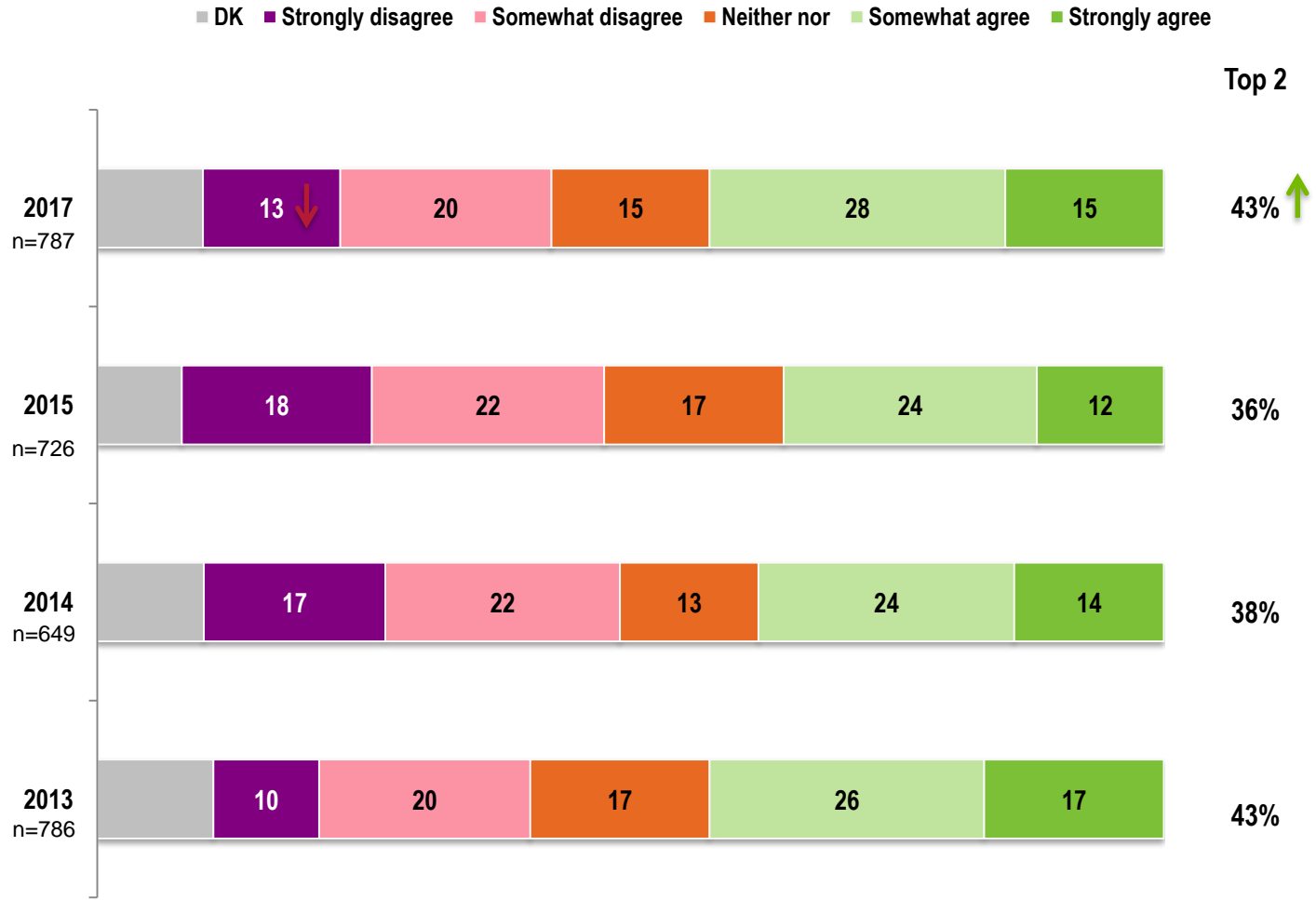
# Comparable within BCLC

*I feel that my overall compensation package is comparable with people doing a similar job within BCLC (%)*



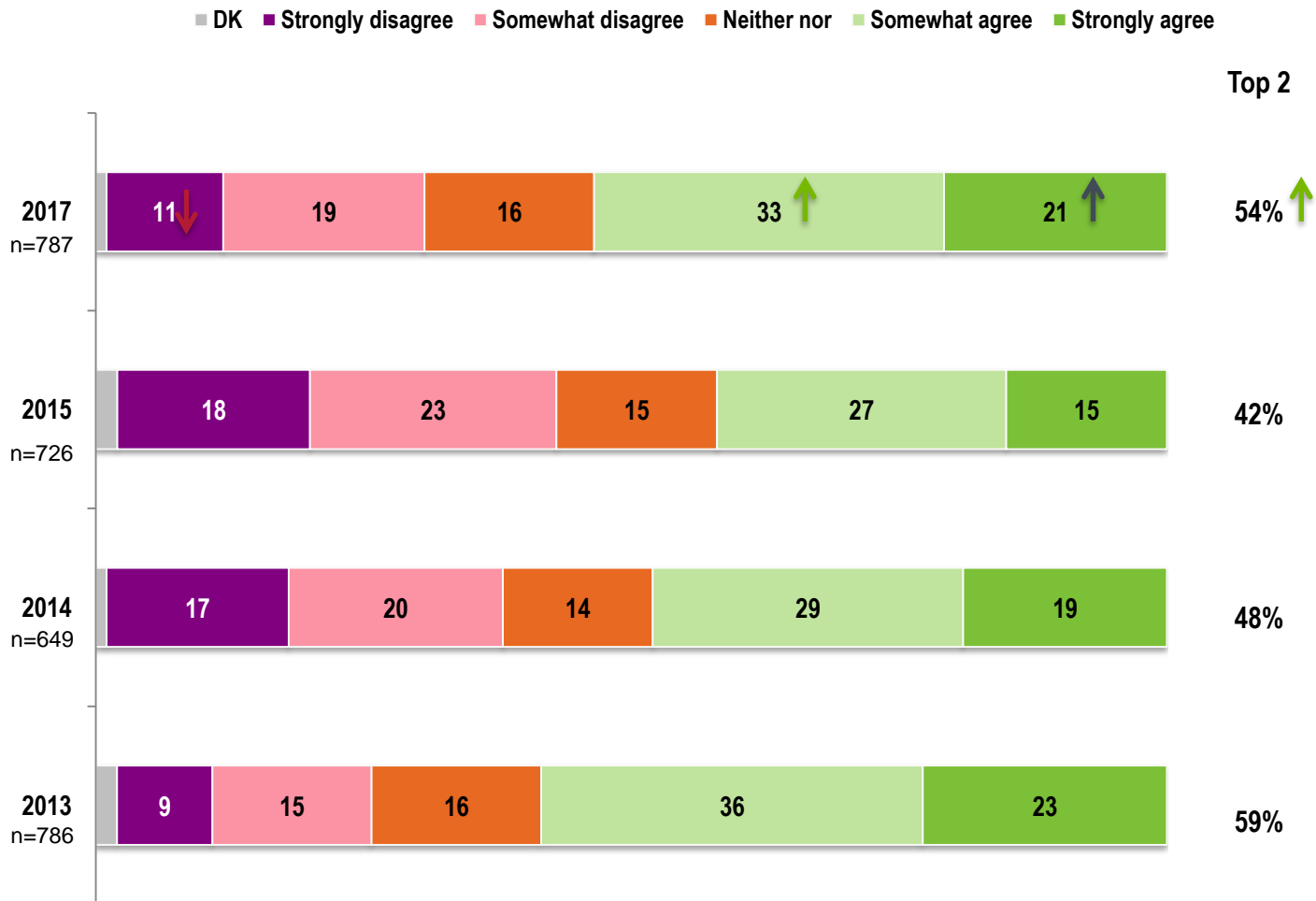
# Comparable with Other Similar Organizations

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



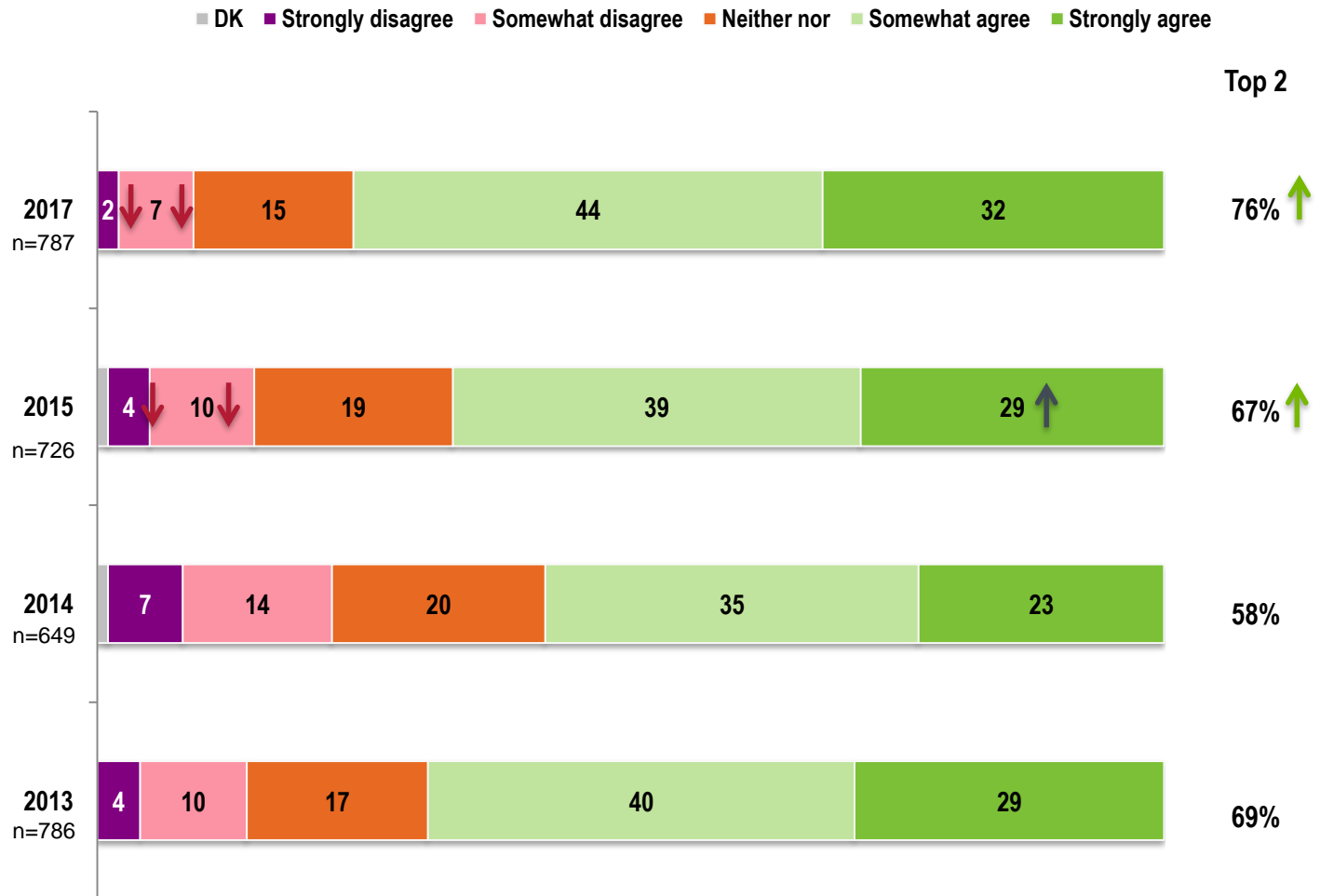
# Reflect Performance

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



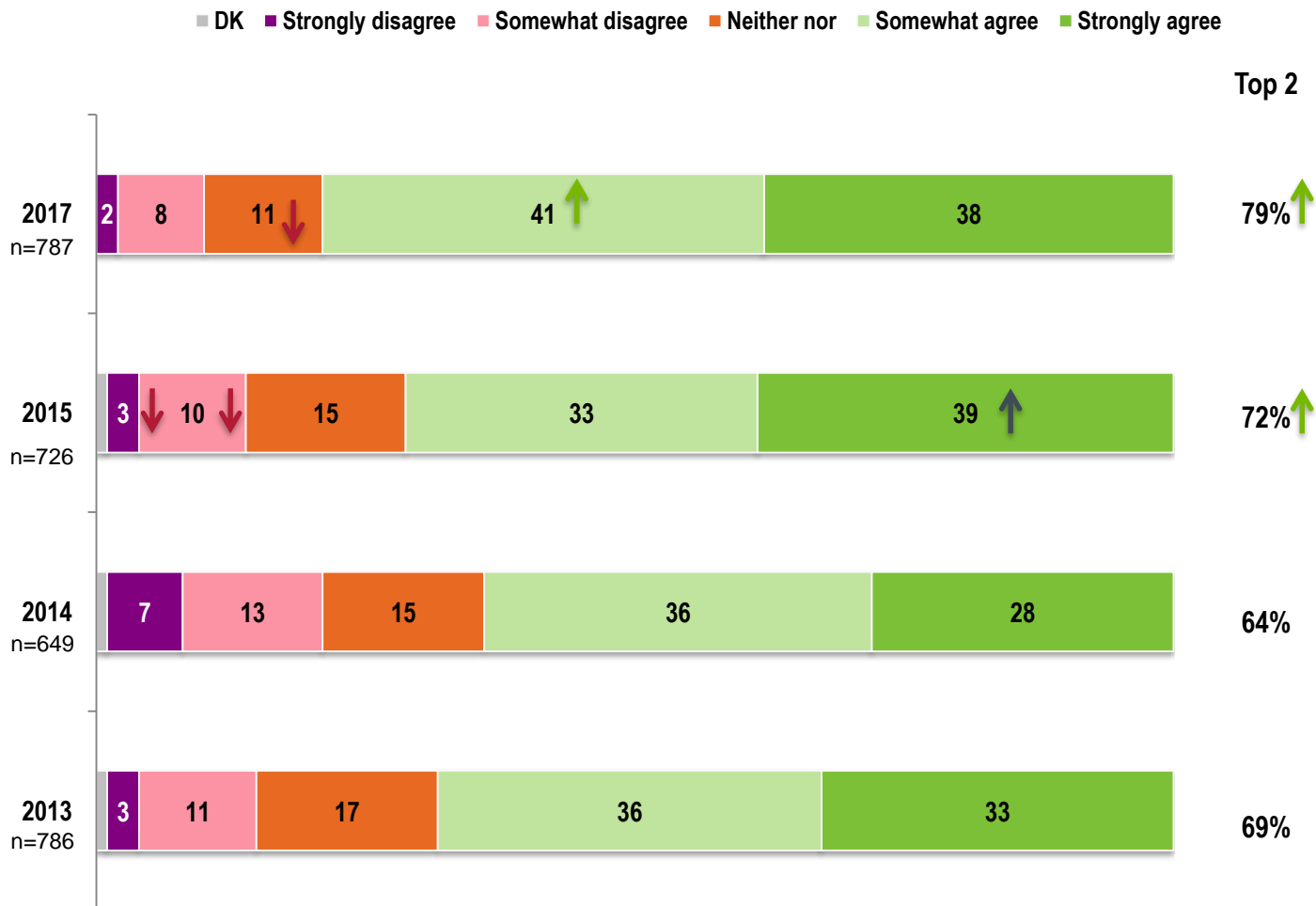
# The Influence of BCLC

## BCLC inspires me to do my best work (%)



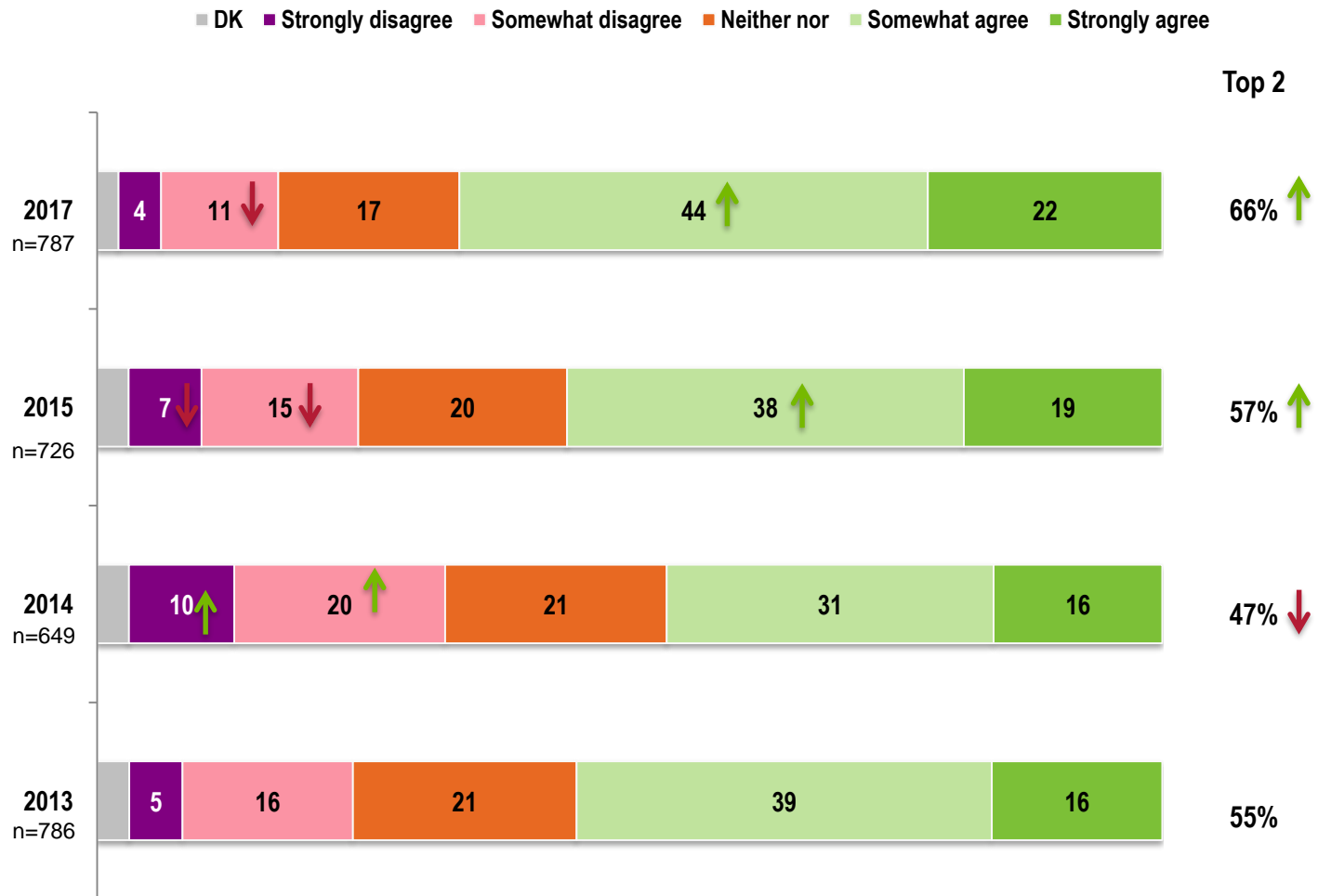
# Responsibility of Job

*The right conditions are in place at BCLC for me to take full responsibility of my job (%)*



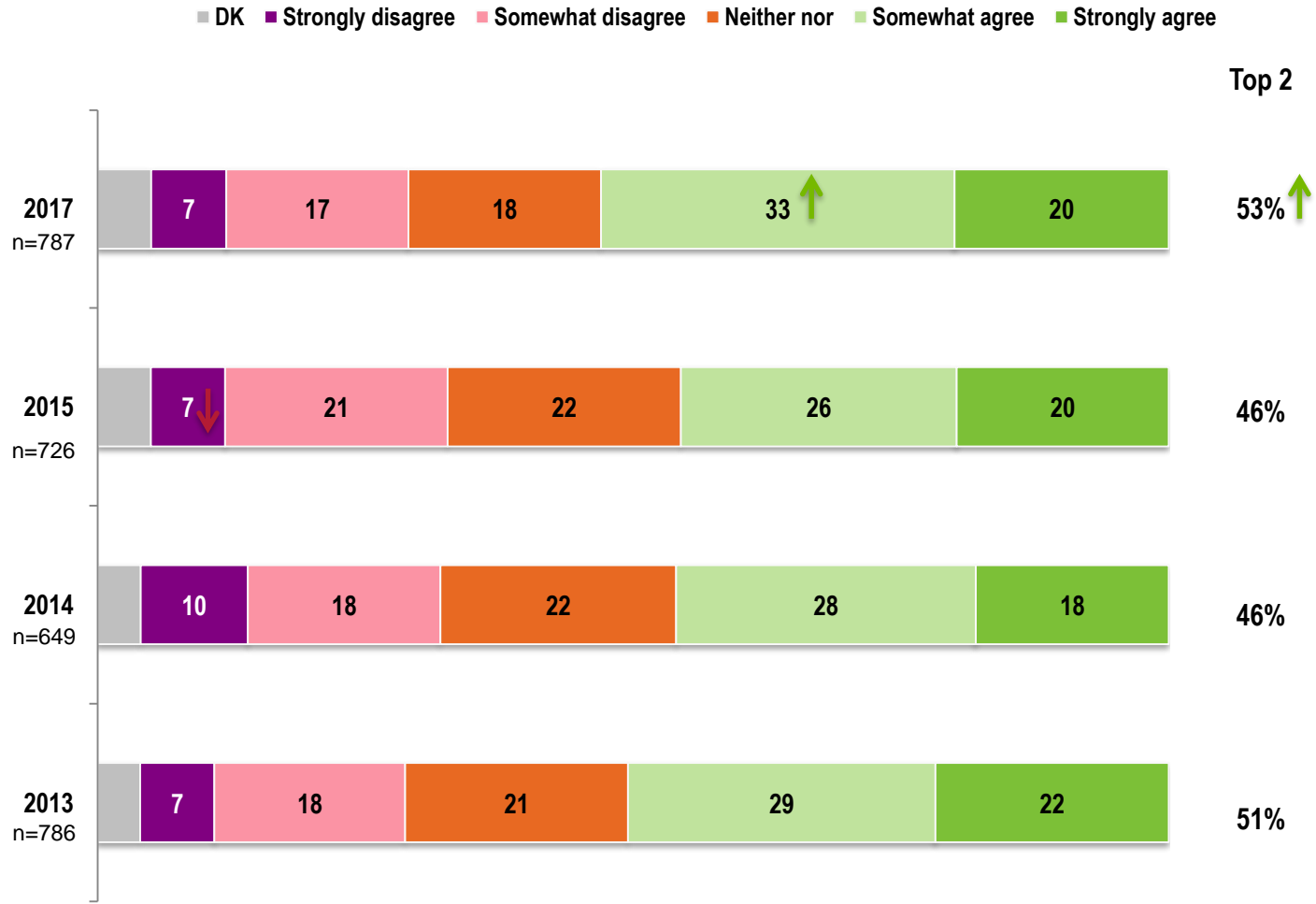
# Developing Employees

*BCLC is good at developing employees to their utmost potential (%)*



# Customer Feedback is Shared

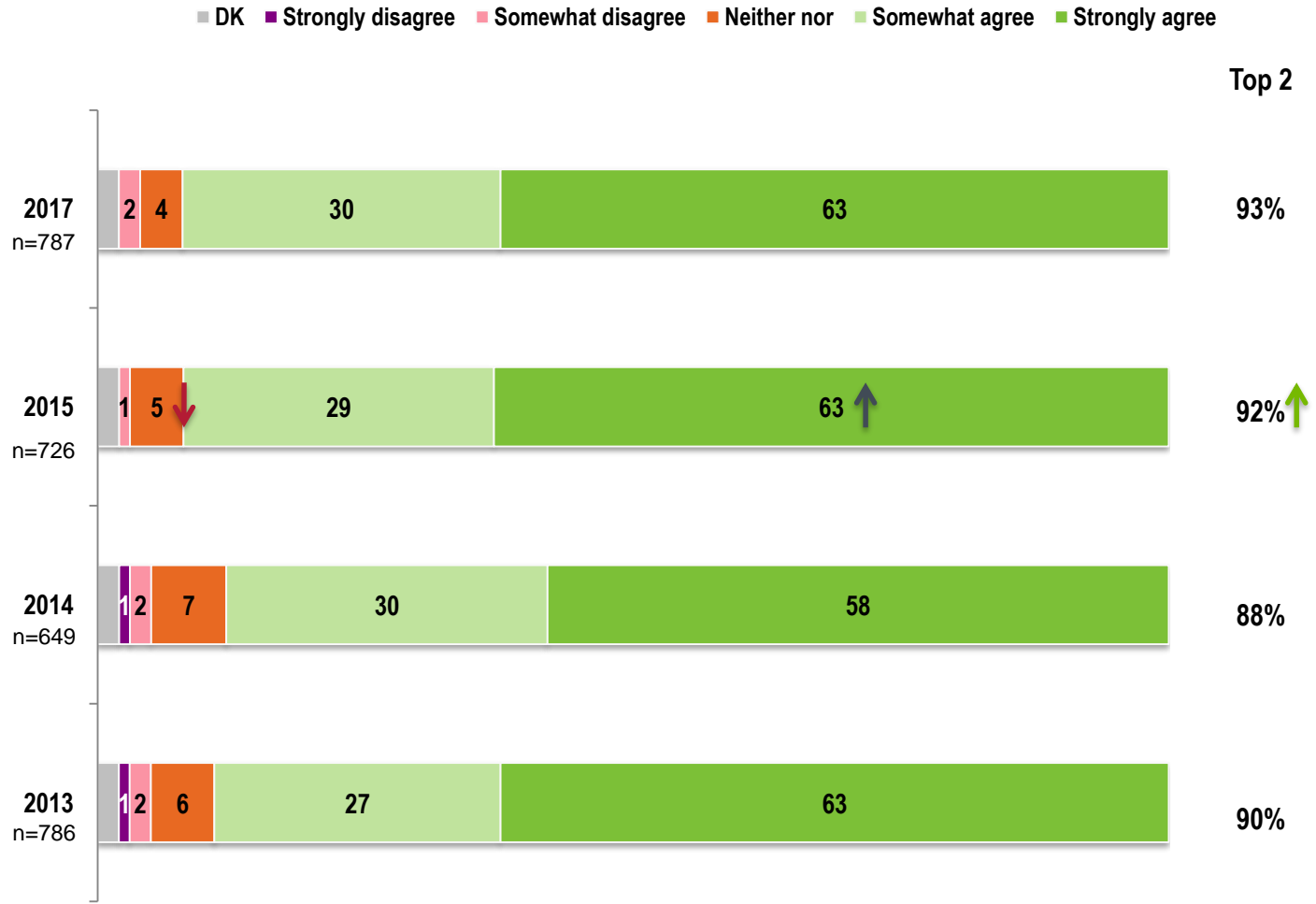
*Customer feedback is shared across the company (%)*





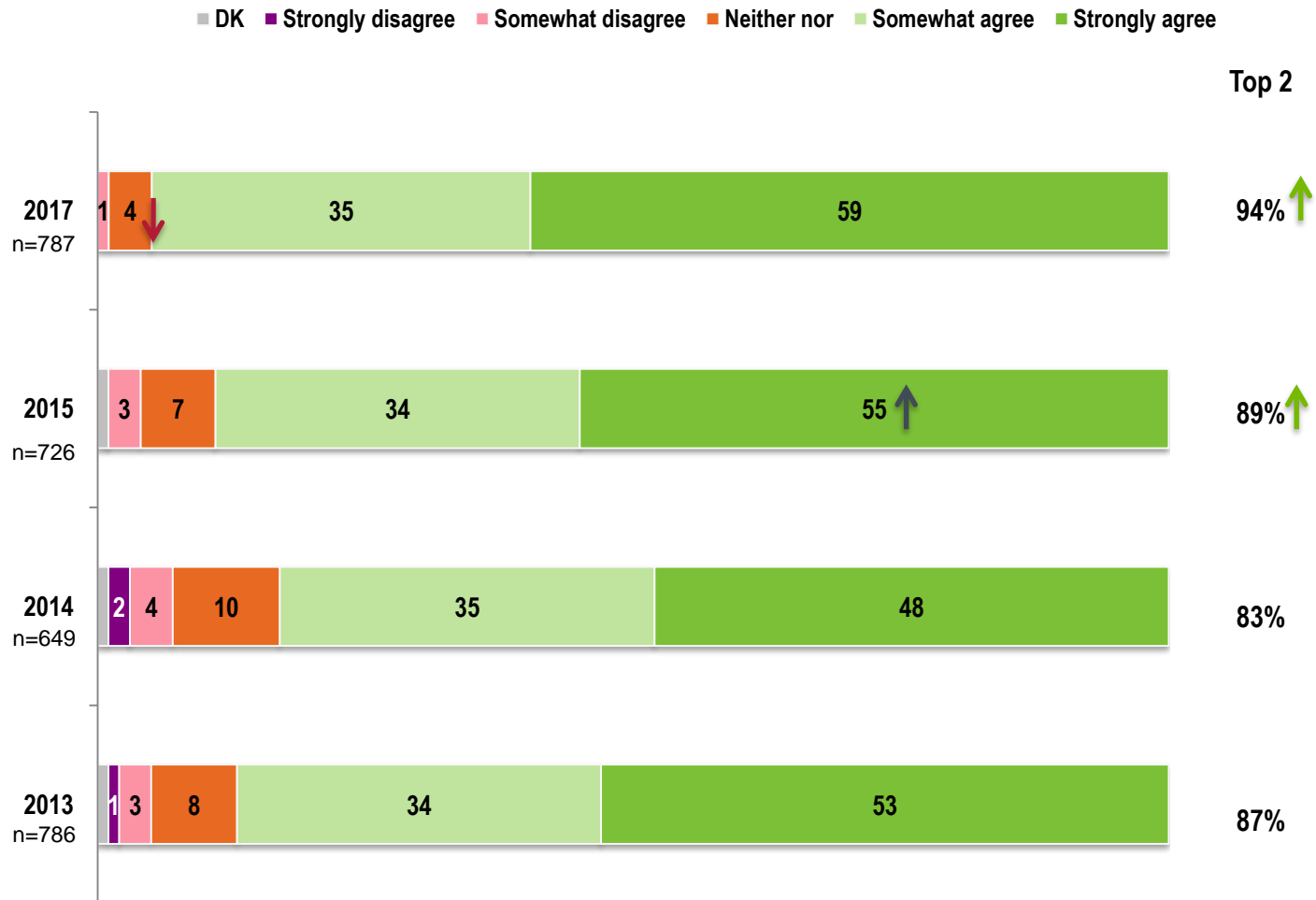
# Business Conducted Fairly

*BCLC consistently conducts business in a fair, honest, and trustworthy manner (%)*



# Operates in Alignment with Values

*The way BCLC operates is in alignment with its values (%)*

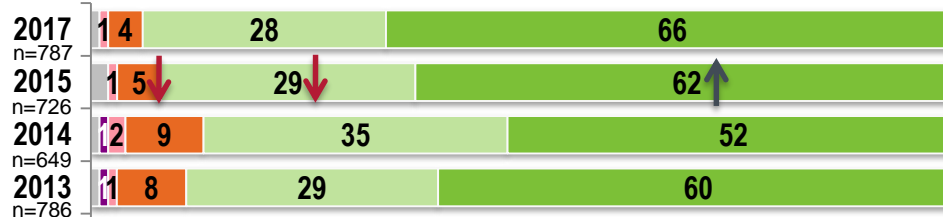


# Corporate Values and Responsibilities

# Corporate Responsibility

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

**BCLC is a good corporate citizen**



Top 2

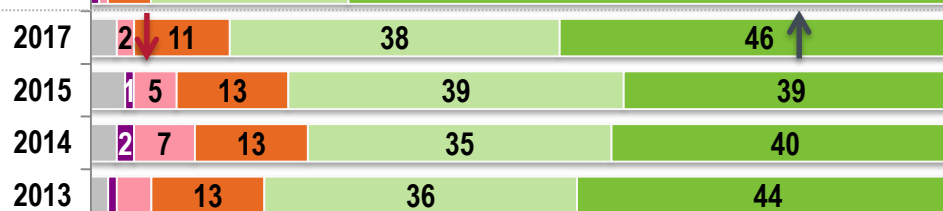
94% ↑  
91% ↑

**BCLC encourages British Columbians to play responsibly**



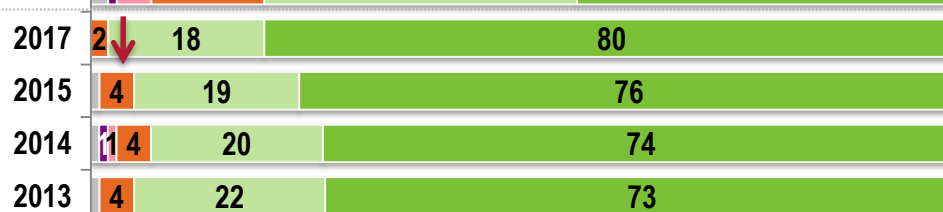
96%  
94%  
94%  
94%

**BCLC is transforming to a player-centric company**



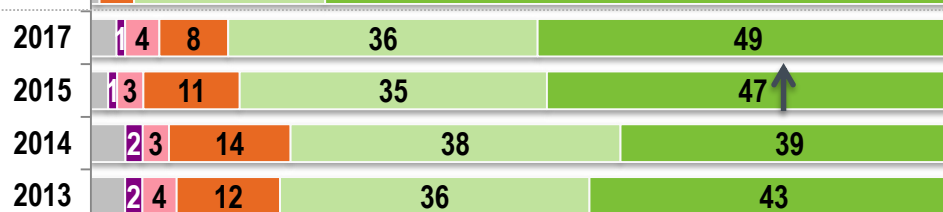
84% ↑  
78%  
75%  
80%

**BCLC makes a positive contribution to the province of BC**



98% ↑  
95%  
94%  
95%

**BCLC is environmentally responsible**



85%  
82% ↑  
77%  
79%

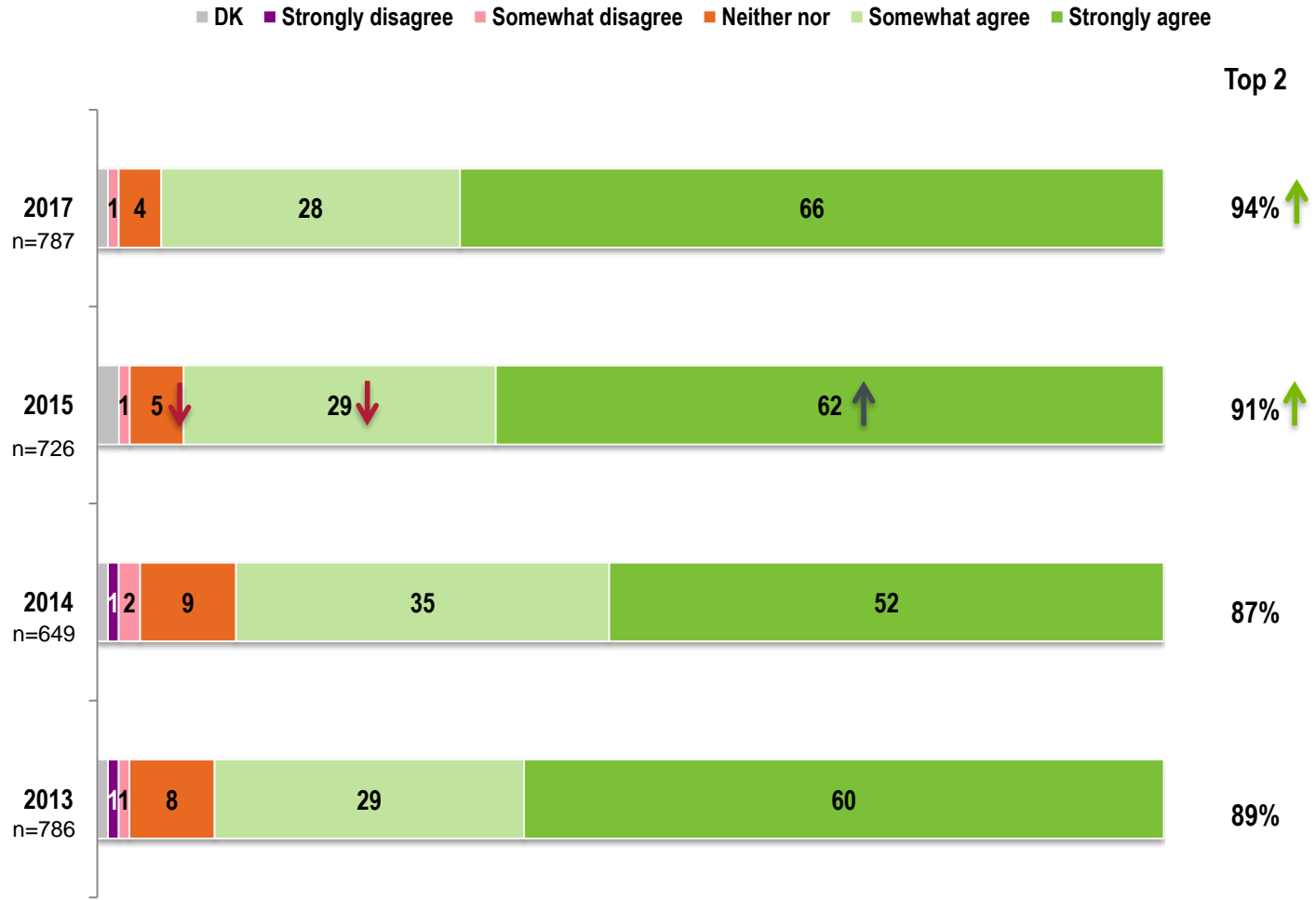


Significant increase from last year

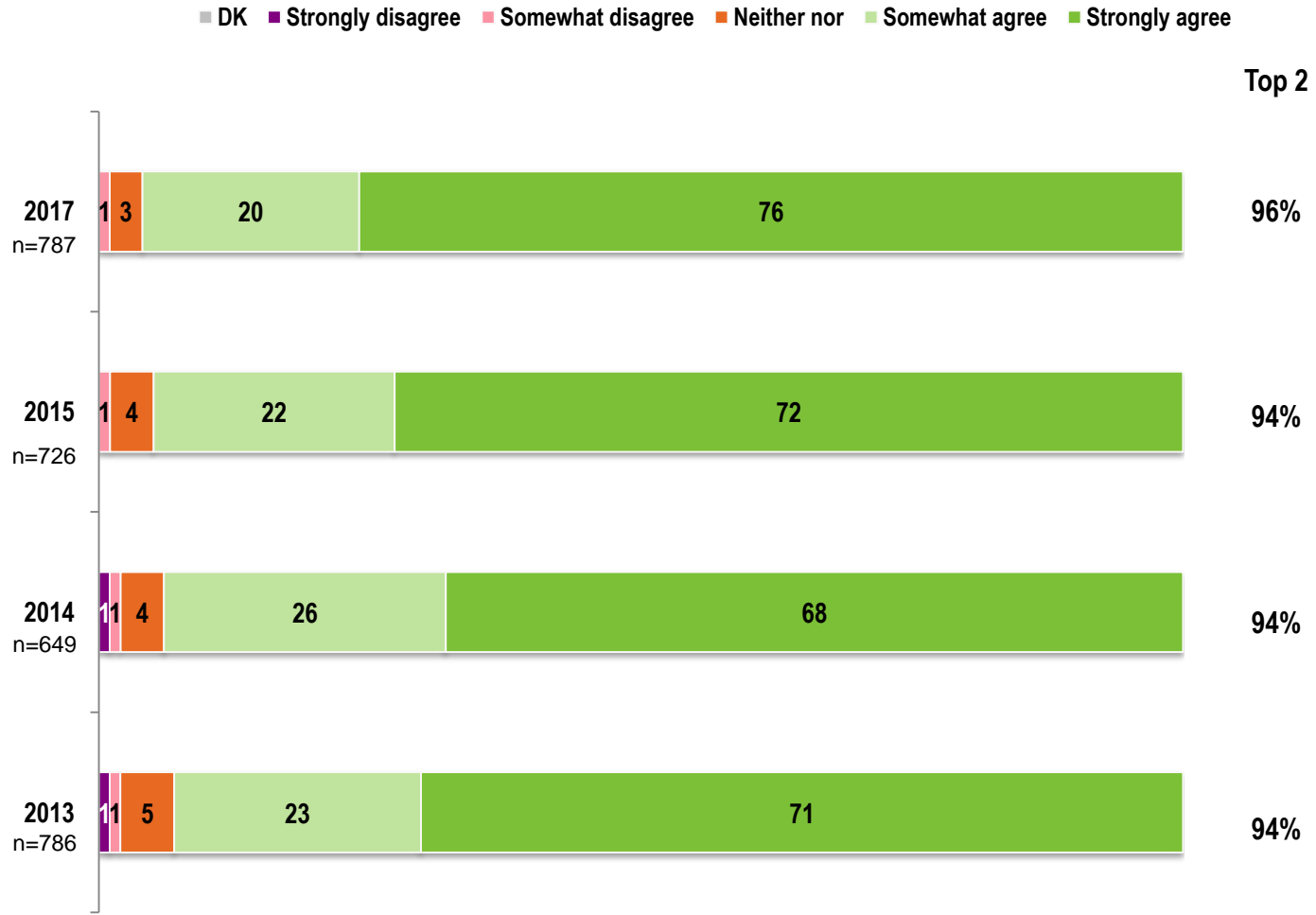


Significant decrease from last year

## *BCLC is a good corporate citizen (%)*

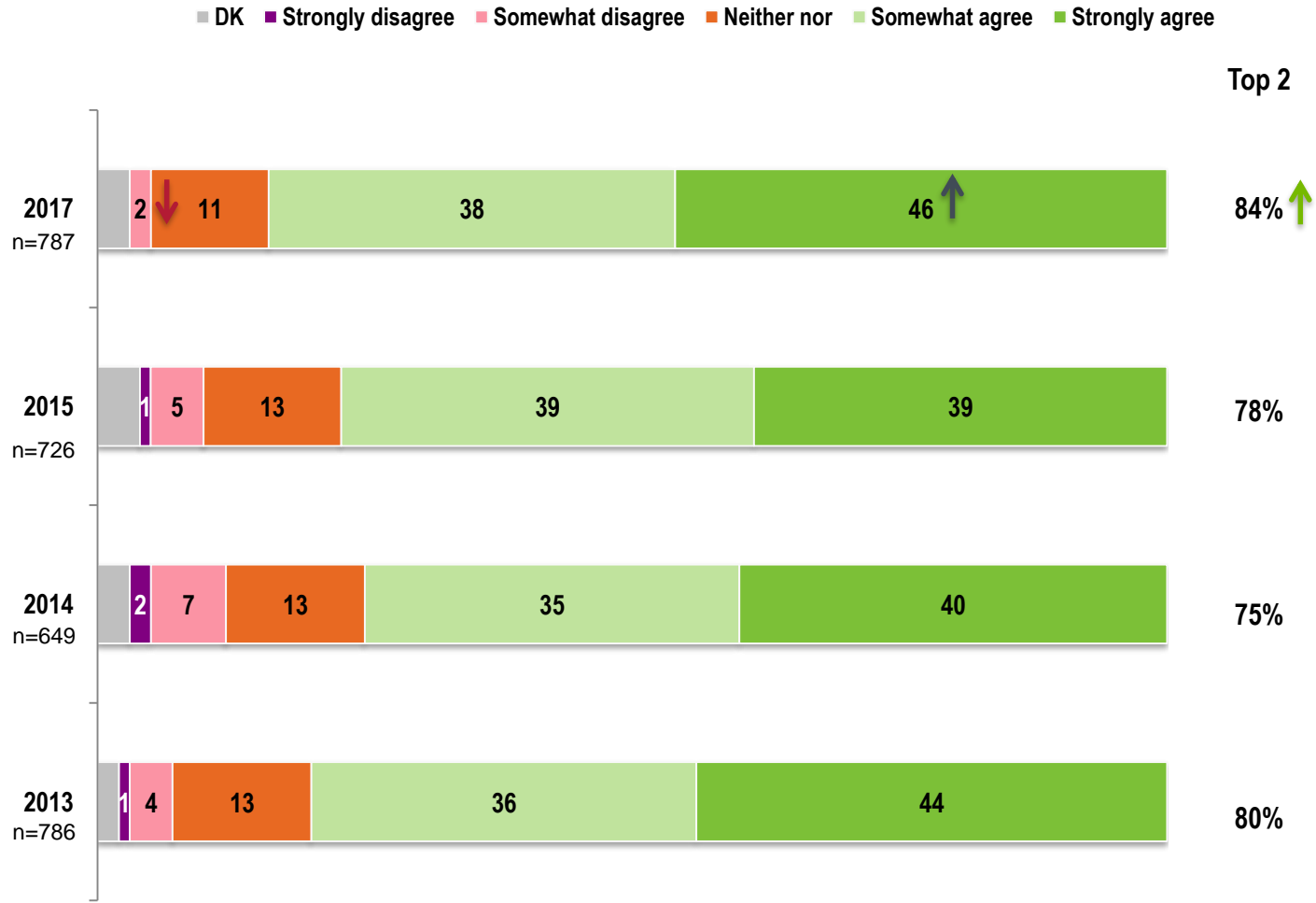


## BCLC encourages British Columbians to play responsibly (%)



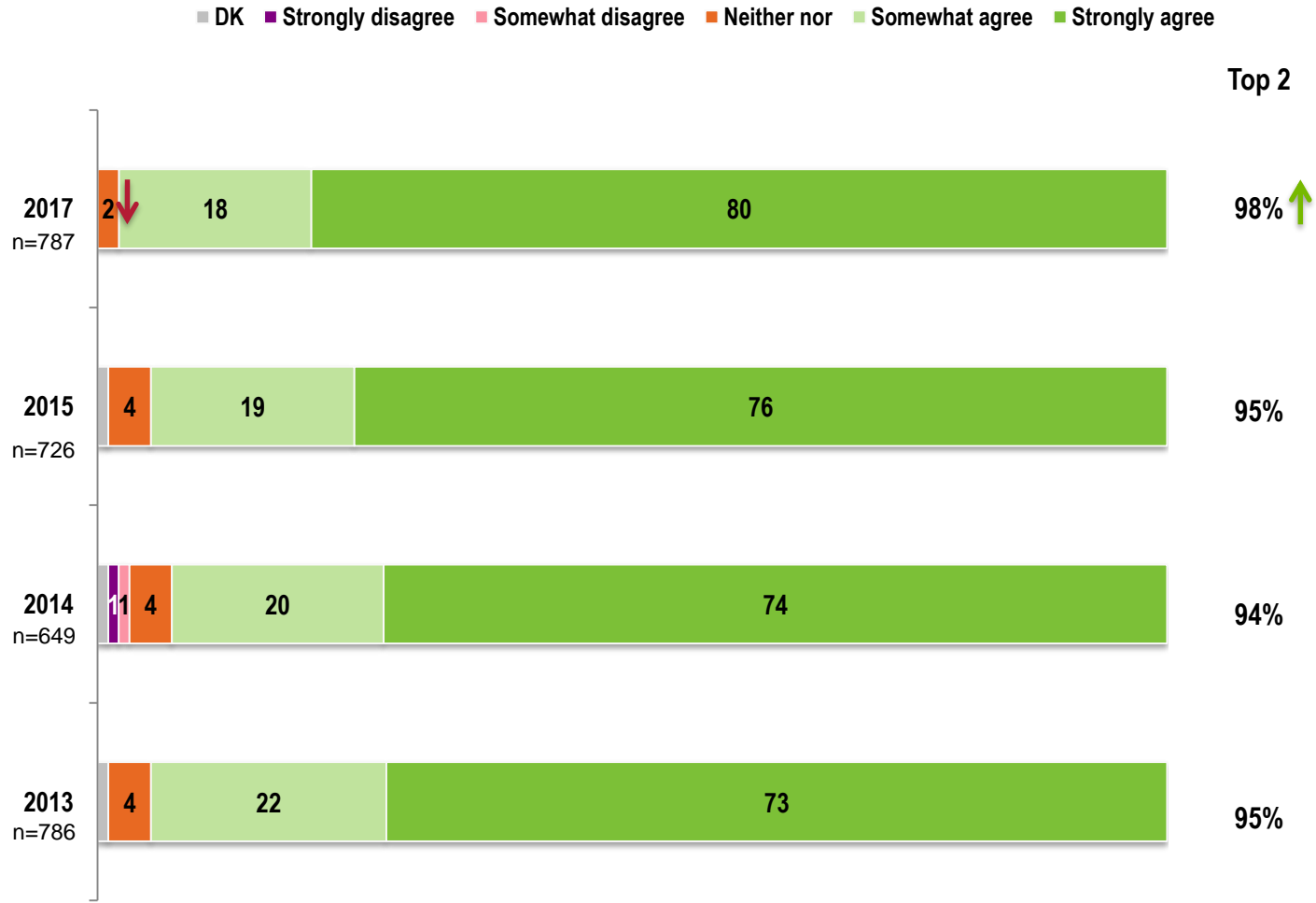
# Player-Centric Company

*BCLC is transforming into a player-centric company (%)*



# Positive Contribution to BC

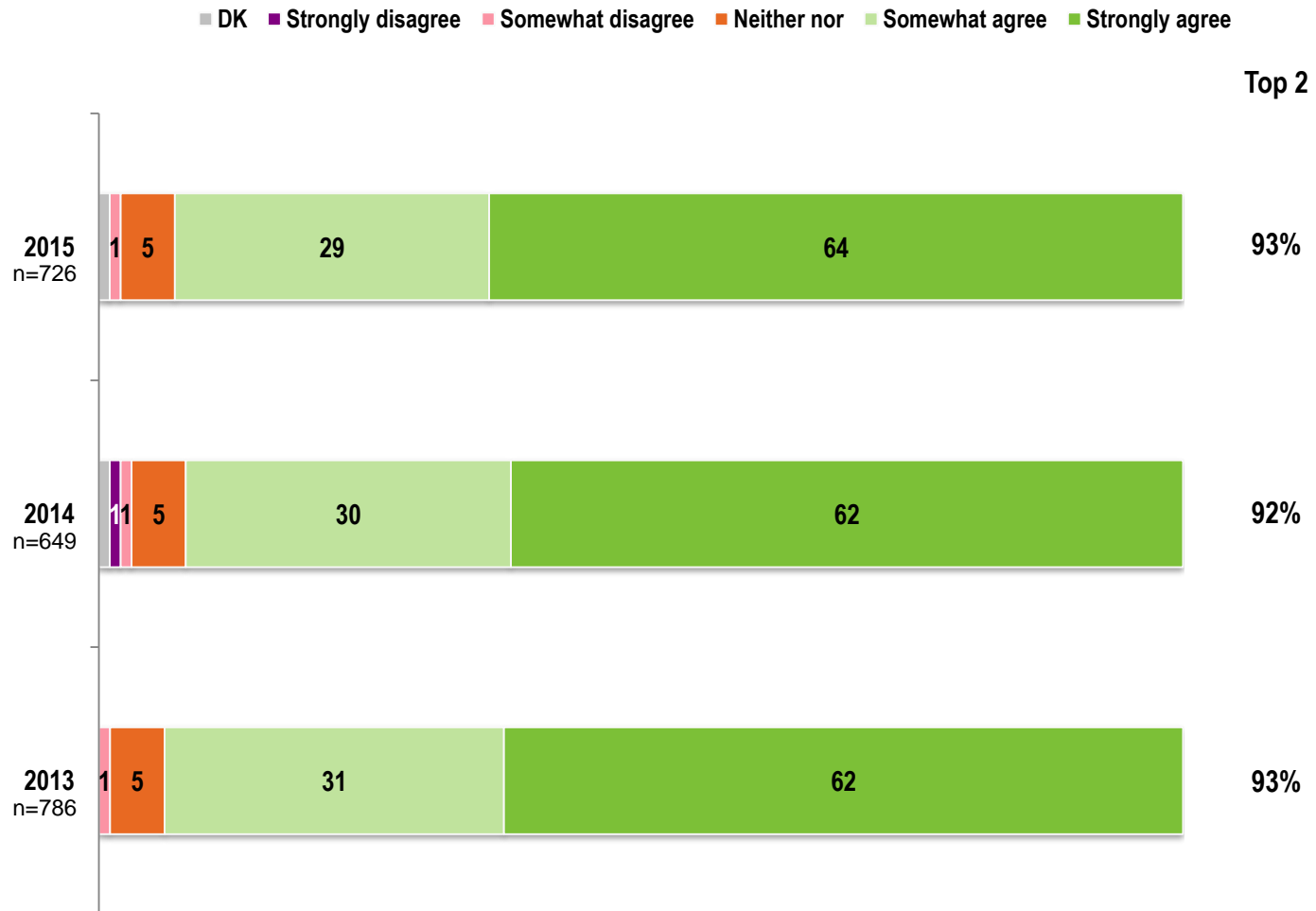
## *BCLC makes a positive contribution to the province of BC (%)*





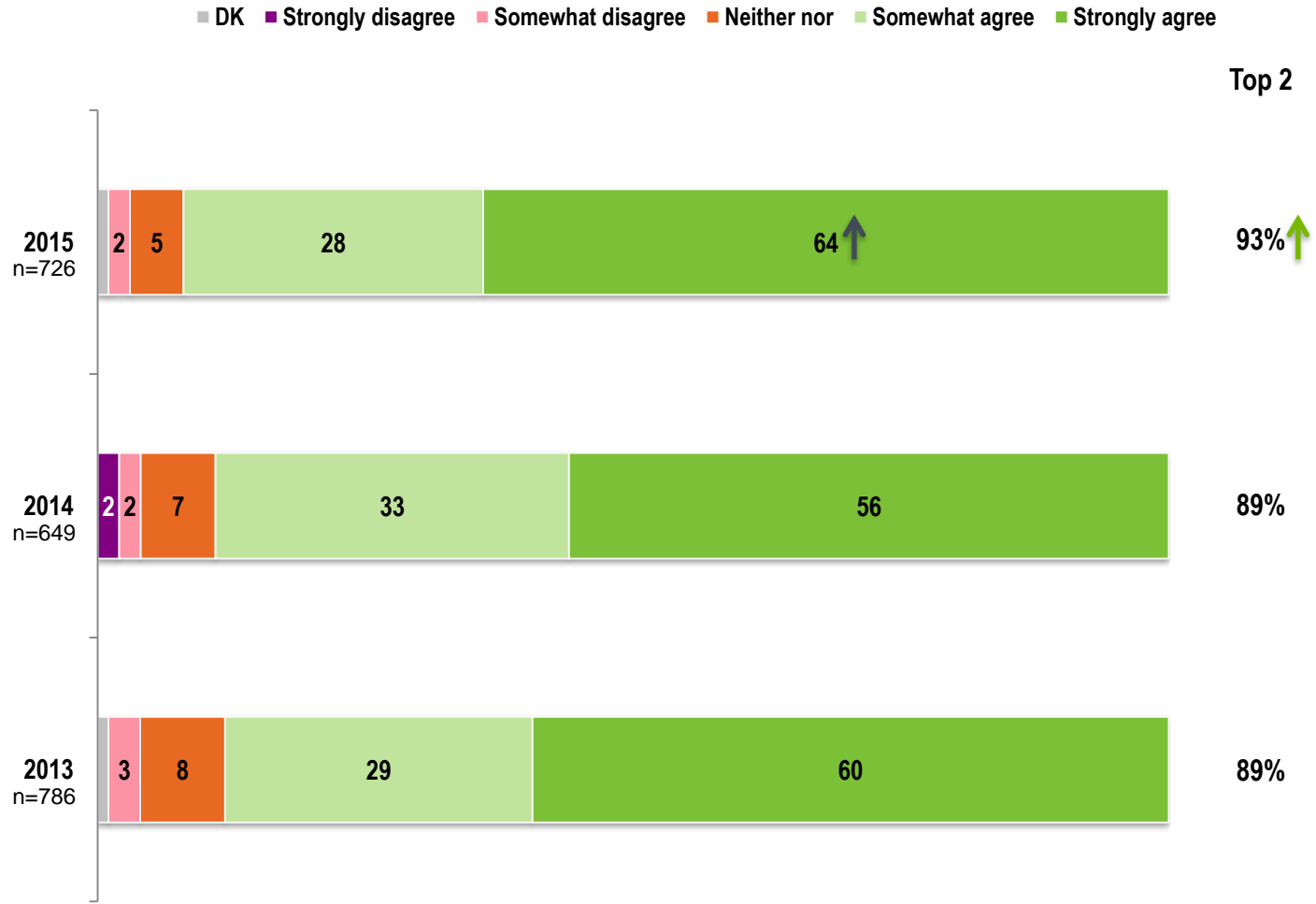
# BCLC Manages Gambling in BC

*I feel informed about how BCLC manages gambling in BC (%)*



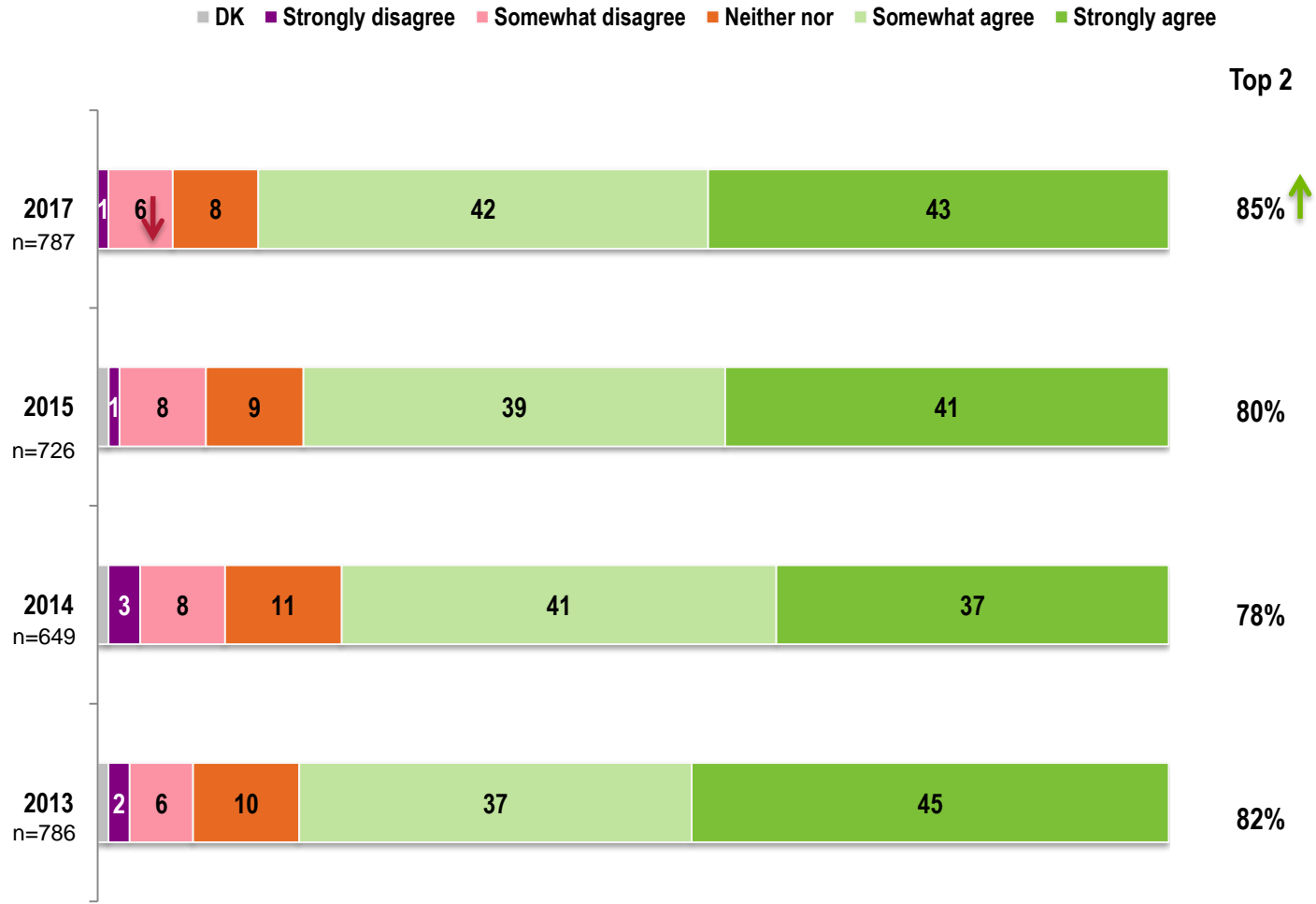
# Gaming Revenues Benefit the Community

*I feel informed about how gaming revenues benefit provincial and community programs and services (%)*



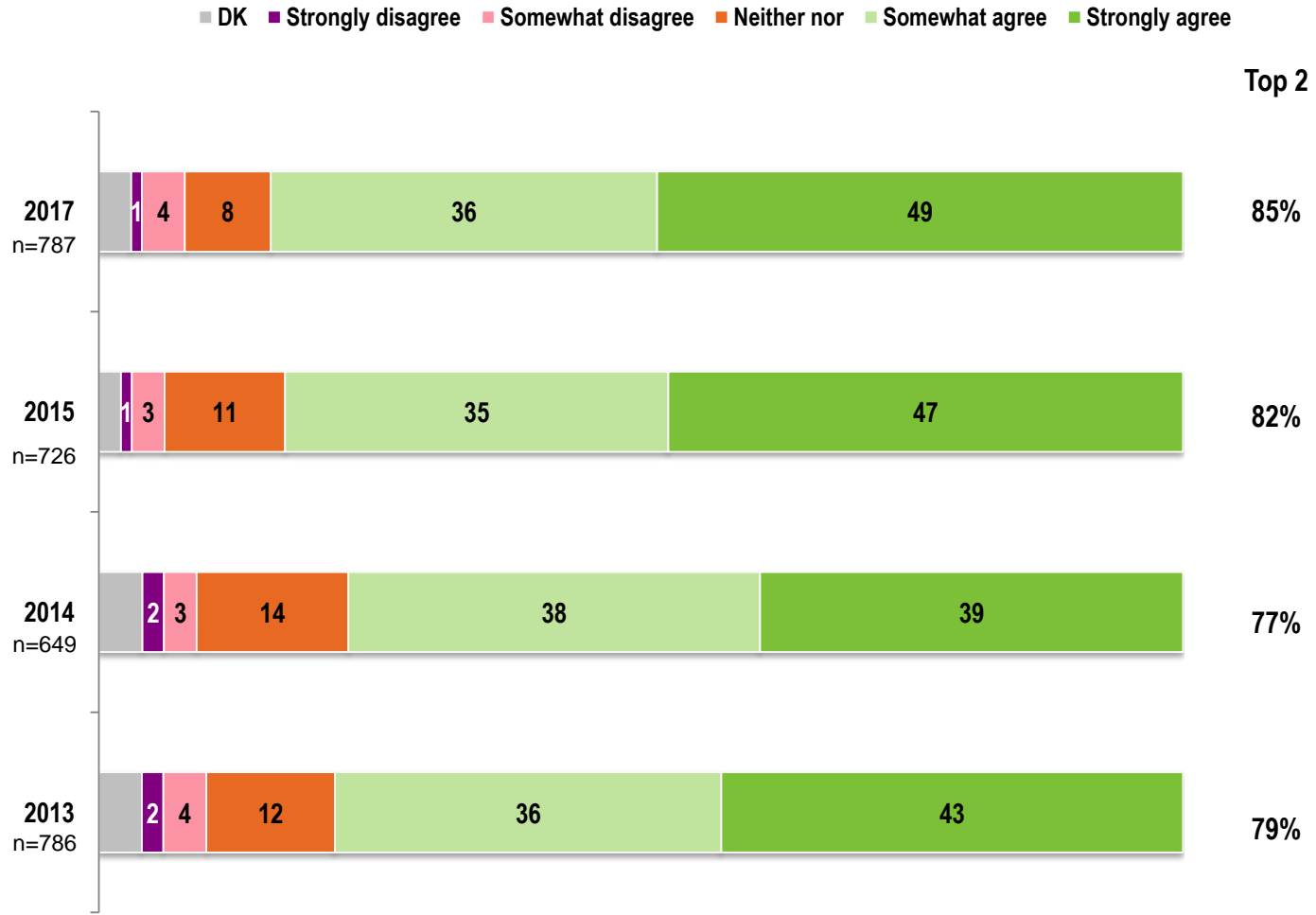
# Provide Players with Exceptional Service

*BCLC continuously innovates to provide players with an outstanding gambling experience (%)*



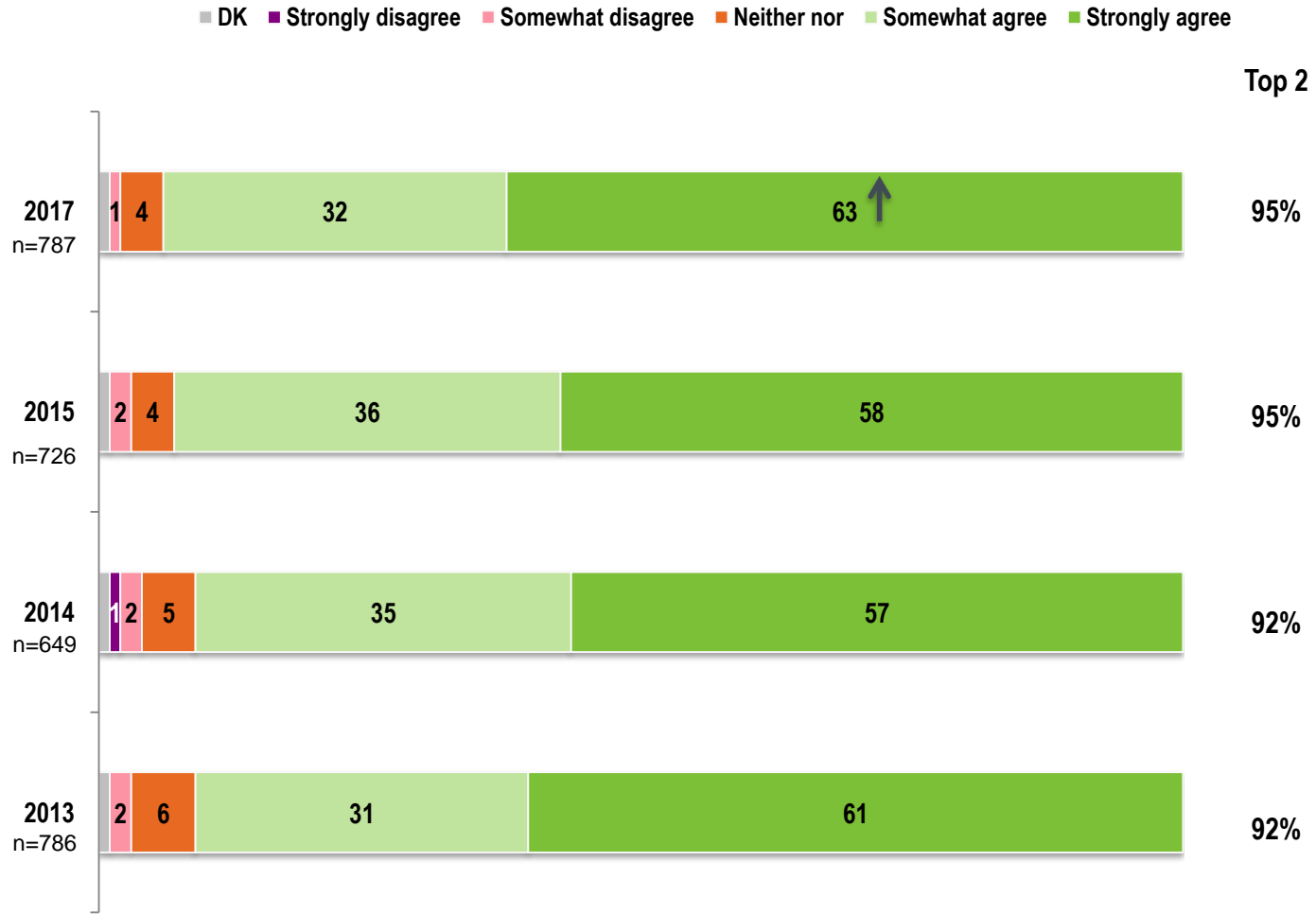
# Environmentally Responsible

## *BCLC is environmentally responsible (%)*



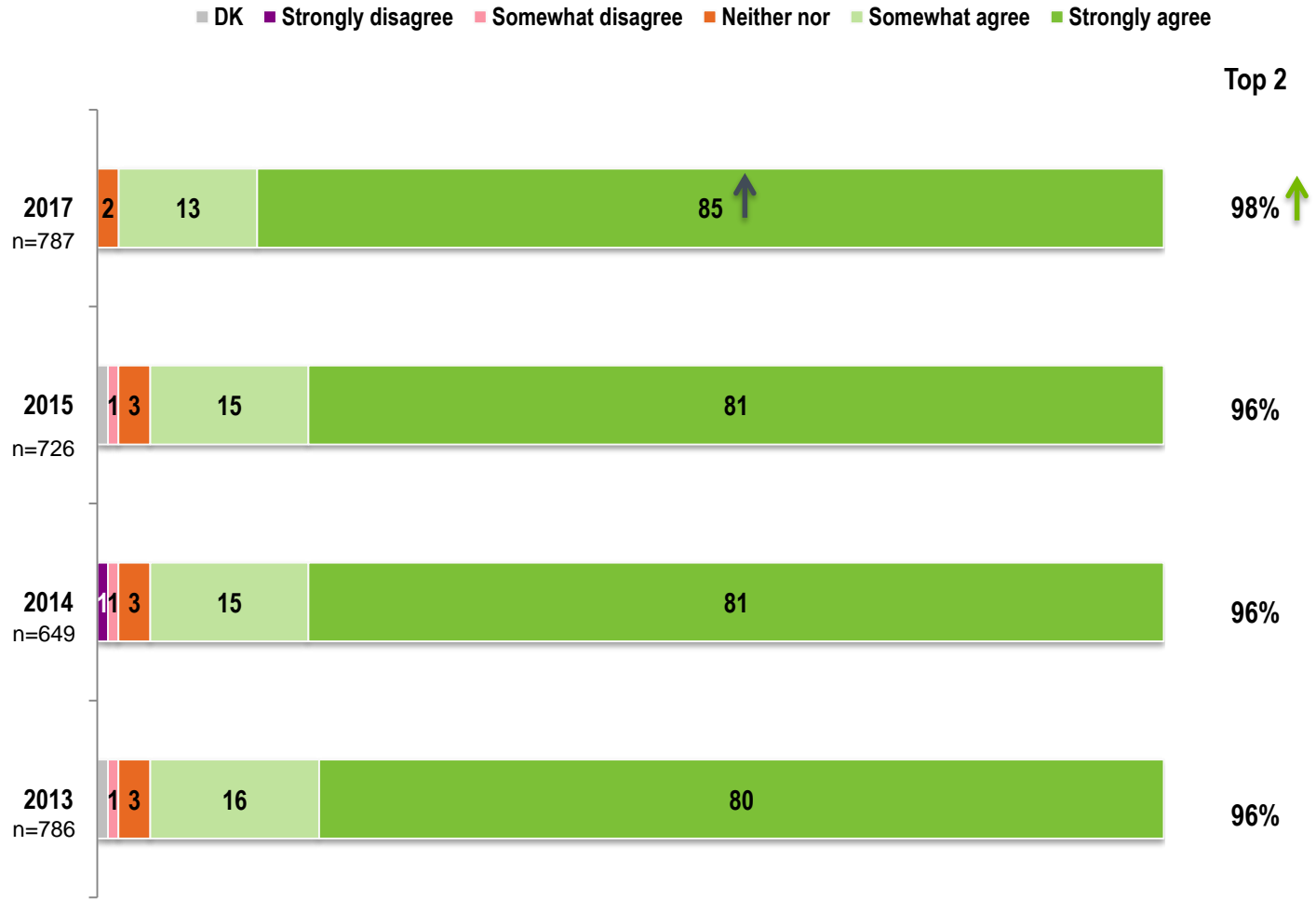
# Corporate Social Responsibility

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



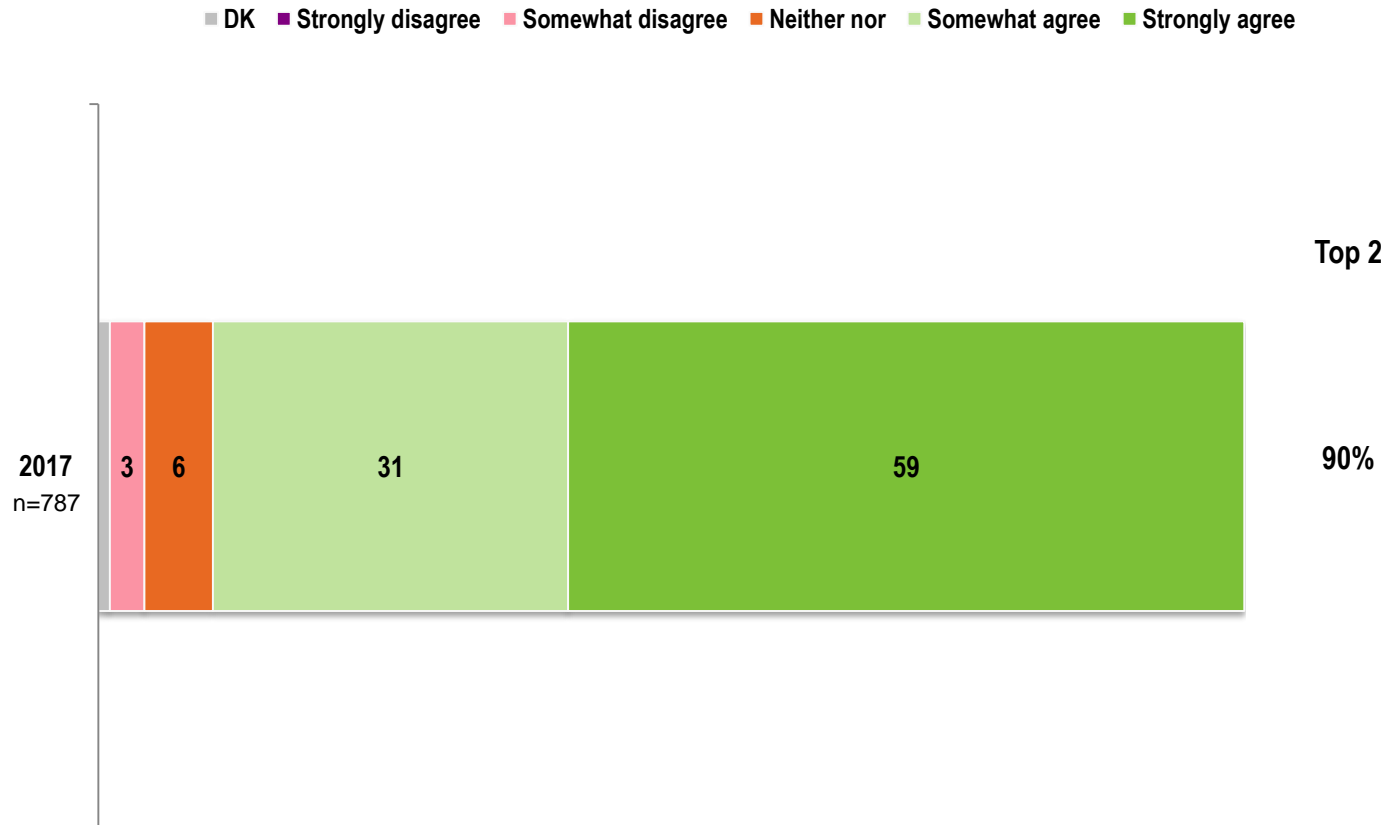
# Corporate Social Responsibility

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



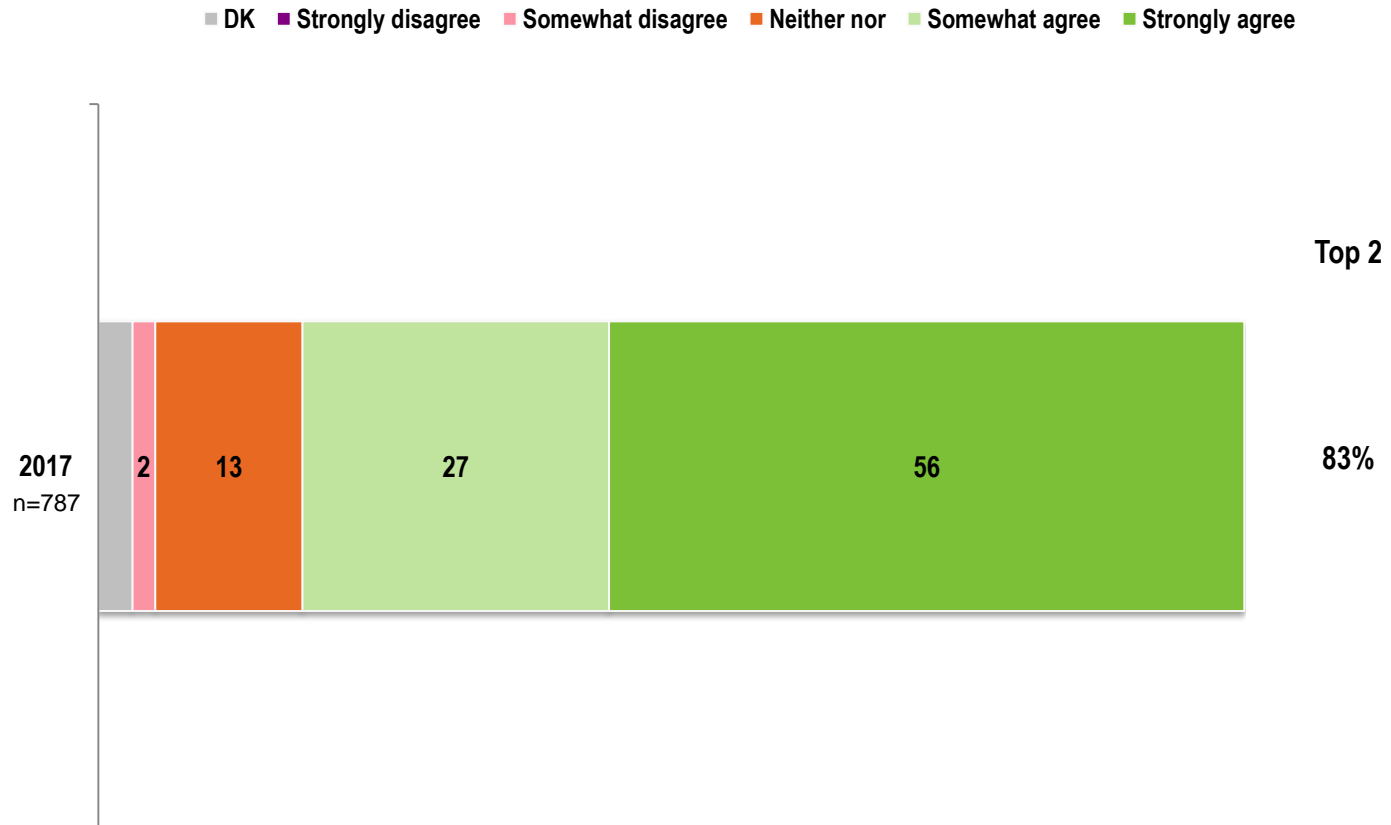
# Corporate Social Responsibility

*BCLC does everything it can to reduce gambling related harm in BC (%)*



# Corporate Social Responsibility

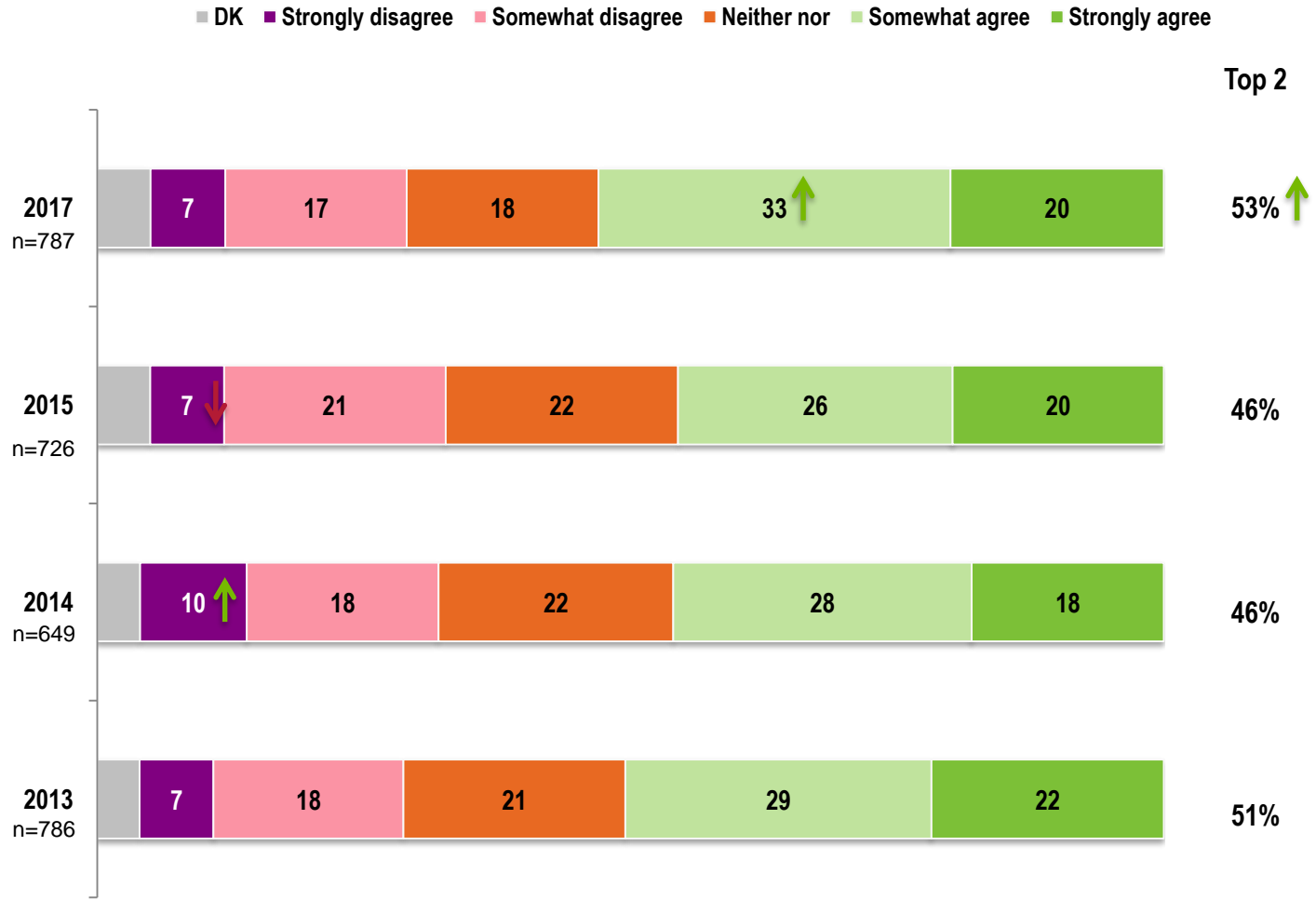
*I consider responsible gambling implications when making business decisions in my role at BCLC (%)*





# Corporate Social Responsibility

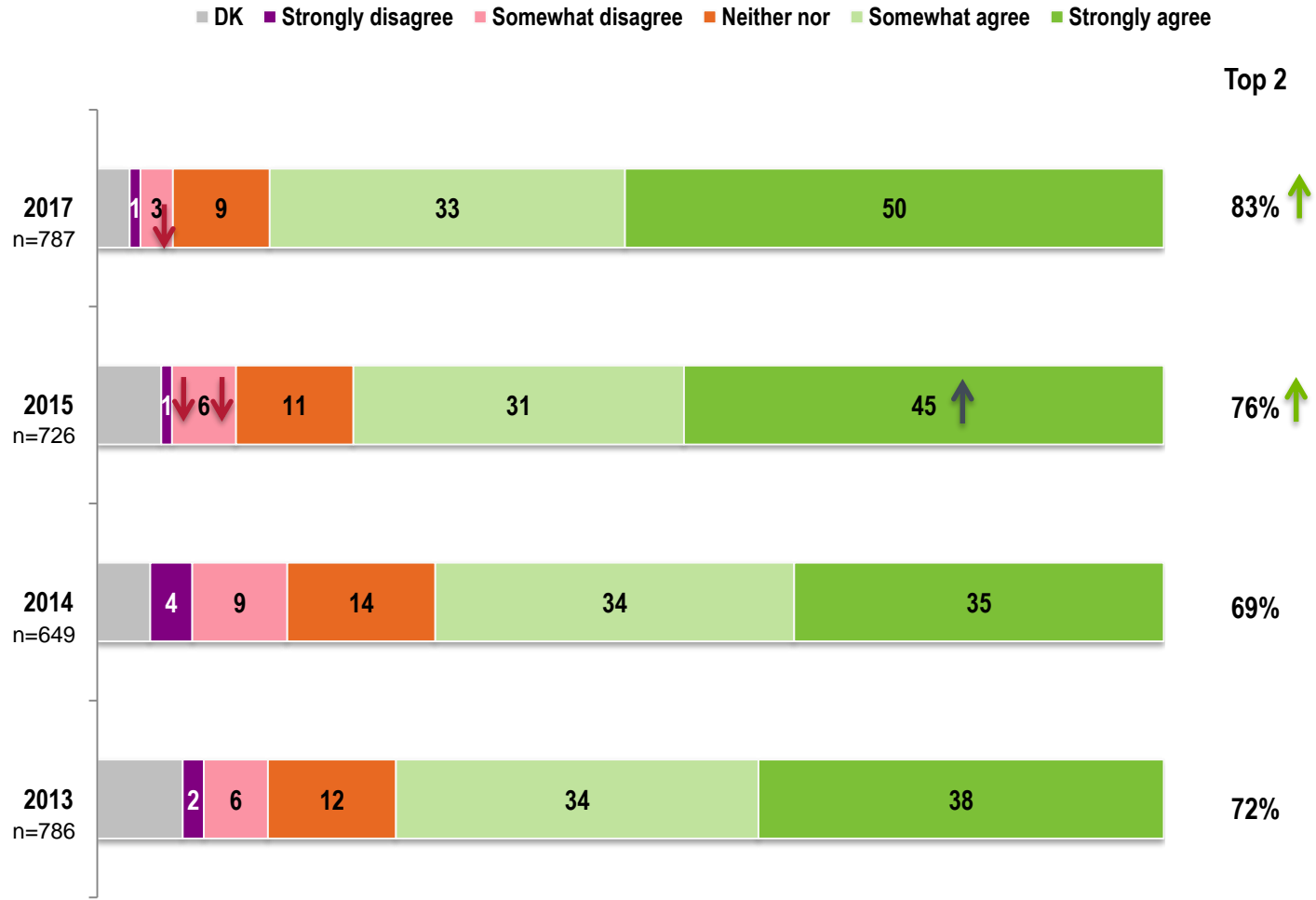
## Customer feedback is shared across the company (%)



# Senior Leadership

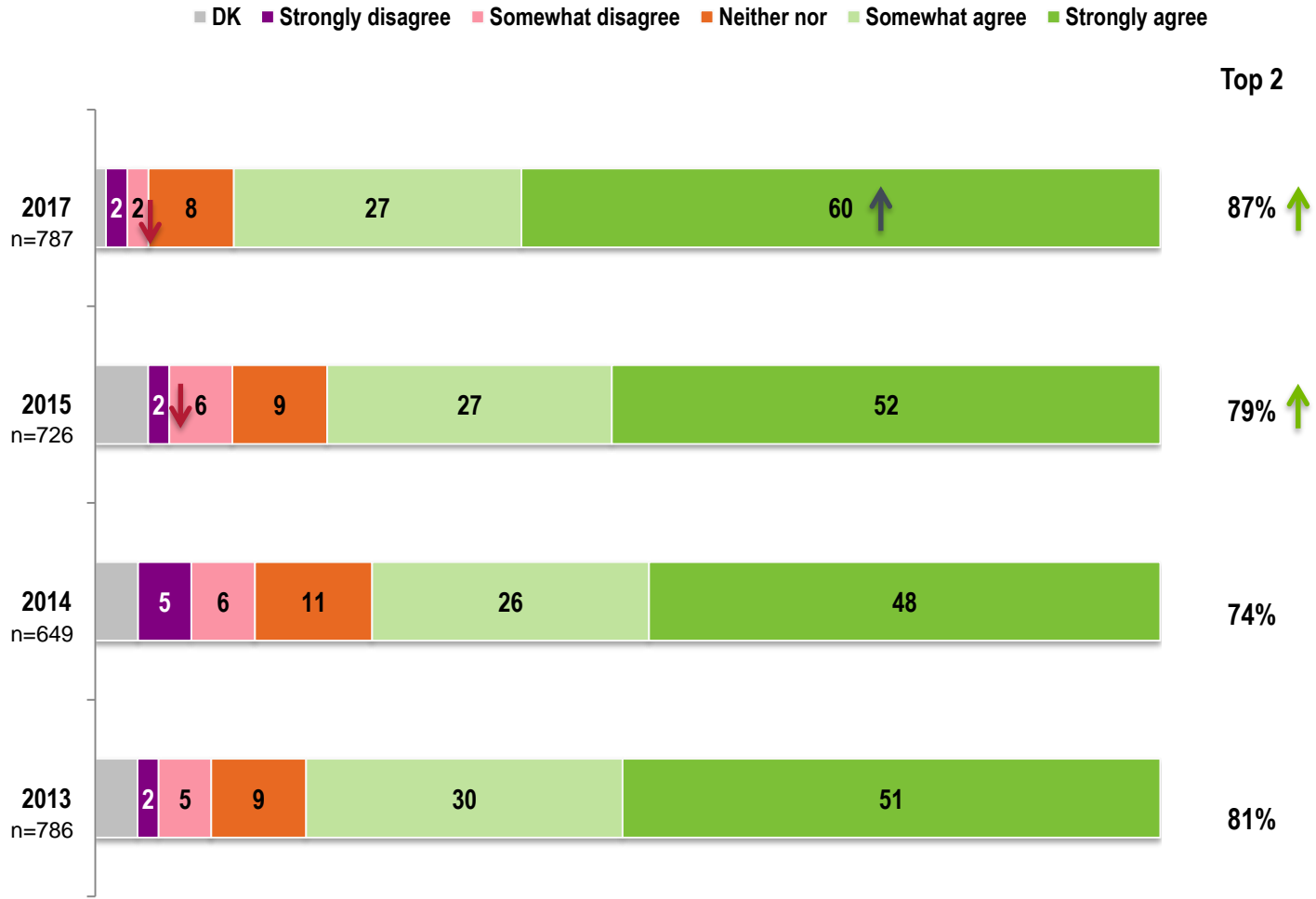
# Senior Leadership Team Follows Values

*The actions of the entire Senior Leadership team of BCLC are consistent with BCLC values (%)*



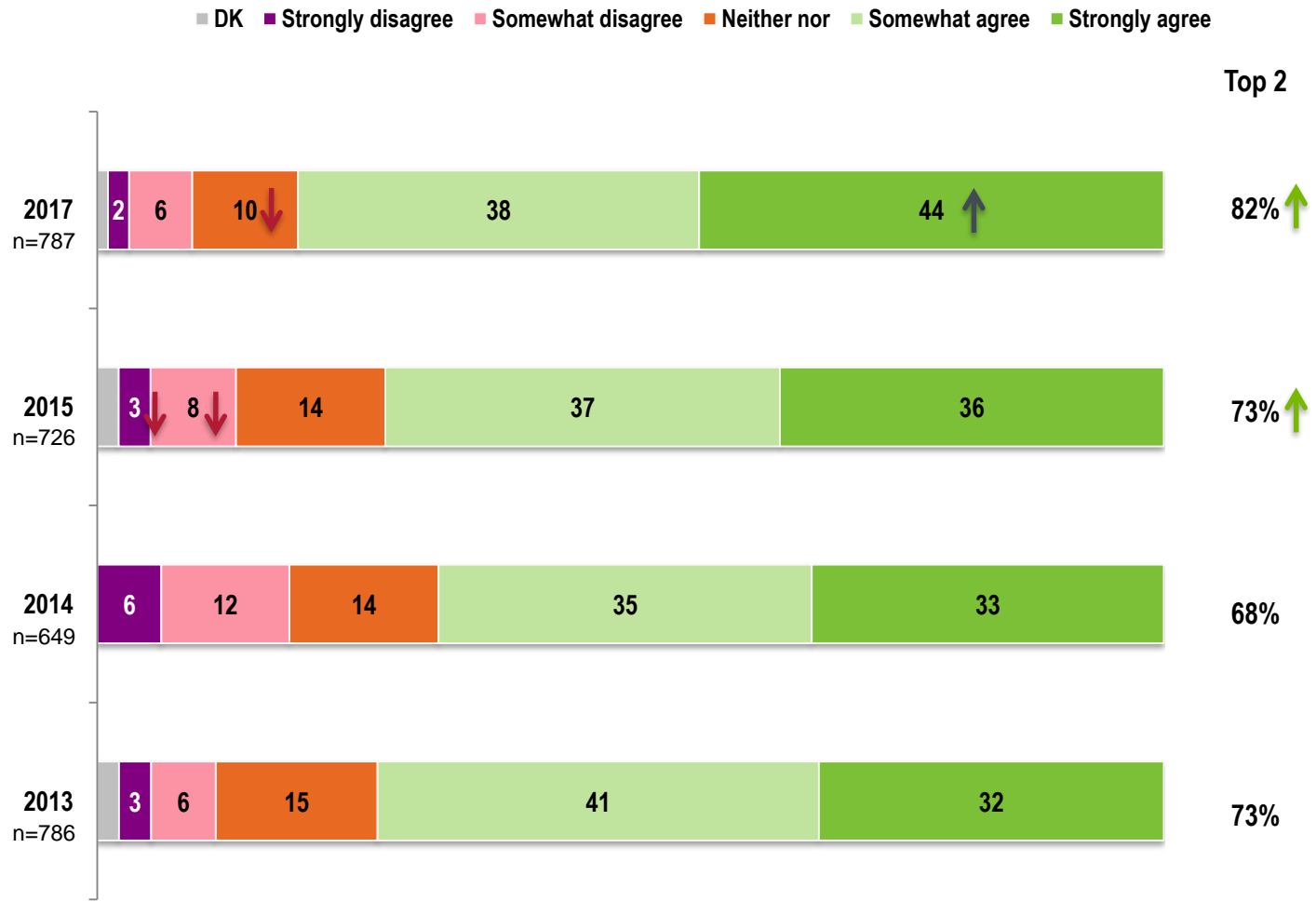
# Division's Senior Leadership Team Follows Values

*The actions of my division's Senior Leadership team are consistent with BCLC values (%)*



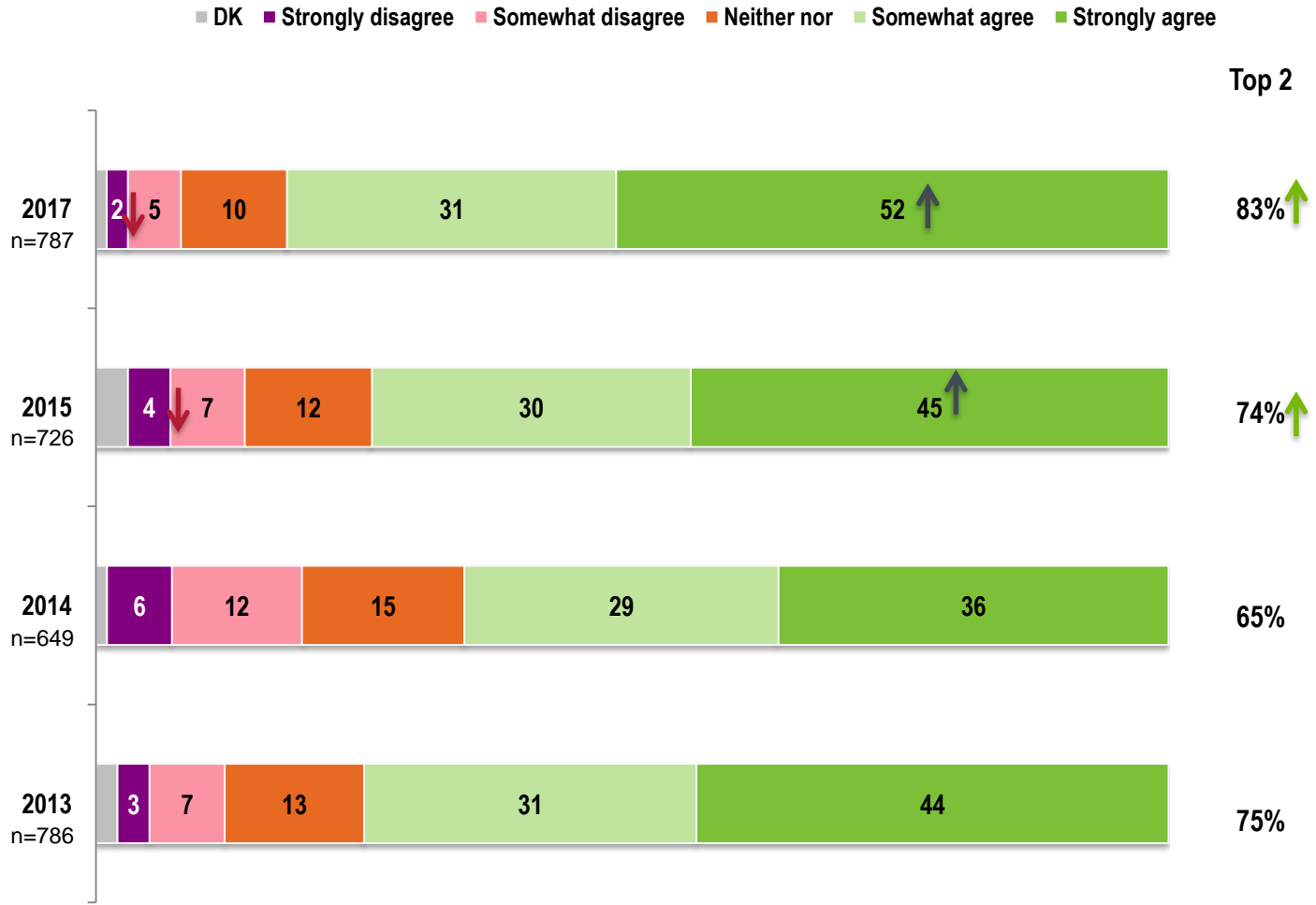
# Communication of BCLC Vision

*The entire Senior Leadership team communicates a clear vision of where BCLC is going (%)*



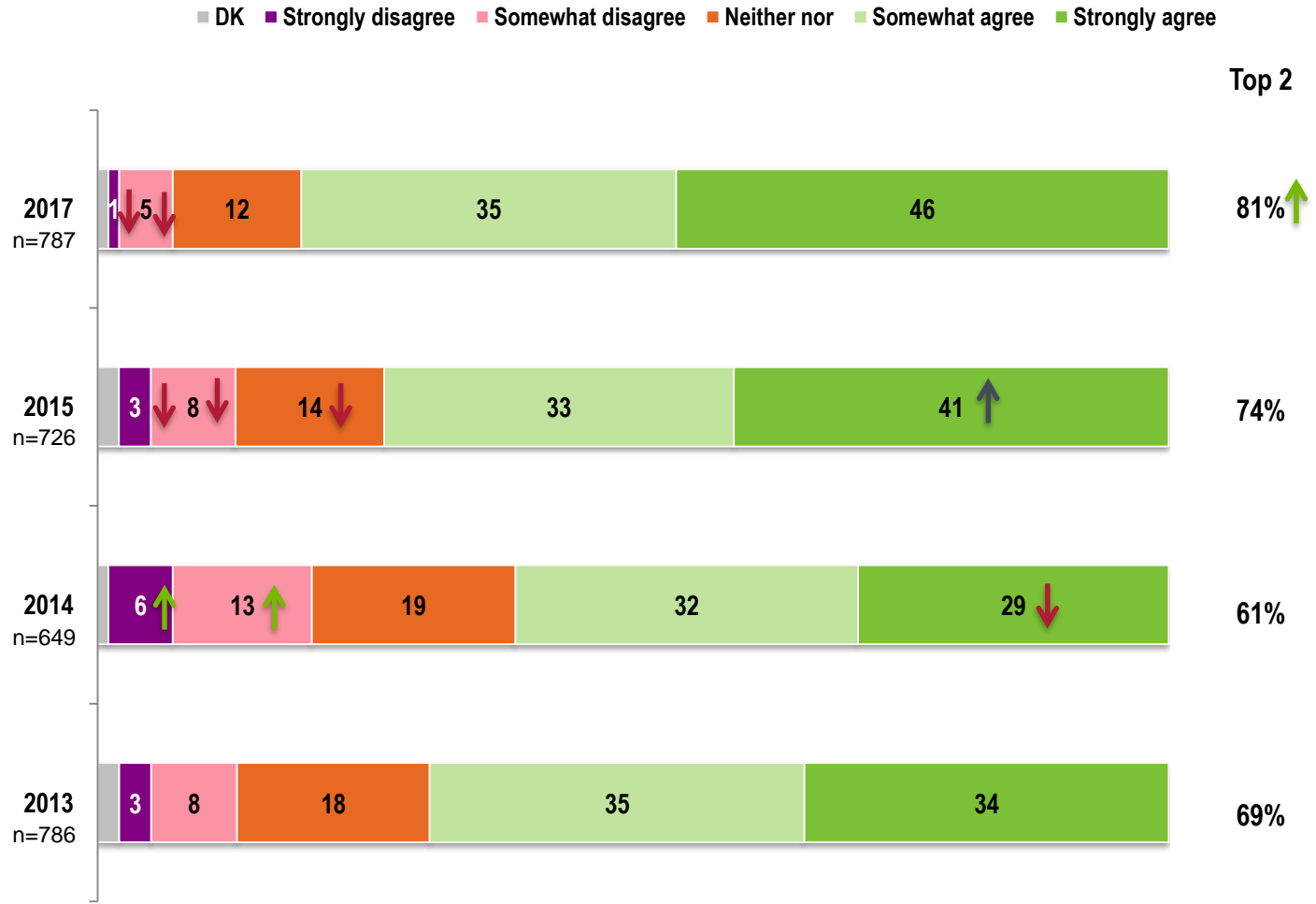
# Confidence in Decisions Made by Division's SLT

*I have confidence in the decisions made by my division's Senior Leadership team (%)*



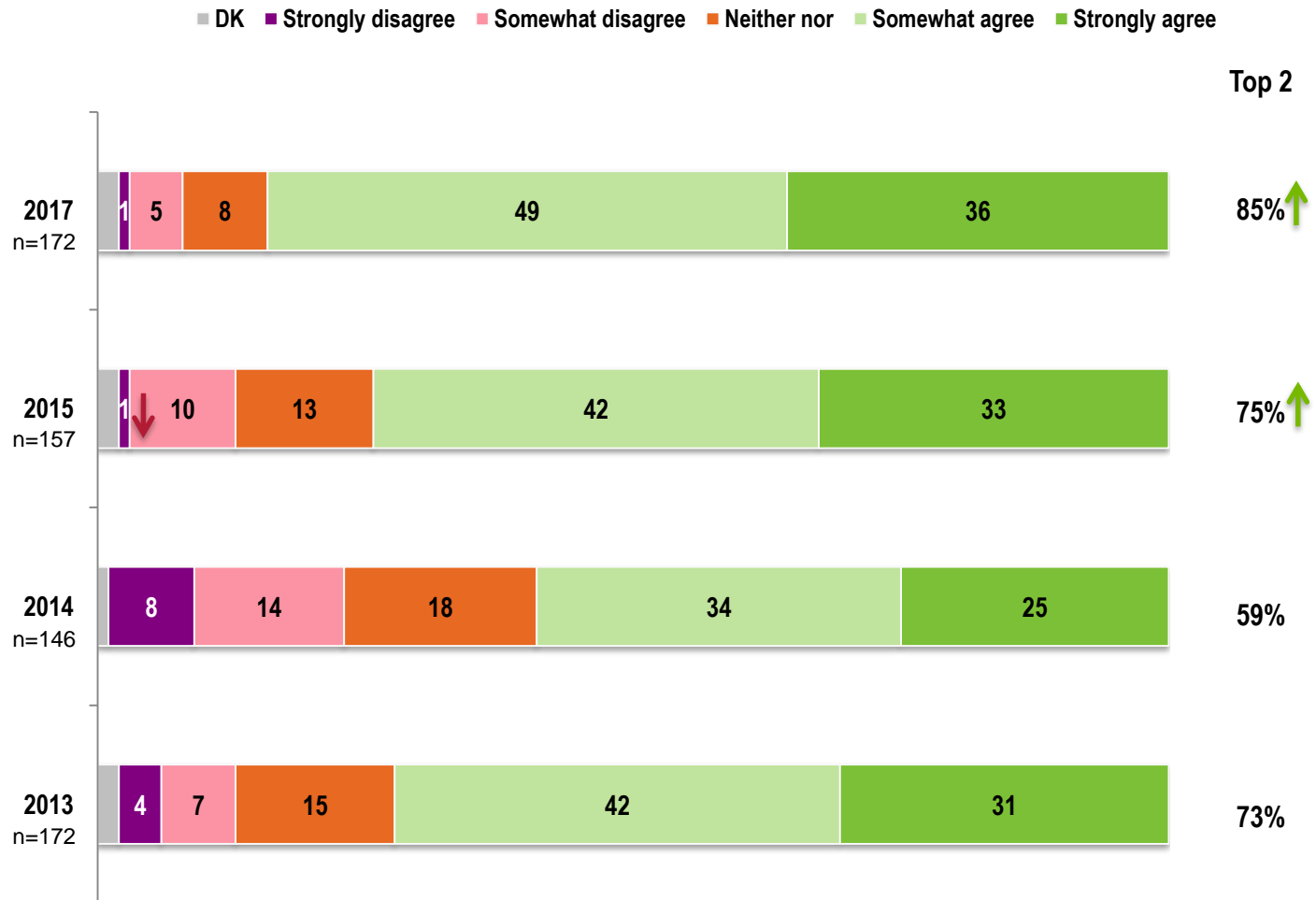
# Confidence in Decisions Made by Division's SLT

*I have confidence in the decisions made by the entire Senior Leadership team (CEO, VPs and Directors) of BCLC (%)*



# SLT Supports Good Leadership Practices

*The entire Senior Leadership team reflects and supports the leadership practices necessary to make BCLC successful (%)*



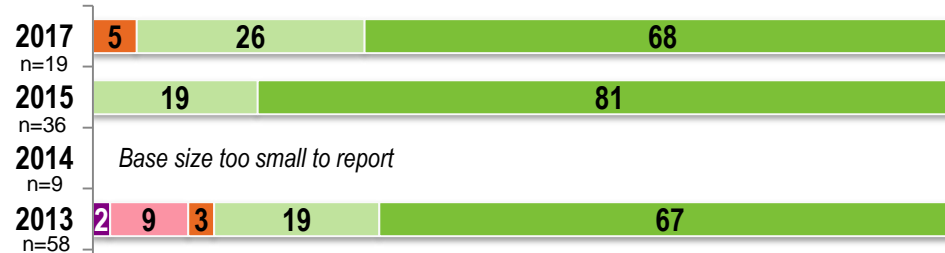


# Training and On-Boarding

# Support Offered to New Hires

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

I received adequate support from the person I report to



Top 2

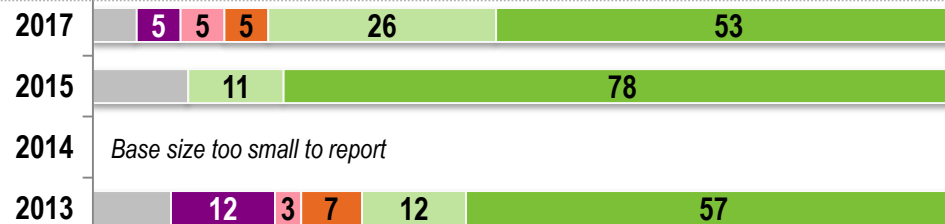
94%

100%

-

86%

I received adequate support from my mentor



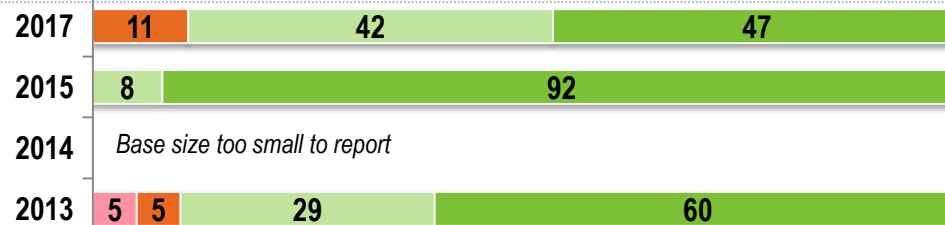
79%

89%

-

69%

I received adequate support from my colleagues



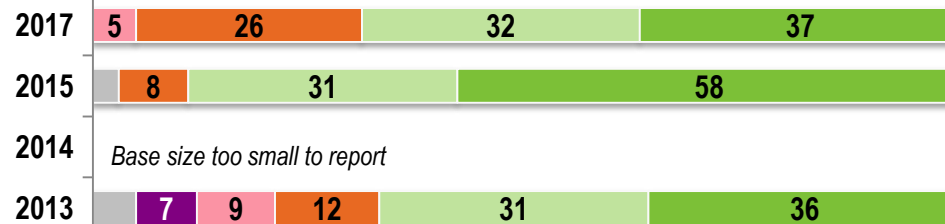
89%

100%

-

89%

I received adequate support from the HR department



69%

89%

-

67%

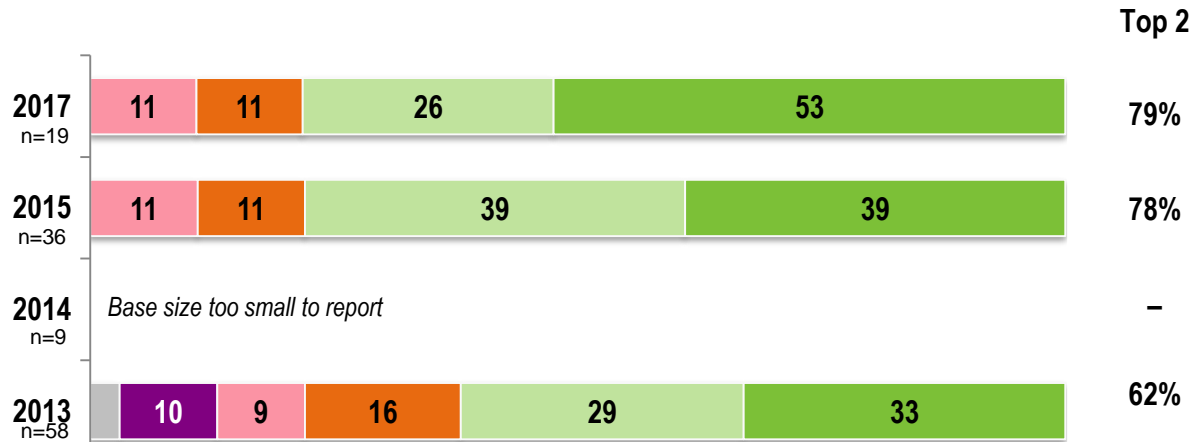


# Evaluation of the On-Boarding Process

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

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

The on-boarding process was critical to my success in my job



The on-boarding program helps new hires to become productive very quickly

