



Ipsos Reid

Your Voice 2015, BCLC's Employee Survey Comprehensive Report

- 2015 was the seventh year of conducting *Your Voice*, the employee engagement survey for **bcl**c.
- 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, August 19th, 2015 and closed on Wednesday September 9th, 2015 before midnight.

Engagement Analysis



2015
Top 2 Box
83%

2015
Top Box
52%

2014
Top 2 Box
78%

2014
Top Box
47%

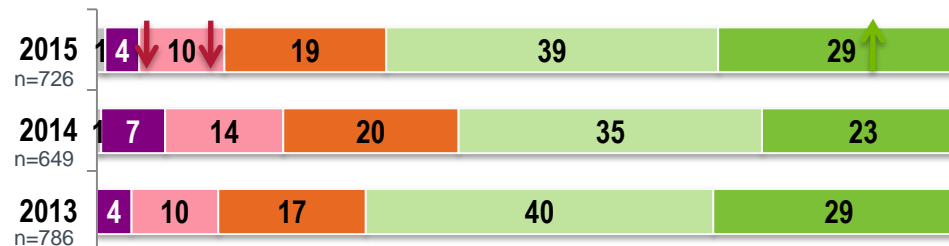
2013
Top 2 Box
82%

2013
Top Box
50%

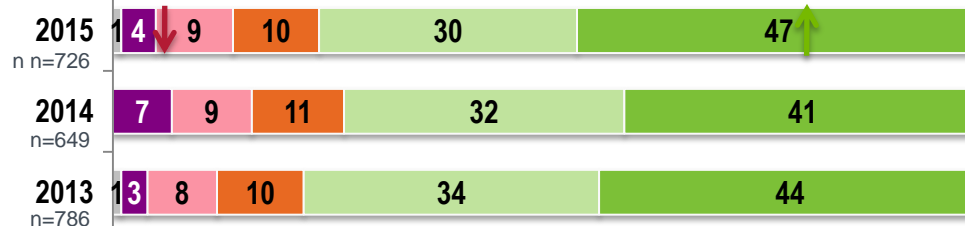
Detailed Results

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

BCLC inspires me to do my best work



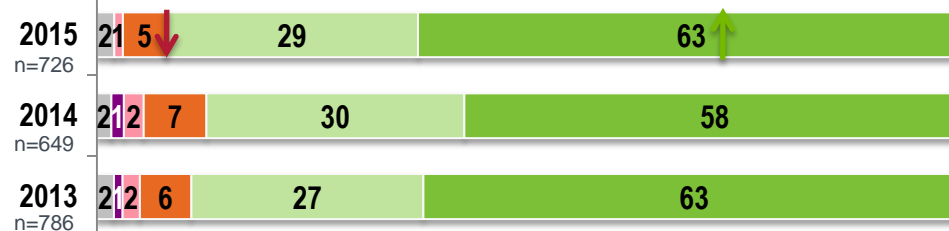
I am motivated to go beyond what is required in my role to help BCLC succeed



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



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



Significant increase from last year



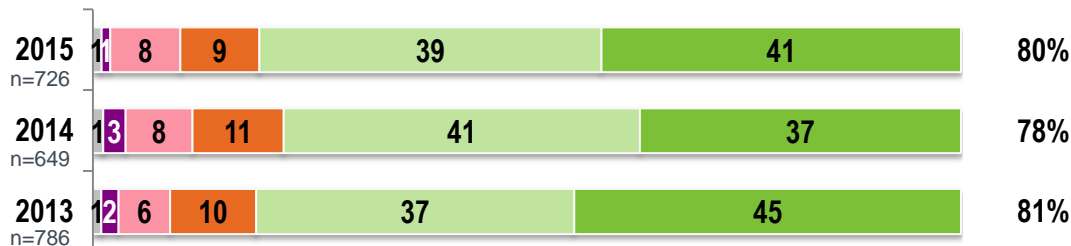
Significant decrease from last year

Detailed Results

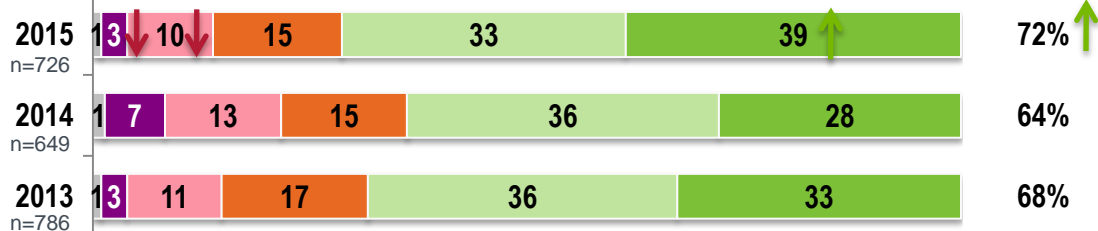
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

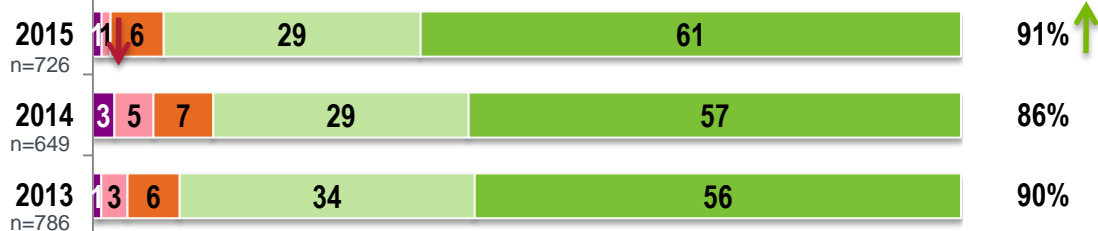
BCLC continuously innovates to provide players with an outstanding gaming experience



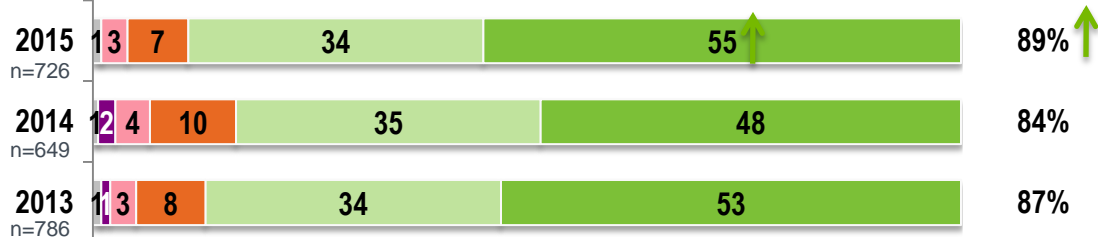
The right conditions are in place at BCLC for me to take full responsibility in my job



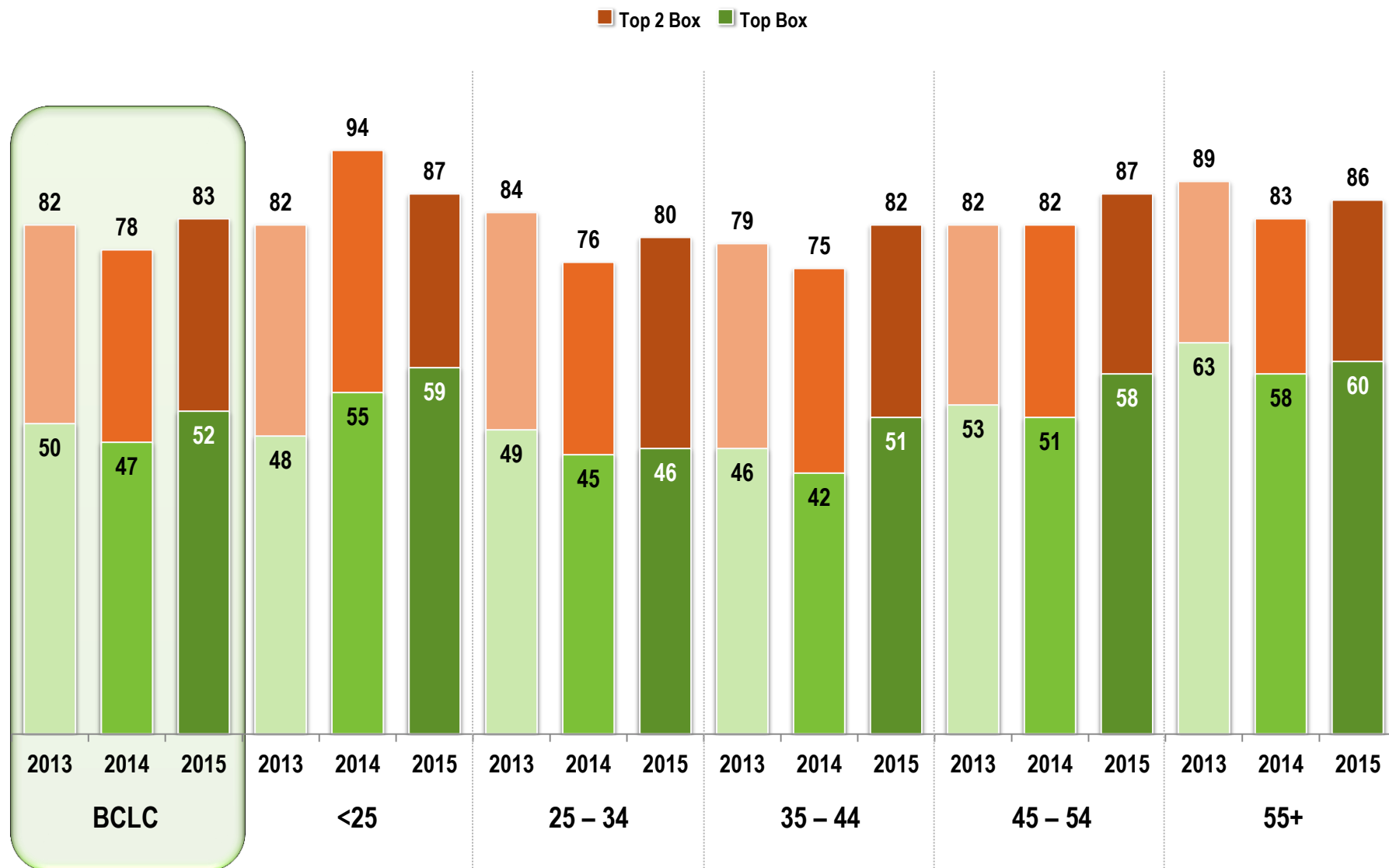
I understand how my role supports BCLC's business objectives



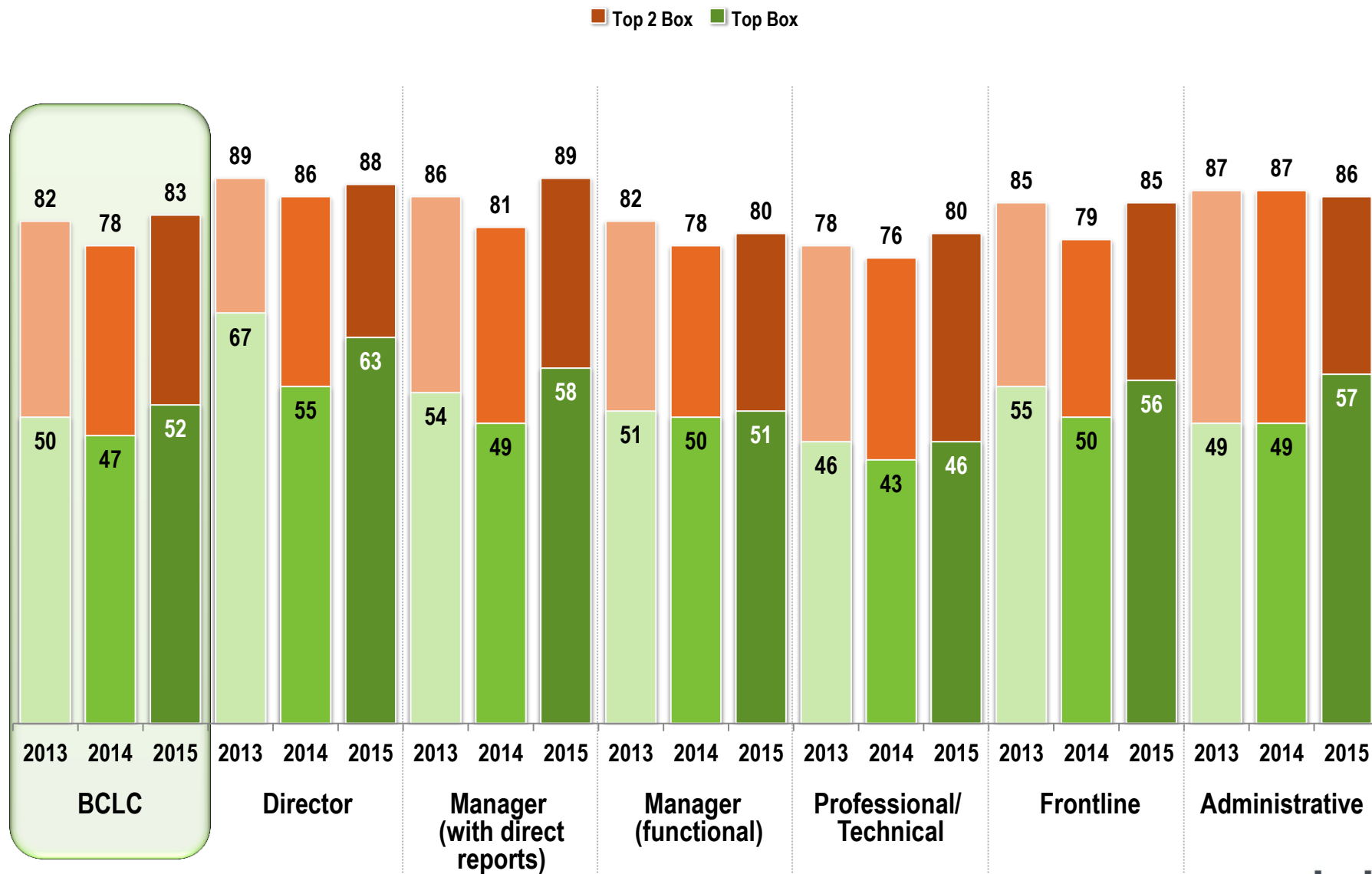
The way BCLC operates is in alignment with its values



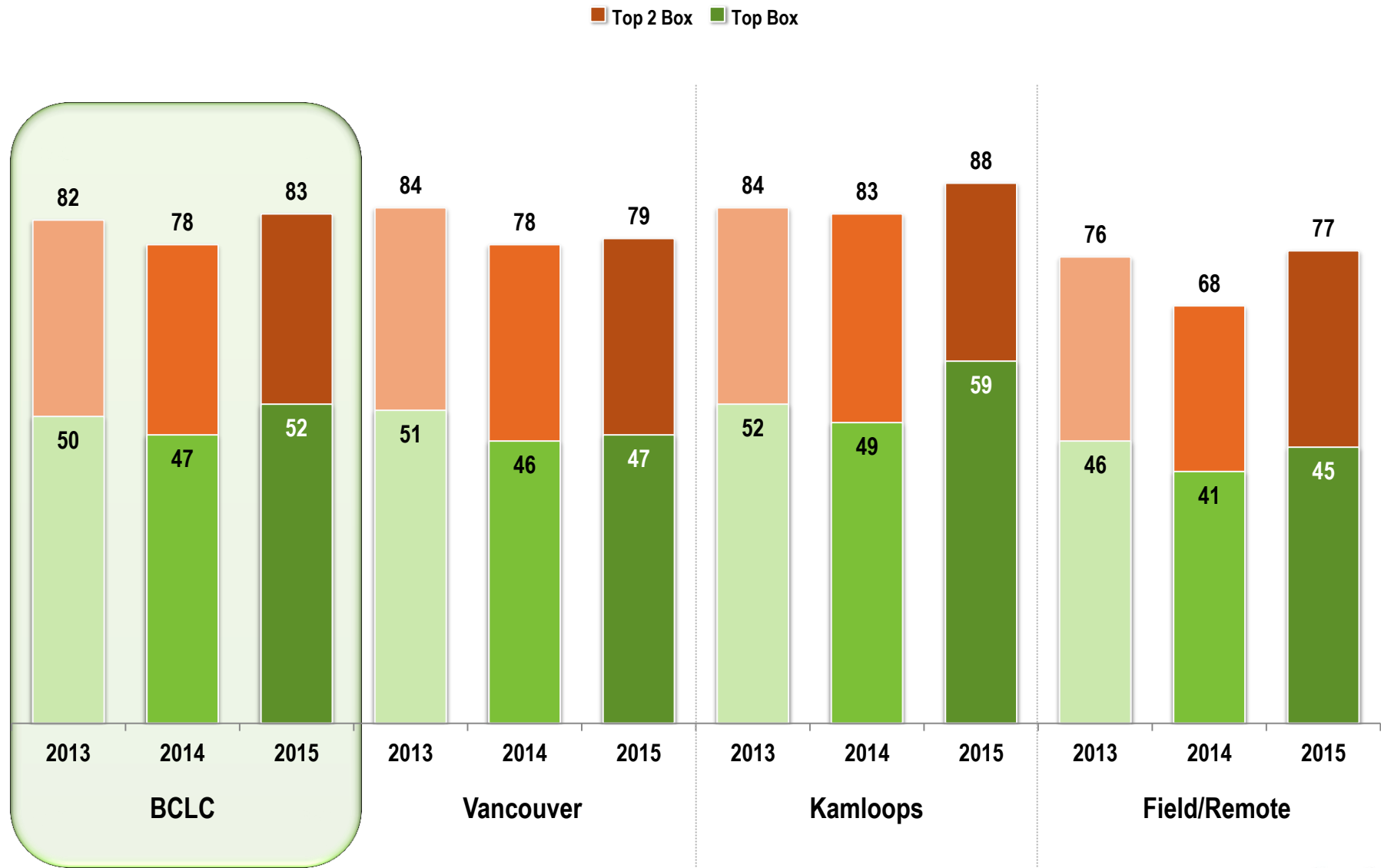
Employee Engagement Index by Age



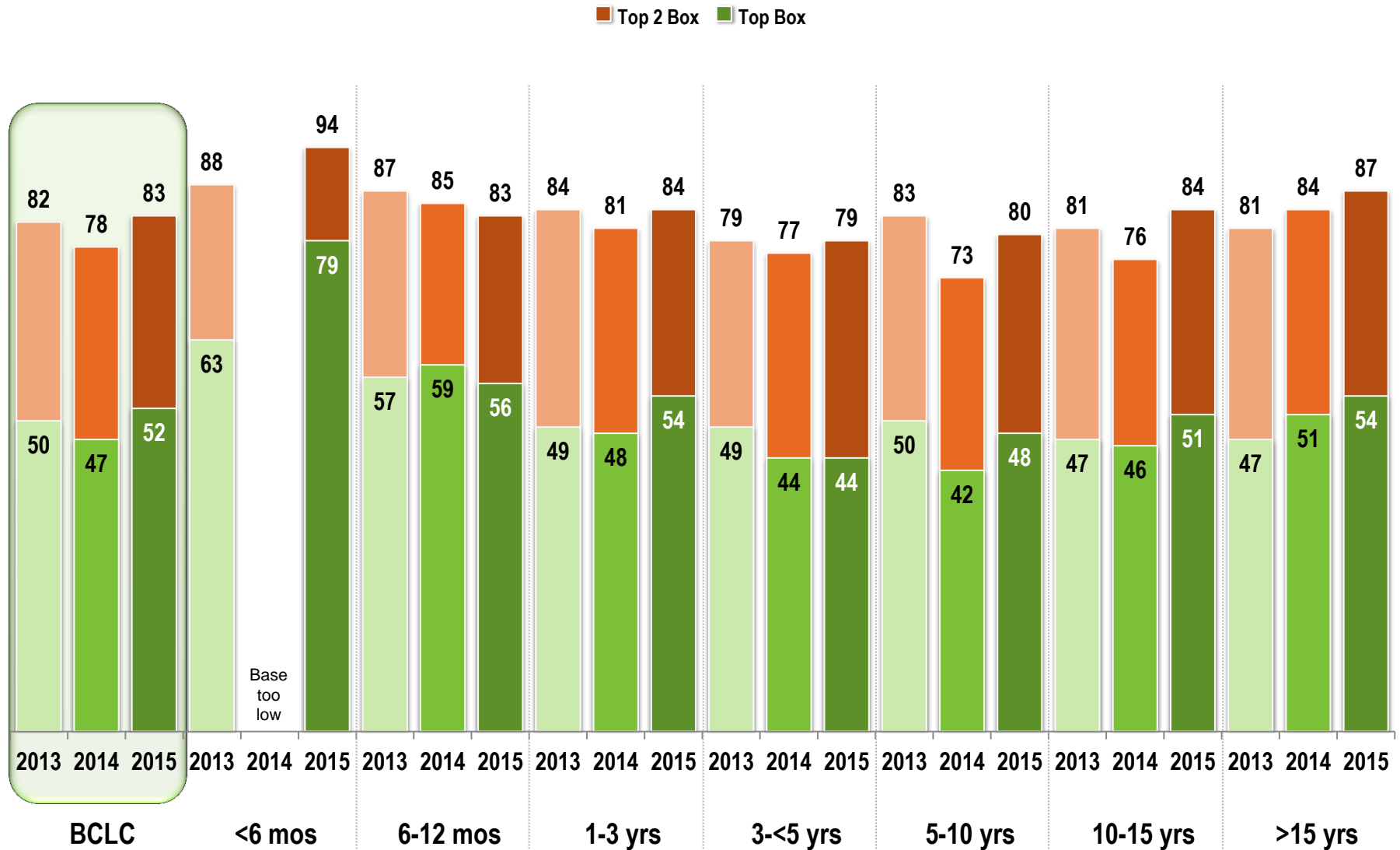
Employee Engagement Index by Role



Employee Engagement Index by Location



Employee Engagement Index by Tenure with the Organization

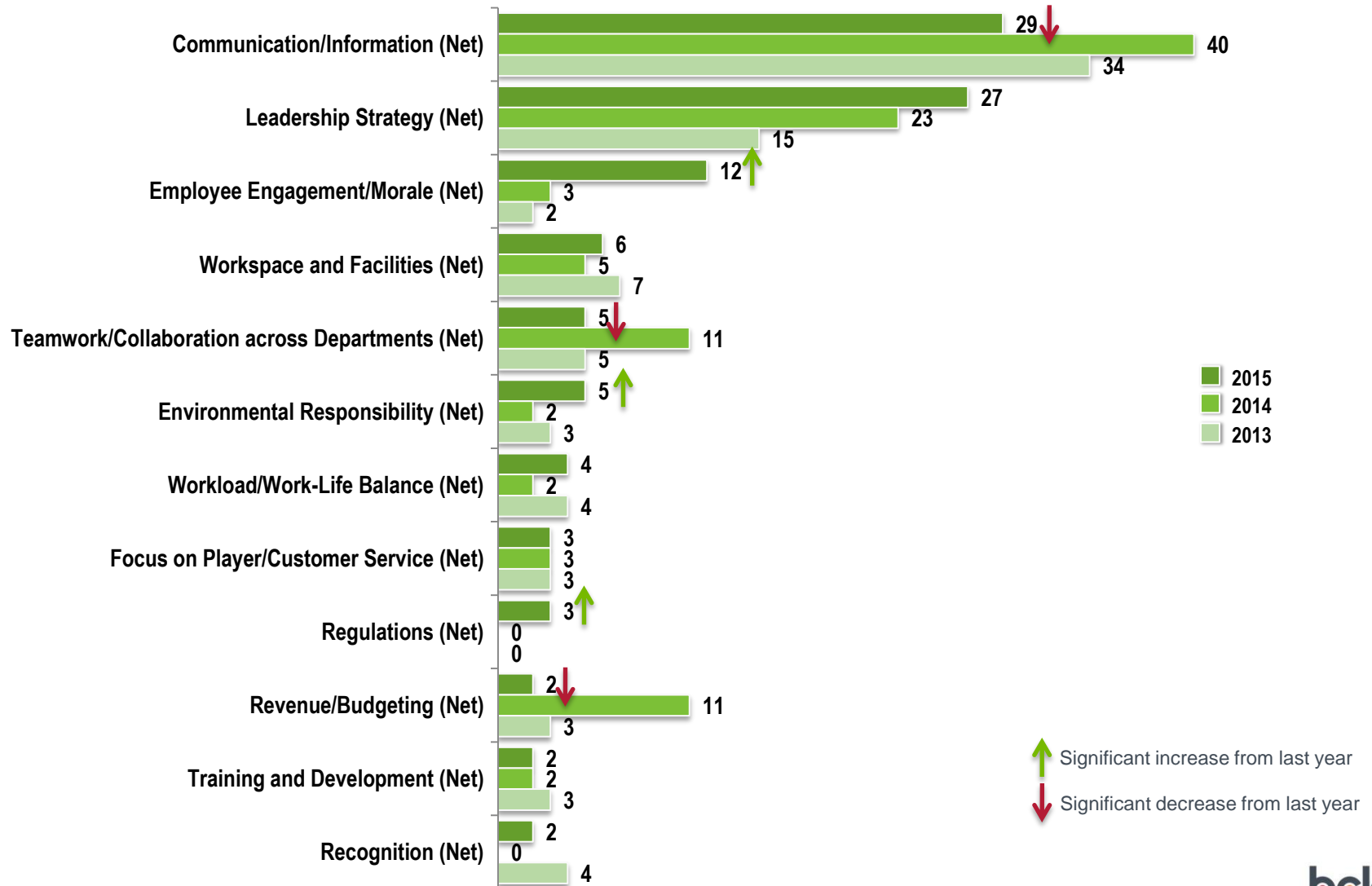


Self-Reported Improvements & Priorities



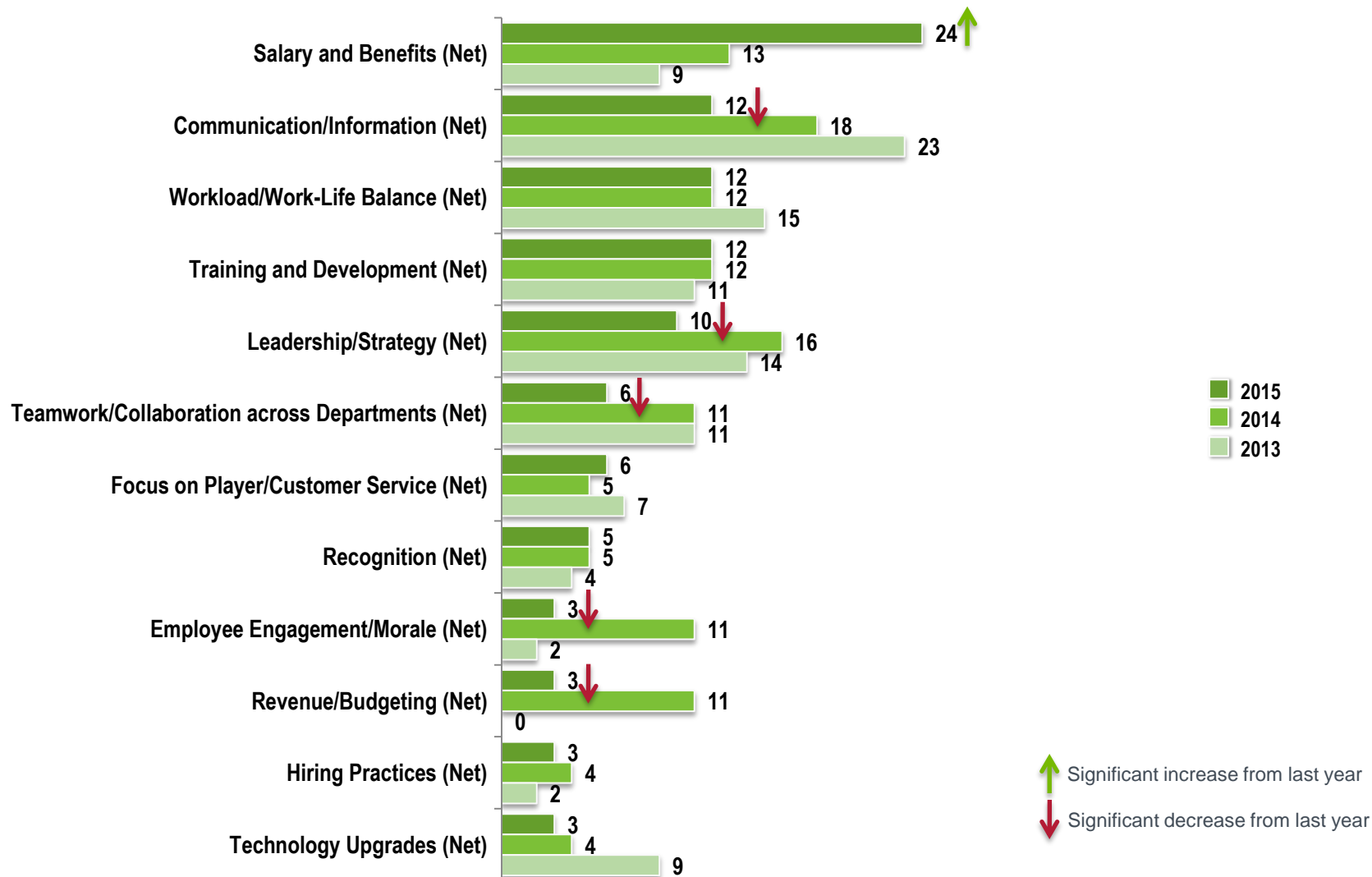
Significant Improvements at BCLC in Past Year – Top 12

Top 10 Improvements in Past Year (%)



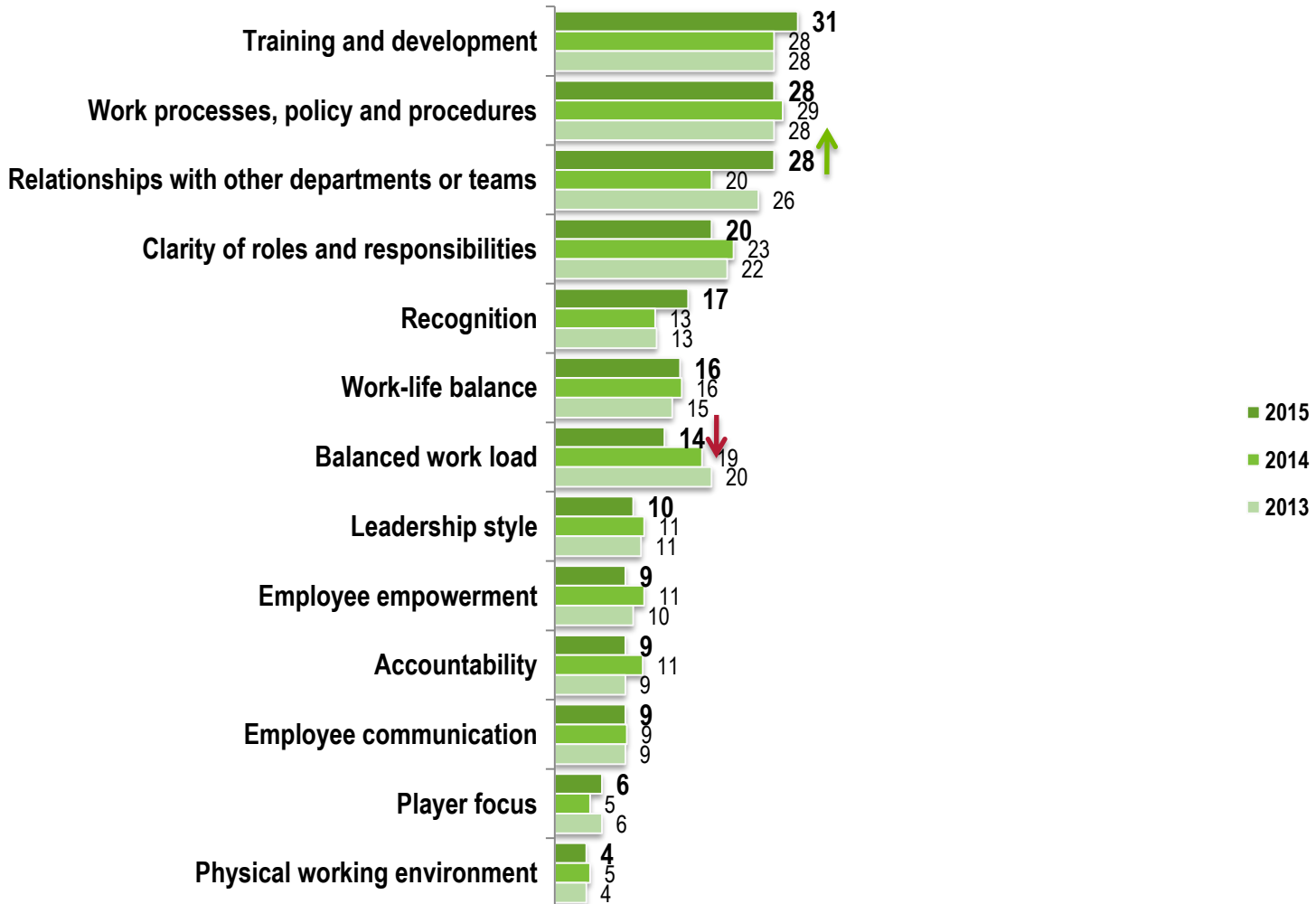
Priority Areas for Improvement at BCLC in Next Year (Coded Verbatims)

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 3 Years



Stables (Top 2 Box – 3 Year Trend)

| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|--|-------------------------------|-------------------------------|--------------|-------|-------|
| I take personal responsibility for my own career development. | 0.5% | 1.7% | 92.3% | 91.8% | 90.0% |
| If asked, I would assure friends and relatives that they can have trust and confidence in the games offered by BCLC. | 0.1% | 0.0% | 95.6% | 95.5% | 96.0% |
| BCLC encourages British Columbians to play responsibly. | 0.1% | -0.6% | 93.9% | 93.8% | 94.0% |
| The on-boarding process was critical to my success in my job. | 0.0% | 15.7% | 77.8% | 77.8% | 62.0% |
| Customer feedback is shared across the company. | -0.1% | -4.2% | 46.3% | 46.4% | 50.6% |
| My role is a good fit with my skills. | -0.1% | 0.7% | 84.8% | 84.9% | 84.0% |
| I understand the need for change within BCLC. | -0.2% | 0.2% | 92.4% | 92.6% | 92.0% |



Increases (Top 2 Box – 3 Year Trend)



| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|--|-------------------------------|-------------------------------|---------|-------|-------|
| I received adequate support from my mentor. | 44.5% | -24.6% | 88.9% | 44.4% | 69.0% |
| I received adequate support from my colleagues. (Caution small base size; asked only if tenure is less than 6 months) | 22.2% | -11.9% | 100.0% | 77.8% | 89.7% |
| I received adequate support from the person I report to. (Caution small base size; asked only if tenure is less than 6 months) | 22.2% | -8.4% | 100.0% | 77.8% | 86.2% |
| BCLC has made progress on issues raised in the last year's employee survey. | 16.6% | -15.6% | ↑ 41.3% | 24.7% | 40.3% |
| The entire Senior Leadership team (CEO, VPs and Directors) reflects and supports the leadership practices necessary to make BCLC successful. | 16.3% | -13.8% | ↑ 75.2% | 58.9% | 72.7% |
| I would recommend BCLC as an employer to a friend or family member. | 14.6% | -13.9% | ↑ 82.6% | 68.0% | 81.9% |
| The morale in my department is high. | 14.6% | -12.8% | ↑ 65.4% | 50.8% | 63.6% |
| BCLC is genuinely interested in the well-being of its employees. | 14.3% | -13.0% | ↑ 69.6% | 55.3% | 68.3% |
| I have confidence in the decisions made by the entire Senior Leadership team (CEO, VPs and Directors) of BCLC. | 13.5% | -8.1% | ↑ 74.2% | 60.7% | 68.8% |
| My department took action based on the employee survey results. | 12.5% | -14.6% | ↑ 44.5% | 32.0% | 46.6% |
| The opportunities for training. | 11.3% | -7.1% | ↑ 62.0% | 50.7% | 57.8% |
| I received adequate support from the HR department. | 11.1% | 10.6% | 88.9% | 77.8% | 67.0% |
| The opportunities for career progression. | 10.7% | -9.6% | ↑ 50.6% | 39.9% | 49.5% |
| My department's objectives are realistic. | 10.1% | -7.3% | ↑ 72.3% | 62.2% | 69.5% |
| The person I report to is committed to my development. | 10.0% | -5.3% | ↑ 81.5% | 71.5% | 76.8% |



Increases (Top 2 Box – 3 Year Trend)



| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|---|----------------------|----------------------|---------|-------|-------|
| BCLC is good at developing employees to their utmost potential. | 10.0% | -8.5% | ↑ 56.8% | 46.8% | 55.3% |
| The working atmosphere within the team. | 9.6% | -8.0% | ↑ 80.6% | 71.0% | 79.0% |
| I have all the resources I require to do my job well. | 9.6% | -6.7% | ↑ 78.9% | 69.3% | 76.0% |
| The expectations for my job are realistic. | 9.0% | -6.5% | ↑ 75.9% | 66.9% | 73.4% |
| My department's objectives are consistent with BCLC's objectives. | 8.8% | -6.8% | ↑ 81.1% | 72.3% | 79.1% |
| BCLC inspires me to do my best work. | 8.7% | -10.3% | ↑ 67.1% | 58.4% | 68.7% |
| I have confidence in the decisions made by my division's Senior Leadership team (VP and Directors). | 8.6% | -9.6% | ↑ 74.4% | 65.8% | 75.4% |
| My department's objectives are clear. | 8.4% | -7.9% | ↑ 81.3% | 72.9% | 80.8% |
| The person I report to continually seeks ways to improve the customers' experience. | 8.2% | -4.3% | ↑ 80.6% | 72.4% | 76.7% |
| My work conditions allow me to perform effectively. | 8.1% | -5.3% | ↑ 79.3% | 71.2% | 76.5% |
| The right conditions are in place at BCLC for me to take full responsibility in my job. | 8.0% | -4.6% | ↑ 71.8% | 63.8% | 68.4% |
| The person I report to develops teamwork within our own team. | 7.7% | -5.1% | ↑ 79.3% | 71.6% | 76.7% |
| The work processes at BCLC allow me to perform effectively. | 7.7% | -2.6% | ↑ 63.6% | 55.9% | 58.5% |
| The actions of the entire Senior Leadership team (CEO, VPs and Directors) of BCLC are consistent with BCLC values (Integrity, Respect & Social Responsibility). | 7.4% | -3.4% | ↑ 76.0% | 68.6% | 72.0% |
| I have had sufficient input into determining the goals for my job. | 7.4% | -2.3% | ↑ 75.5% | 68.1% | 70.4% |



Increases (Top 2 Box – 3 Year Trend)



| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|--|----------------------|----------------------|---------|-------|-------|
| The person I report to encourages and supports innovative thinking. | 7.0% | -3.8% | ↑ 86.2% | 79.2% | 83.0% |
| Recognition is given in a personal and meaningful way. | 6.5% | -10.2% | ↑ 60.3% | 53.8% | 64.0% |
| I have opportunities to provide input into decisions that affect my work. | 6.3% | -5.0% | ↑ 80.4% | 74.1% | 79.1% |
| The expectations for my job are motivating. | 6.2% | -5.7% | ↑ 64.9% | 58.7% | 64.4% |
| The balance between private and professional life. | 5.9% | -4.2% | ↑ 76.0% | 70.1% | 74.3% |
| The person I report to encourages collaboration with other teams. | 5.9% | -2.5% | ↑ 84.2% | 78.3% | 80.8% |
| I have confidence in the decisions made by the person I report to. | 5.8% | -3.1% | ↑ 83.1% | 77.3% | 80.4% |
| Our team values one another's unique strengths and different abilities. | 5.7% | -3.2% | ↑ 86.1% | 80.4% | 83.6% |
| I frequently receive recognition for my work. | 5.5% | -9.2% | ↑ 58.0% | 52.5% | 61.7% |
| The way BCLC operates is in alignment with its values (Integrity, Respect & Social Responsibility). | 5.5% | -3.1% | ↑ 89.0% | 83.5% | 86.6% |
| The person I report to promotes open and honest communication. | 5.4% | -4.2% | ↑ 86.8% | 81.4% | 85.6% |
| Official communications are effective in helping me better understand our business objectives. | 5.3% | -0.1% | ↑ 77.1% | 71.8% | 72.0% |
| Communication is good within my team. | 5.2% | -4.9% | ↑ 81.5% | 76.3% | 81.2% |
| Change is communicated well within BCLC. | 5.1% | 1.9% | 62.9% | 57.8% | 56.0% |
| The entire Senior Leadership team (CEO, VPs and Directors) communicates a clear vision of where BCLC is going. | 5.1% | -5.8% | ↑ 72.7% | 67.6% | 73.4% |



Increases (Top 2 Box – 3 Year Trend)




| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|--|----------------------|----------------------|---------|-------|-------|
| The expectations for my job are clear. | 5.1% | -3.7% | ↑ 80.9% | 75.8% | 79.5% |
| The actions of my division's Senior Leadership team (VP and Directors) are consistent with BCLC values (Integrity, Respect & Social Responsibility). | 4.8% | -6.9% | ↑ 78.9% | 74.1% | 81.0% |
| BCLC is environmentally responsible. | 4.8% | -1.5% | ↑ 81.7% | 76.9% | 78.4% |
| Projects and initiatives that are launched within BCLC usually get completed. | 4.7% | -4.6% | 60.3% | 55.6% | 60.2% |
| I understand how my role supports BCLC's business objectives. | 4.7% | -3.5% | ↑ 90.8% | 86.1% | 89.6% |
| BCLC consistently conducts business in a fair, honest and trustworthy manner. | 4.7% | -2.2% | ↑ 92.1% | 87.4% | 89.6% |
| I can influence my workplace through my ideas and involvement. | 4.4% | -2.7% | 77.7% | 73.3% | 76.0% |
| My job gives me a sense of personal accomplishment. | 4.3% | -3.4% | 80.0% | 75.7% | 79.1% |
| Communication of major corporate initiatives is timely and relevant. | 4.1% | -2.8% | 68.0% | 63.9% | 66.7% |
| I am motivated to go beyond what is required in my role to help BCLC succeed. | 3.7% | -4.9% | 76.9% | 73.2% | 78.1% |
| The flexibility of the work schedule. | 3.7% | -4.0% | 80.6% | 76.9% | 80.9% |
| BCLC is a good corporate citizen. | 3.6% | -1.7% | ↑ 91.0% | 87.4% | 89.1% |
| I feel informed about how gaming revenues benefit provincial and community programs and services. | 3.5% | 0.2% | ↑ 92.6% | 89.1% | 89.0% |
| The person I report to values my contributions. | 3.5% | -2.0% | 87.6% | 84.1% | 86.1% |



Increases (Top 2 Box – 3 Year Trend)






| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|--|----------------------|----------------------|---|-------|-------|
| The person I report to treats me with respect. | 3.5% | -1.0% |  91.2% | 87.7% | 88.7% |
| BCLC is transforming to a player-centric company. | 3.2% | -4.4% | 78.4% | 75.2% | 79.6% |
| My work enables me to improve my skills. | 3.0% | -1.6% | 77.7% | 74.7% | 76.3% |
| I support the need for change within BCLC. | 2.7% | -2.1% | 93.0% | 90.3% | 92.4% |
| I understand what corporate social responsibility (CSR) means to BCLC. | 2.3% | 0.1% | 93.5% | 91.2% | 91.0% |
| I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job within BCLC. | 2.2% | -5.2% | 50.3% | 48.1% | 53.3% |
| I believe I am recognized based on my performance. | 2.0% | -8.6% | 62.1% | 60.1% | 68.7% |
| I am well informed about my benefits package. | 1.9% | -1.8% | 82.2% | 80.3% | 82.1% |
| BCLC continuously innovates to provide players with an outstanding gambling experience. | 1.5% | -3.4% | 79.5% | 78.0% | 81.4% |
| I believe that the people I work with respect me as a person. | 1.5% | -1.9% | 88.7% | 87.2% | 89.1% |
| My benefits package meets my current needs. | 1.1% | 0.8% | 86.5% | 85.4% | 85.0% |
| I feel informed about how BCLC manages gambling in BC. | 1.0% | -1.3% | 92.8% | 91.8% | 93.1% |
| BCLC makes a positive contribution to the province of BC. | 0.8% | -0.7% | 94.9% | 94.1% | 94.8% |
| I think my benefits package is competitive. | 0.7% | 2.3% | 80.4% | 79.7% | 77.0% |



Decreases (Top 2 Box – 3 Year Trend)



| Statement | % Change 2014 - 2015 | % Change 2013 - 2014 | 2015 | 2014 | 2013 |
|---|-------------------------------|-------------------------------|--|-------|-------|
| I feel that my overall compensation package (pay, bonus and benefits) is comparable with people doing a similar job with other similar organizations. | -2.3% | -4.9% | 35.8% | 38.1% | 43.0% |
| I am well informed about my pension/retirement savings program. | -4.4% | 5.0% | 63.1% | 67.5% | 63.0% |
| My overall compensation package (pay, bonus and benefits) reflects my performance. | -5.7% | -10.6% |  42.4% | 48.1% | 58.7% |
| The on-boarding program helps new hires to become productive very quickly. | -5.9% | 7.4% | 58.4% | 64.3% | 57.0% |
| BCLC provides rewards to recognize various levels of achievement. | -5.9% | -6.6% |  54.3% | 60.2% | 66.8% |
| The salary. | -6.0% | -10.2% |  46.1% | 52.1% | 62.3% |



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

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

Average Impact

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

Low Impact

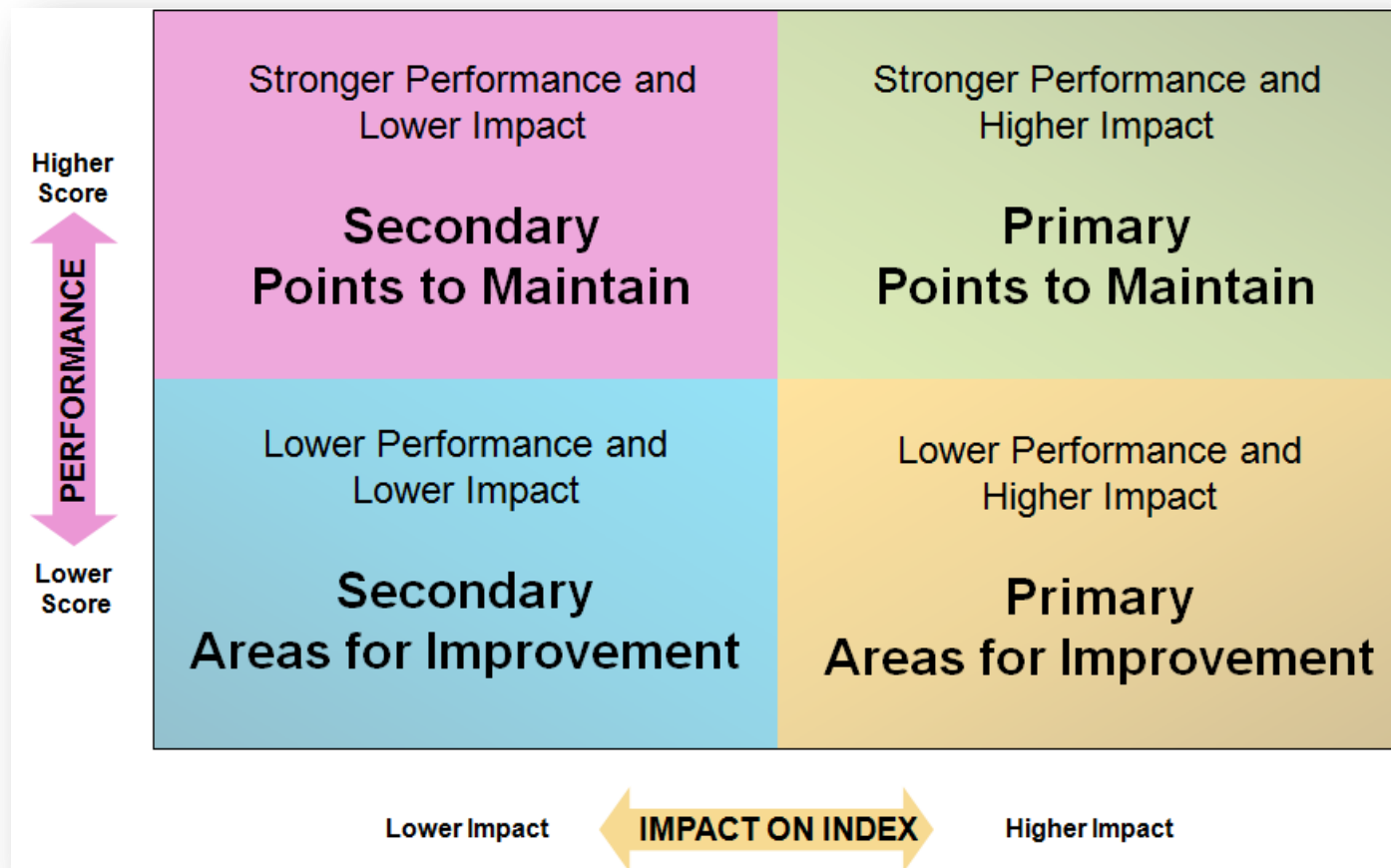
- Team Environment & Morale
- My Manager
- My Compensation
- My Benefits
- Need for Change

Priority Matrix

- 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.

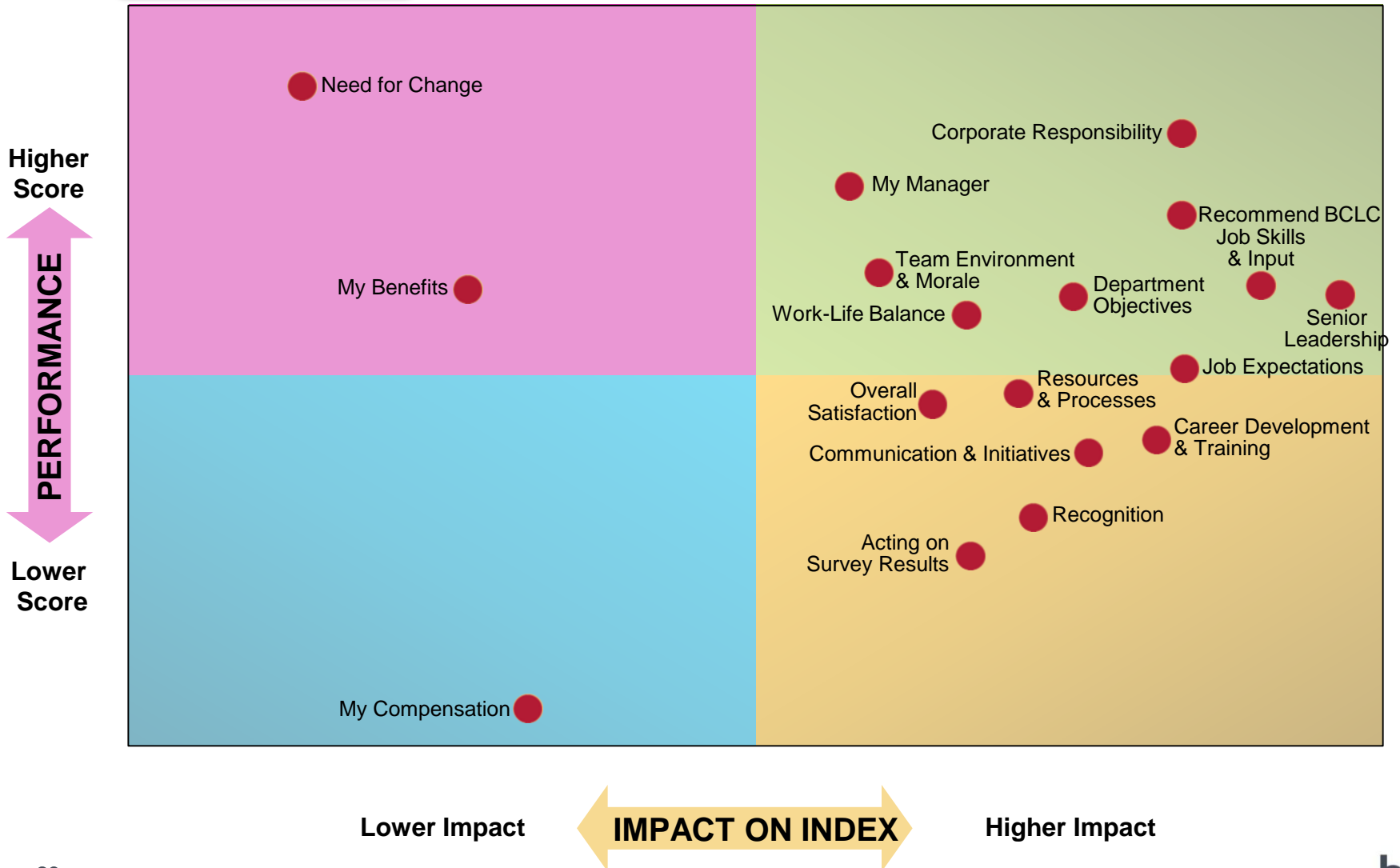
Understanding Priority Matrix

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



Priority Matrix for BCLC

2015



Areas For Focus

Primary Points to Improve

Overall Satisfaction

Acting on Results

Career Development & Training

Resources & Processes

Communication & Initiatives

Recognition

Primary Points to Maintain

Corporate Responsibility

Work-Life Balance

Job Skills & Input

Department Objectives

Recommend BCLC

My Manager

Senior Leadership

Job Expectations

Team Environment & Morale

Secondary Points to Maintain

My Benefits

Need for Change

Secondary Points to Improve

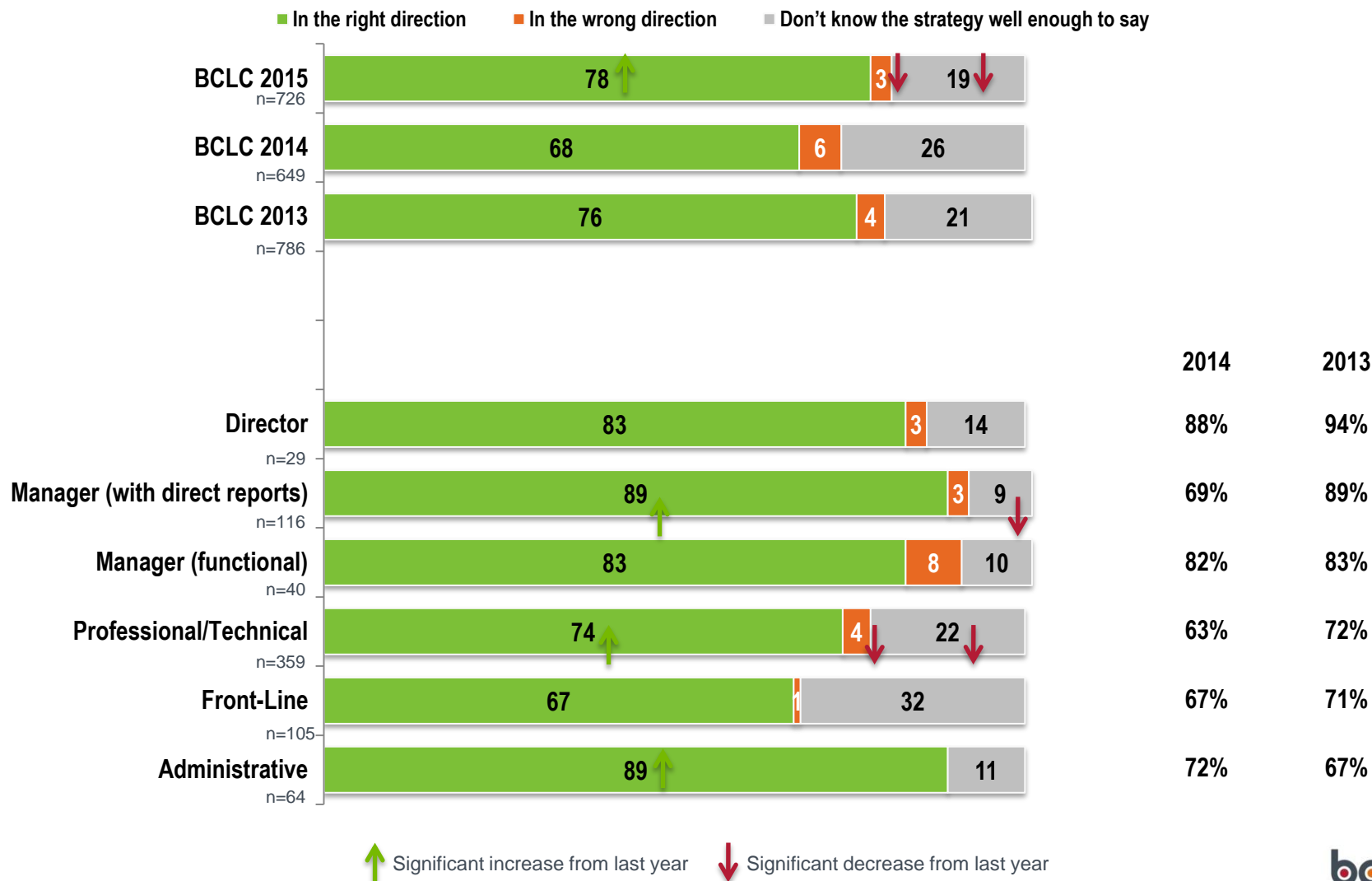
My Compensation

Key Metrics



Endorsement of Strategy

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



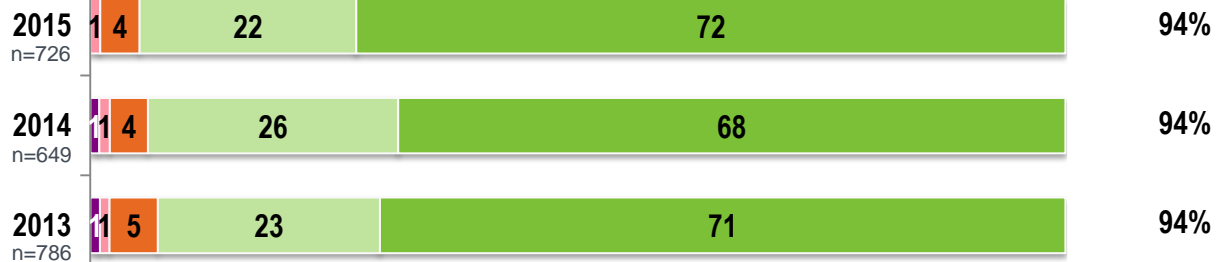
Corporate Dimensions

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

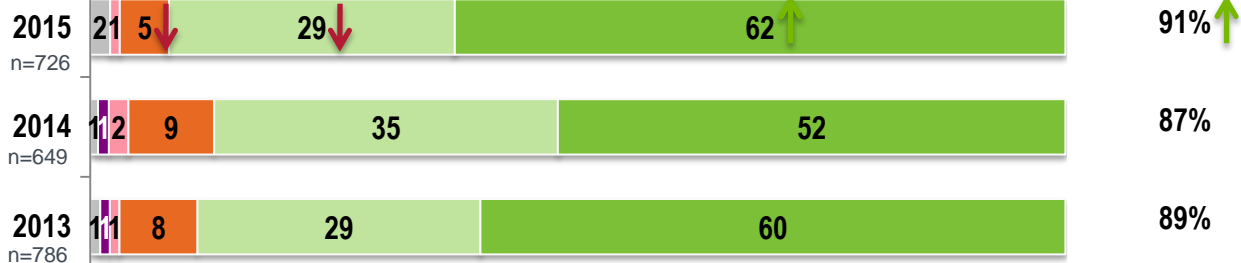
DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

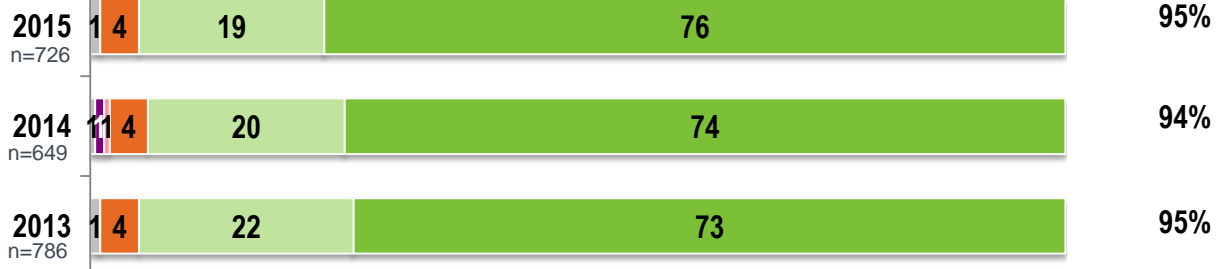
BCLC encourages
British Columbians to
play responsibly



BCLC is a good
corporate citizen



BCLC makes a positive
contribution to the
province of BC



Significant increase from last year

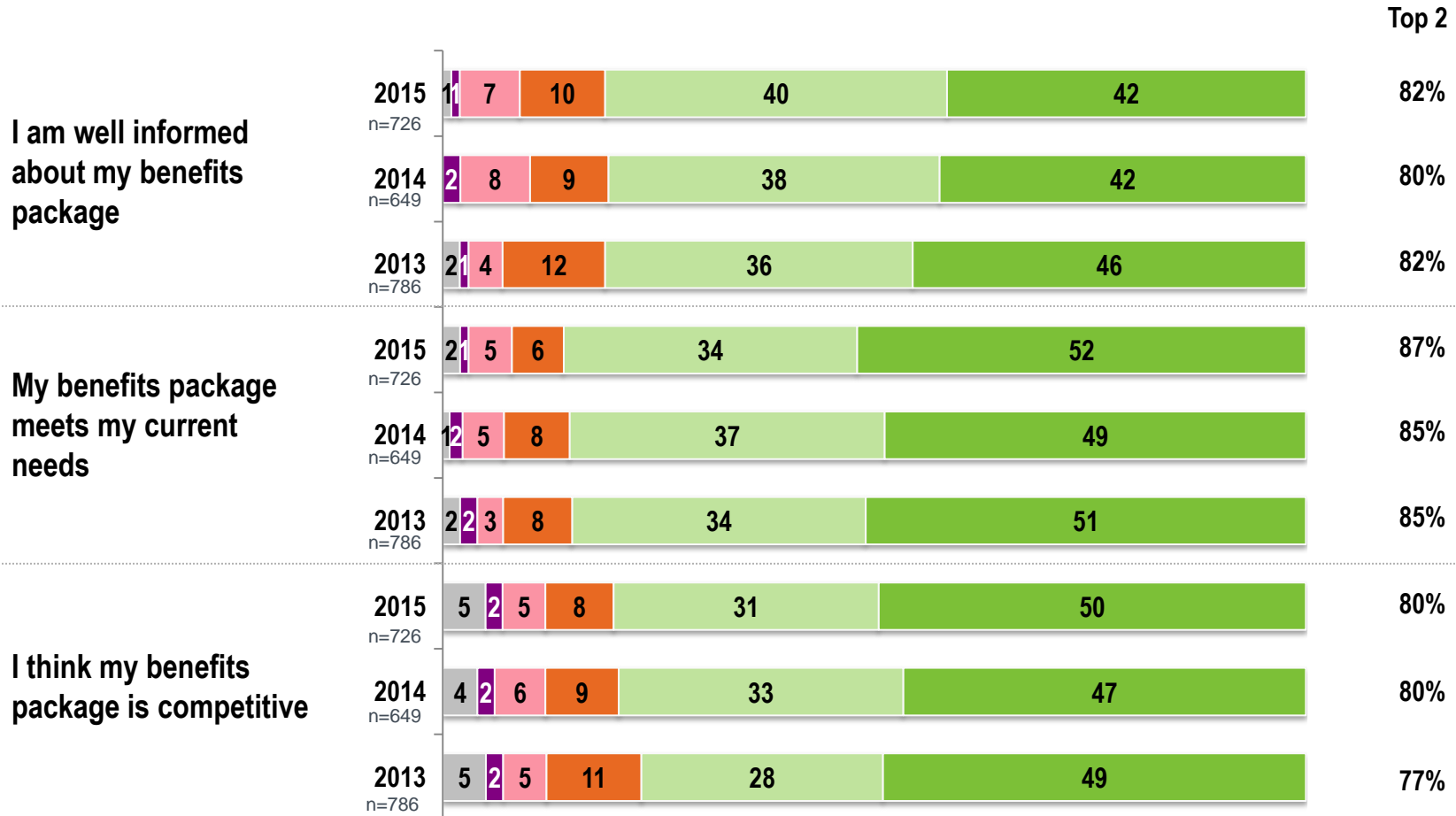


Significant decrease from last year

Benefits Package

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

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



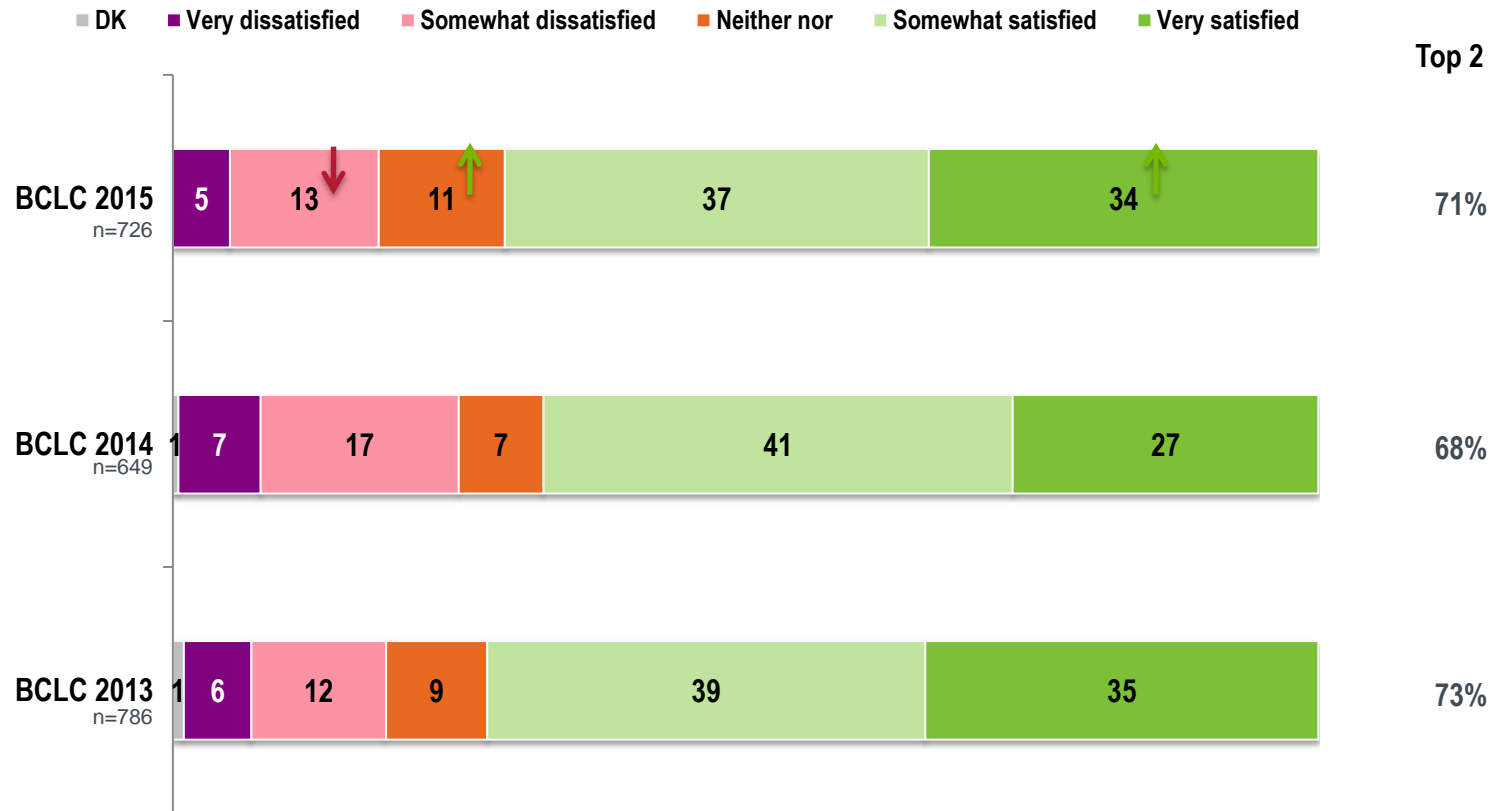
Significant increase from last year



Significant decrease from last year

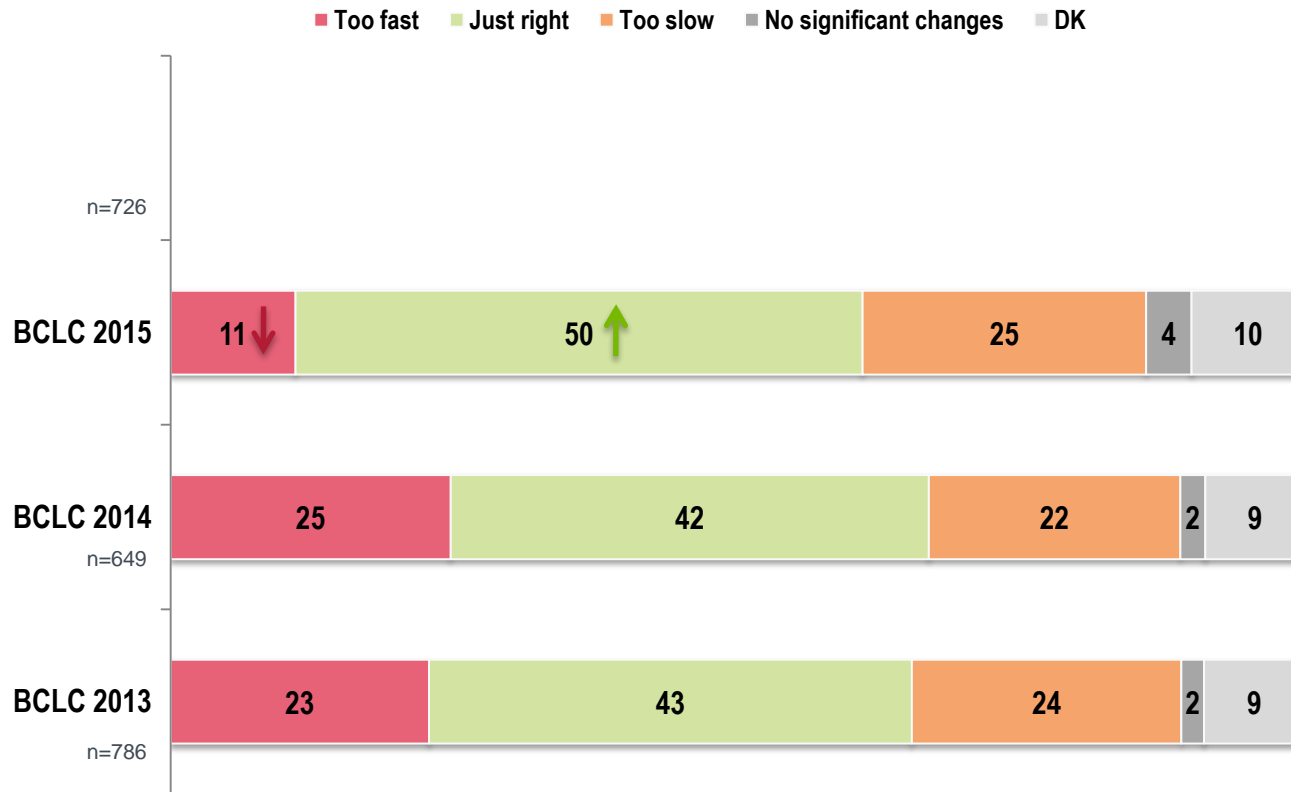
Overall Satisfaction

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



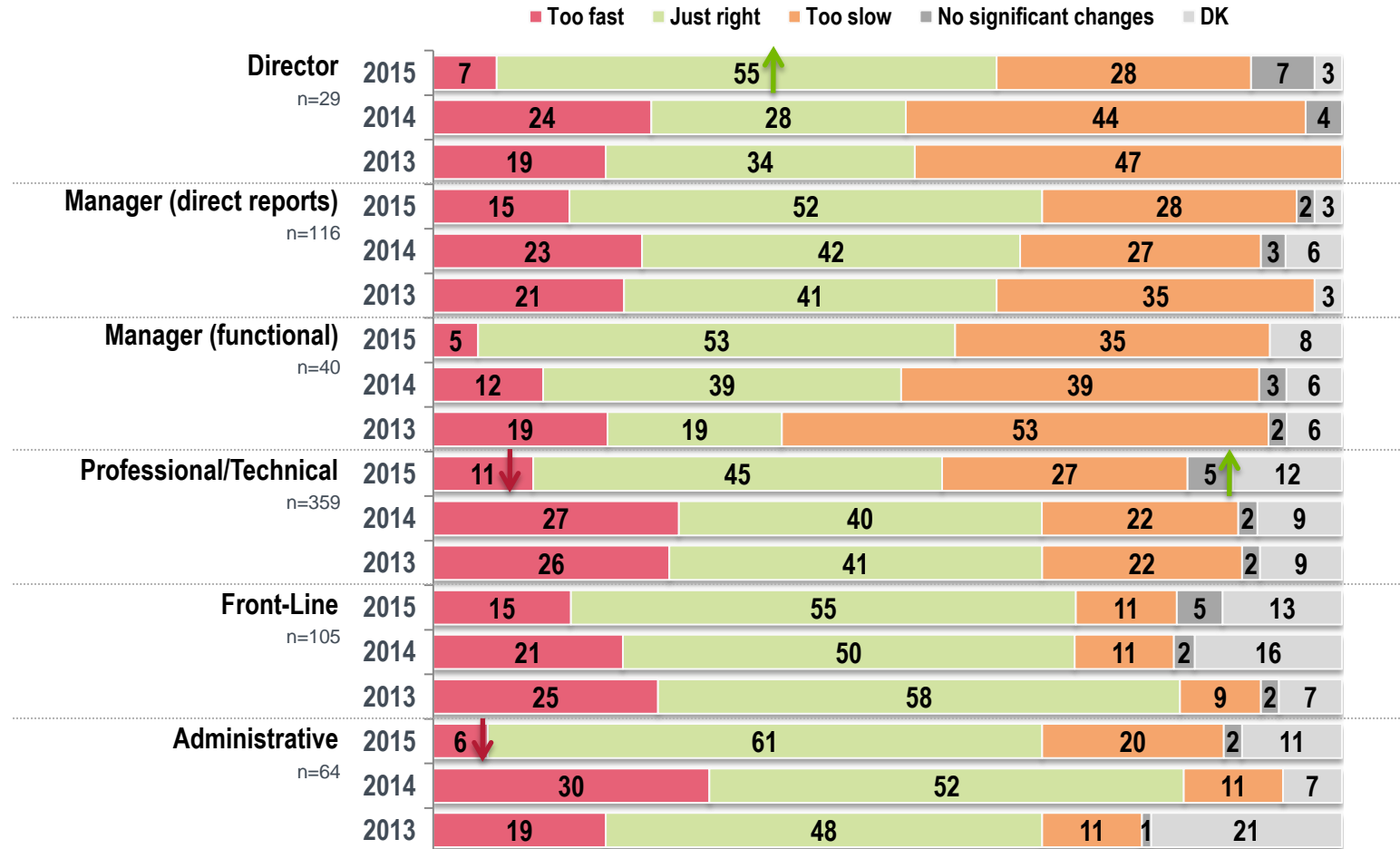
Pace of Change

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



Pace of Change

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



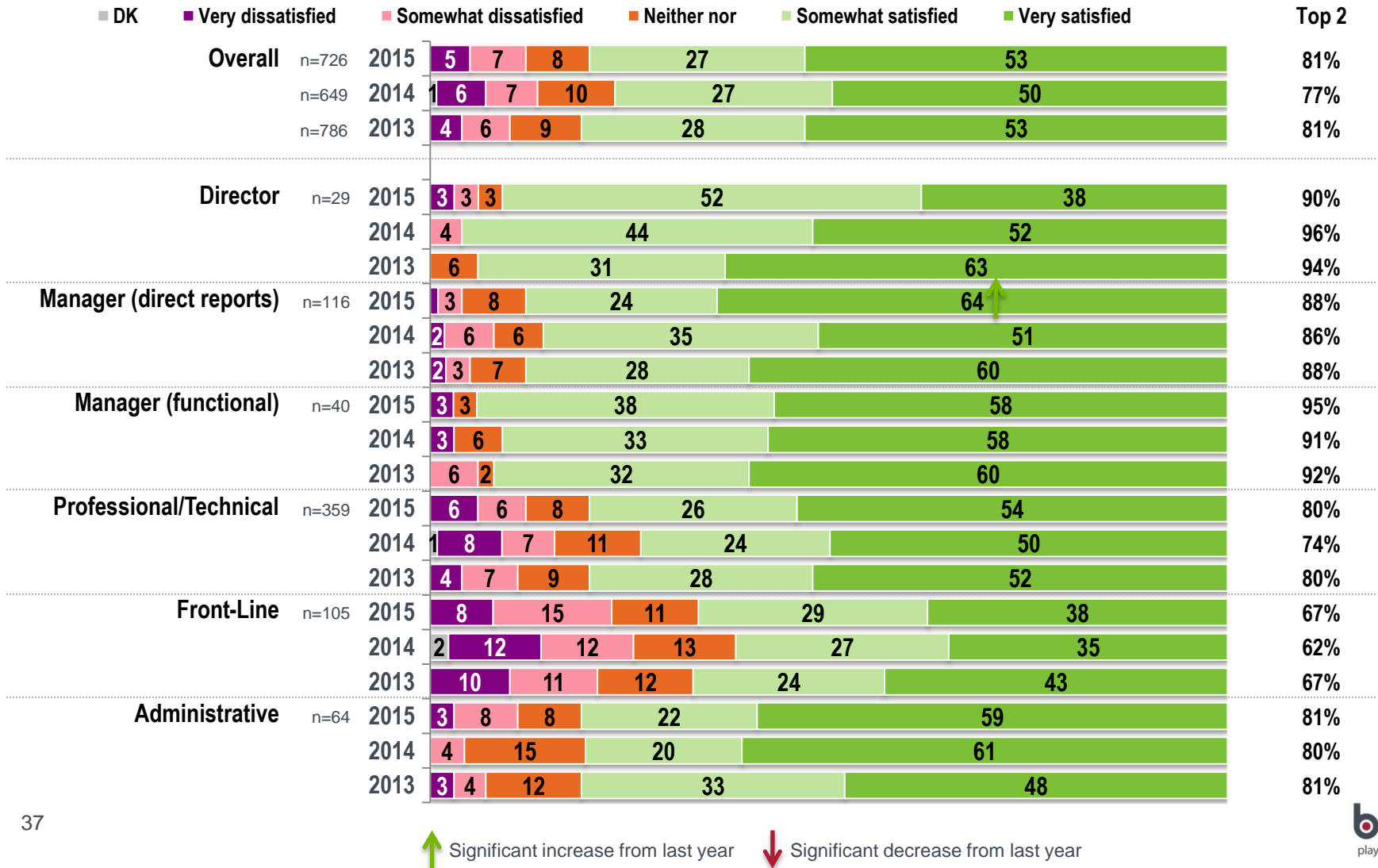
Significant increase from last year



Significant decrease from last year

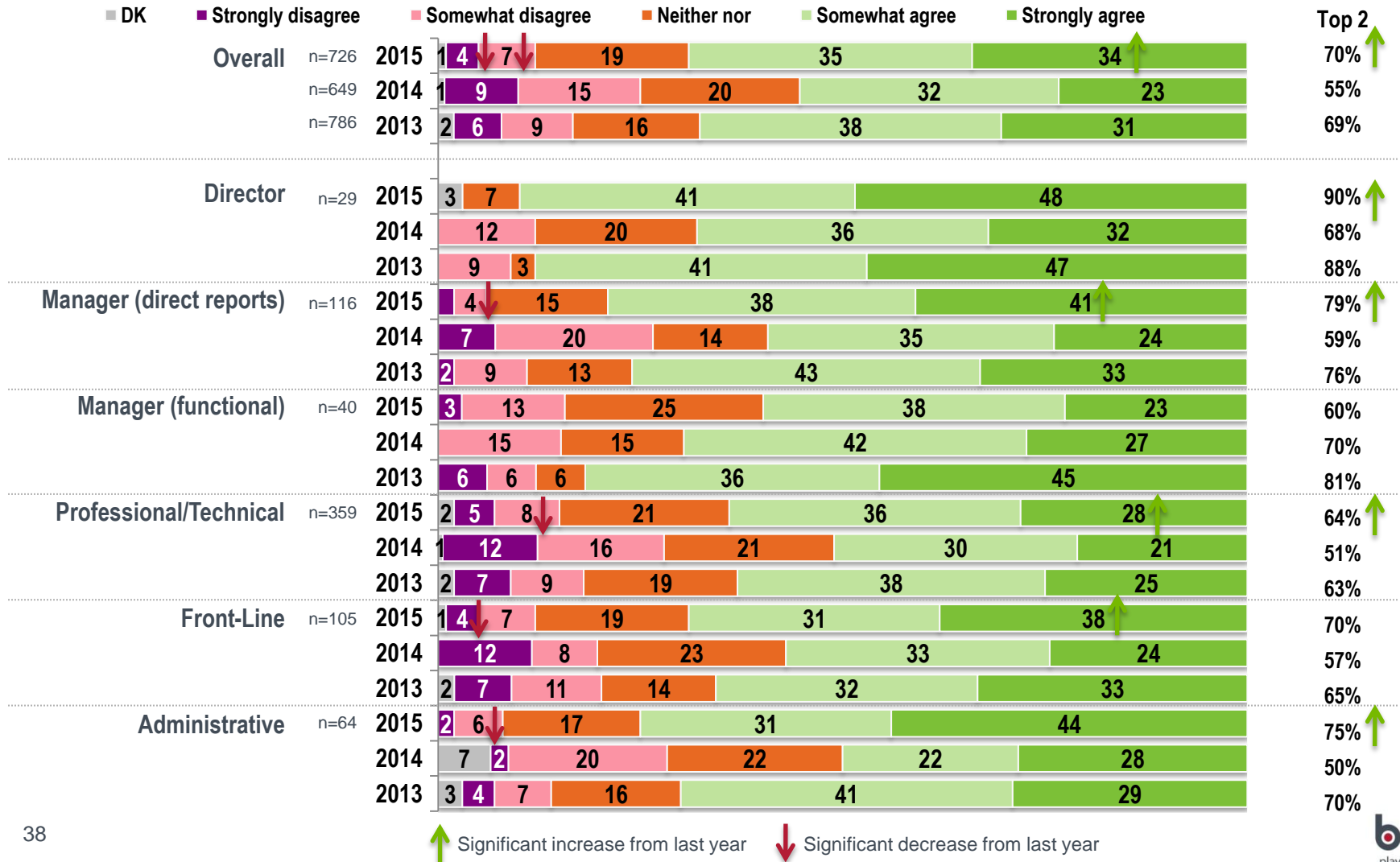
Satisfaction with Flexibility of Work Schedule

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 (%)

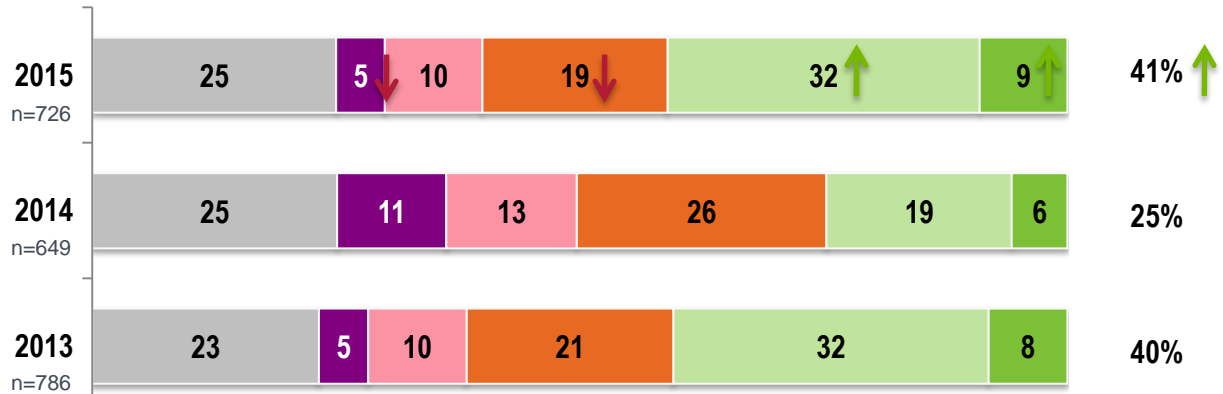


Survey Follow Up

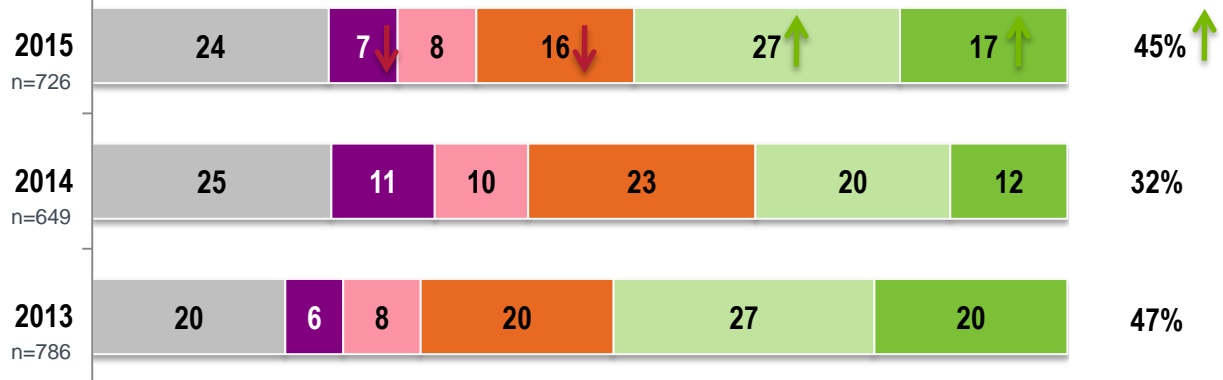
Please rate your agreement with the statements below ... (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

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

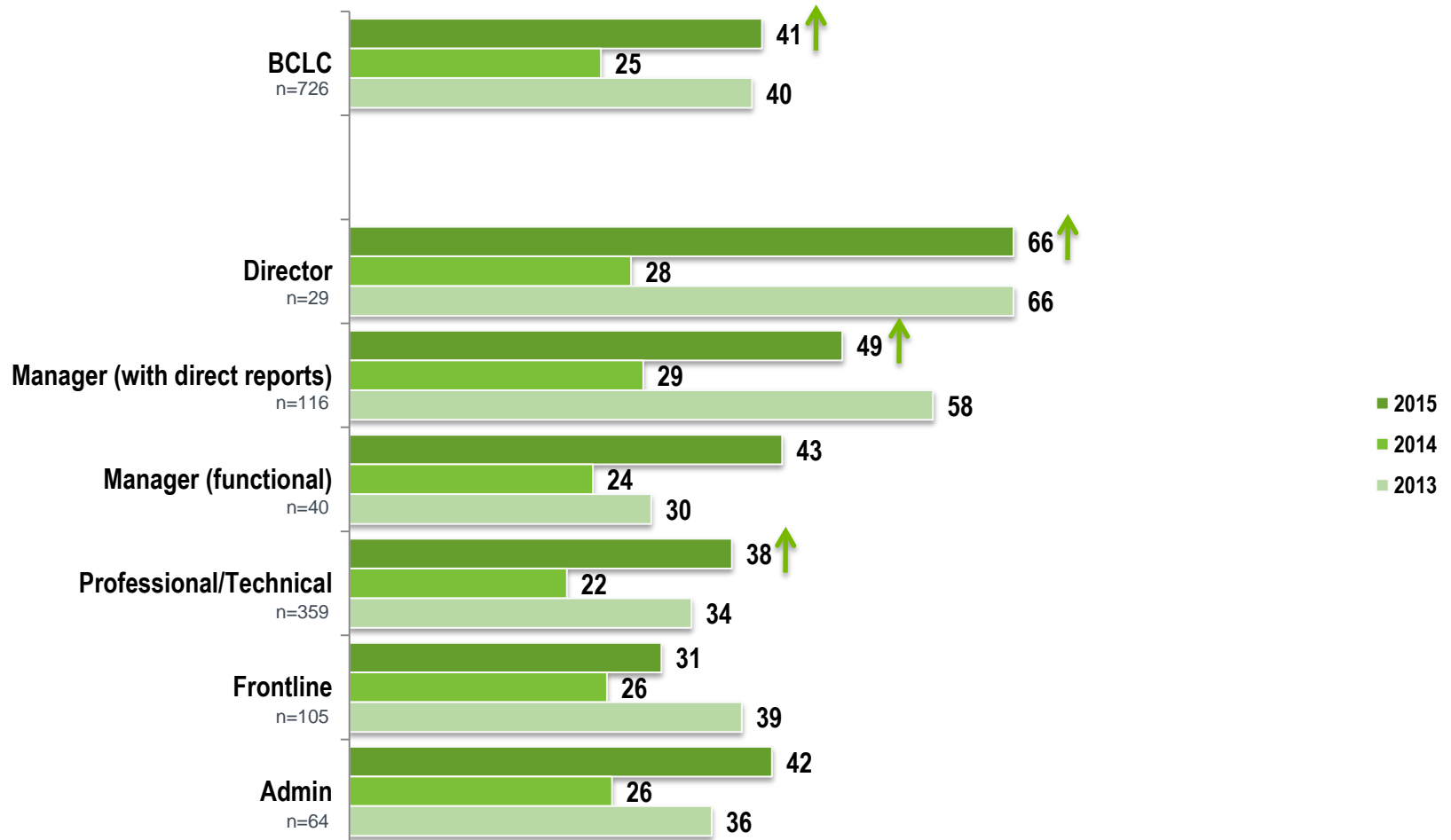


My department took action based on the employee survey results

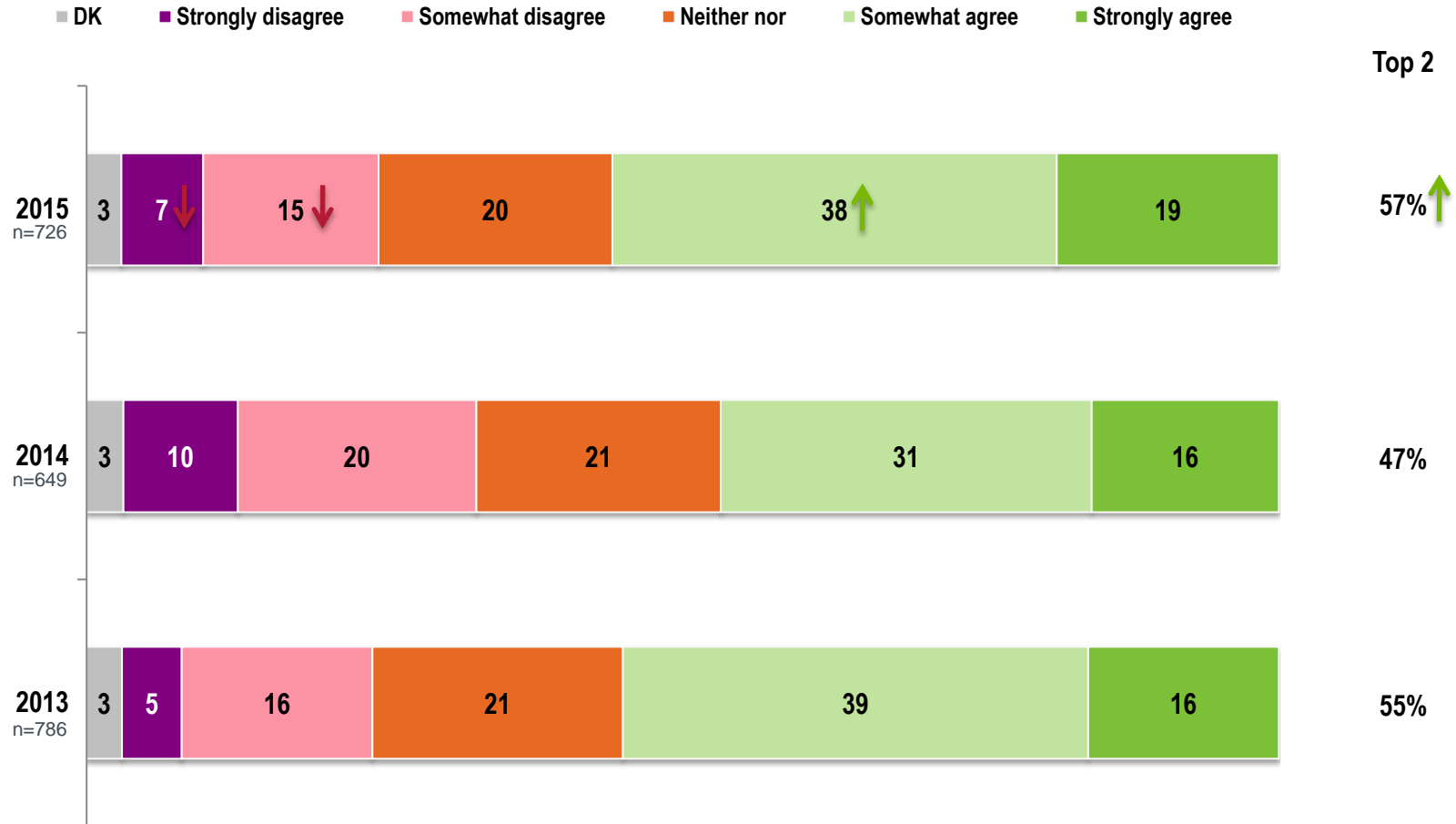


Survey Follow Up at Corporate Level

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 (%)

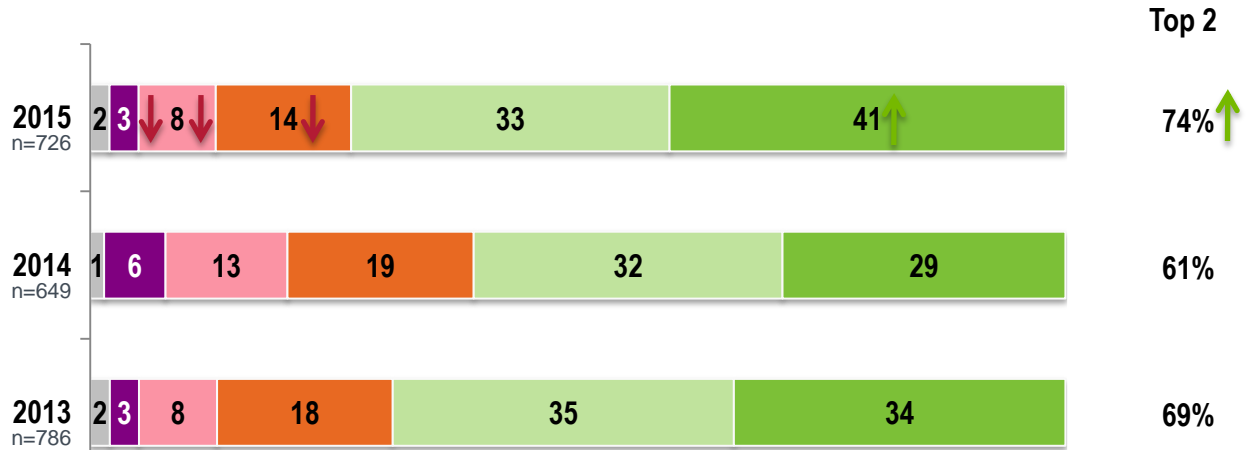


Perceptions of the Leadership Team

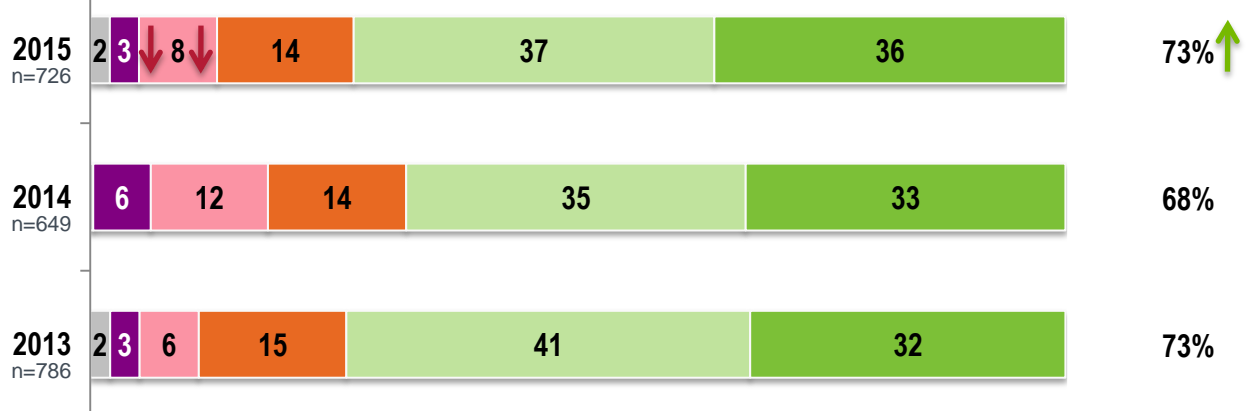
Please rate your agreement with the statements below ... (%)

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



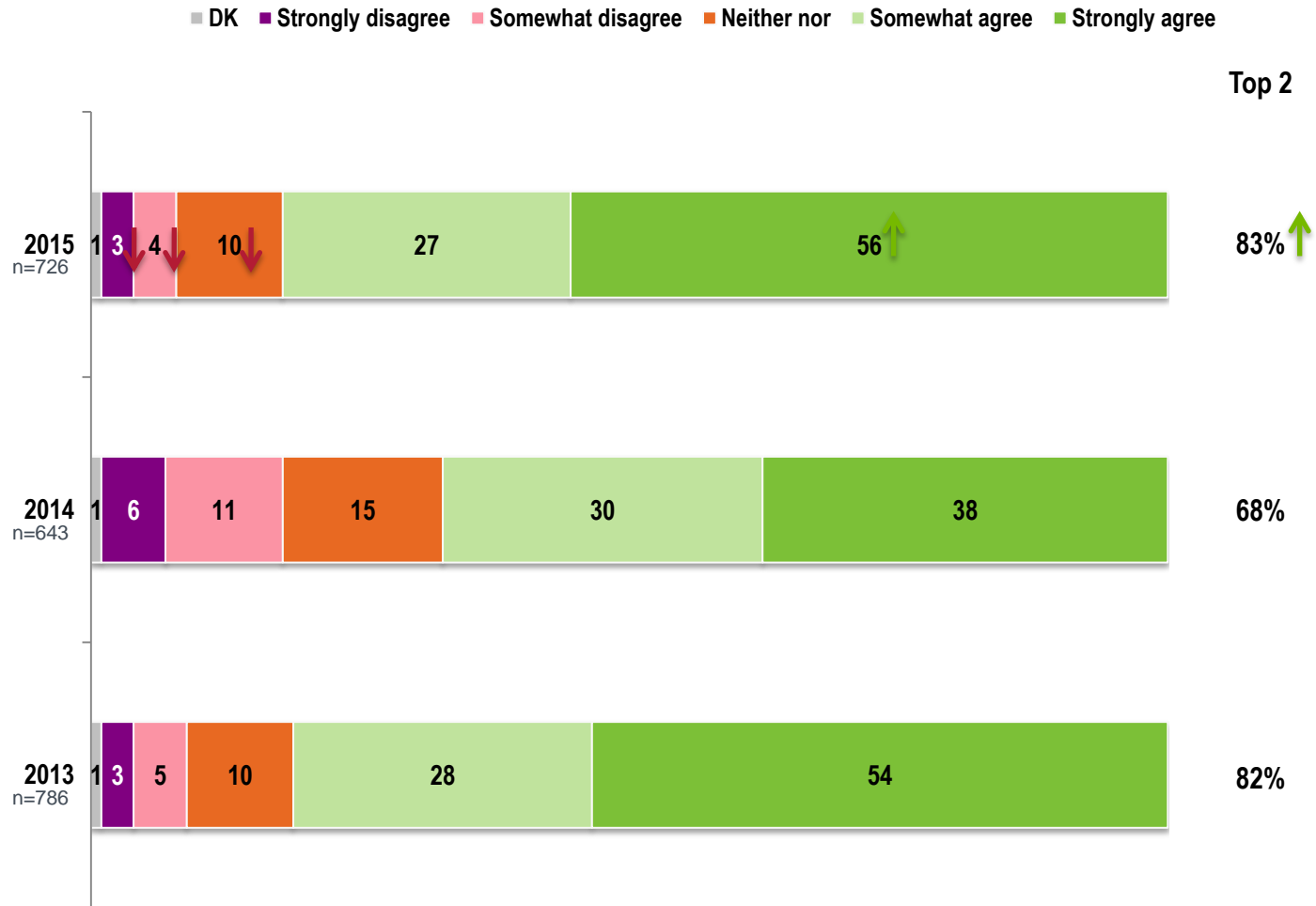
Significant increase from last year



Significant decrease from last year

Would Recommend

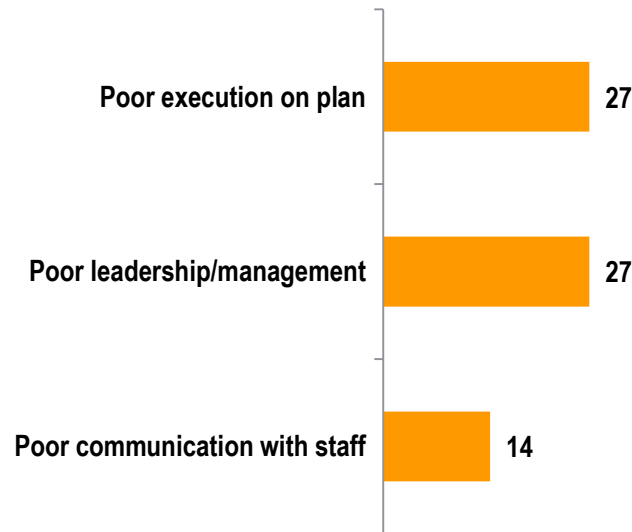
I would recommend BCLC as an employer to a friend or family member (%)



Why BCLC is Moving in the Wrong Direction?

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

Top 3 Responses



"We put strategy out there, but we don't support it, instead, we implement action that doesn't seem to align with strategy."

"I believe we are doing a lot of good stuff but it doesn't appear to be tied together to be pulling in the same direction. Is 'Light and Casual' the right target for growth? if so, so we have a 'Player Journey's' developed to grow these players? if so, do we have them developed for the vastly different player profiles (ethnic groups)?."

"There is an absence of understanding BCLC's distinctive competencies, and how they align to a more effective strategy. There is a lack of focus in the strategy. Leadership is inarticulate in describing how activities align or misalign with strategy. Leadership has poor incentives to execute an effective strategy."

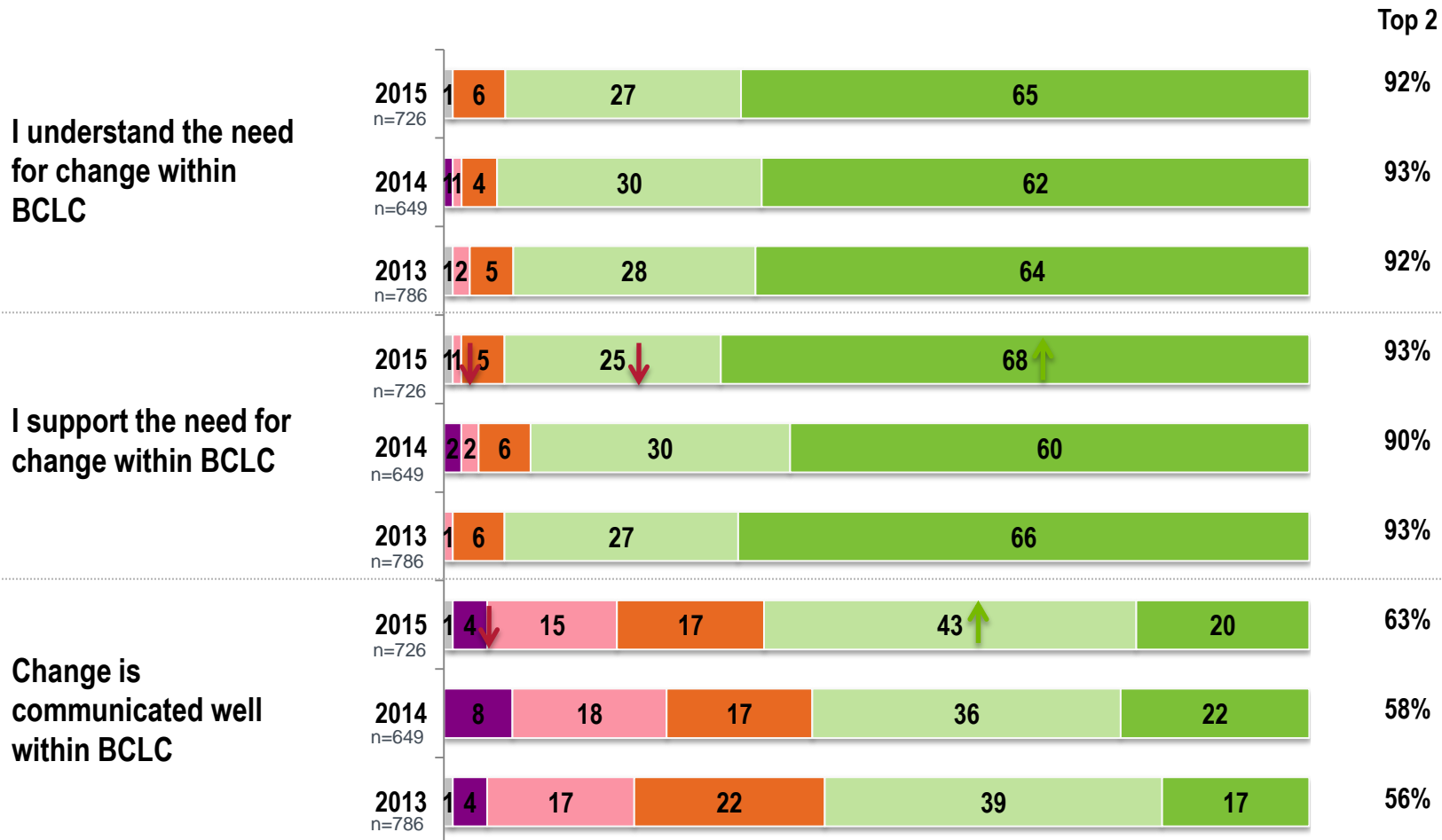
"BCLC is focusing more on money rather than the welfare of his employee. BCLC generated billion of dollars a year, but they will not even take care of their employees when it comes to merit increase, bonuses and other expenses (expenses tools etc...)."

"BCLC is becoming too dependent to particular suppliers which limits our future ability to negotiate competitive agreements while reducing our internal capabilities therefore resulting in long-term reductions of capability and increasing long-term costs. Many suppliers / venders are out-of-country or out-of-province which siphons money out of the BC / Canadian economy instead of growing our local industry."

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

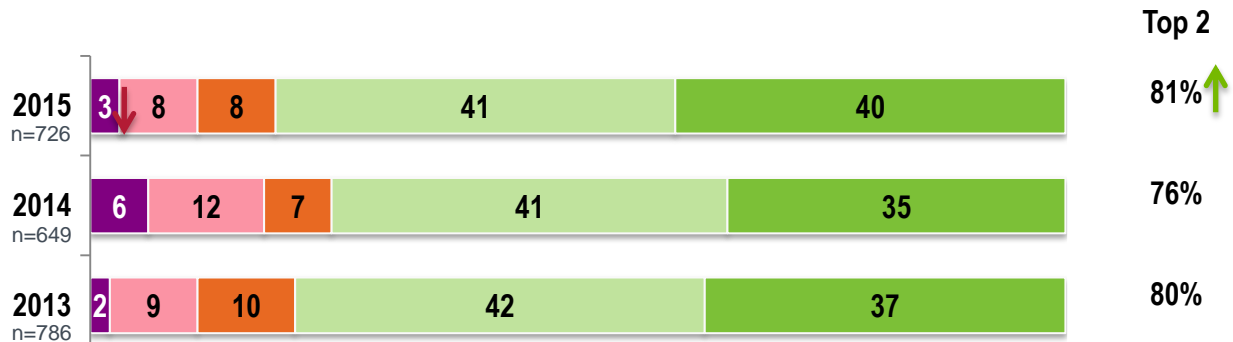
The Employee Experience

Employee Expectations

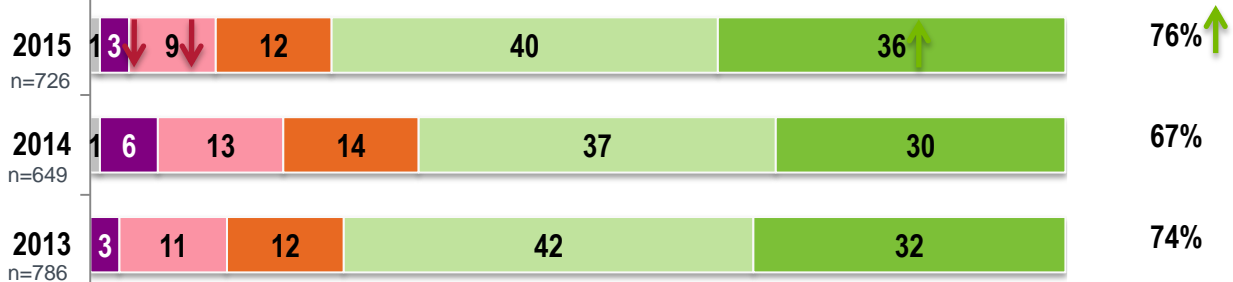
Please rate your agreement with the statements below ... (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

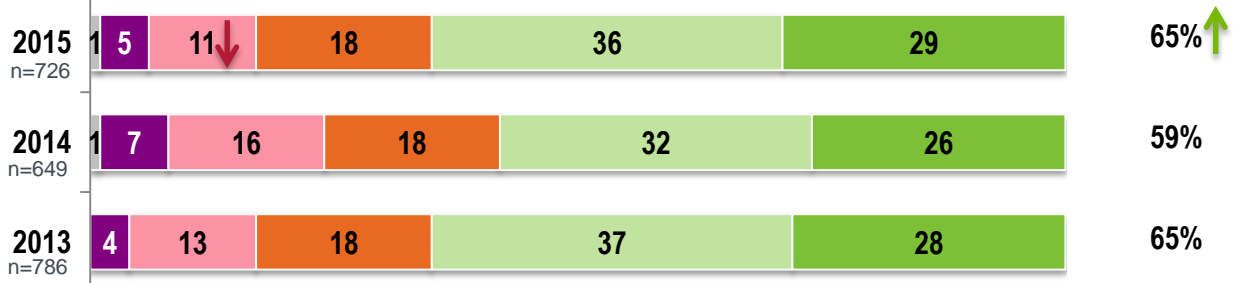
The expectations for my job are clear



The expectations for my job are realistic



The expectations for my job are motivating



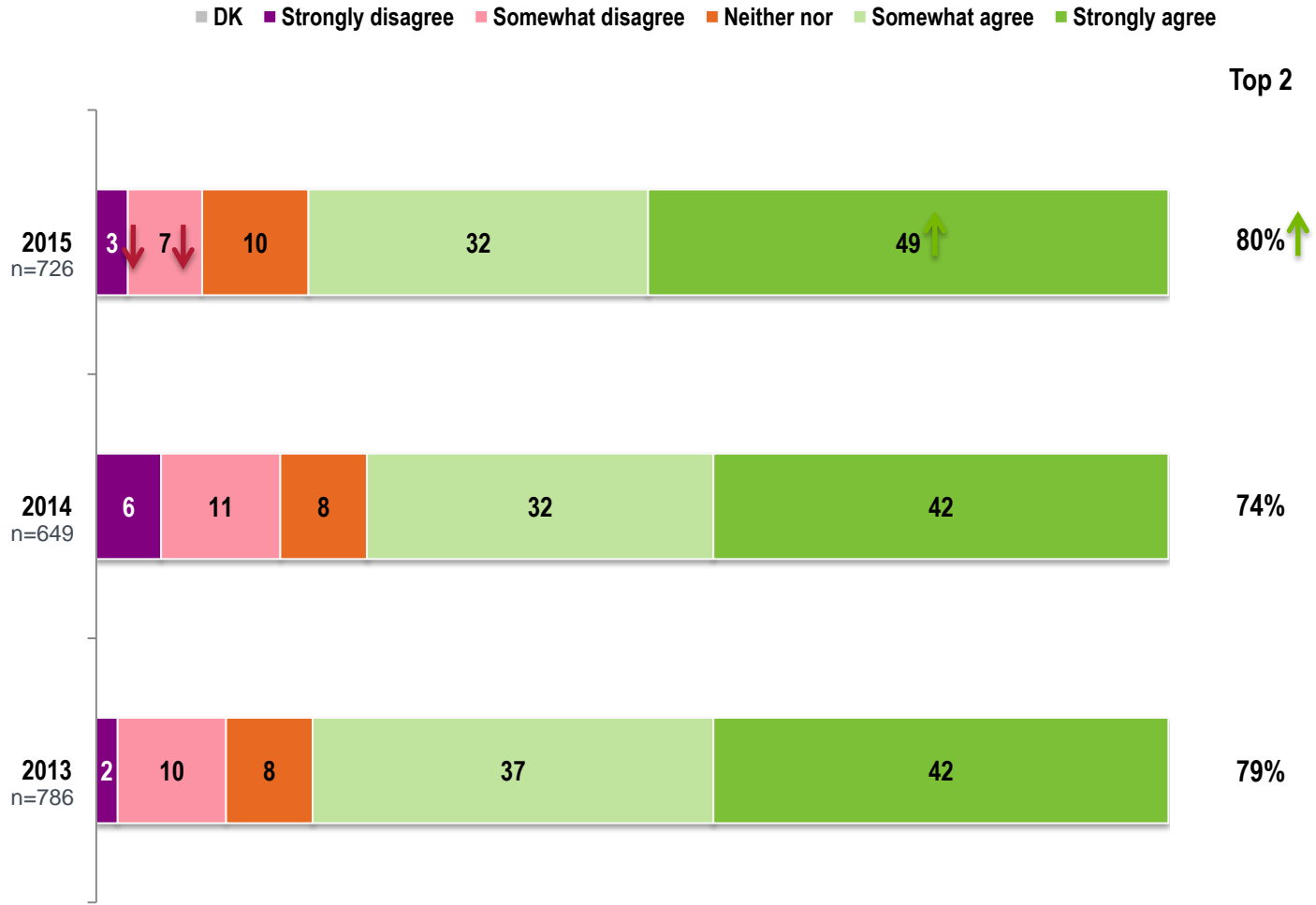
Significant increase from last year



Significant decrease from last year

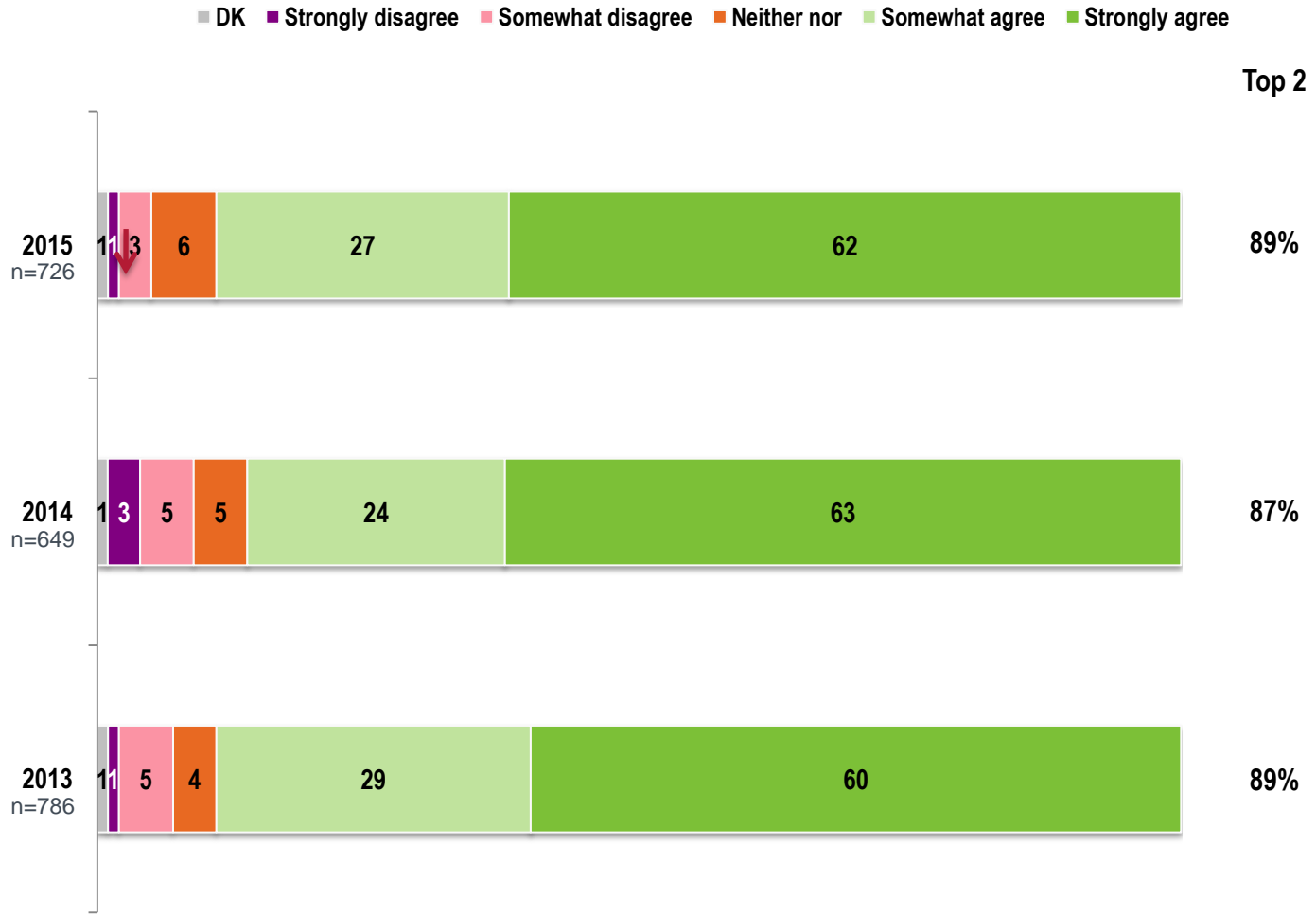
Provide Input

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



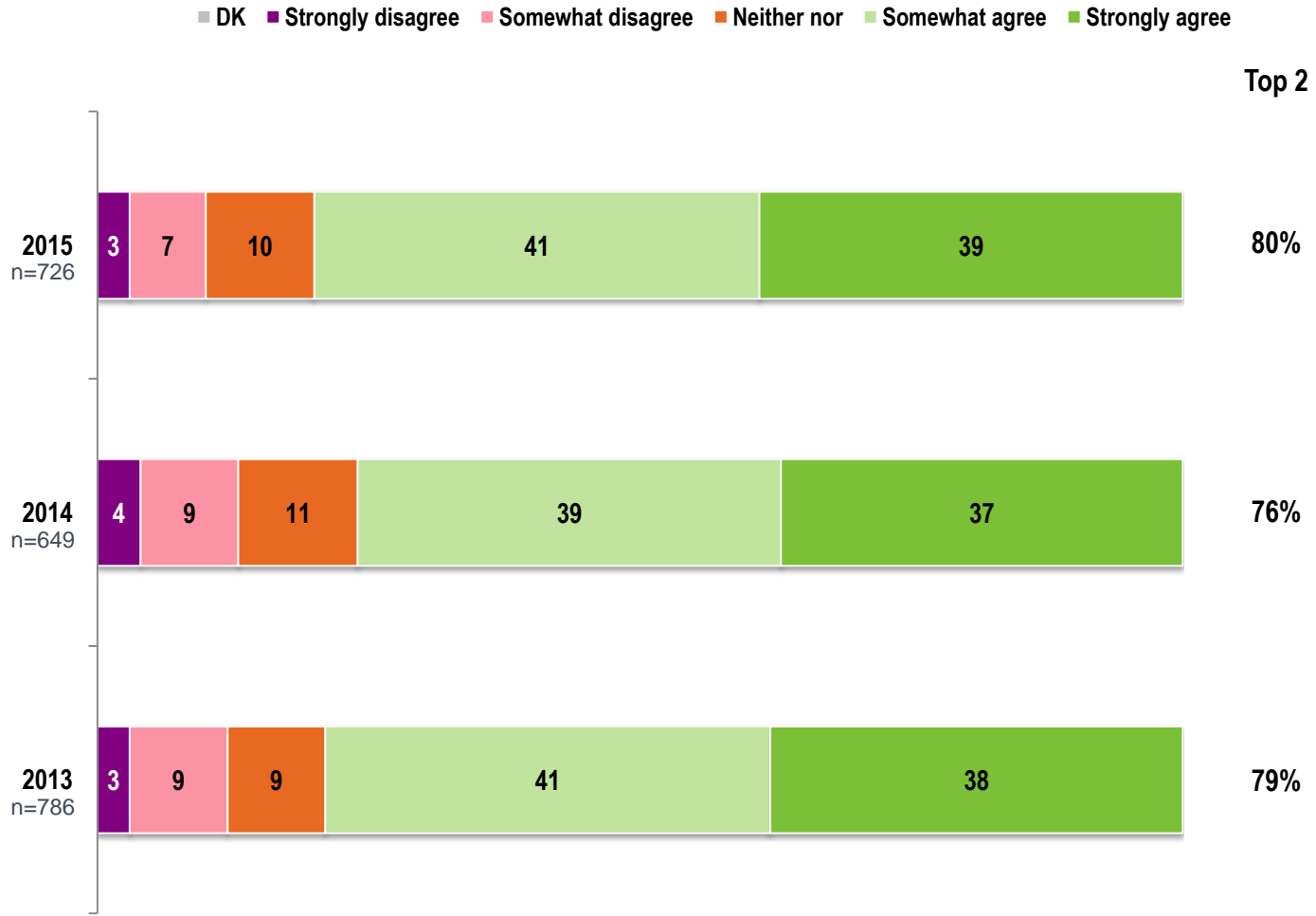
Peer Respect

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



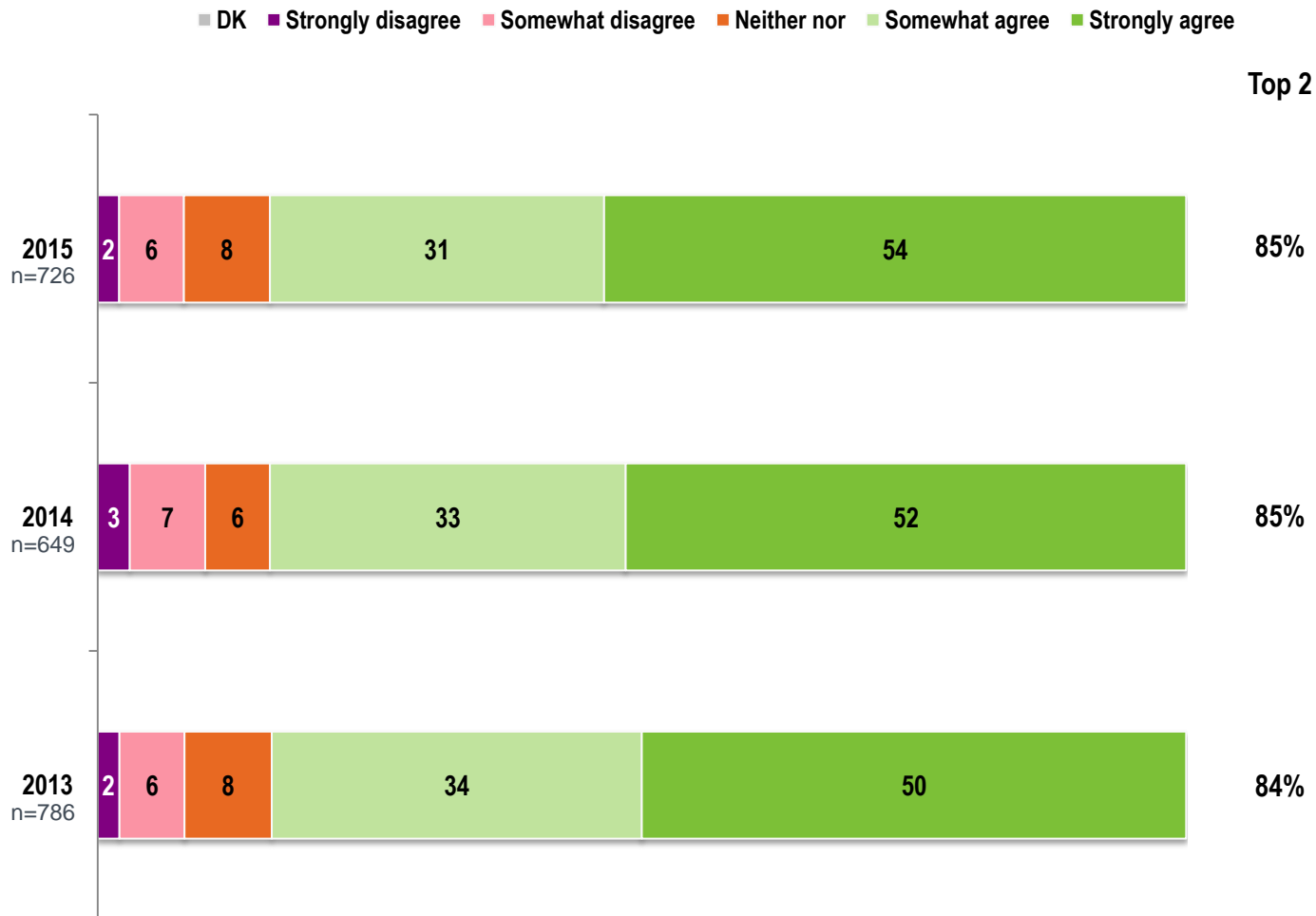
Personal Accomplishment

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



Good Fit with Skills

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



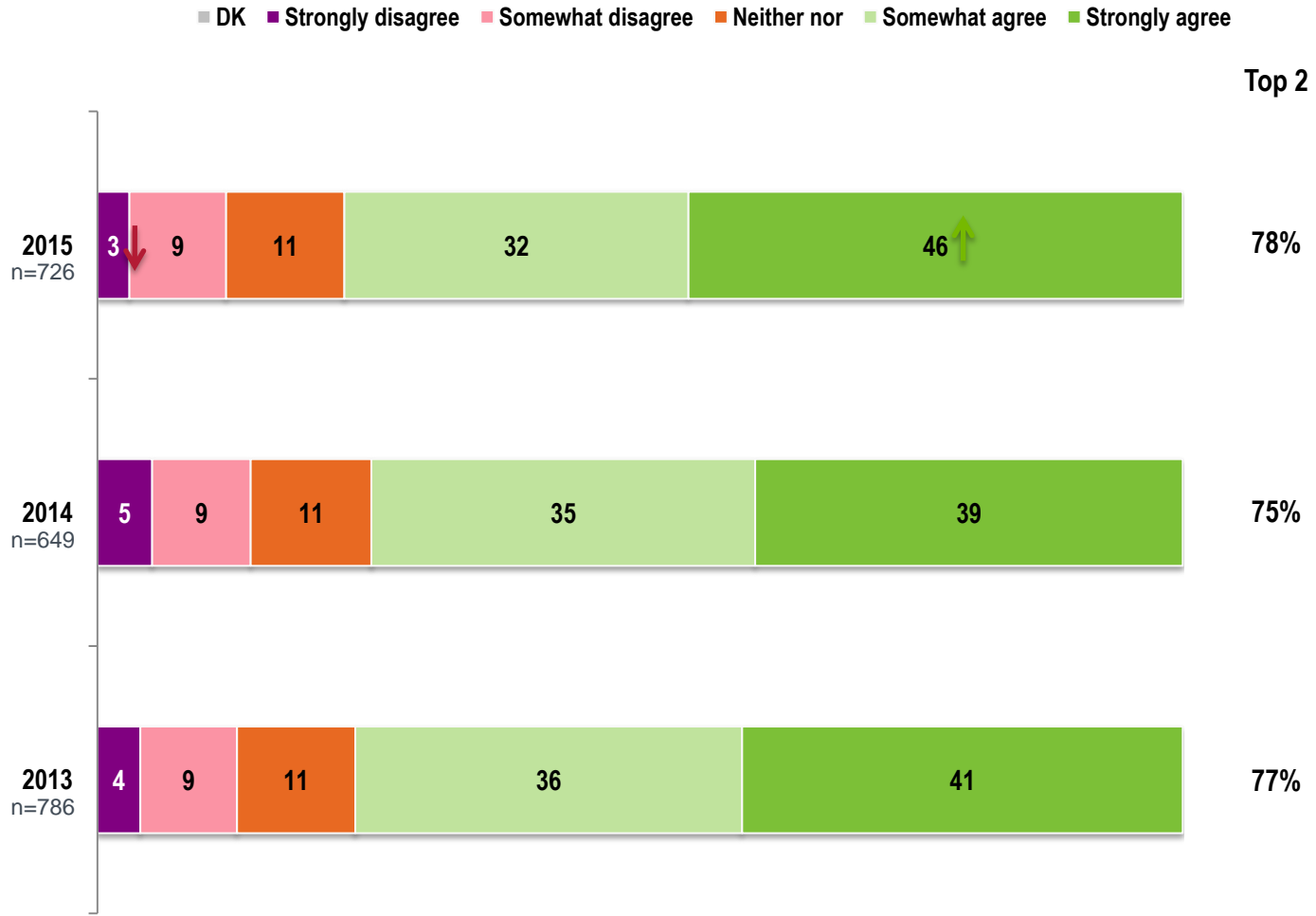
Significant increase from last year



Significant decrease from last year

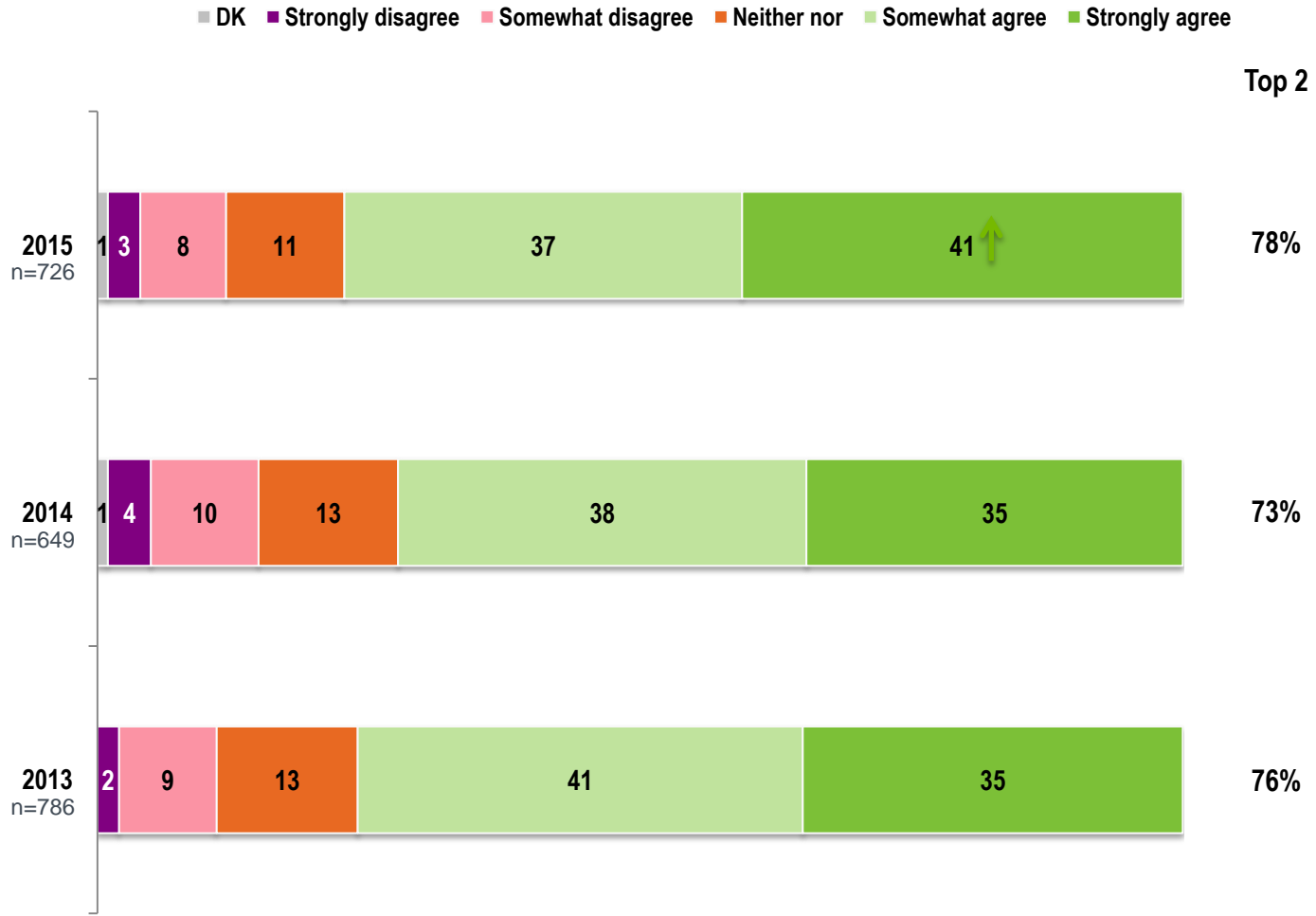
Improve My Skills

My work enables me to improve my skills (%)



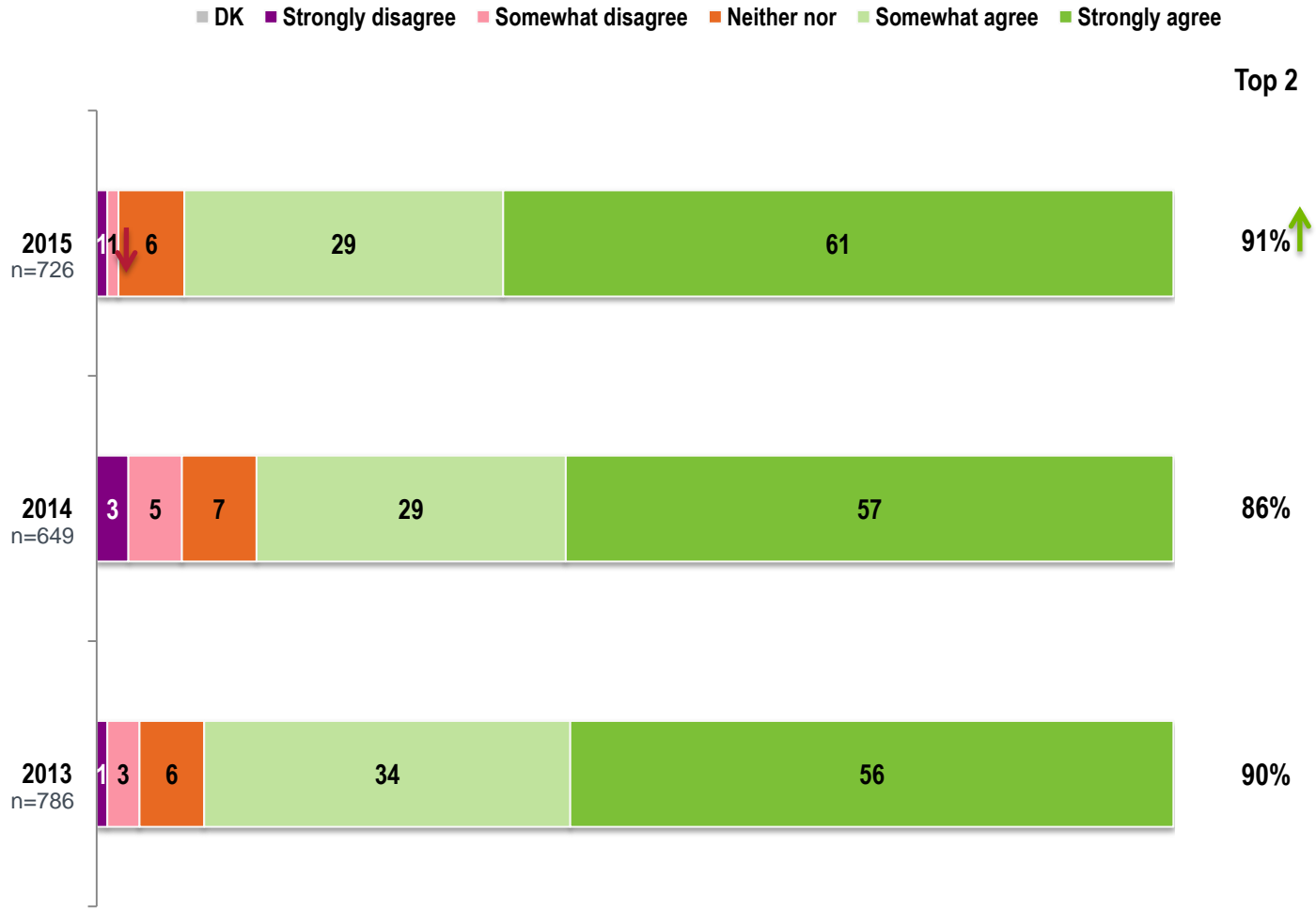
Improve My Workplace

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



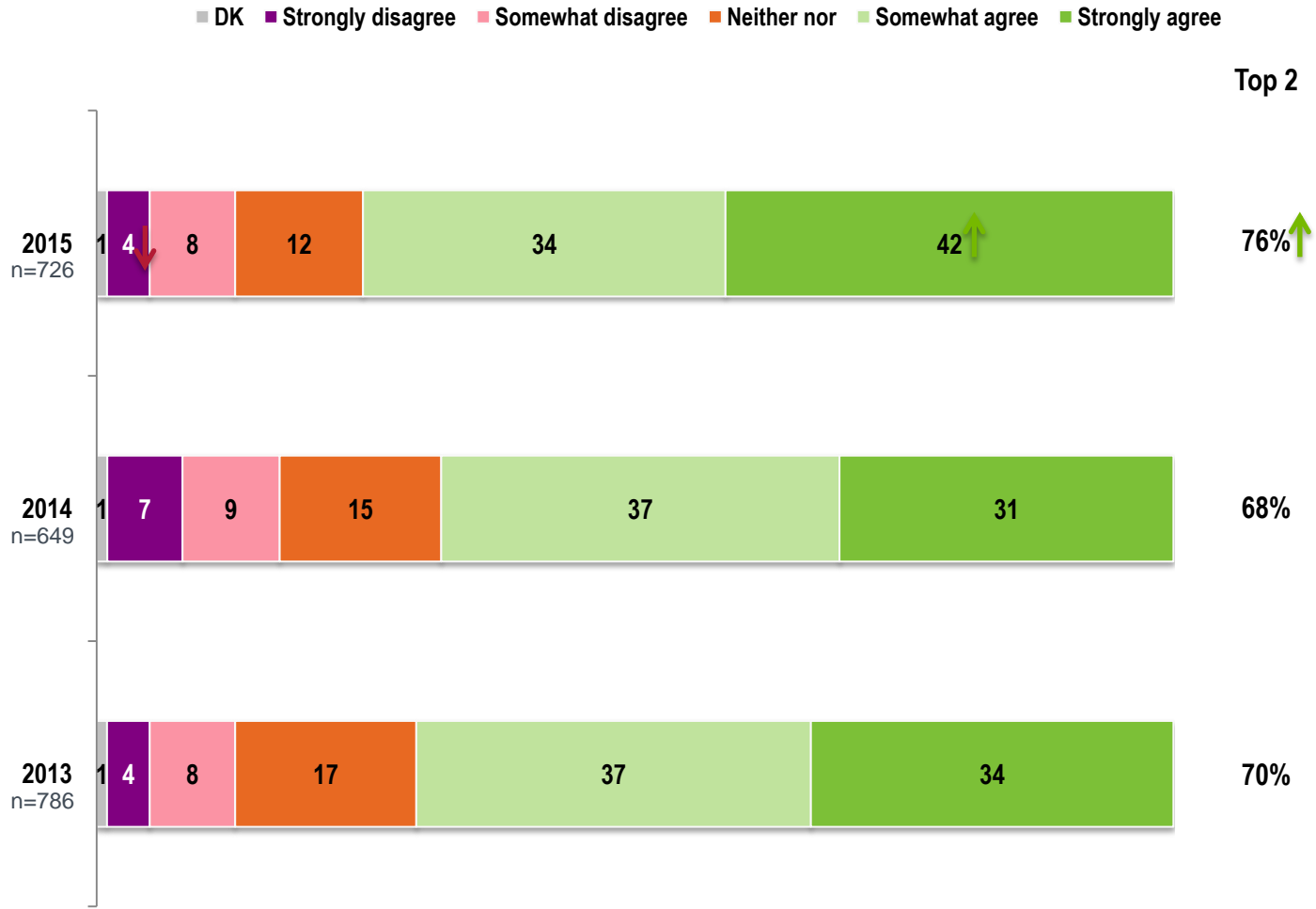
Role Supports Business Objectives

I understand how my role supports BCLC's business objectives (%)



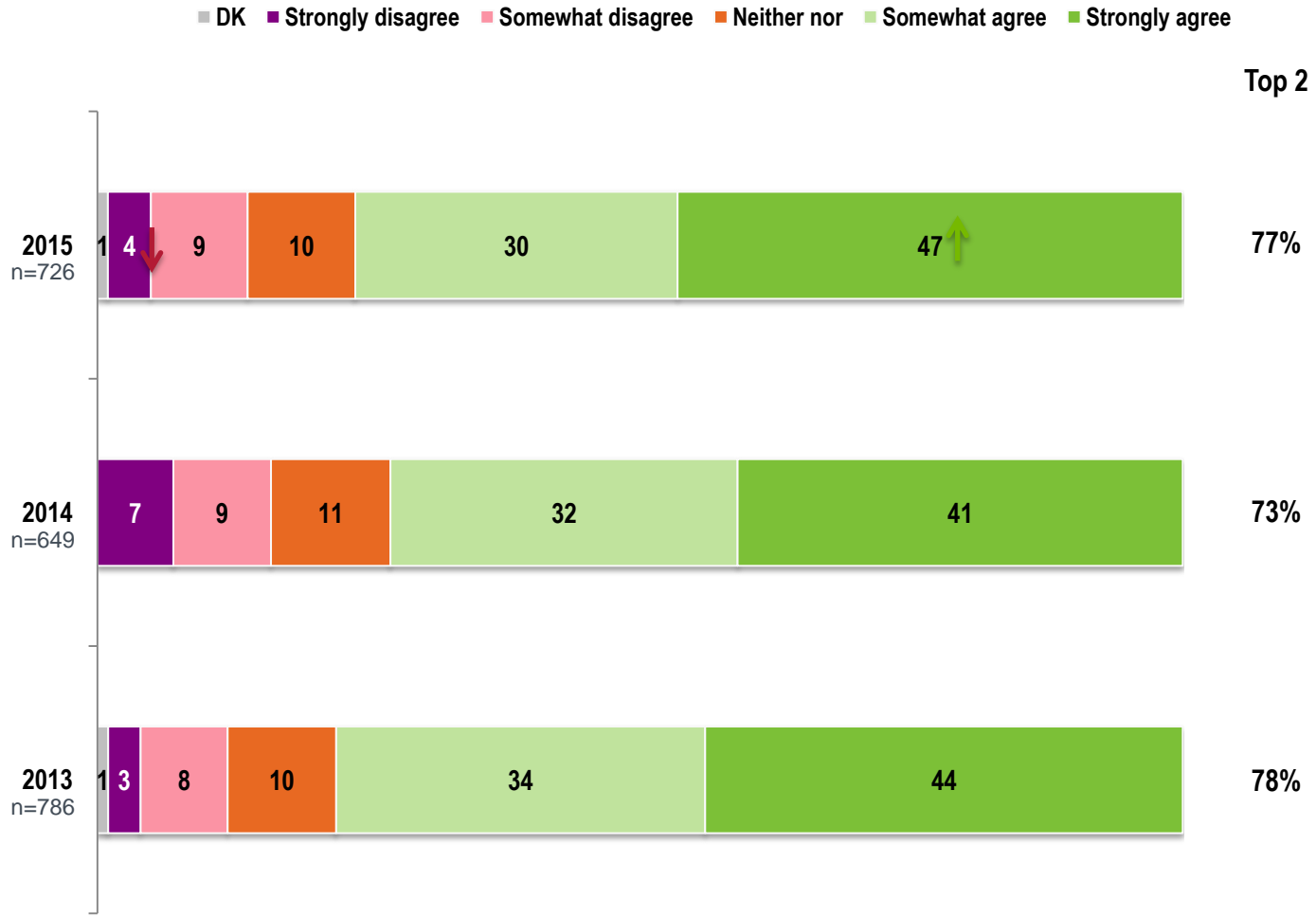
Input in Goal Setting

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



Motivated to Exceed Requirements

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



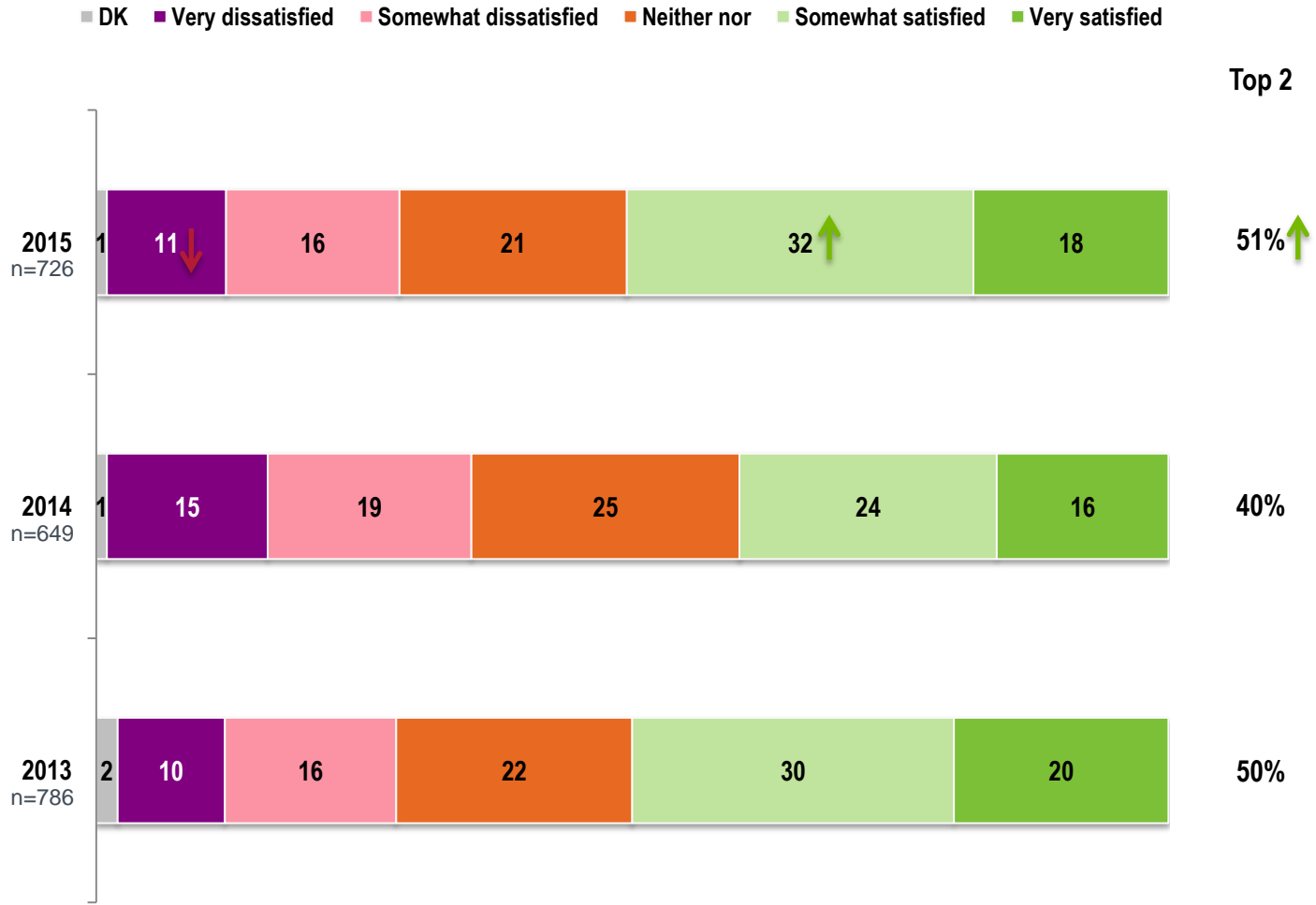
Opportunities for Training

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



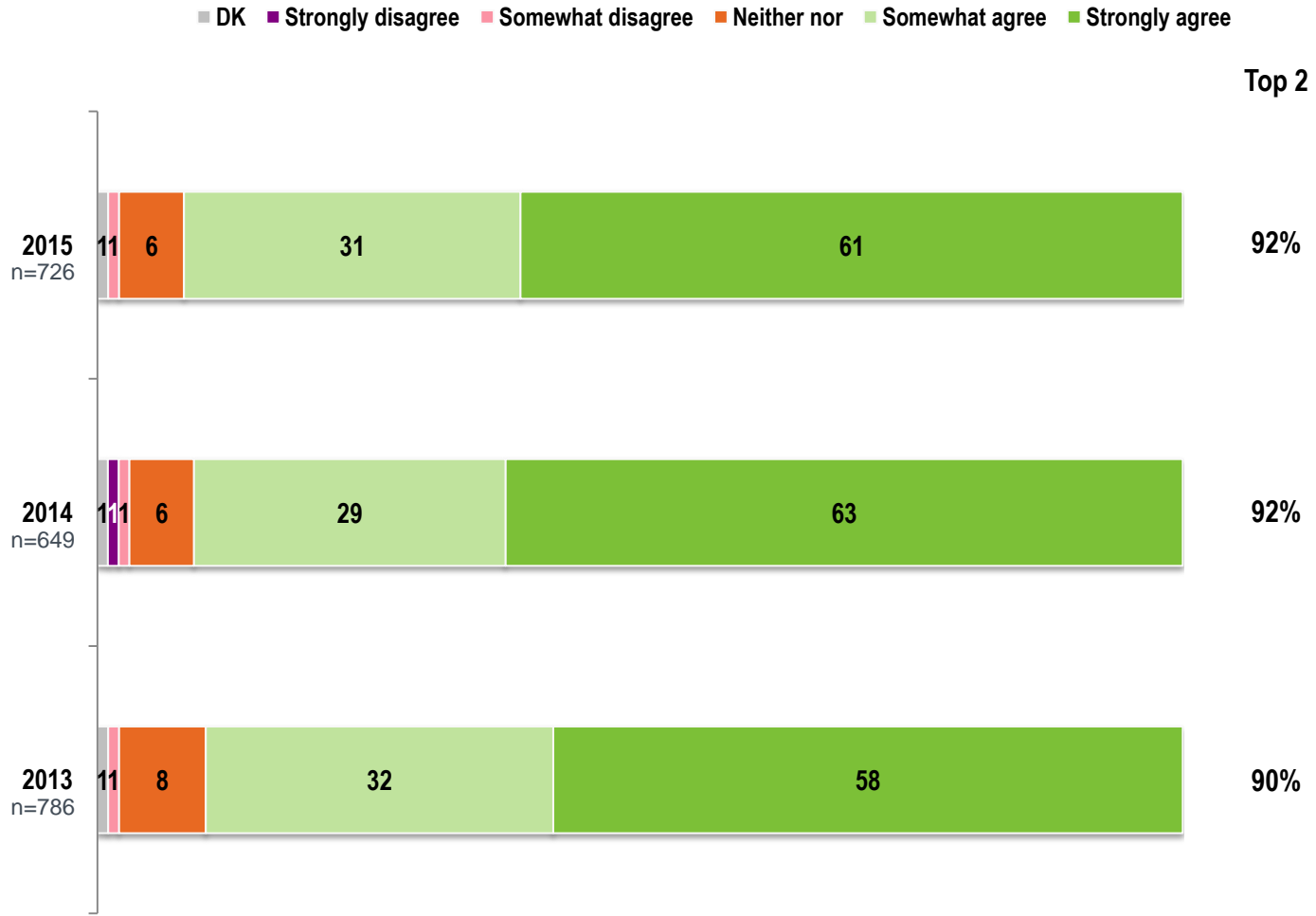
Opportunities for Career Progression

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 (%)



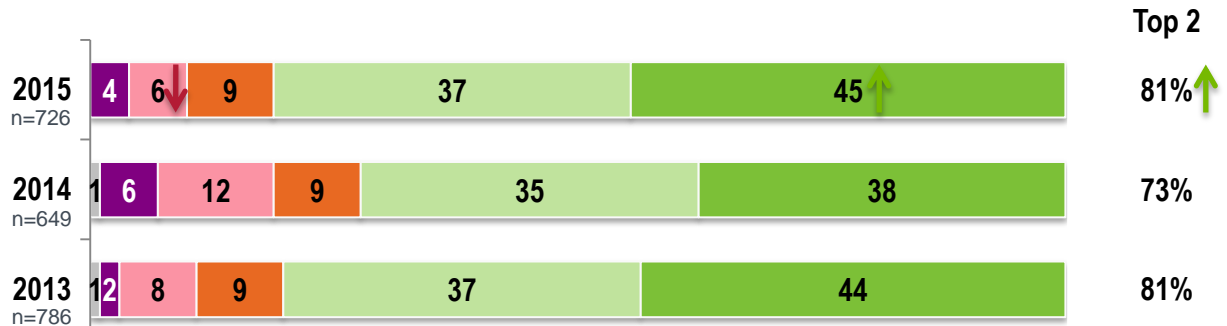
The Work Environment

Department Objectives – Clear, Realistic, Consistent

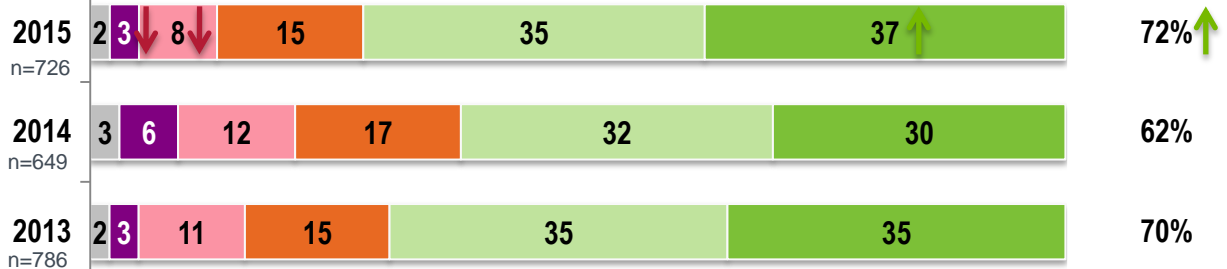
My department's objectives are ... (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

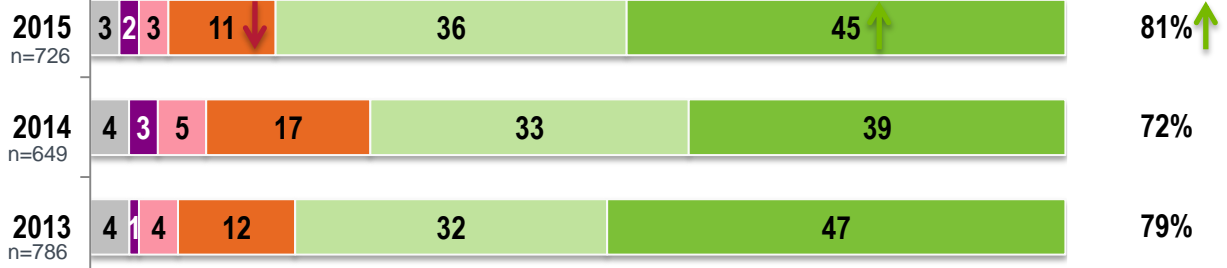
Clear



Realistic



Consistent with BCLC's objectives



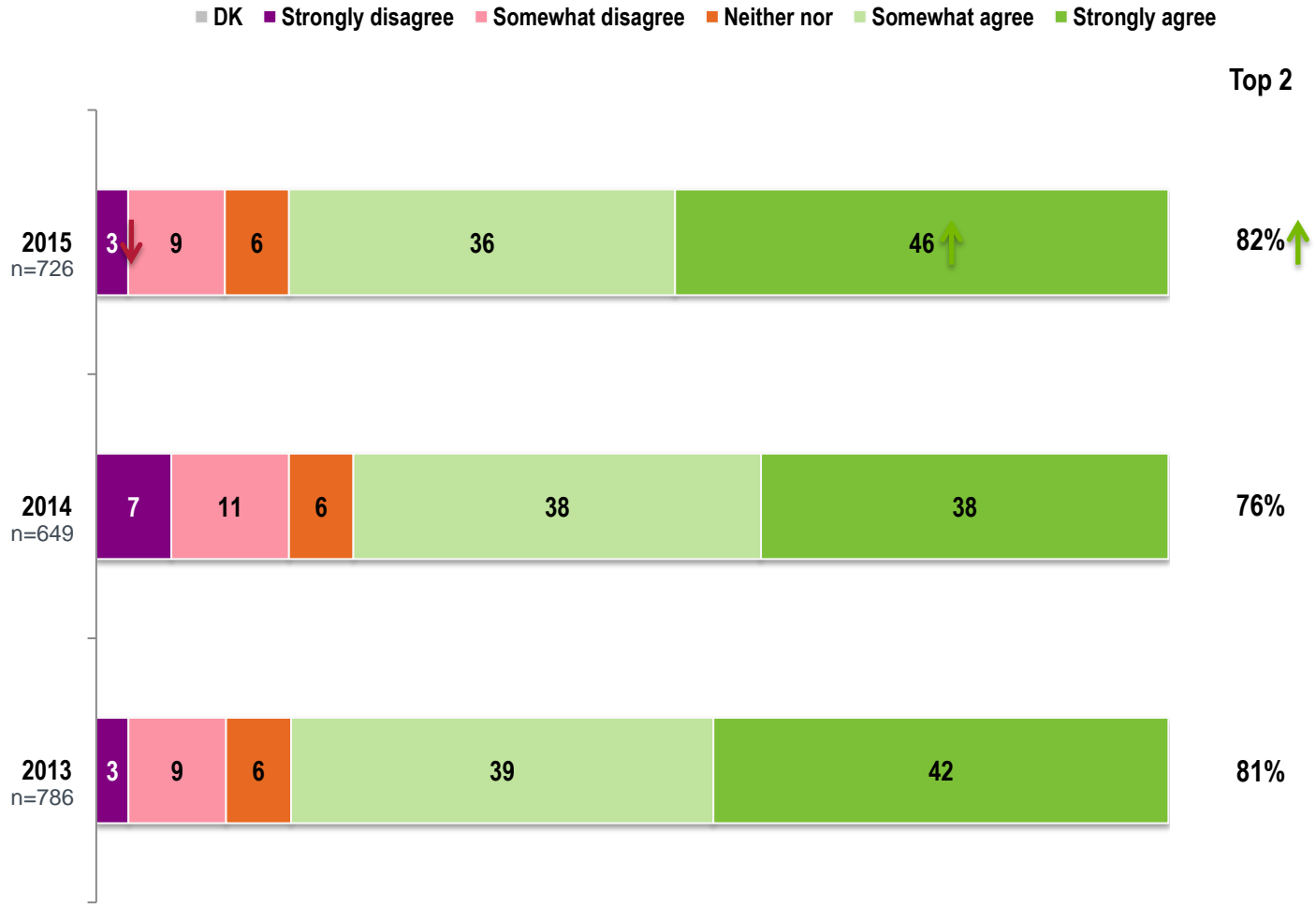
Significant increase from last year



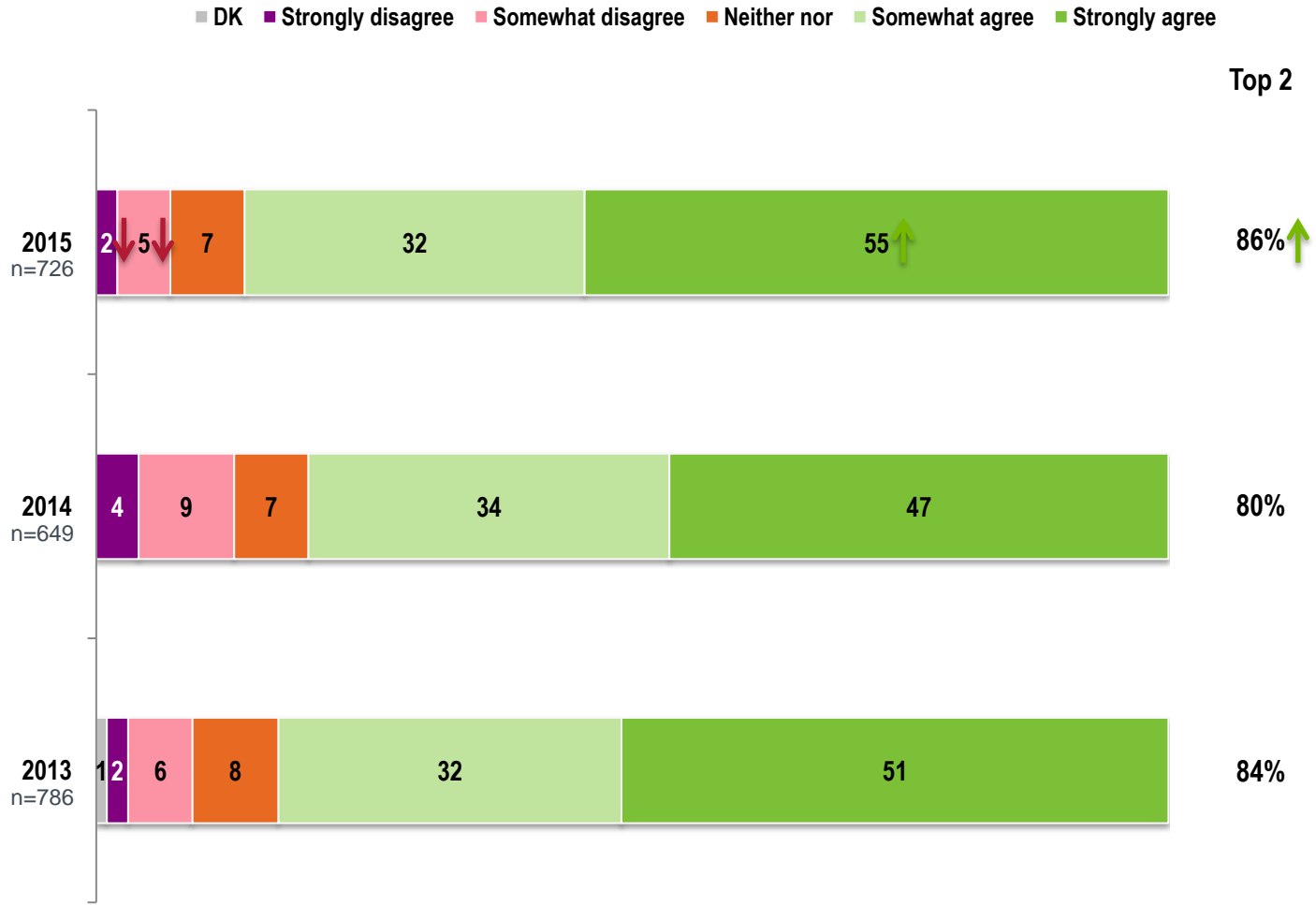
Significant decrease from last year

Good Communication

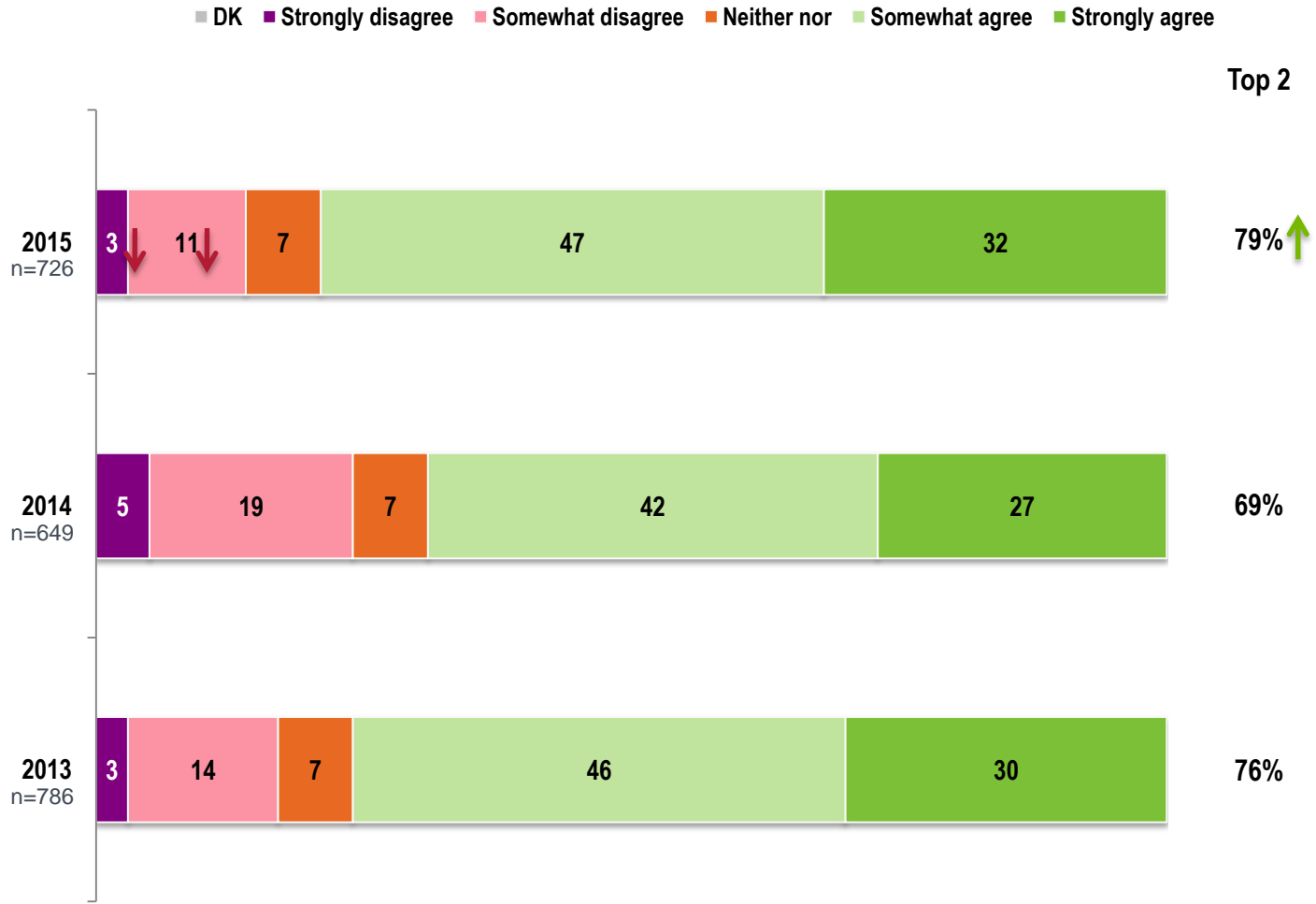
Communication is good within my team (%)



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 (%)



Significant increase from last year

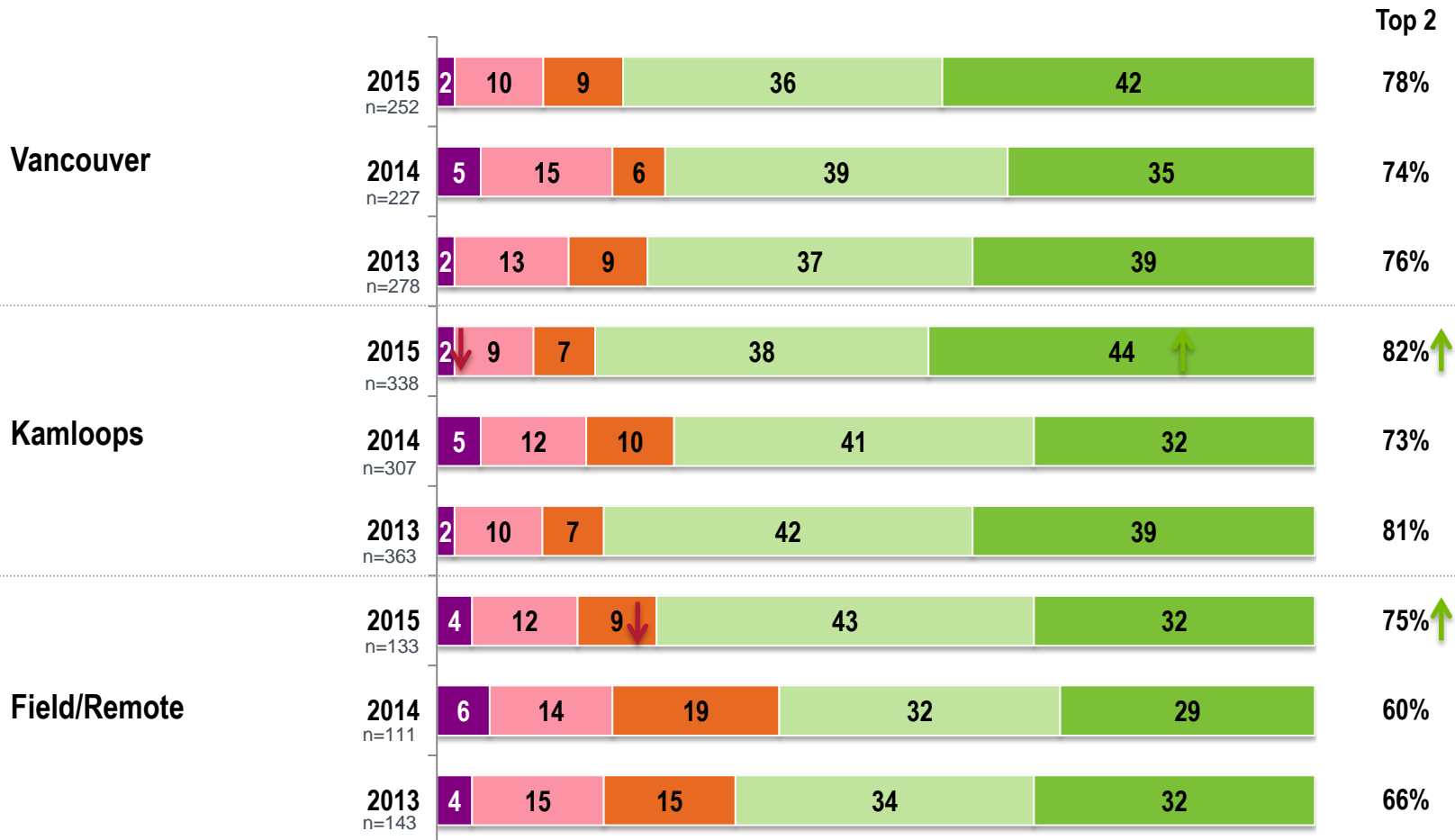


Significant decrease from last year

Work Conditions (By Location)

My work conditions allow me to perform effectively (%)

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



Significant increase from last year



Significant decrease from last year

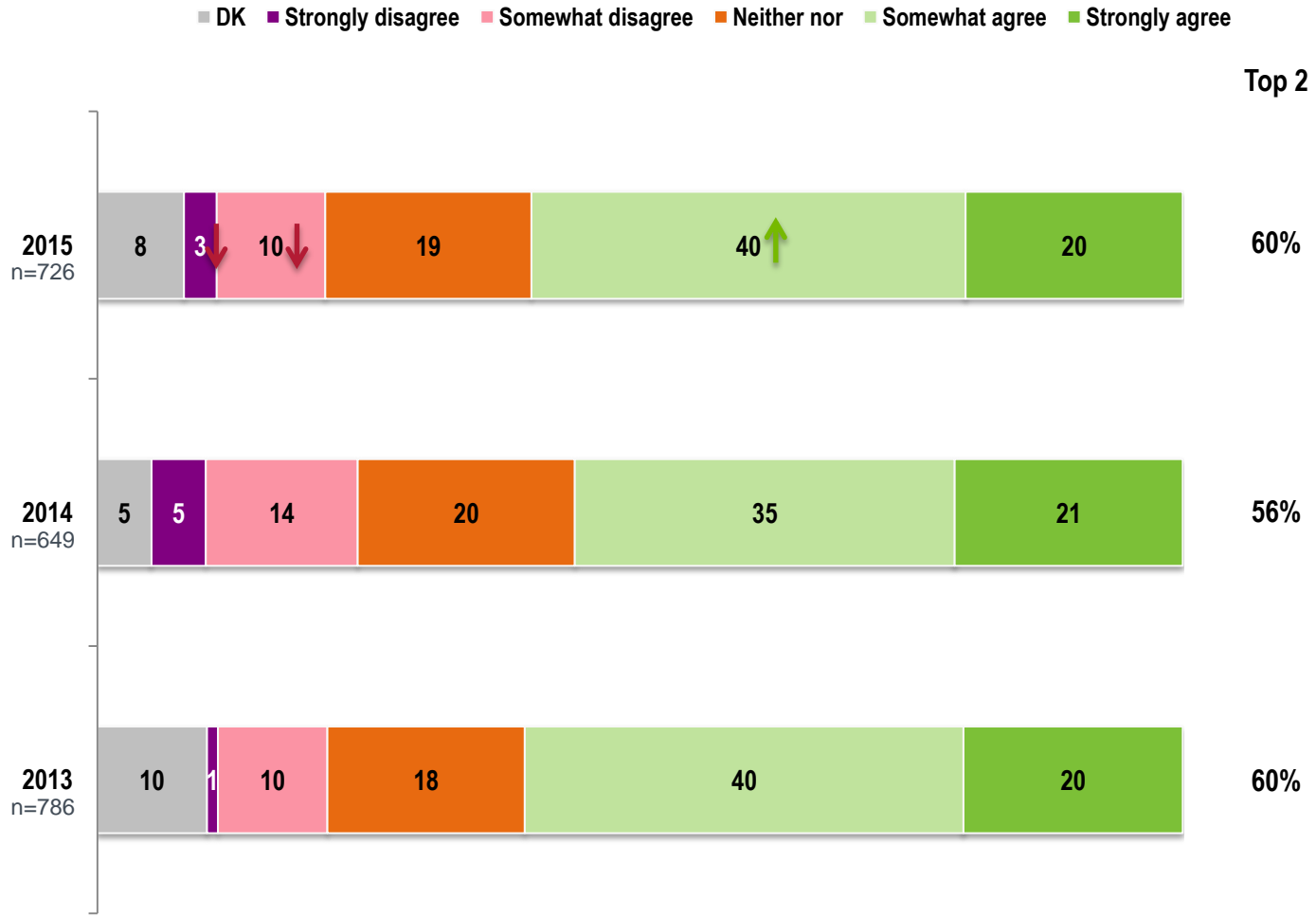
Working Atmosphere

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



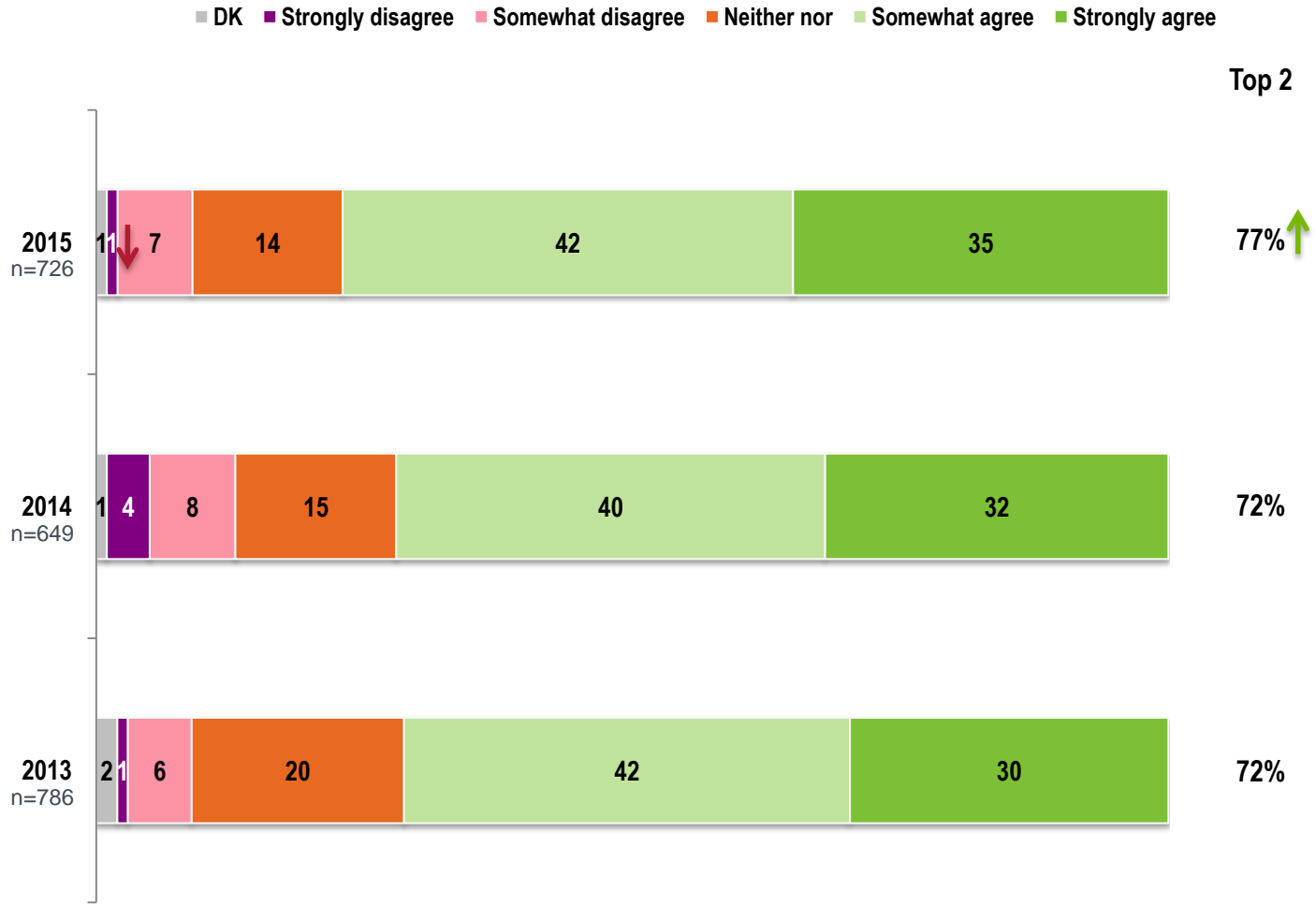
Projects are Usually Completed

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



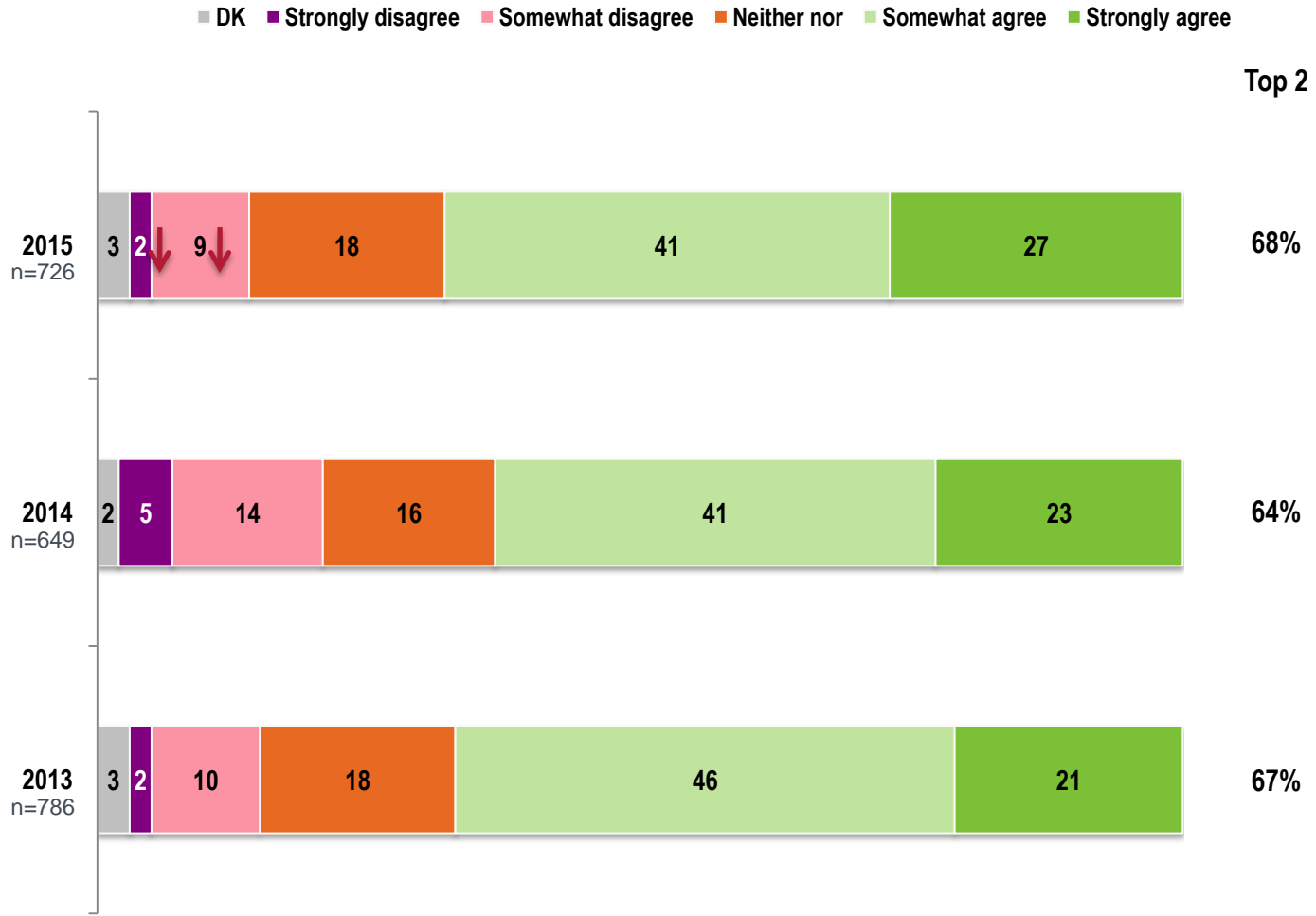
Communications Help Understand Objectives

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



Communications are Timely and Relevant

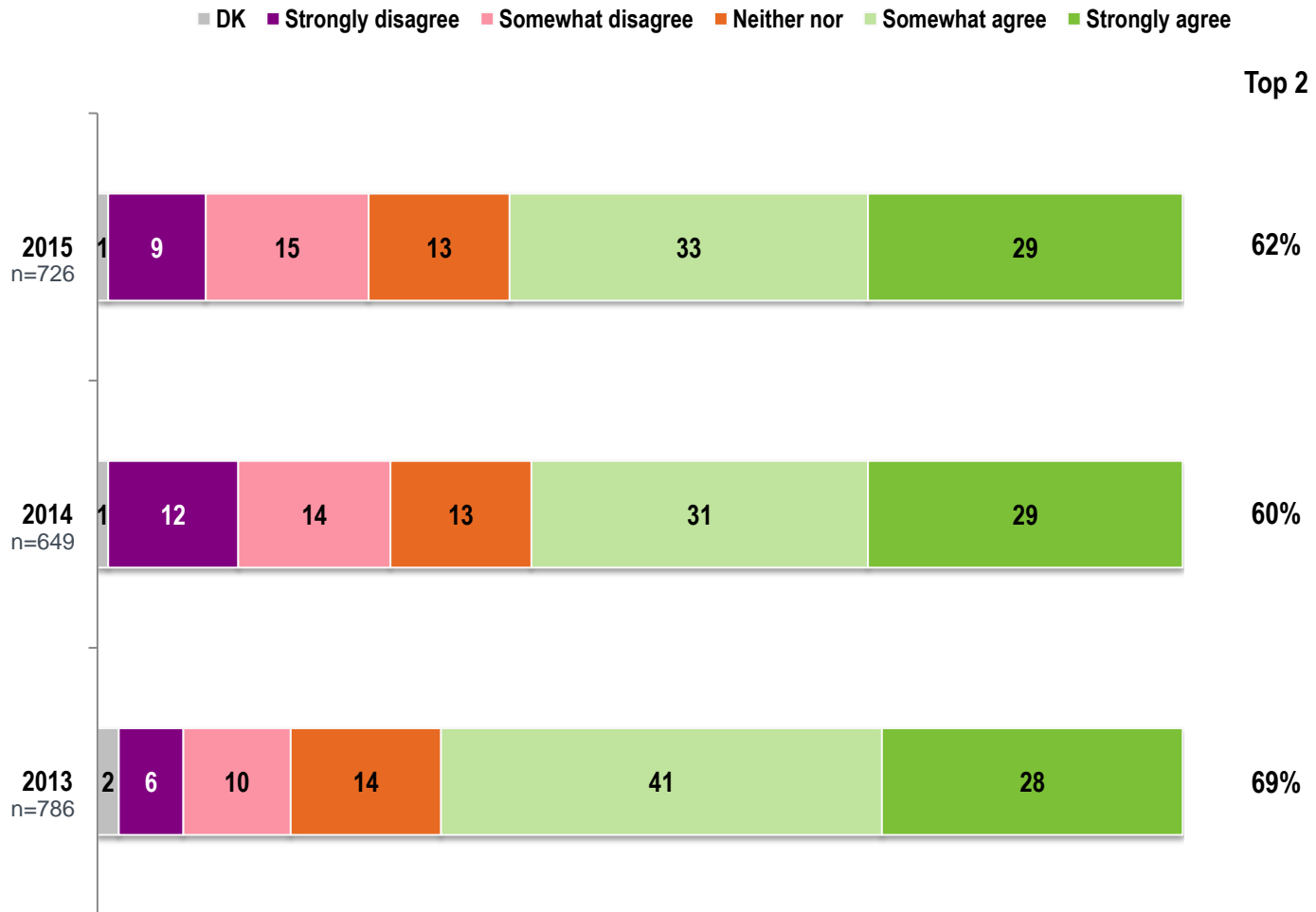
Communication of major corporate initiatives is timely and relevant (%)



Recognition and Performance

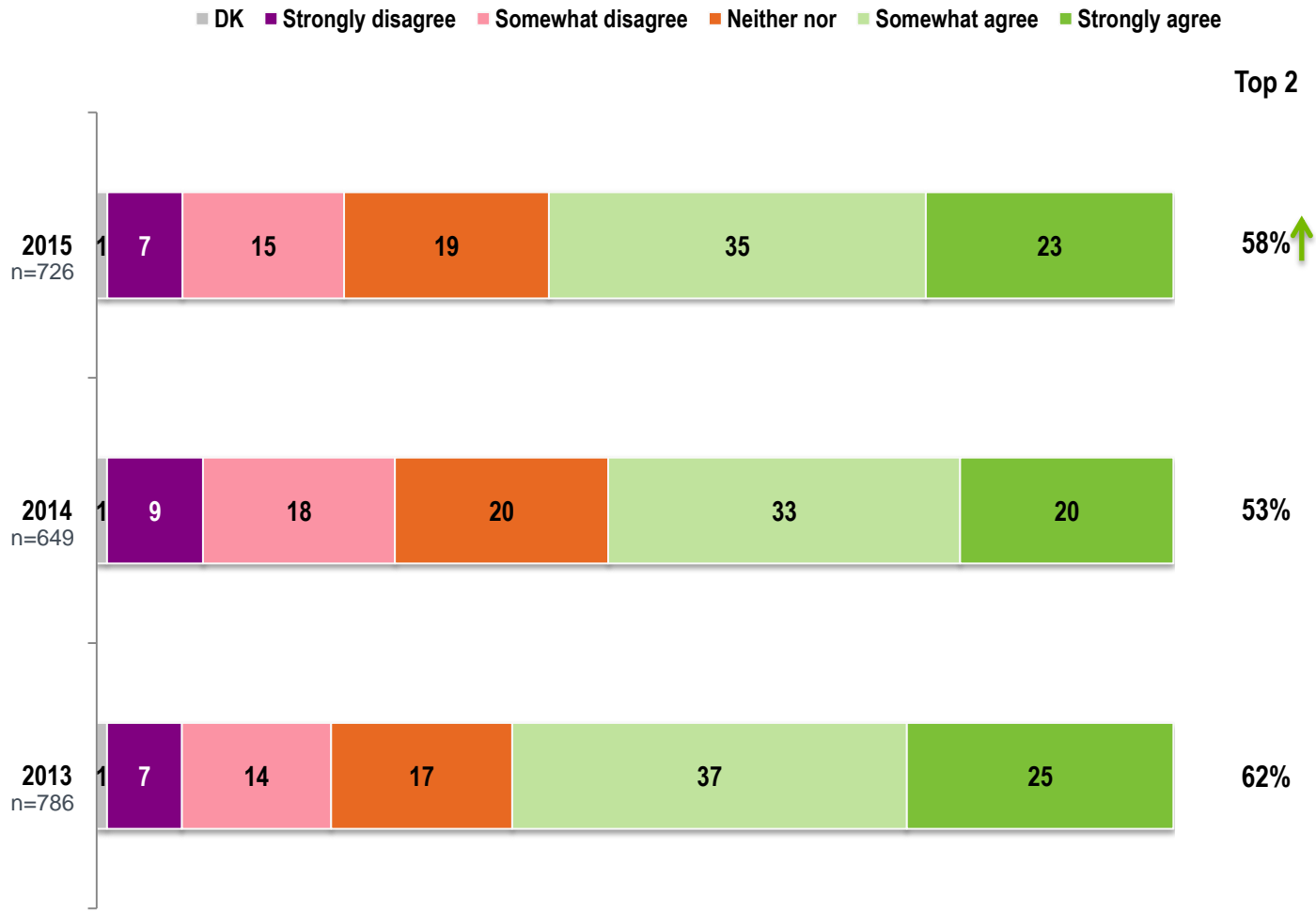
Recognized Based on Performance

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



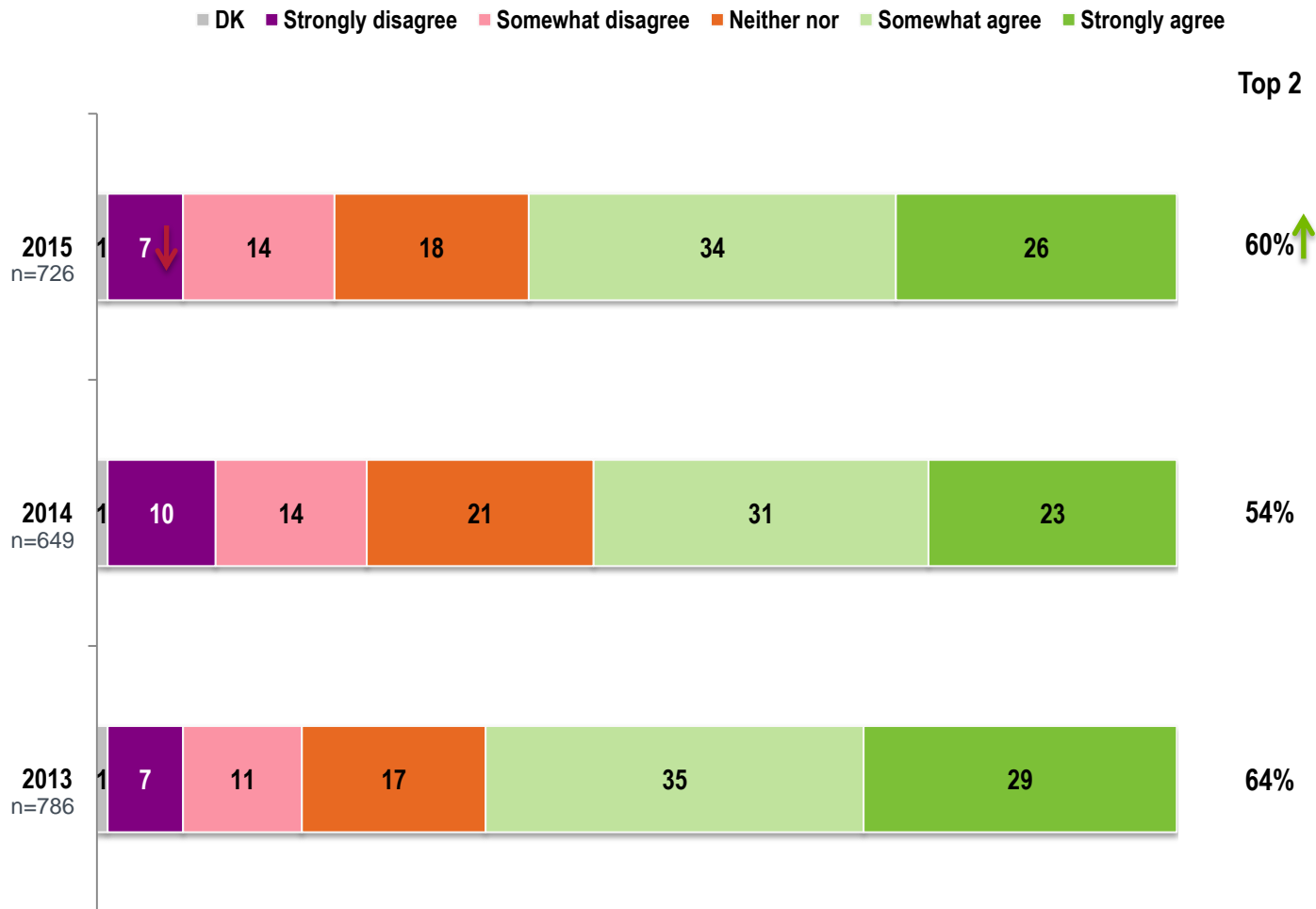
Receiving Recognition

I frequently receive recognition for my work (%)



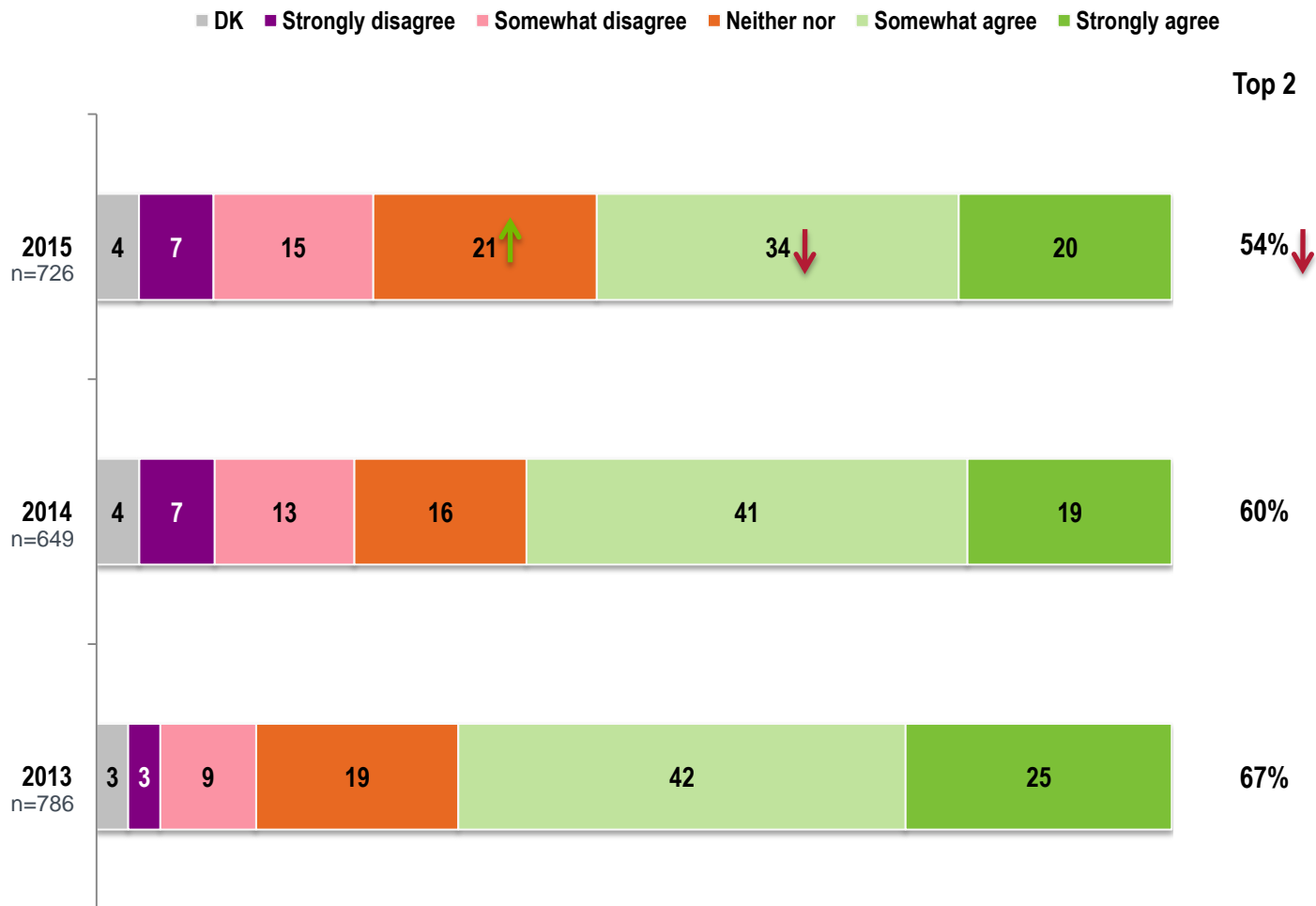
Perceiving Recognition

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



Reward Recognition

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

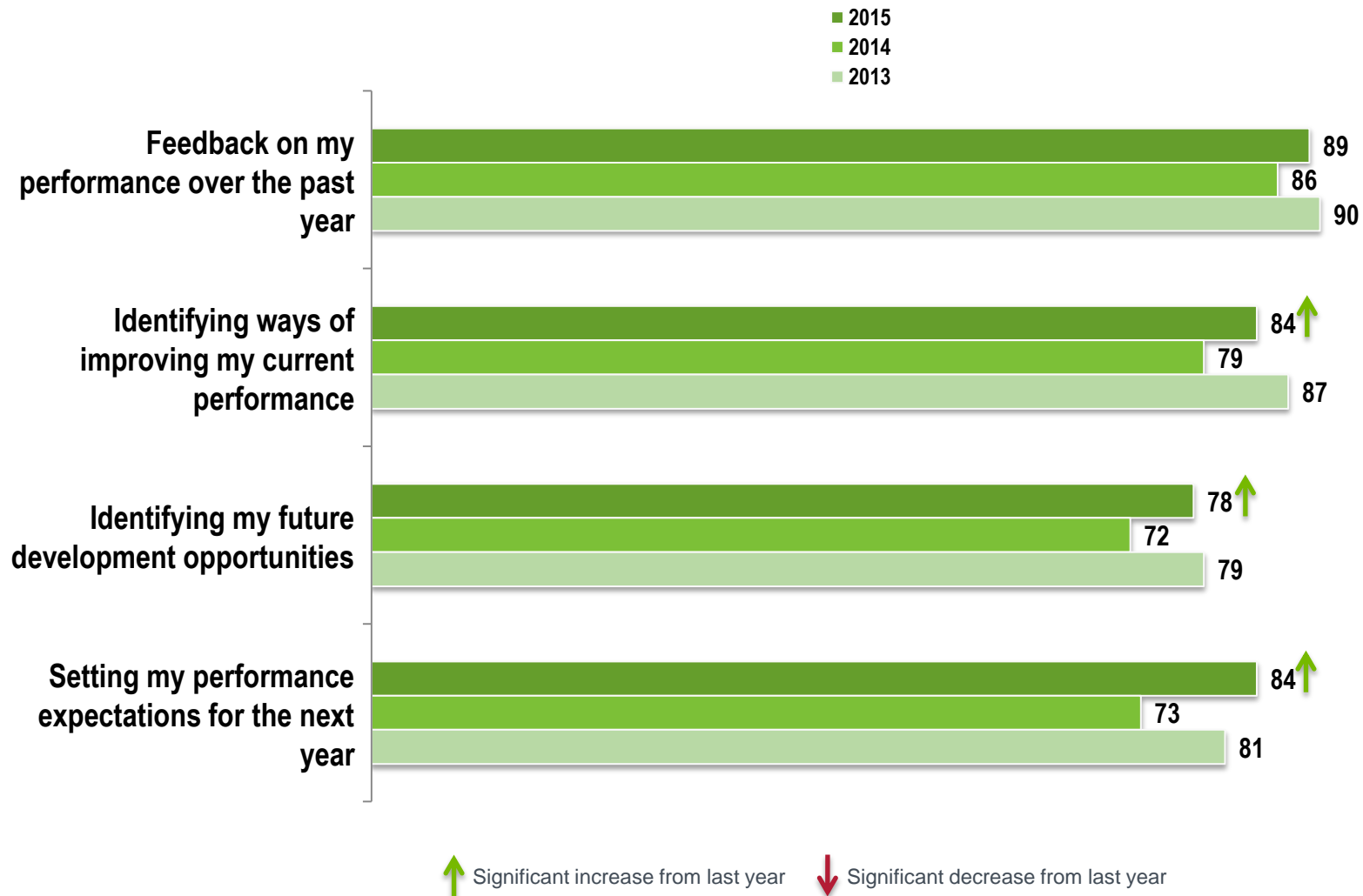


Perform Effectively

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



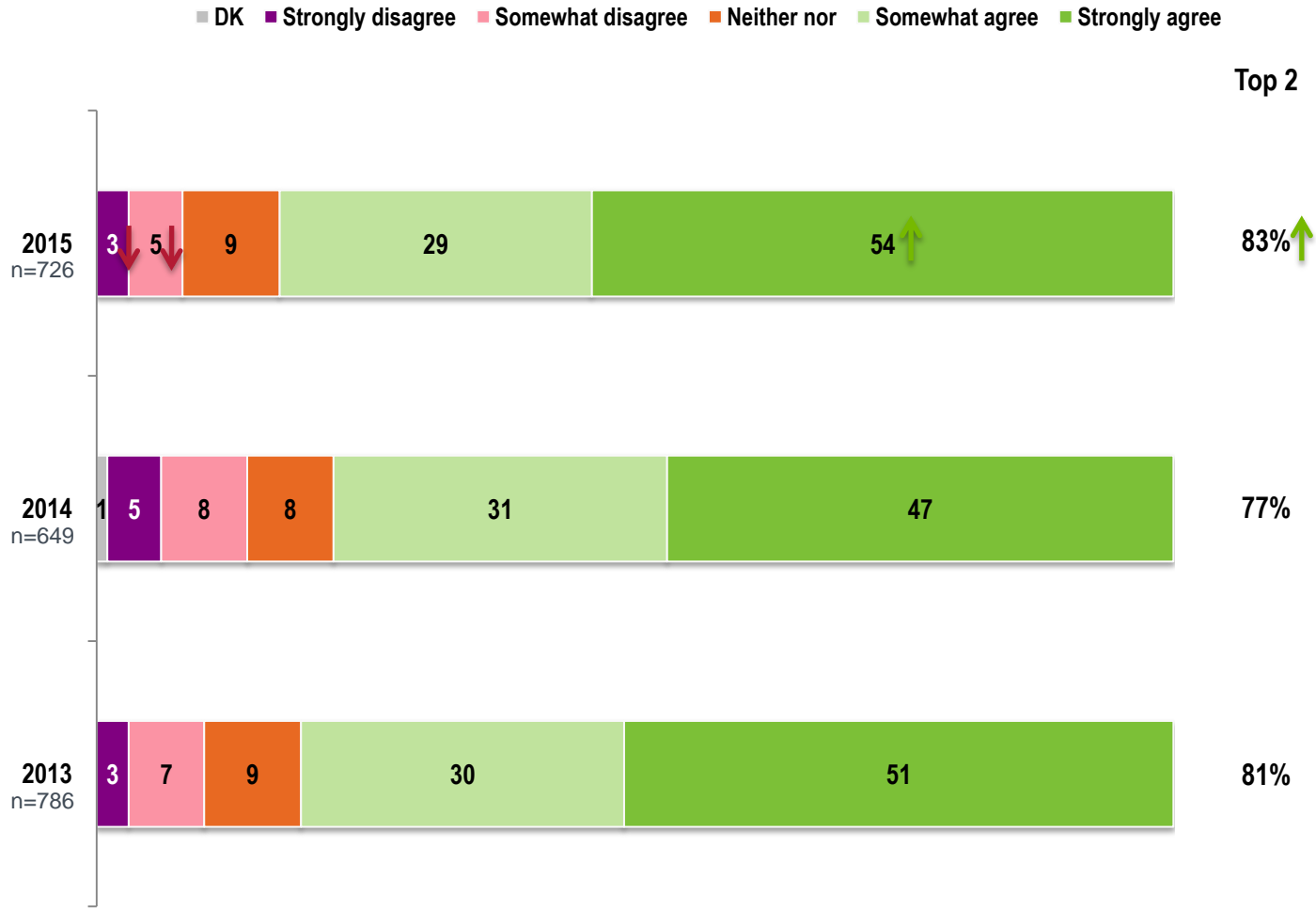
Results If Employee Had Performance Review



My Supervisor / Manager

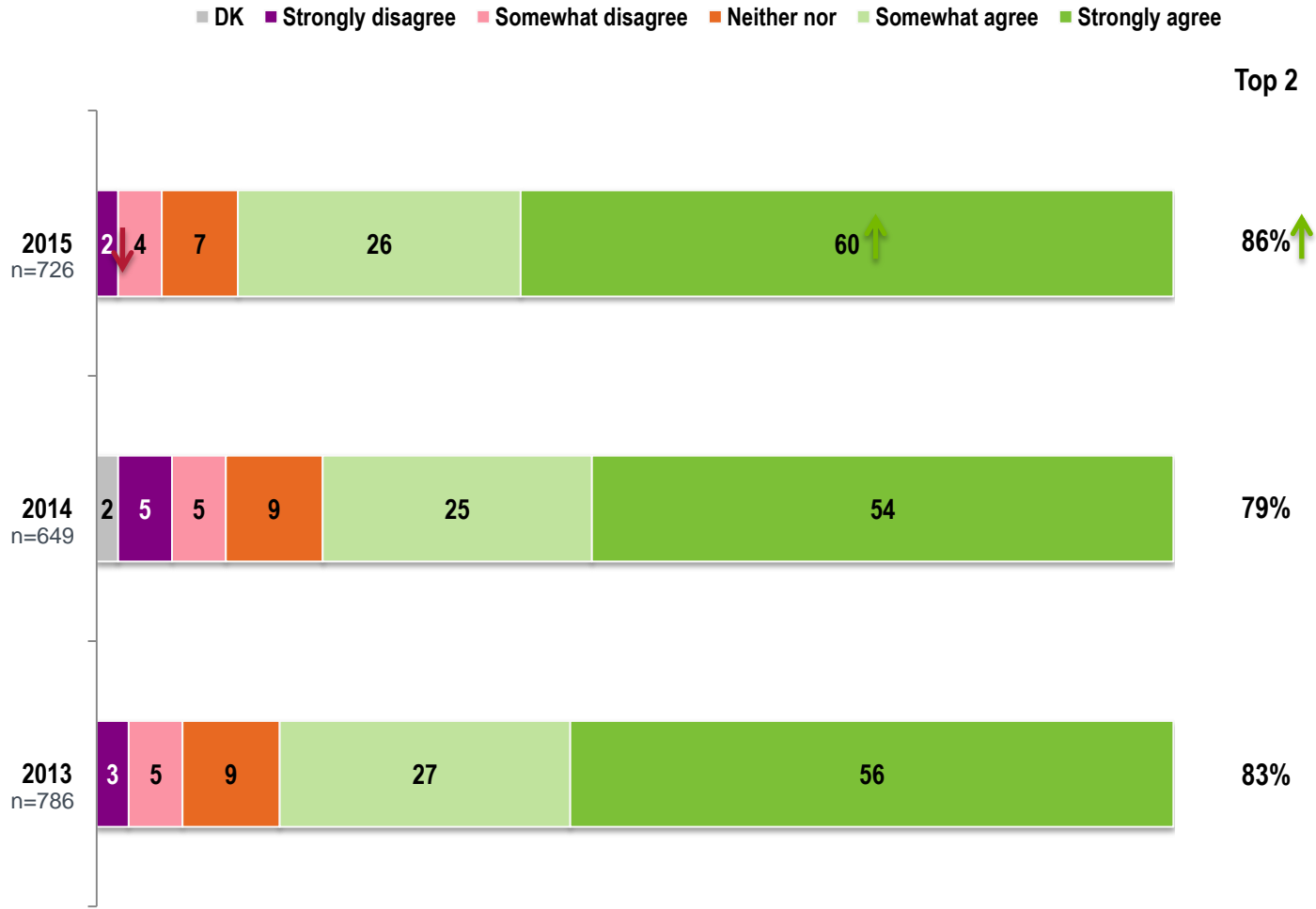
Confidence in Supervisor

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



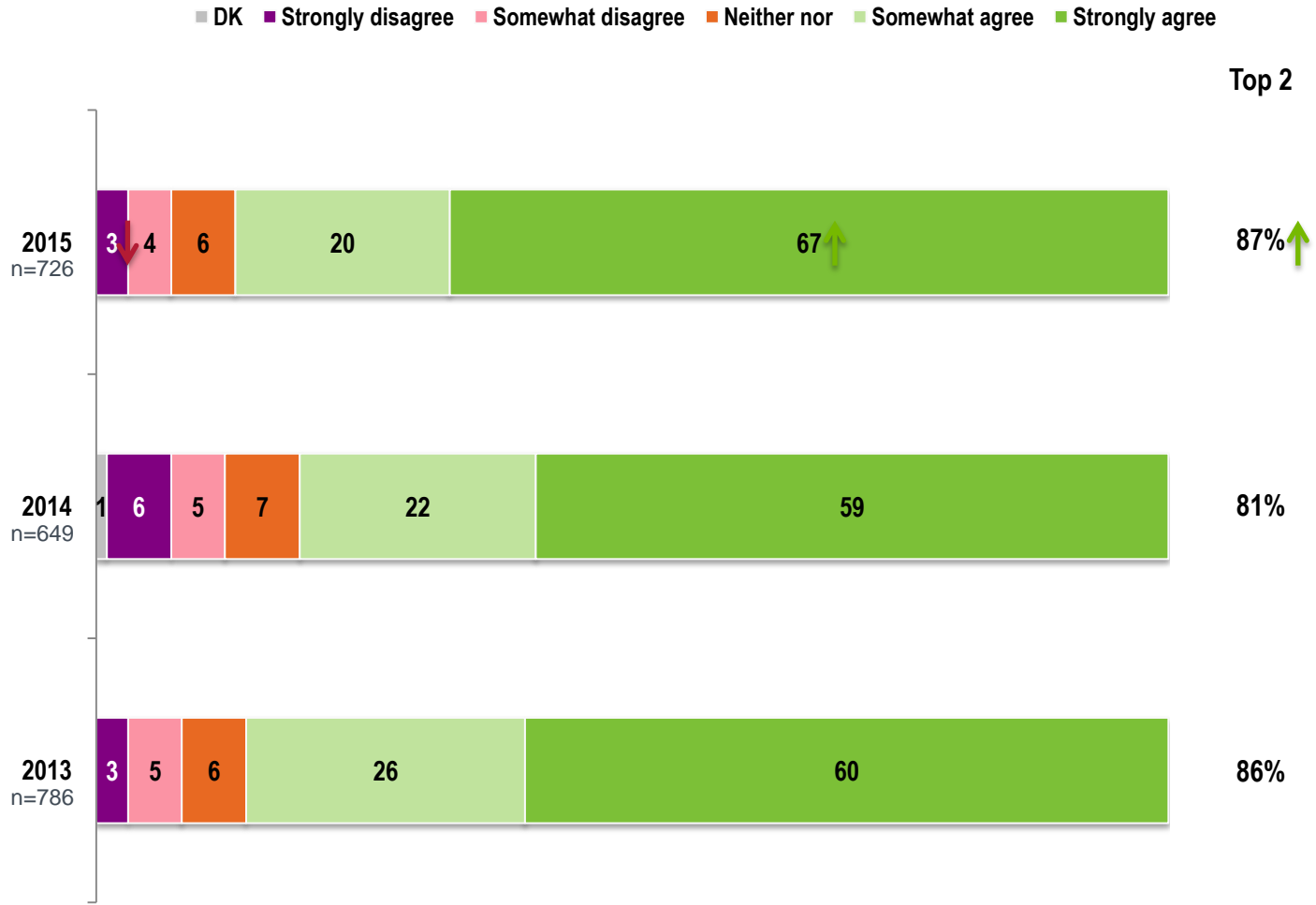
Supervisor Encouraging

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



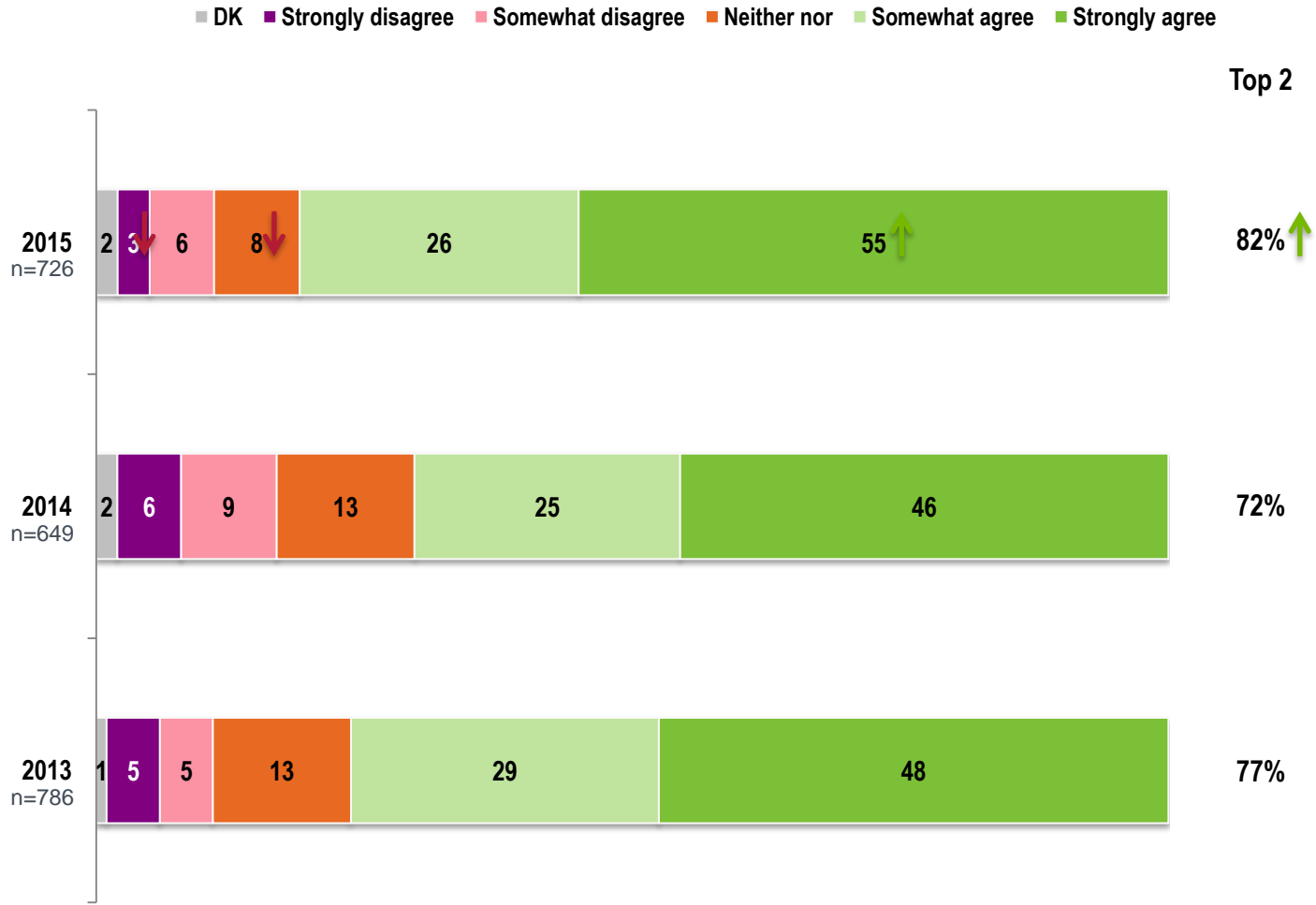
Supervisor Promotes Open Communication

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



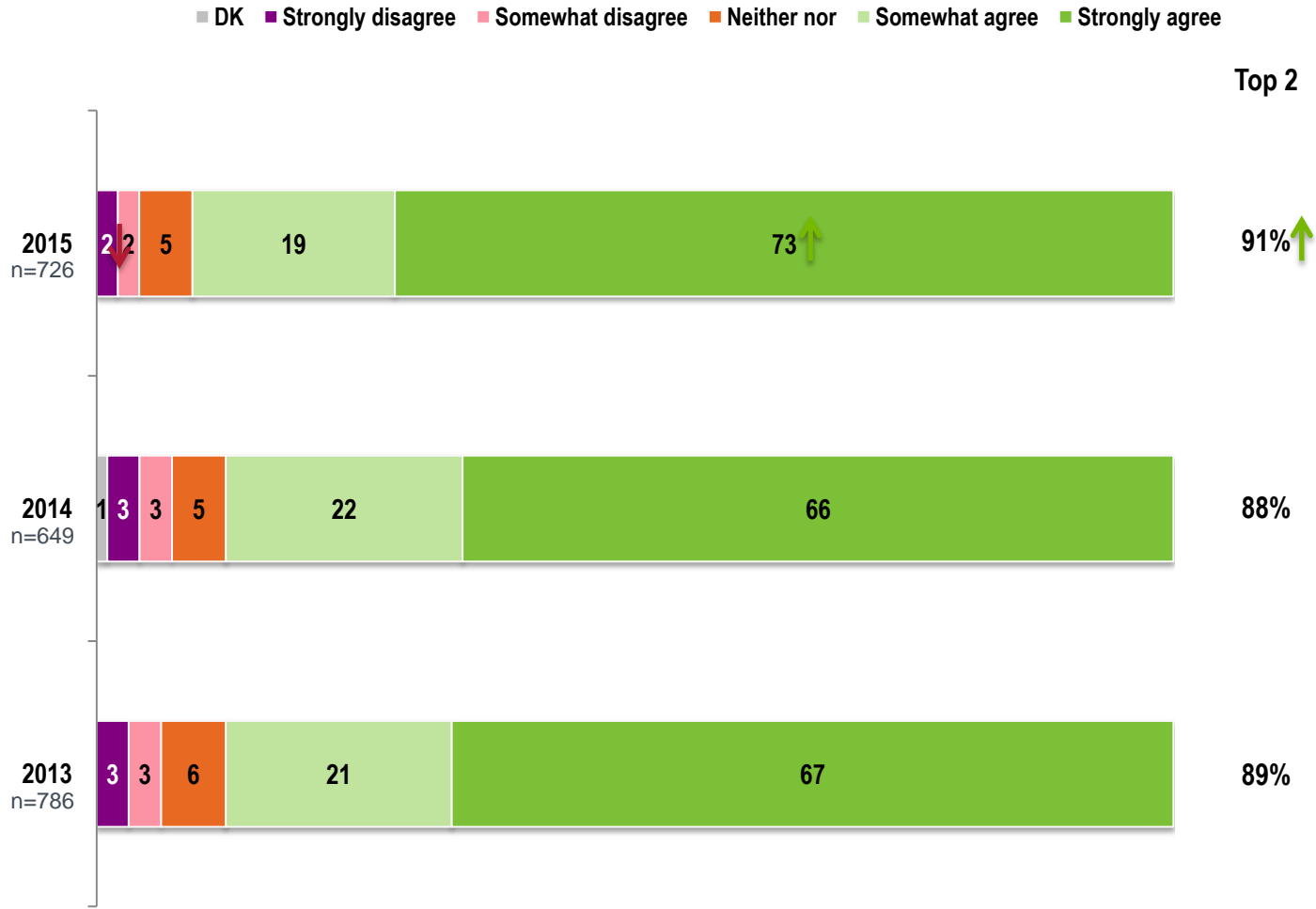
Supervisor Committed to Development

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



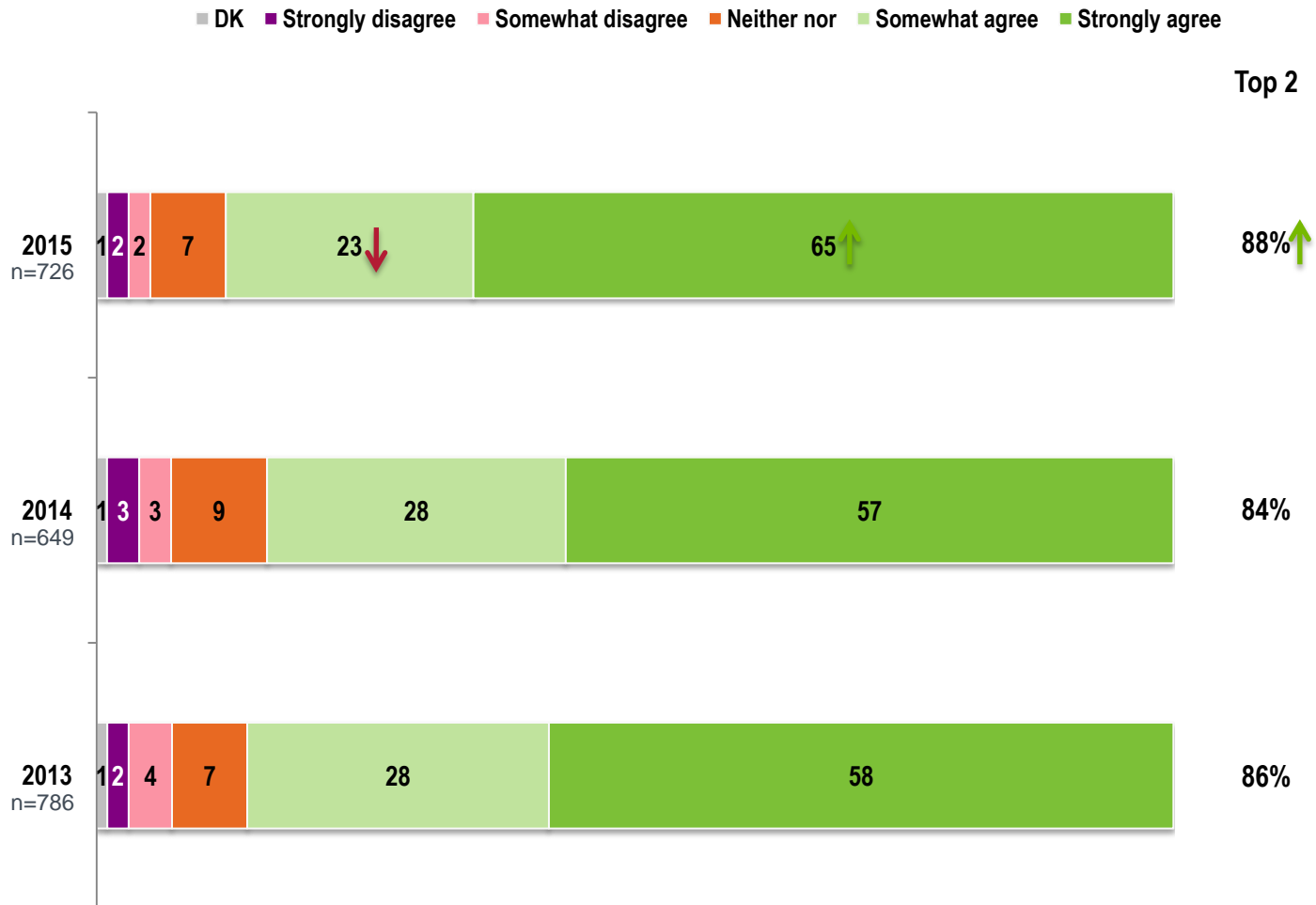
Supervisor Respectful

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



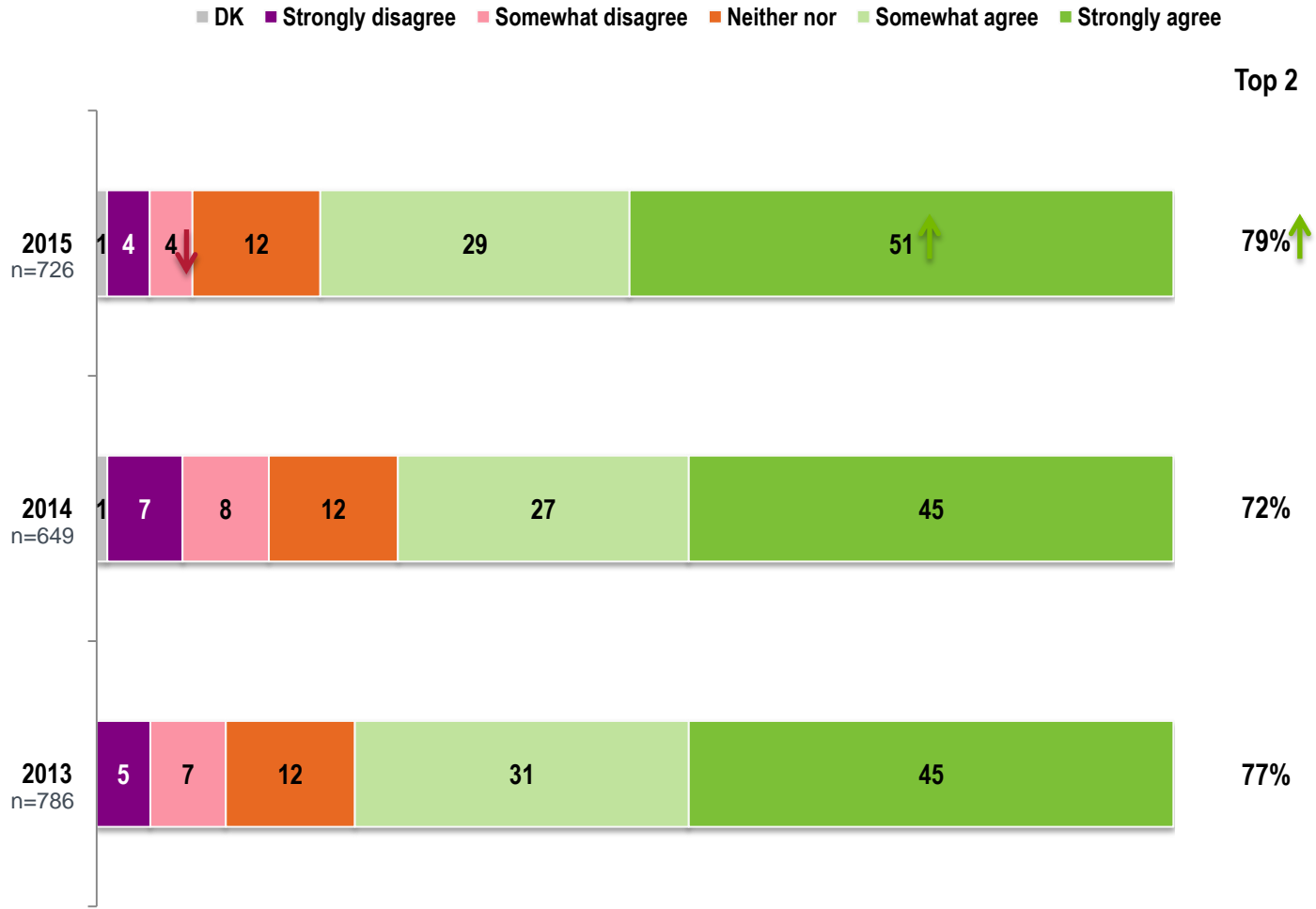
Supervisor Values Contributions

The person I report to values my contributions (%)



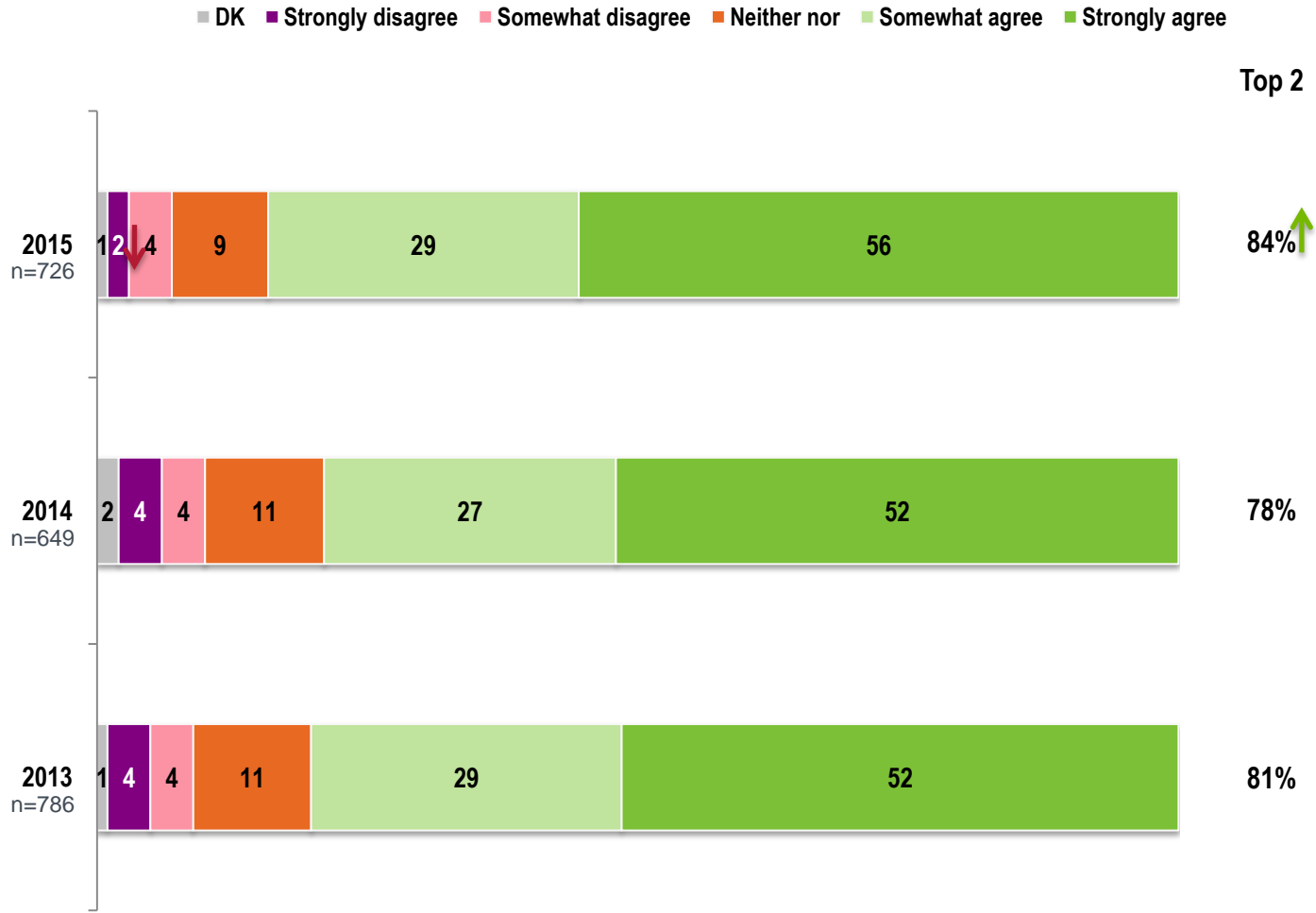
Supervisor Develops Teamwork

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



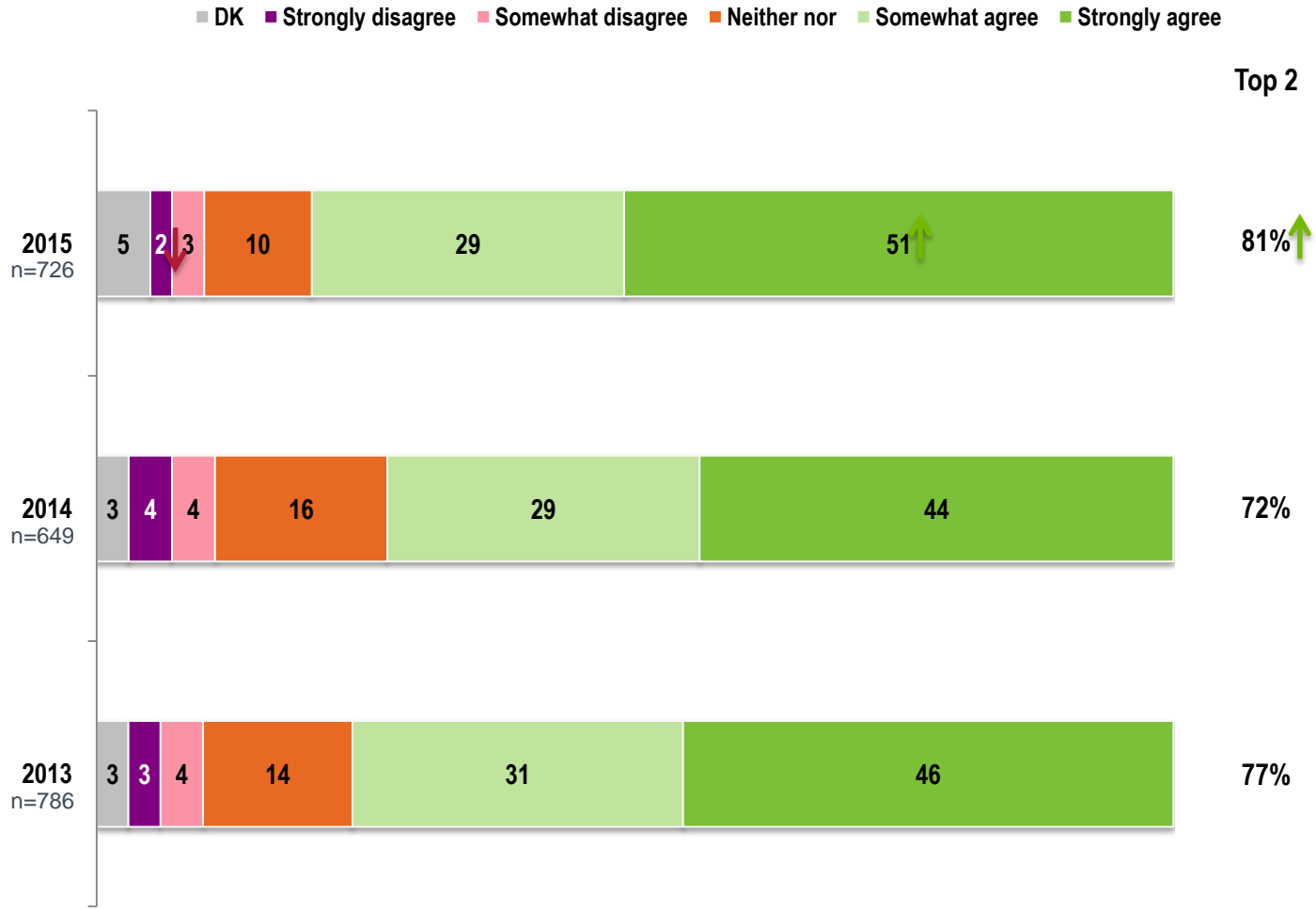
Supervisor Encourages Collaboration

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



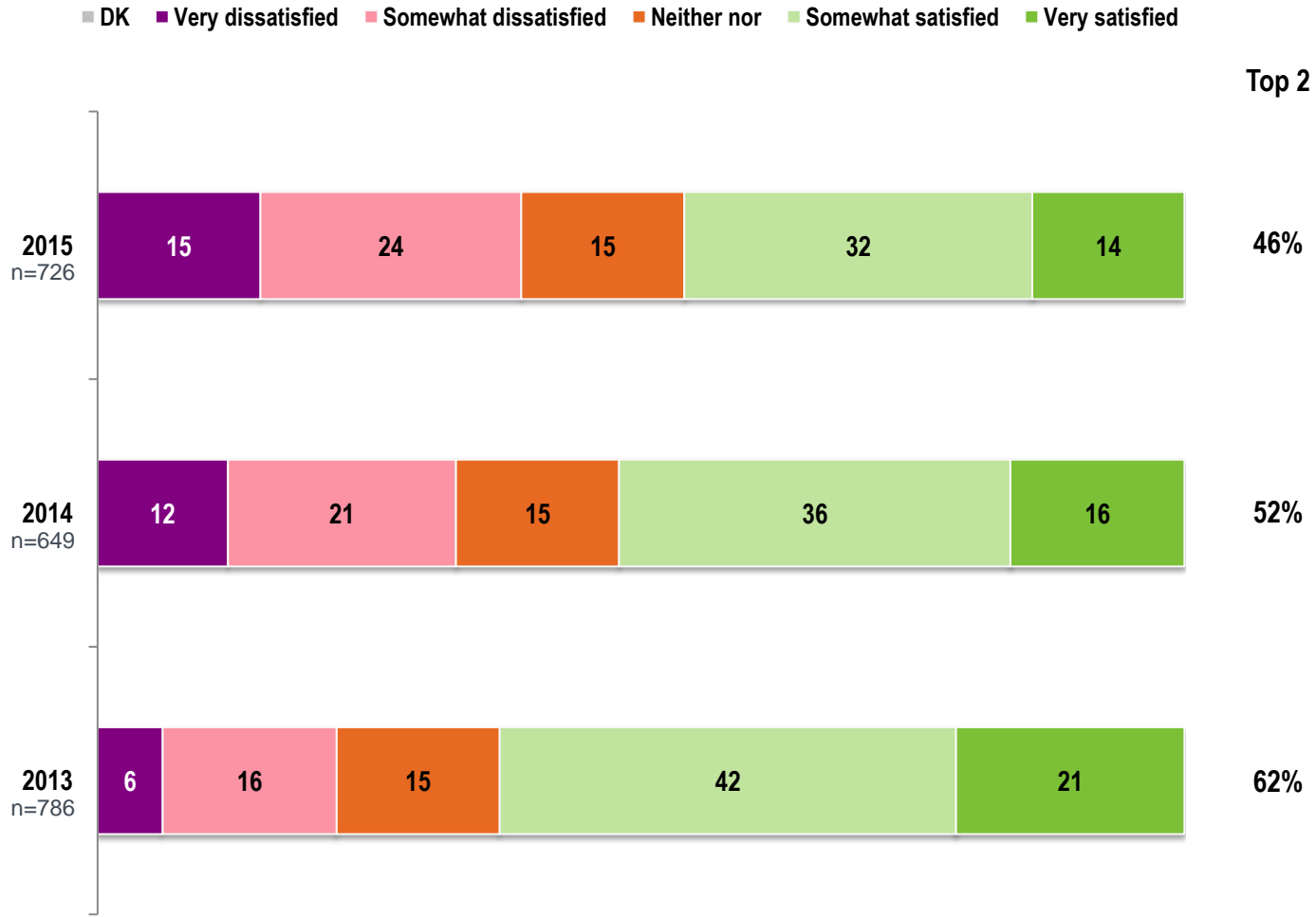
Supervisor Betters Customer Experience

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



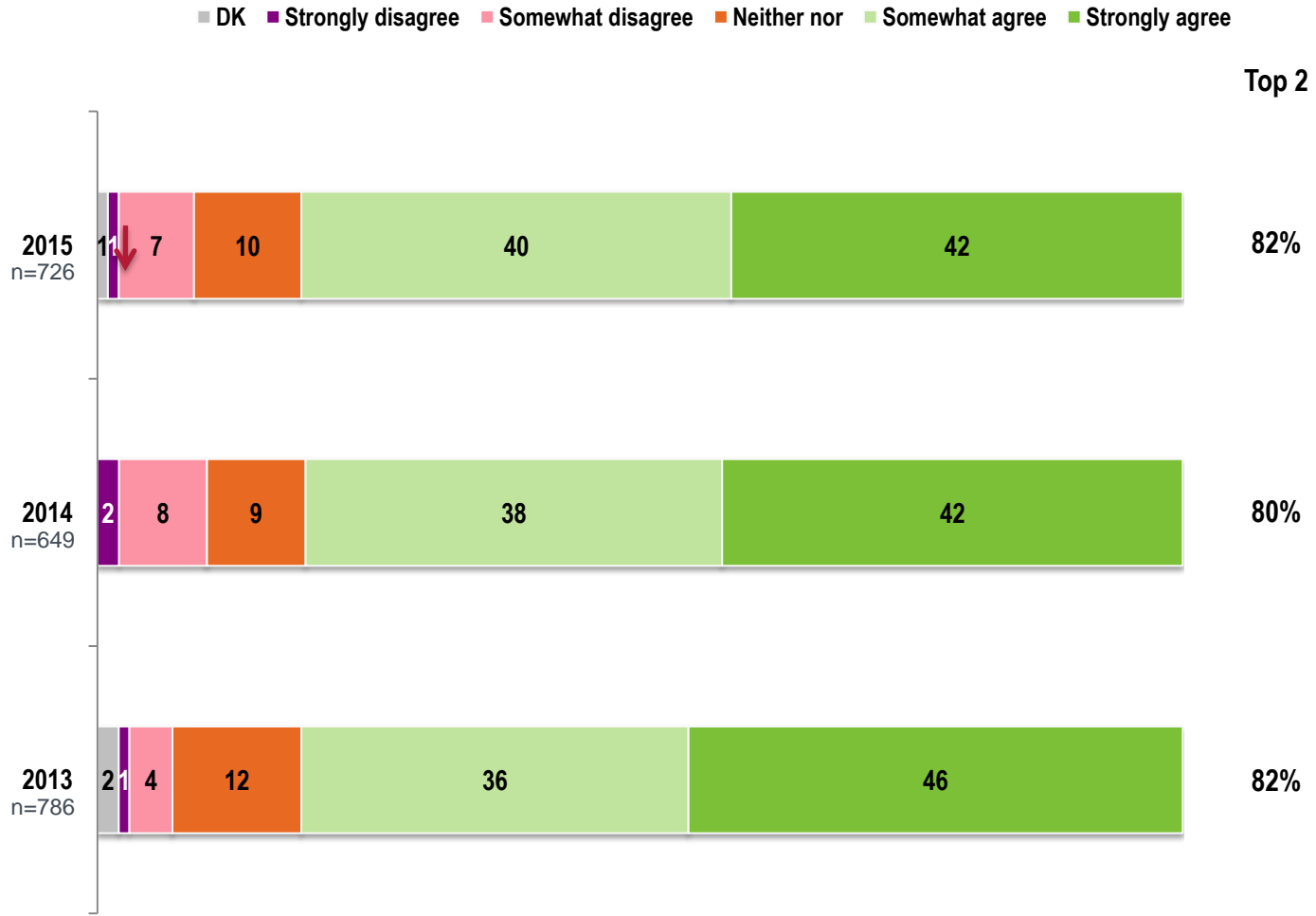
Compensation and Benefits

Please rate your satisfaction with the salary (%)



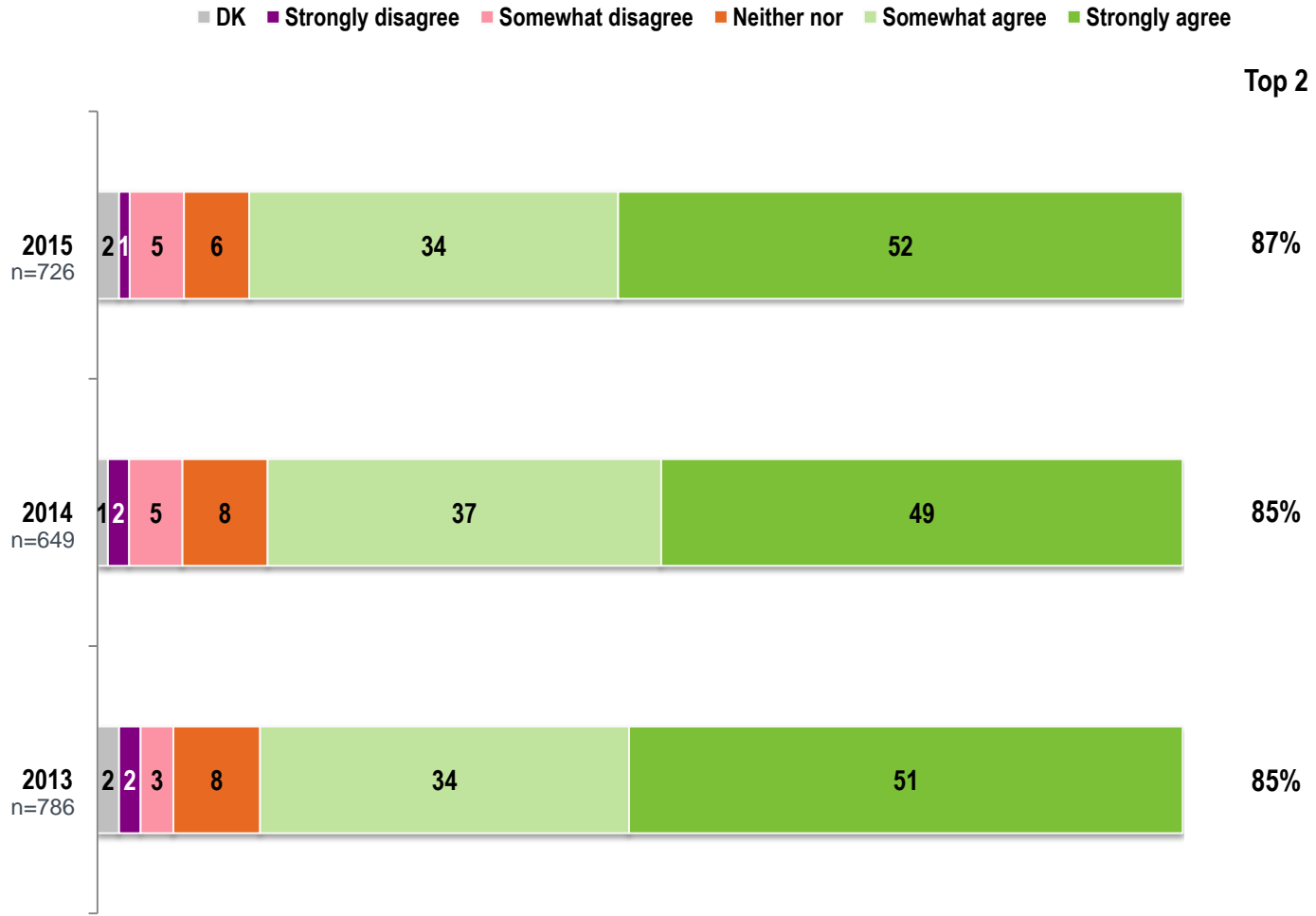
Well Informed About Benefits Package

I am well informed about my benefits package (%)



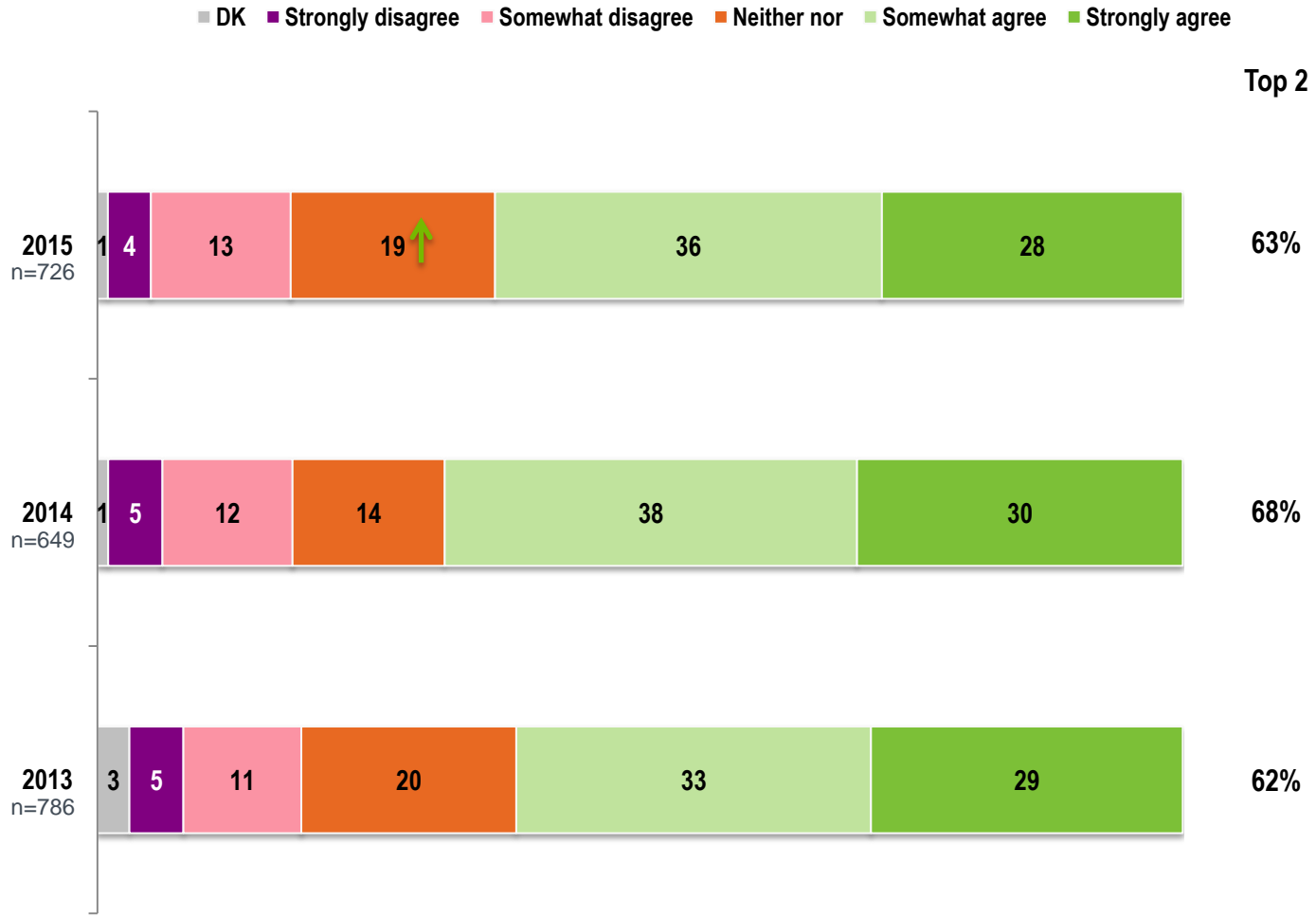
Benefits Meet Current Needs

My benefits package meets my current needs (%)



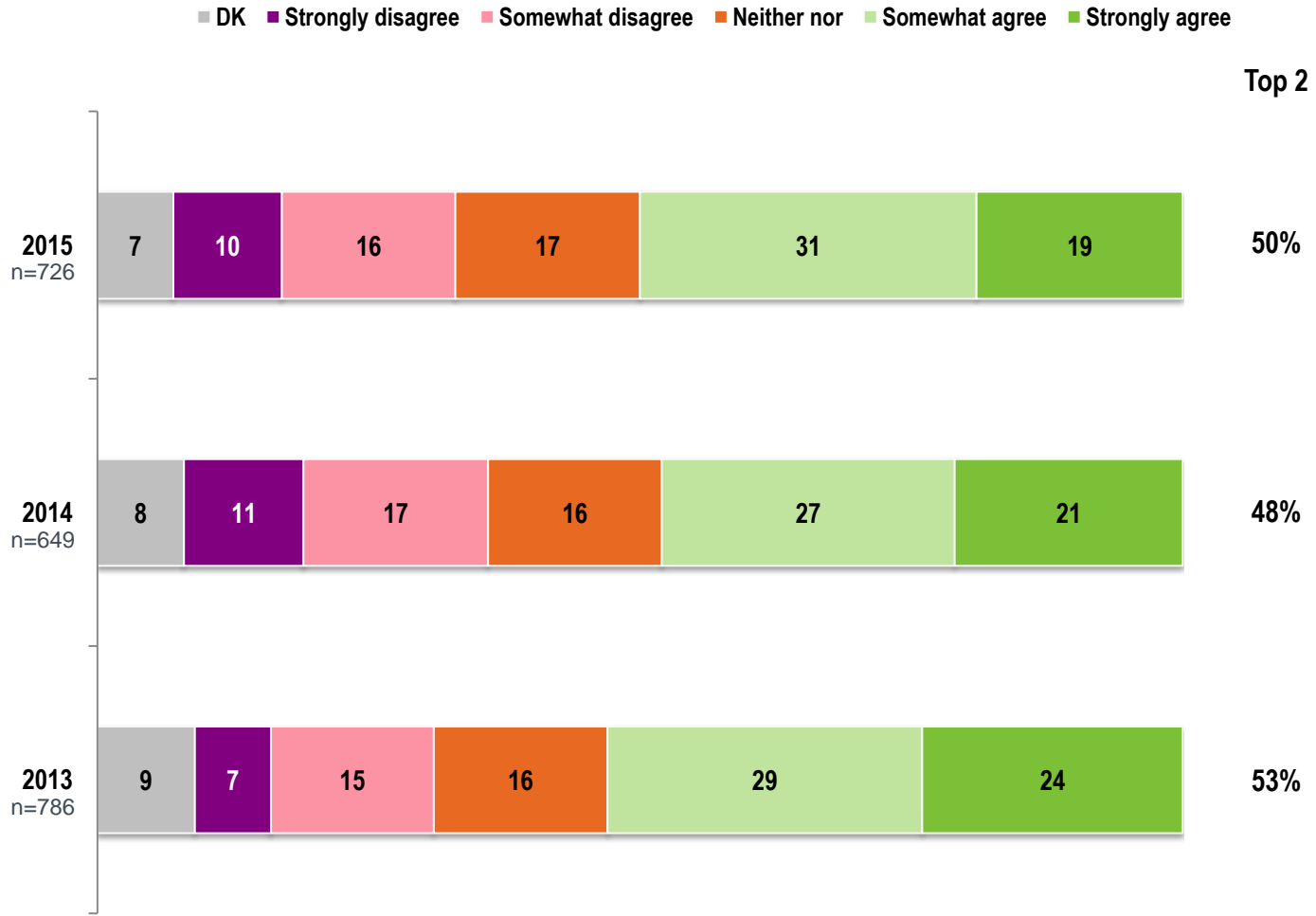
Pension/Retirement Savings Program

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



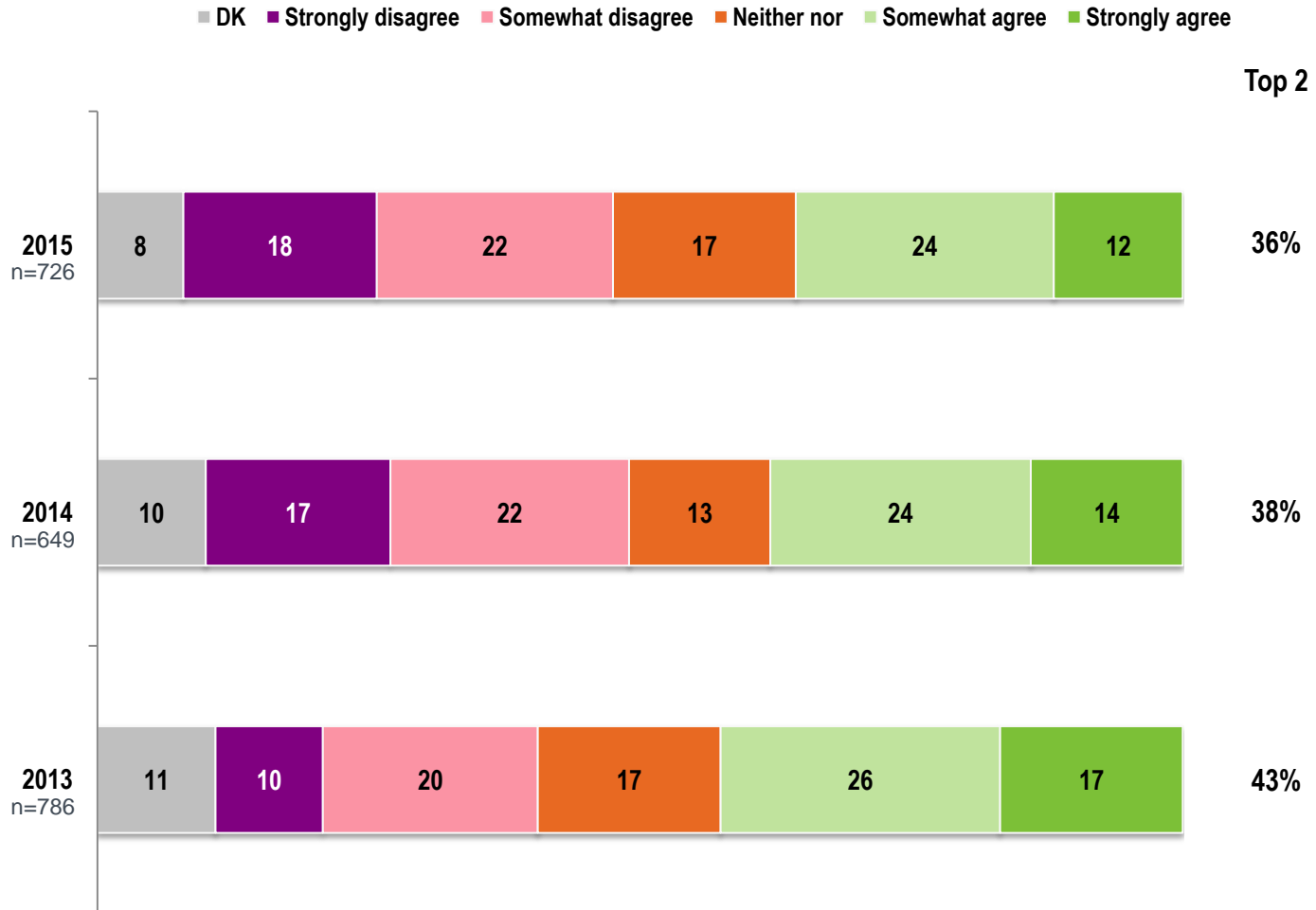
Comparable within BCLC

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



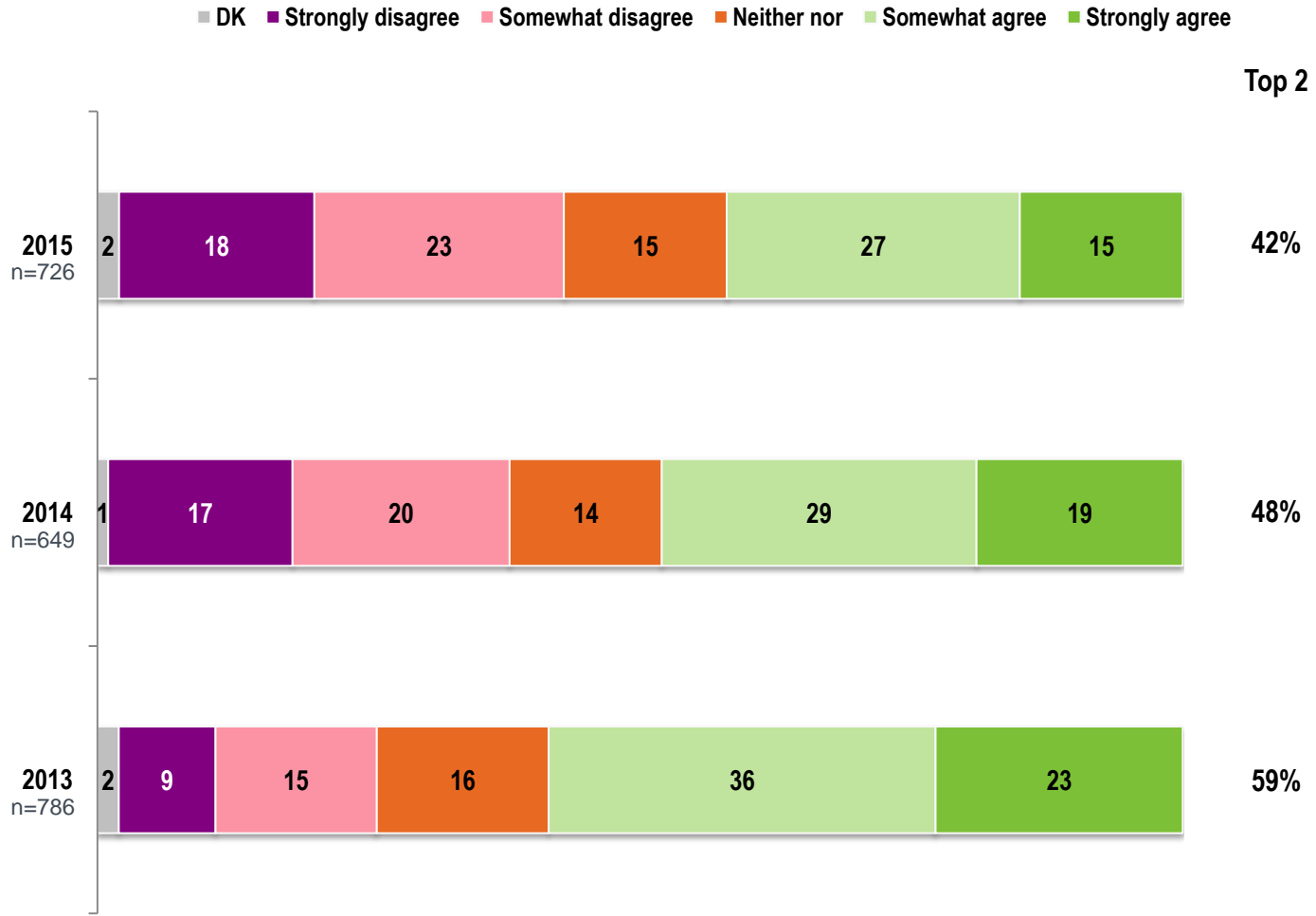
Comparable with Other Similar Organizations

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 (%)



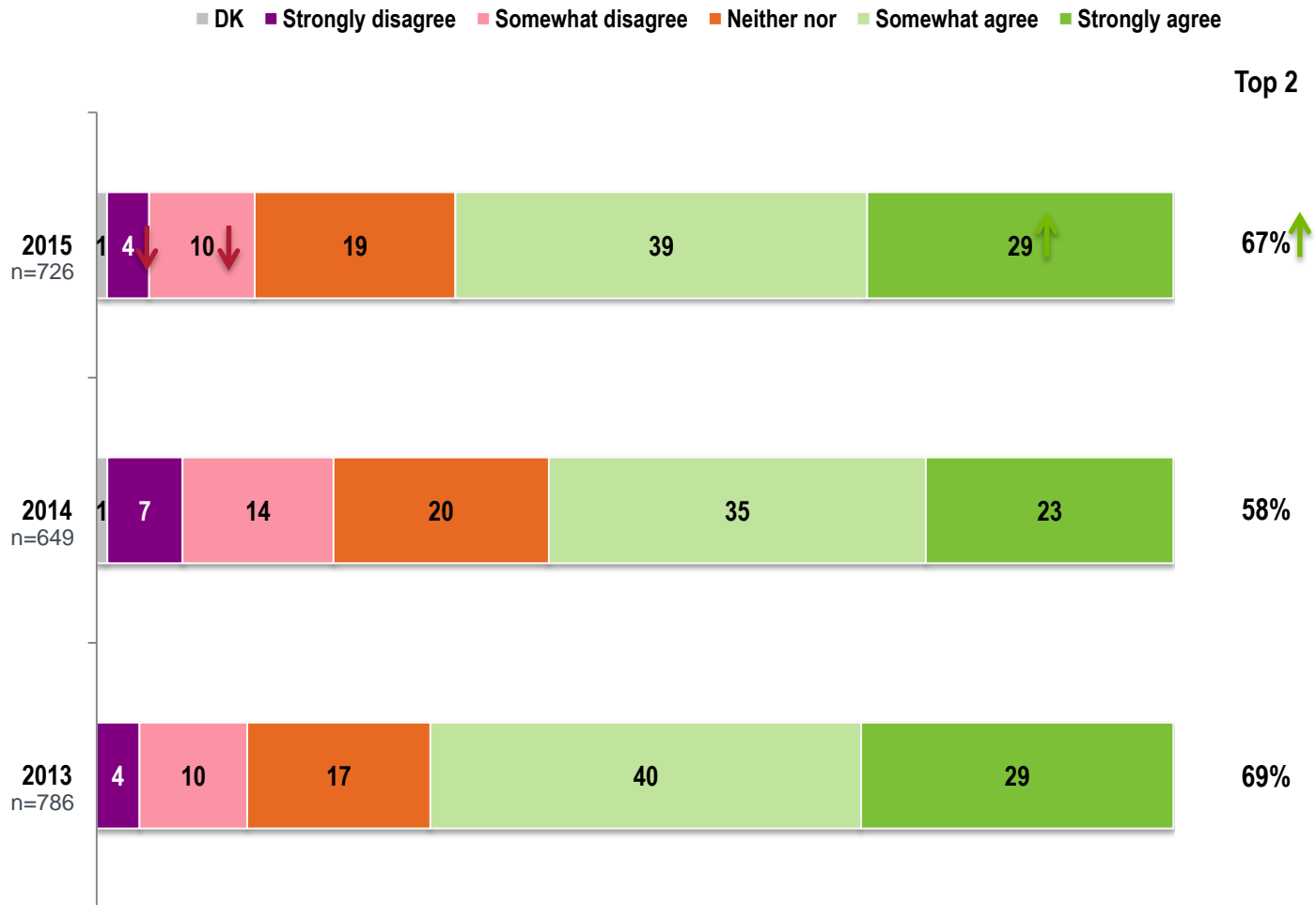
Significant increase from last year



Significant decrease from last year

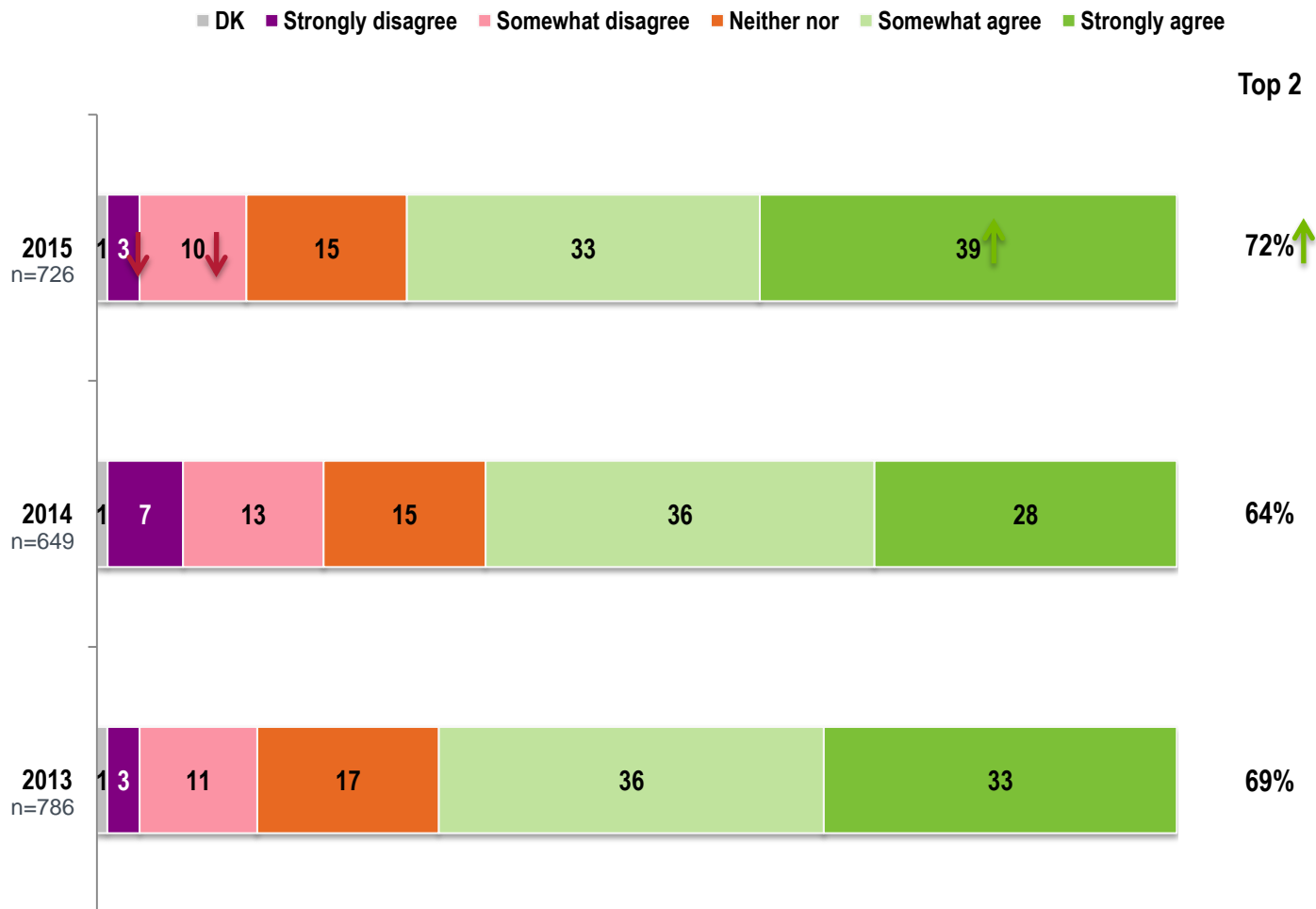
The Influence of BCLC

BCLC inspires me to do my best work (%)



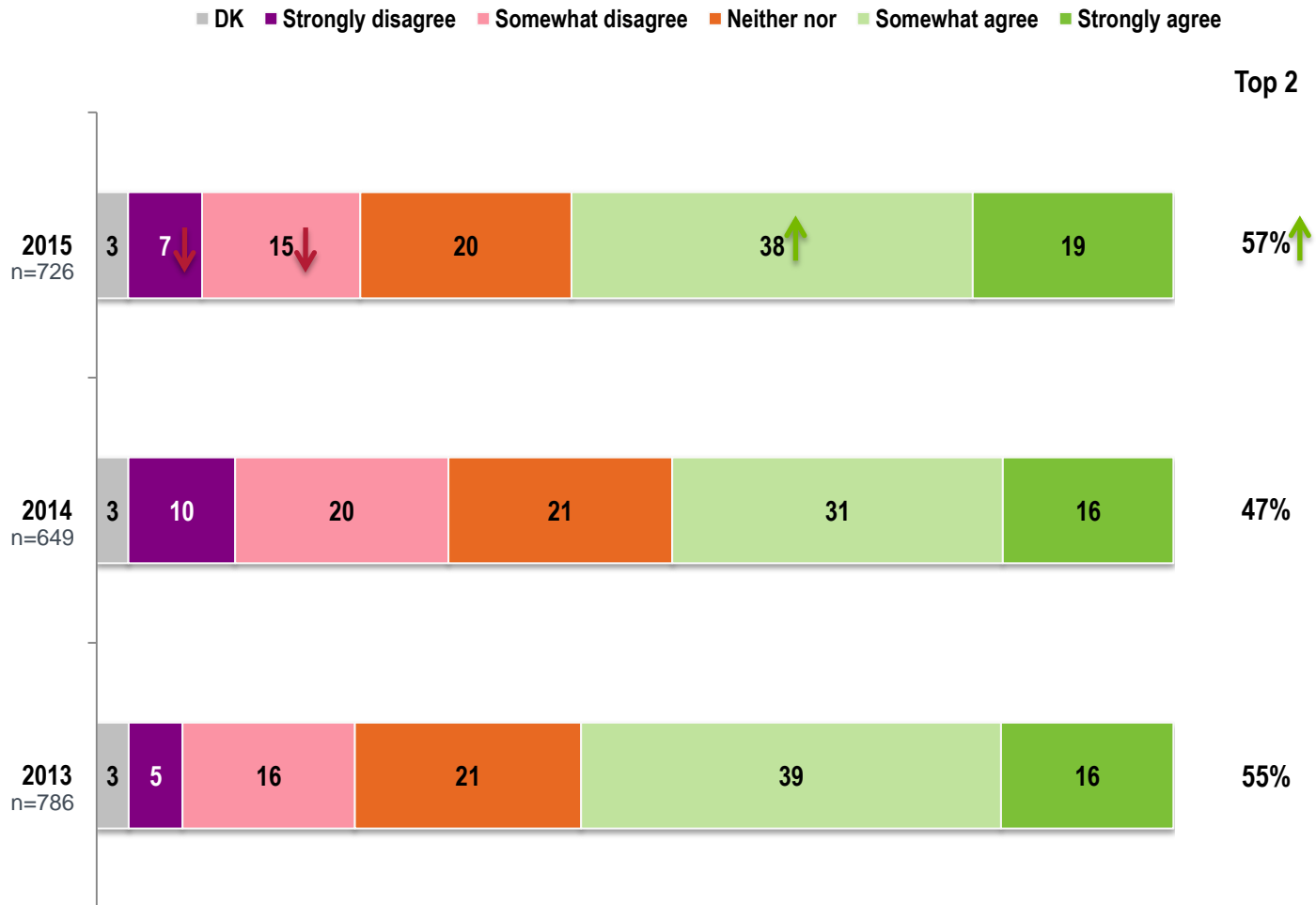
Responsibility of Job

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



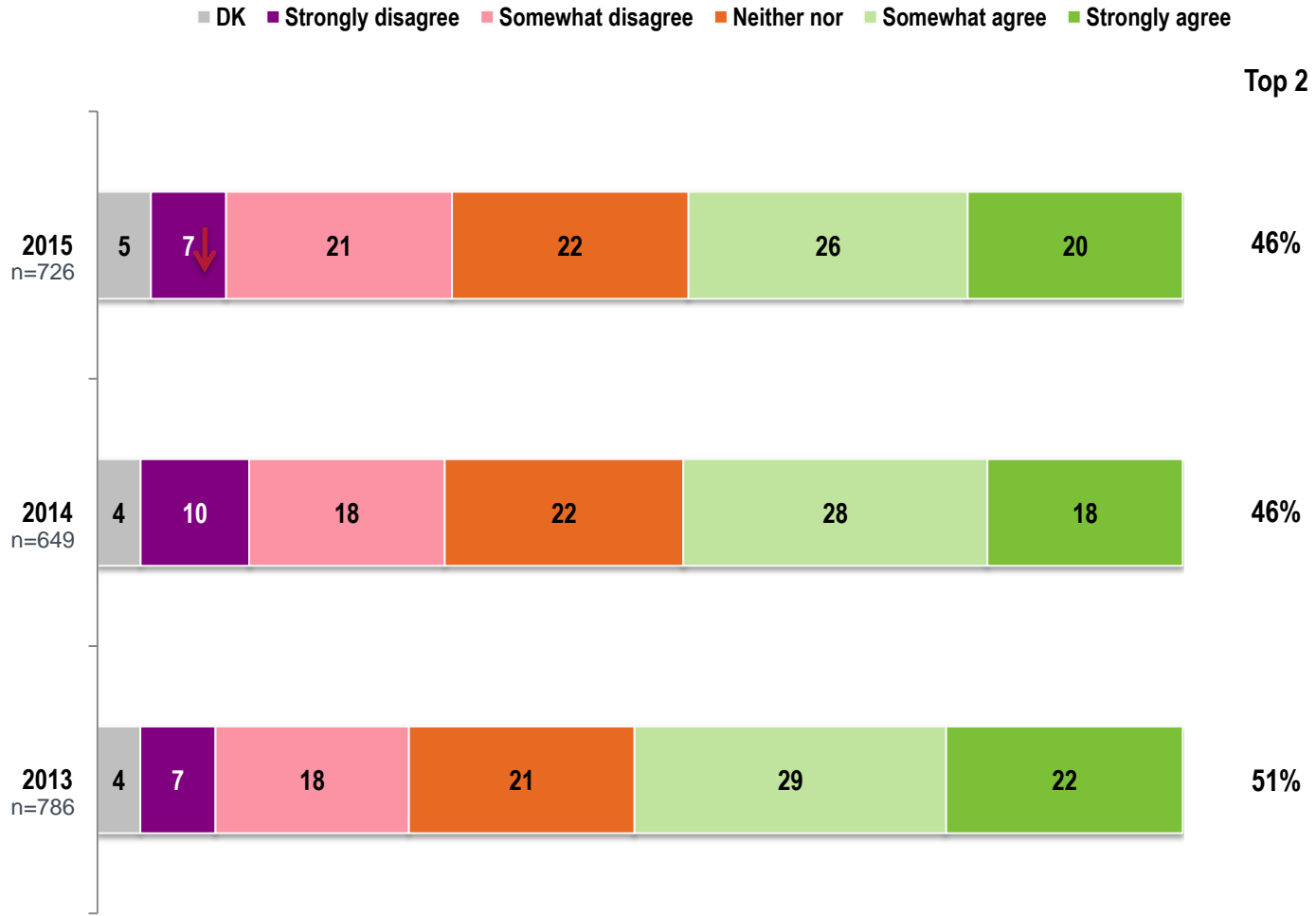
Developing Employees

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



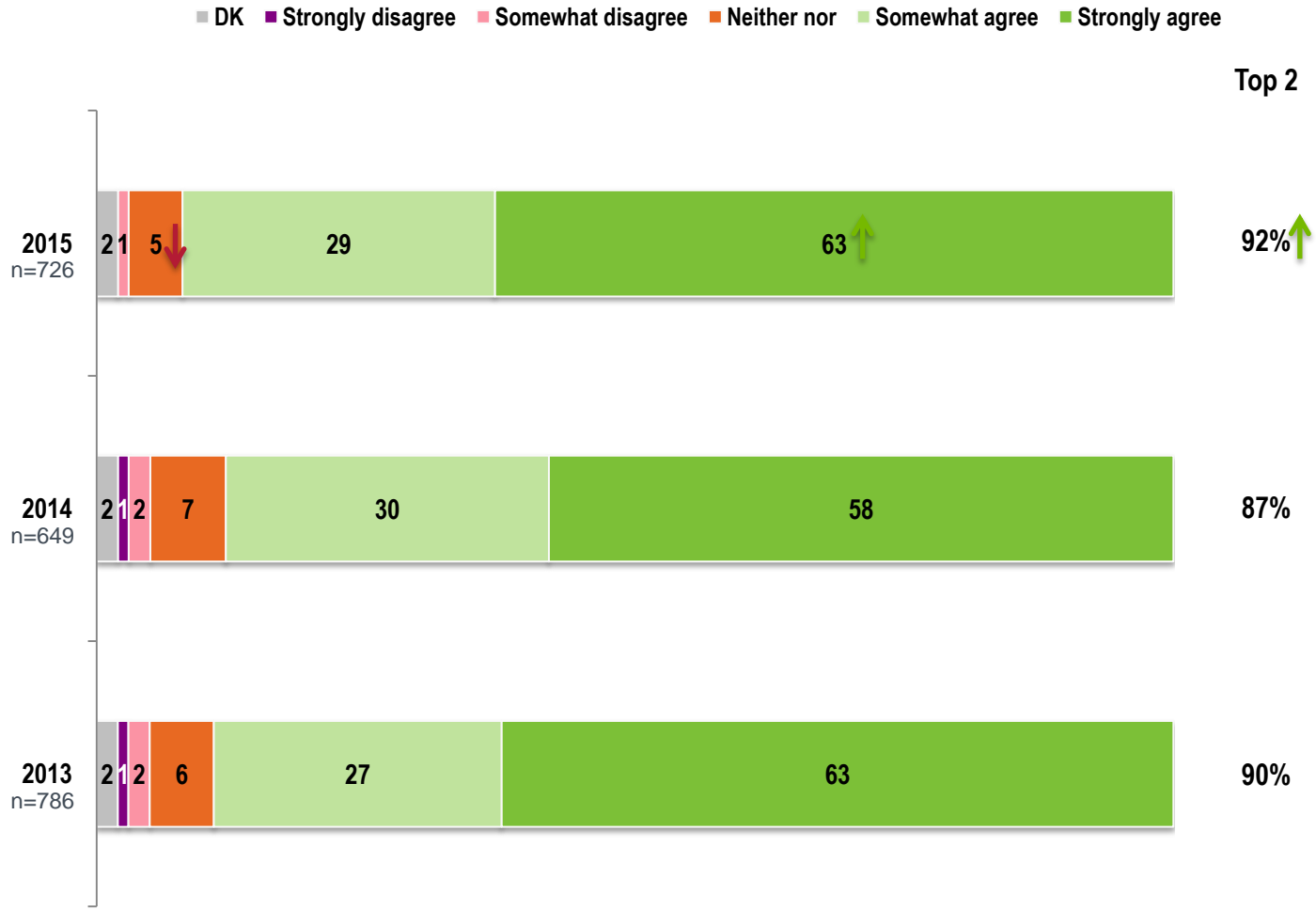
Customer Feedback is Shared

Customer feedback is shared across the company (%)



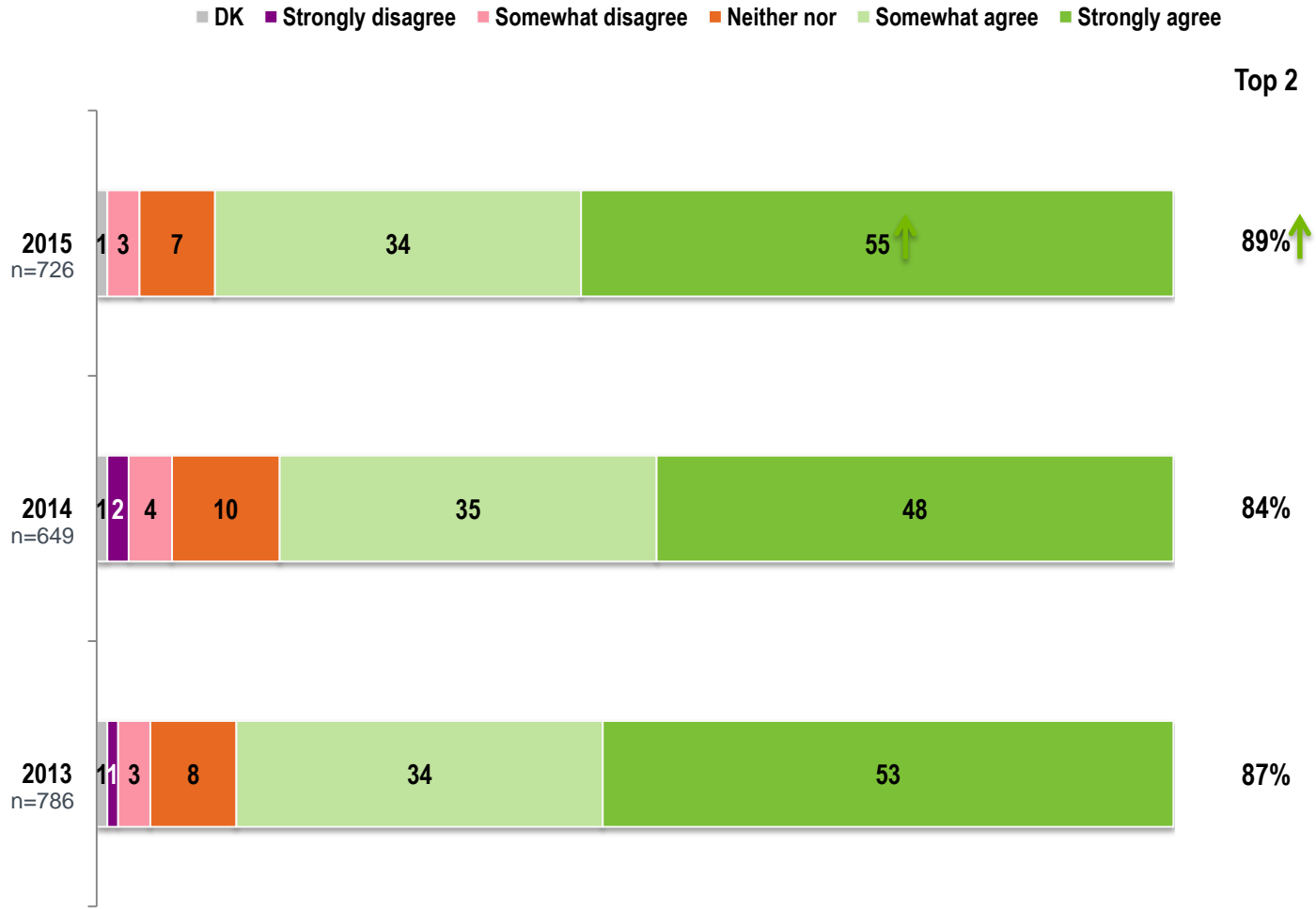
Business Conducted Fairly

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



Operates in Alignment with Values

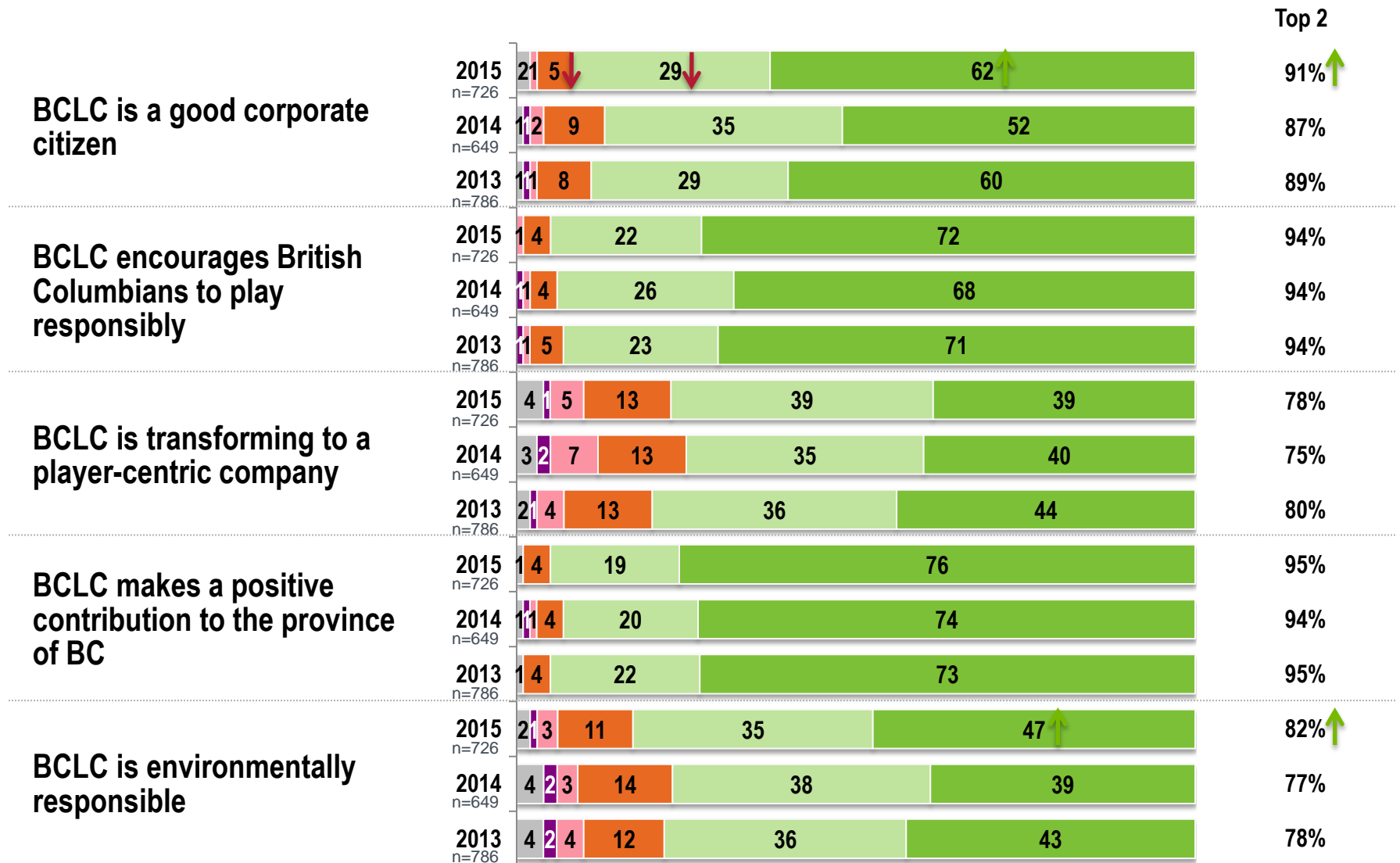
The way BCLC operates is in alignment with its values (%)



Corporate Values and Responsibilities

Corporate Responsibility

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree



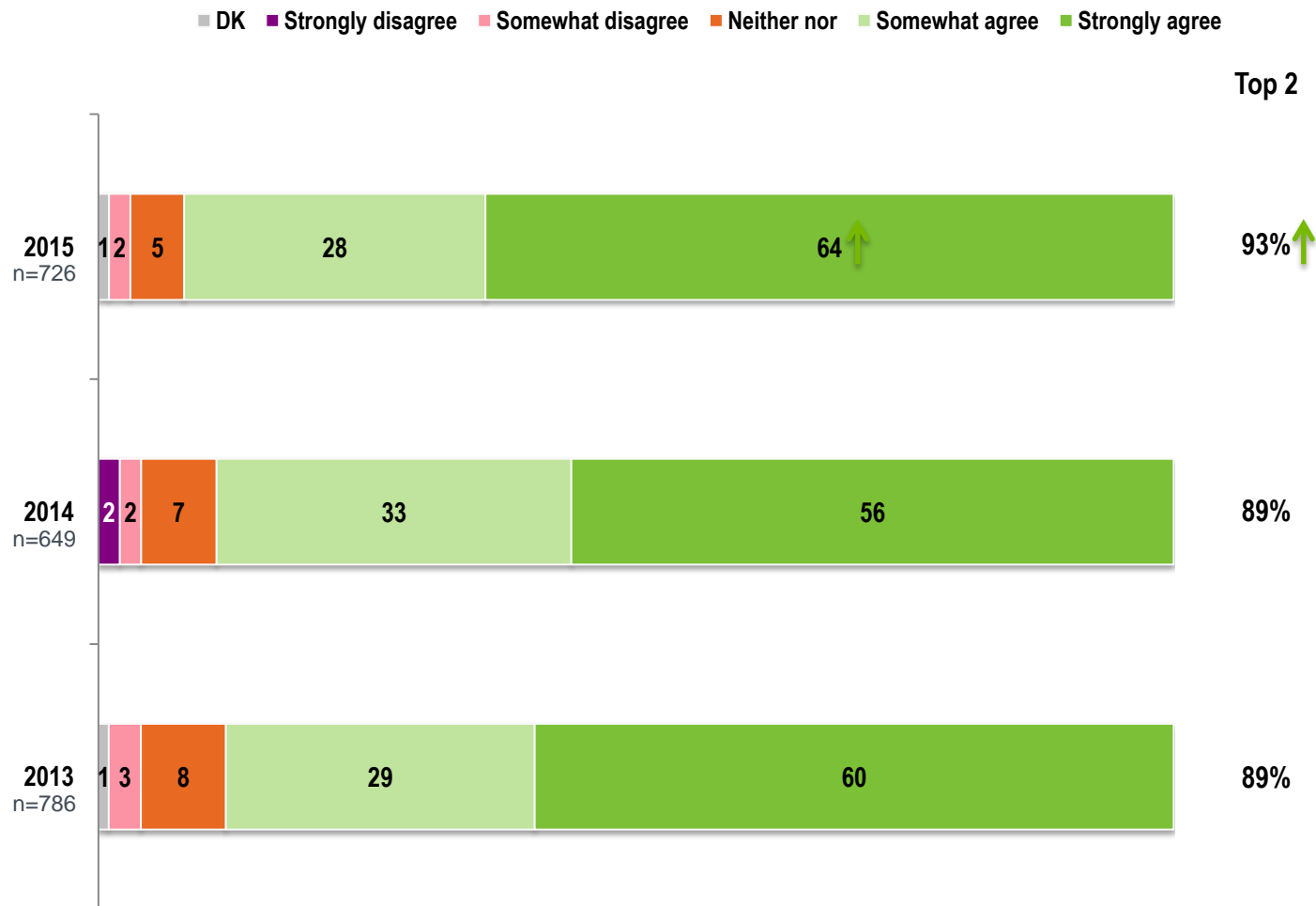
Significant increase from last year



Significant decrease from last year

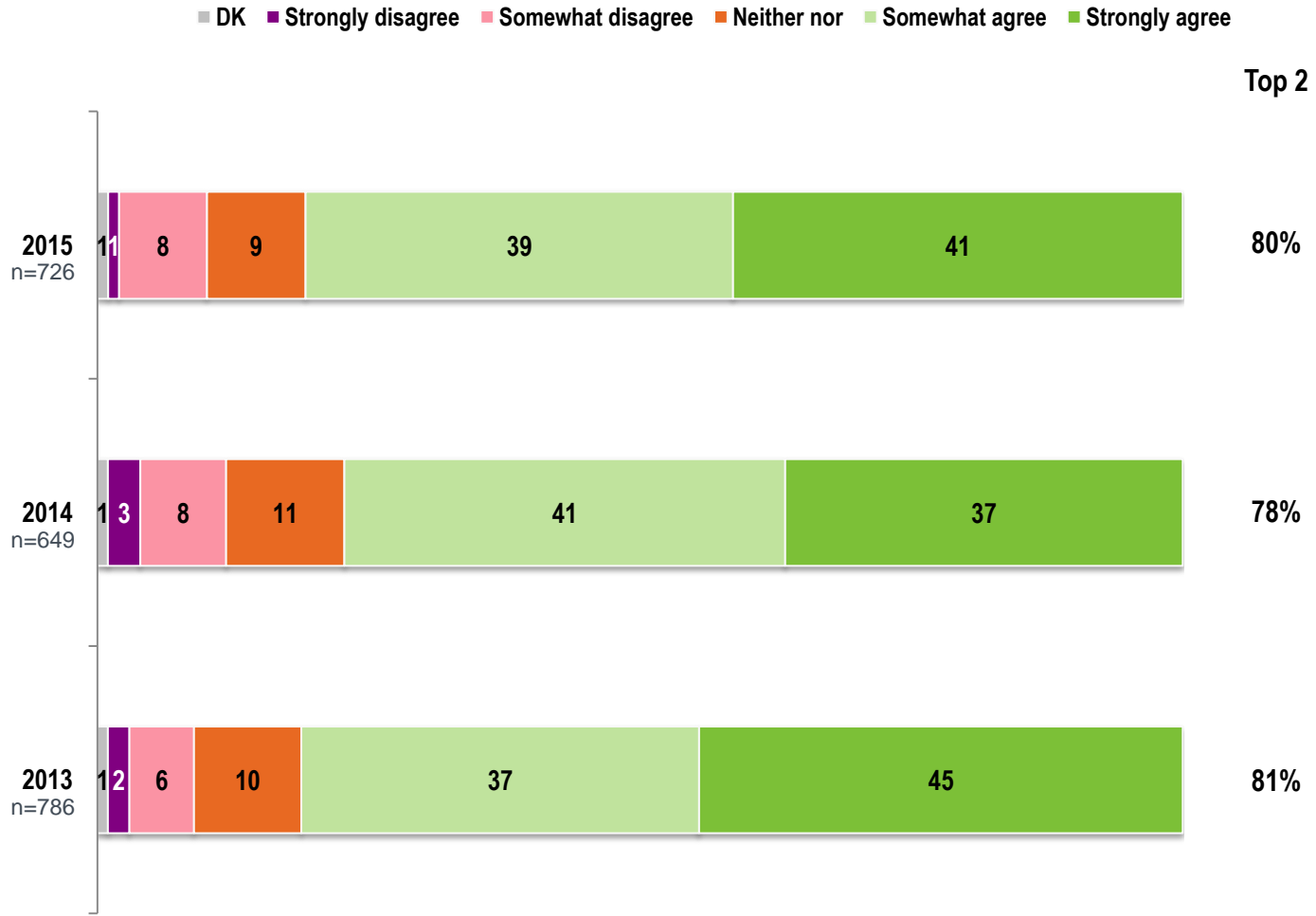
Gaming Revenues Benefit the Community

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



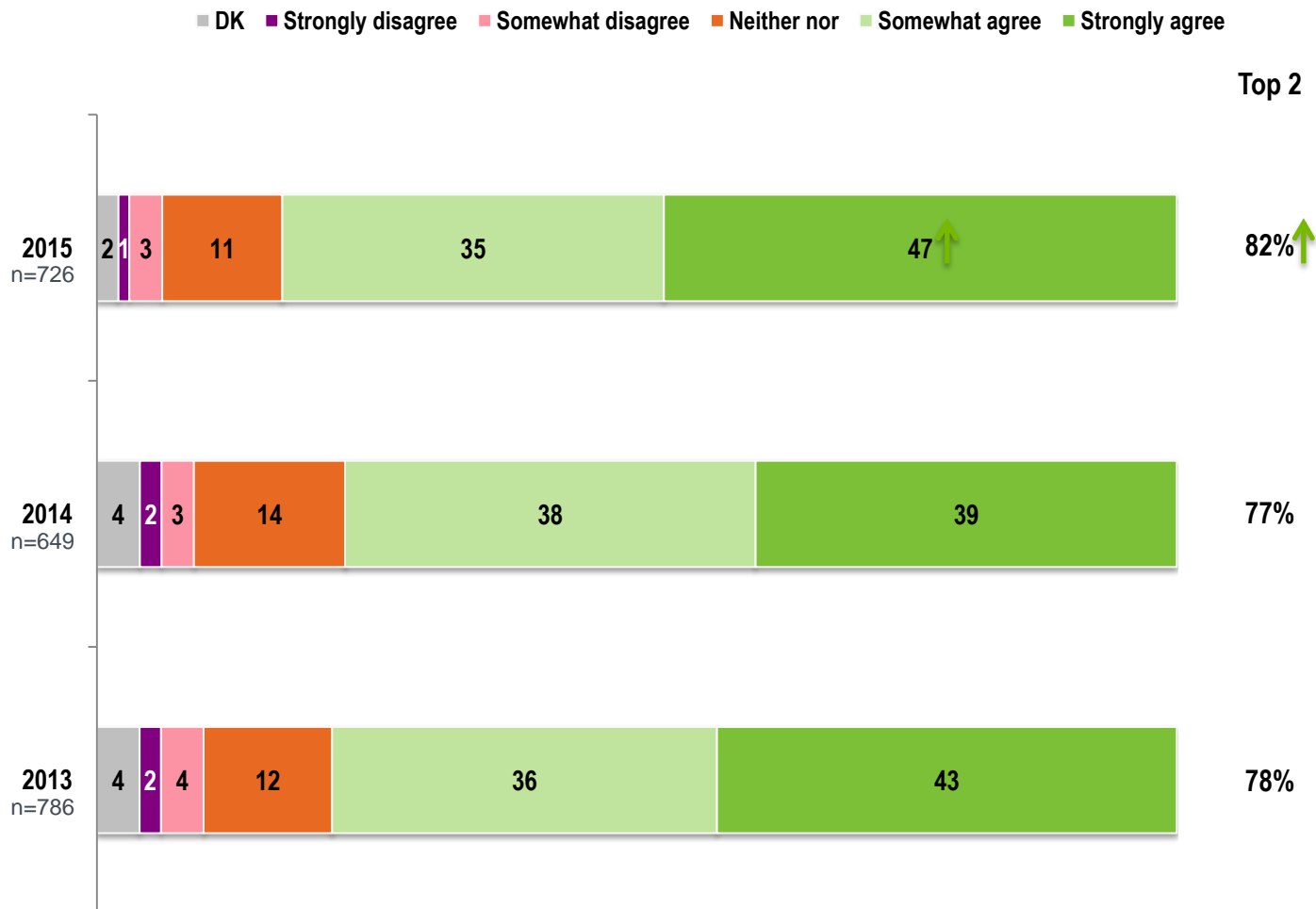
Provide Players with Exceptional Service

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



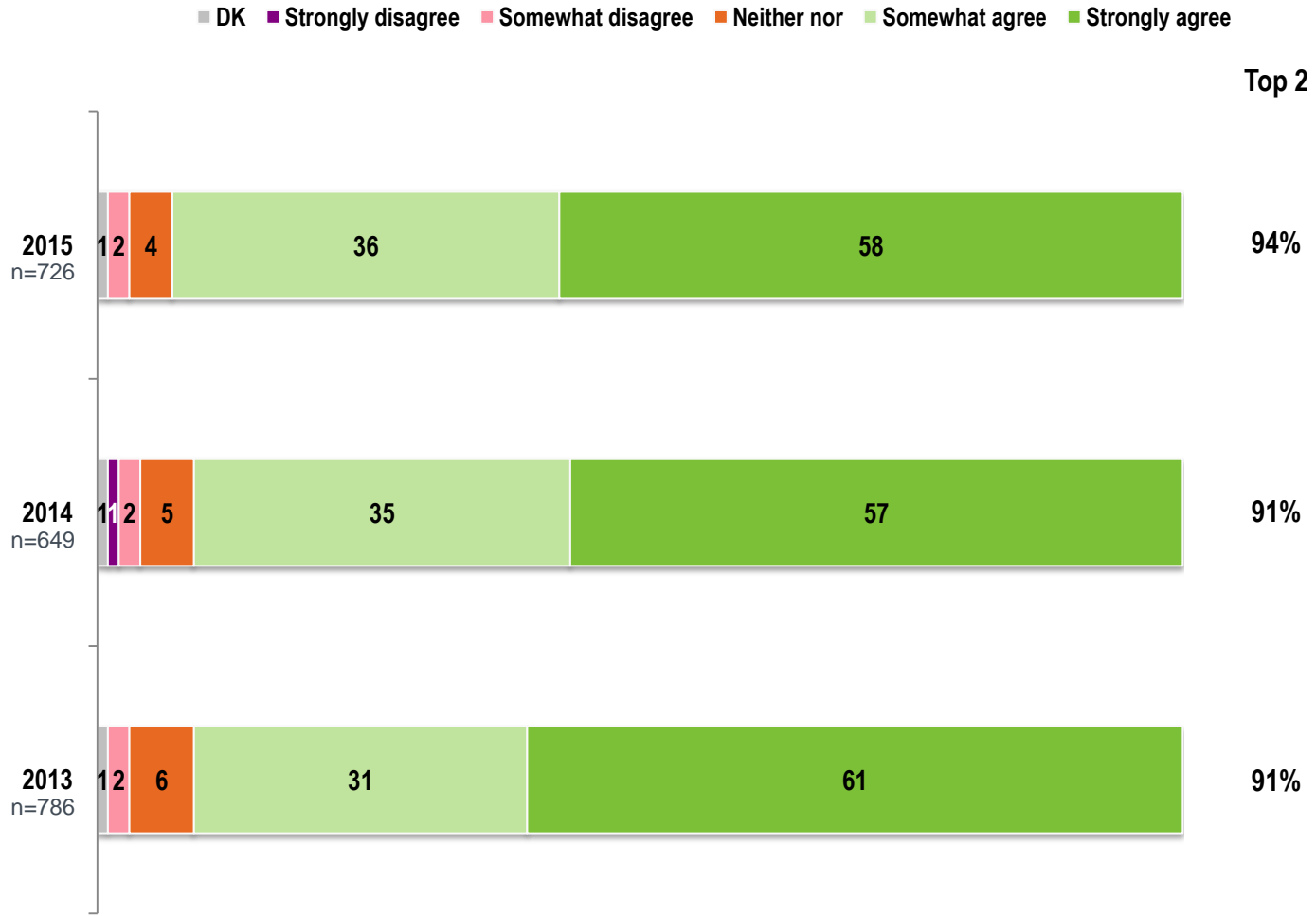
Environmentally Responsible

BCLC is environmentally responsible (%)



Corporate Social Responsibility

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



Senior Leadership

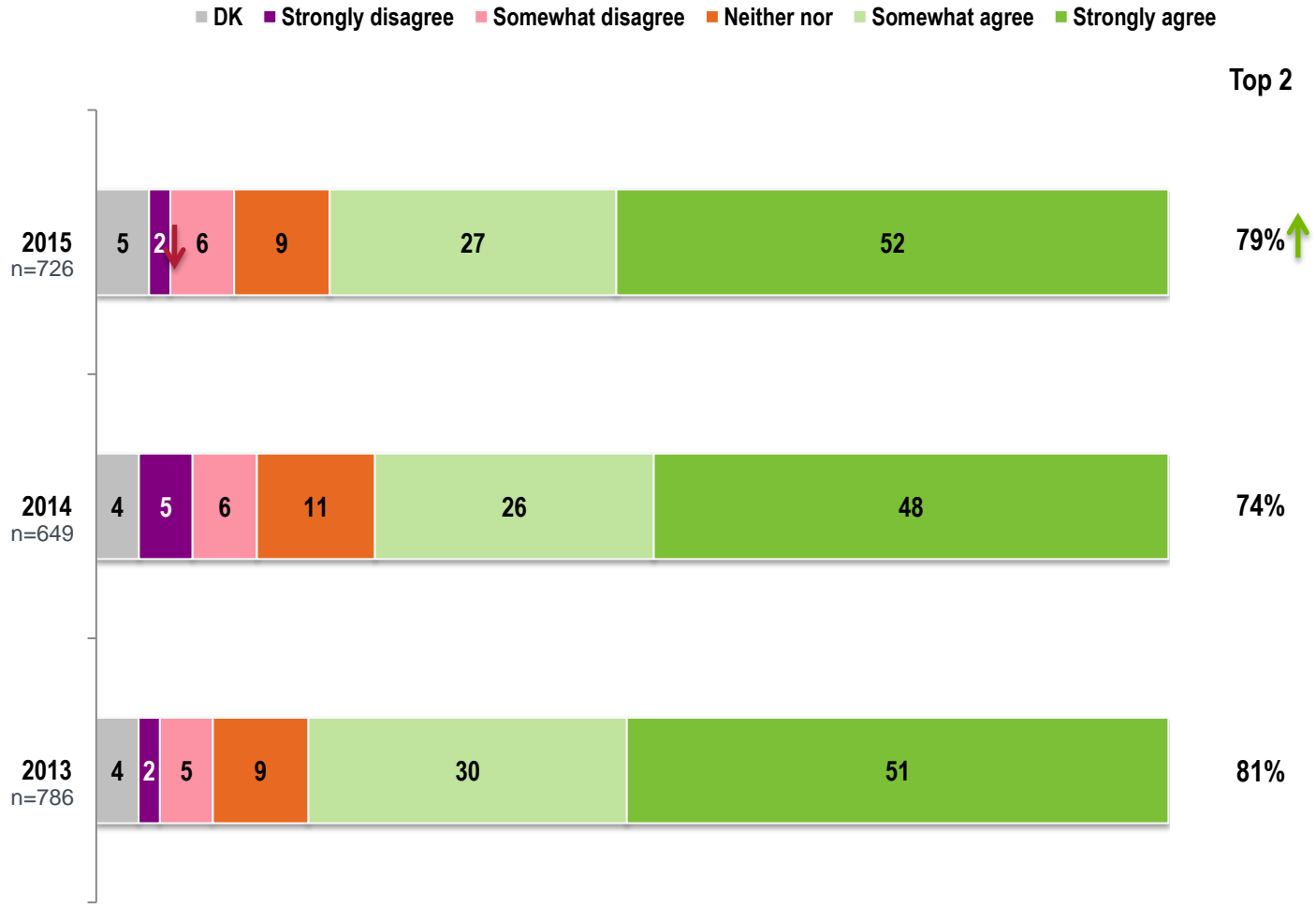
Senior Leadership Team Follows Values

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



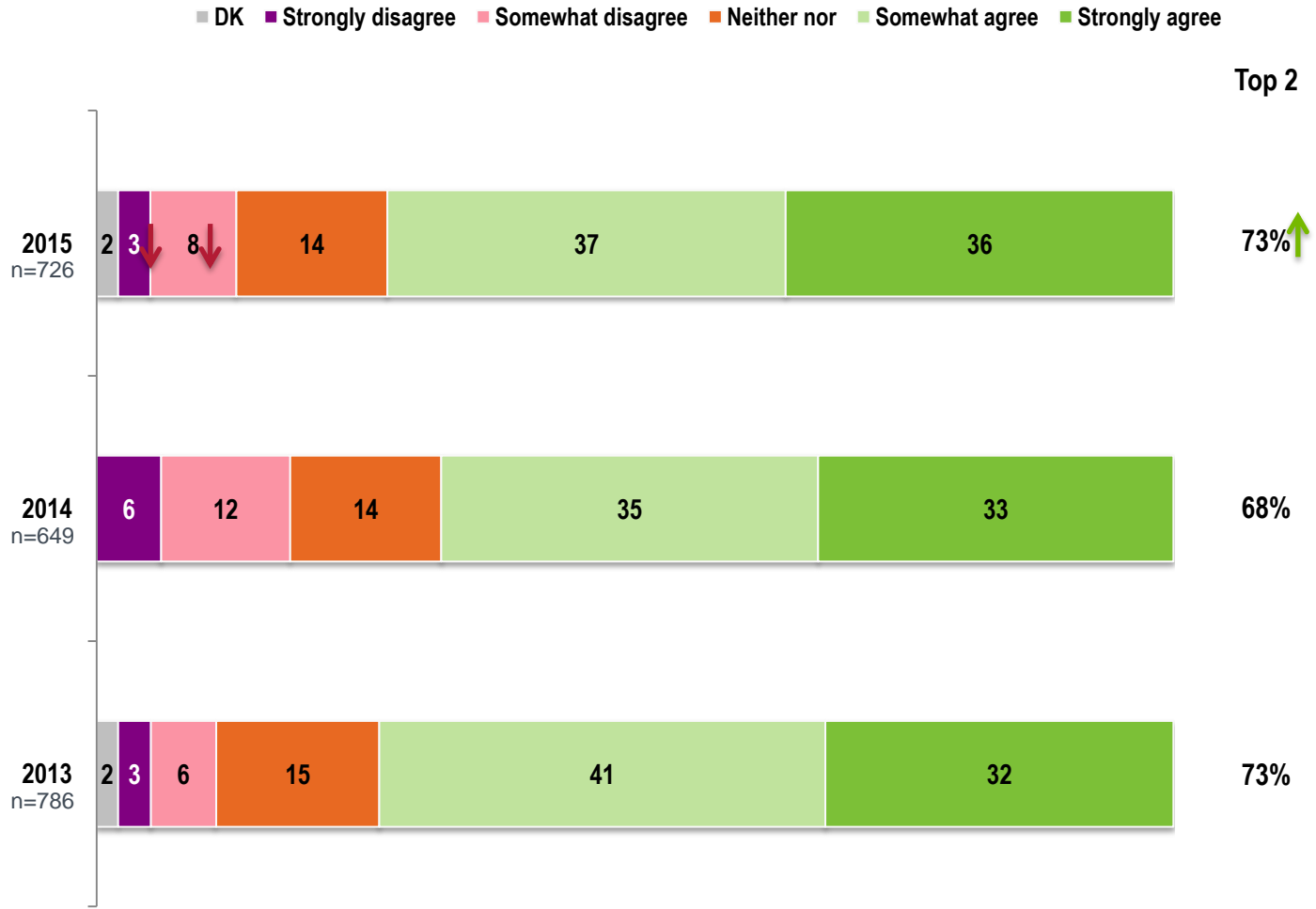
Division's Senior Leadership Team Follows Values

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



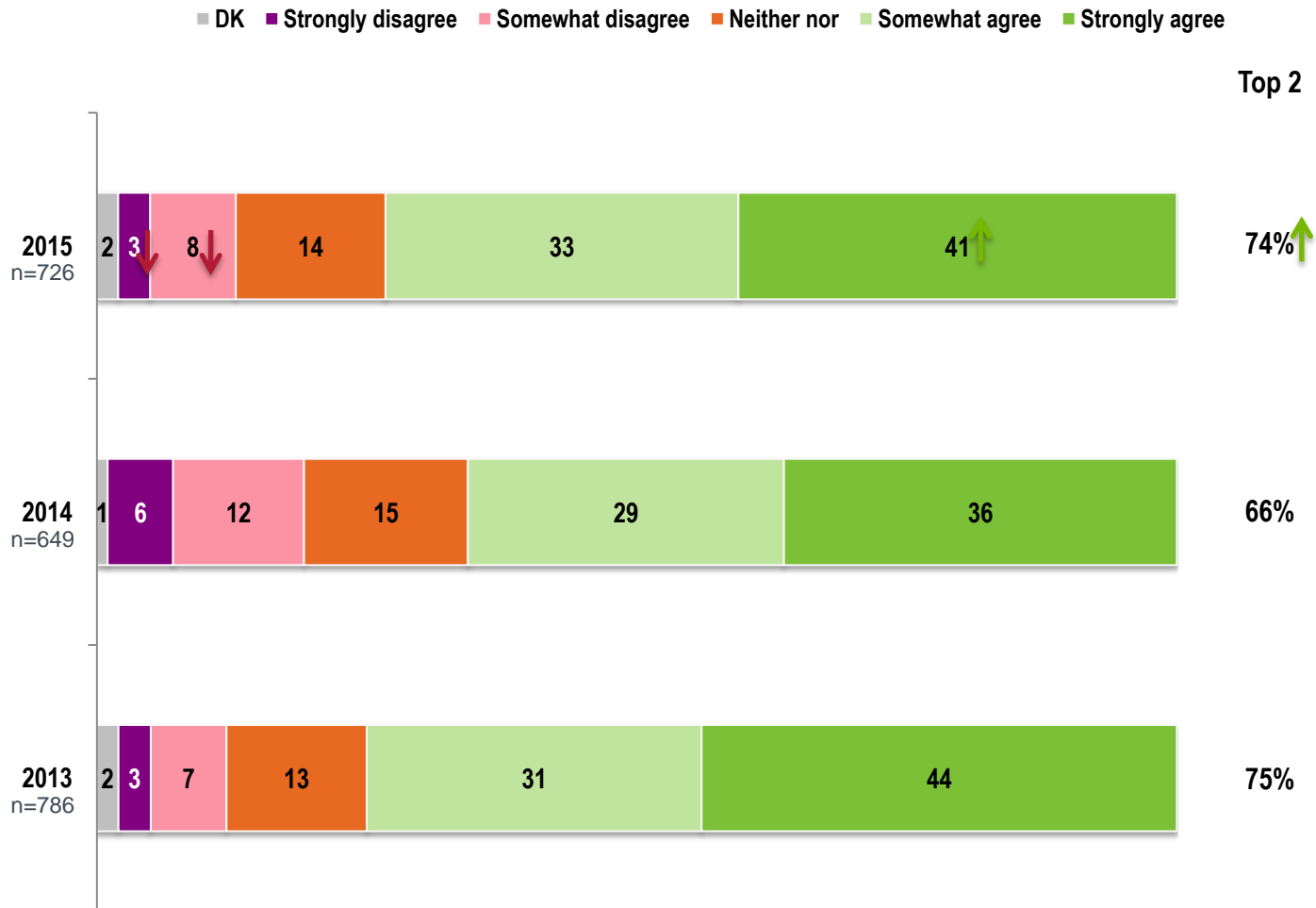
Communication of BCLC Vision

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



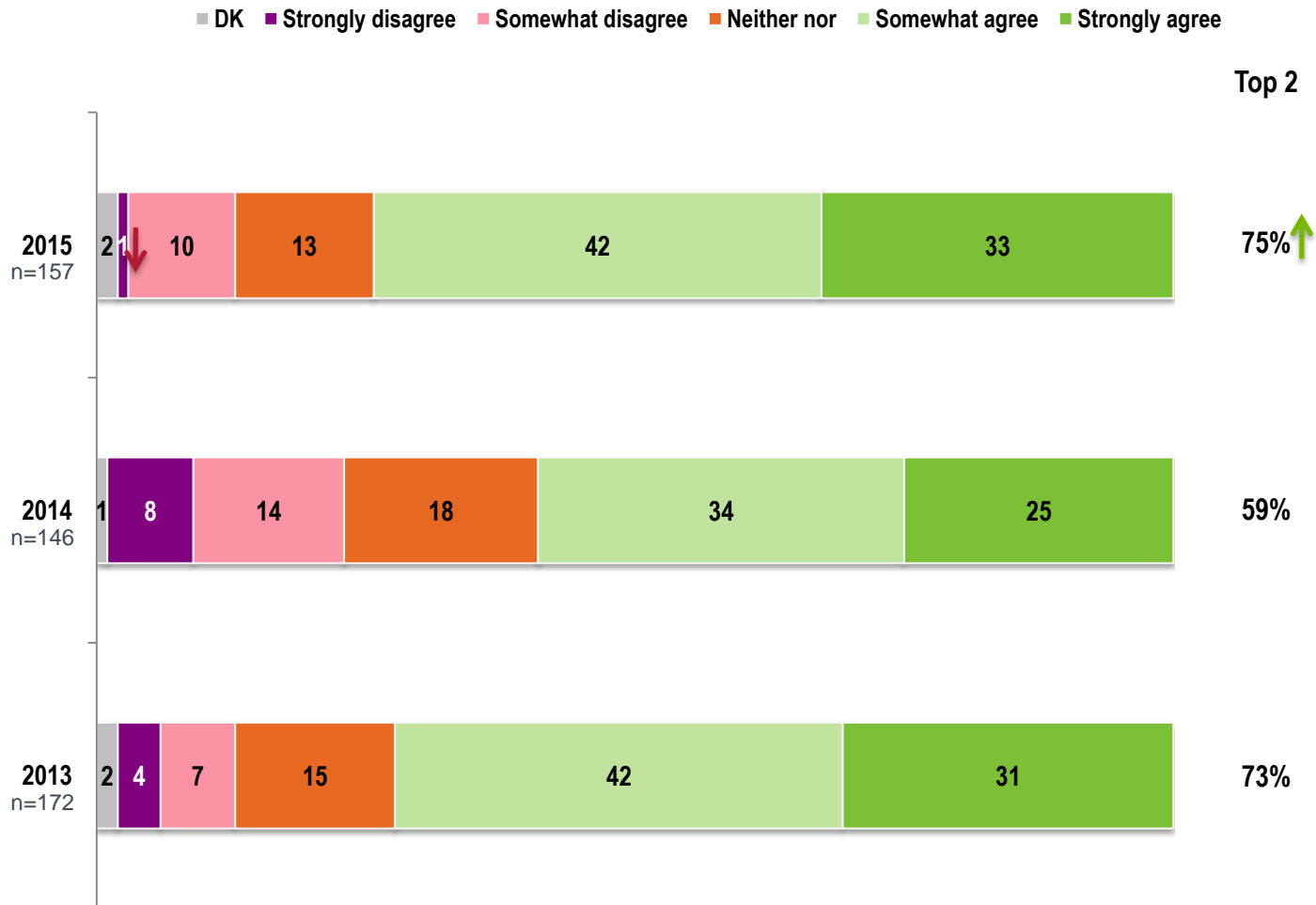
Confidence in Decisions Made by Division's SLT

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



SLT Supports Good Leadership Practices

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



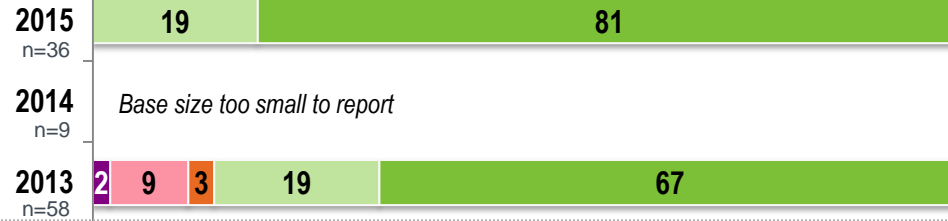
Training and On-Boarding

Support Offered to New Hires

DK Strongly disagree Somewhat disagree Neither nor Somewhat agree Strongly agree

Top 2

I received adequate support from the person I report to

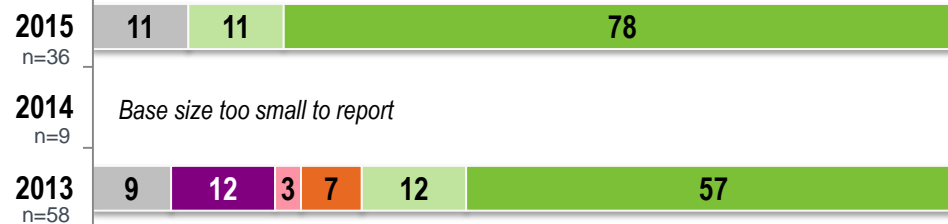


100%

—

86%

I received adequate support from my mentor

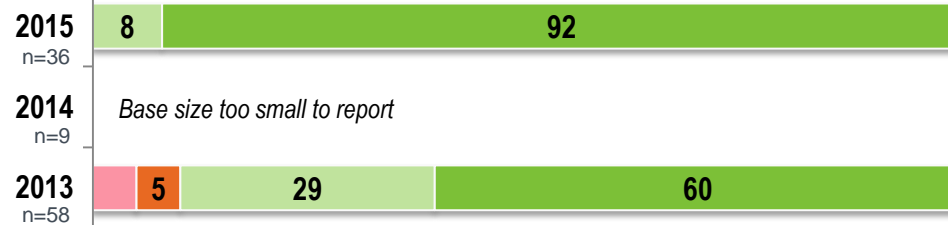


89%

—

69%

I received adequate support from my colleagues

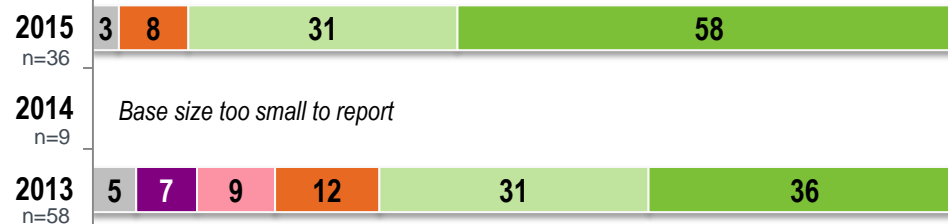


100%

—

90%

I received adequate support from the HR department



89%

—

67%

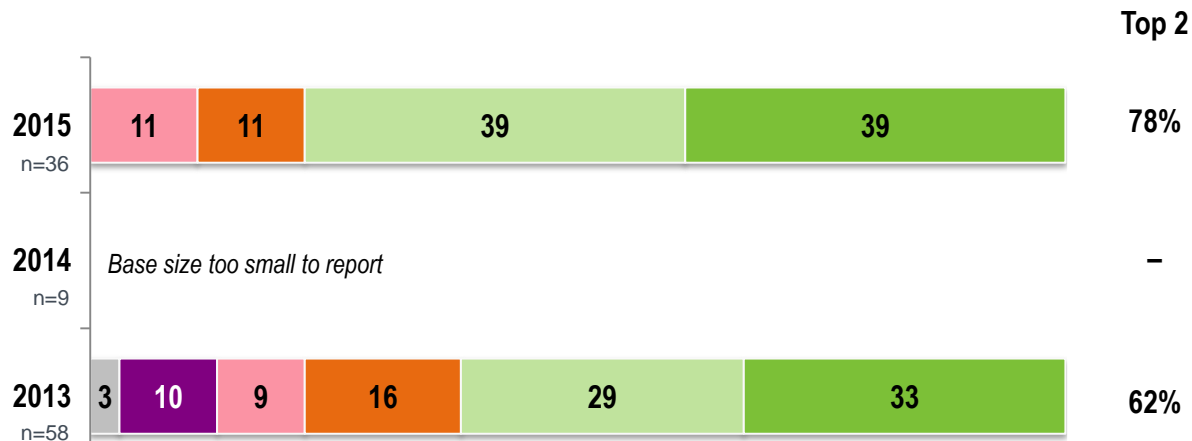


Evaluation of the On-Boarding Process

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

