

Appendix 1:

SR Performance Framework

Metric	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target	2017/18 Target
Corporate						
Player						
• Player Satisfaction	81%	83%	78%	80%	81%	83%
• Player Participation	54%	57%	51%	54%	55%	57%
• Player Awareness of Responsible Gambling Activities	68%	68%	79%	79%	80%	81%
• Net Win per Capita	\$468	\$454	\$482	\$477	\$482	\$484
People						
• Employee Engagement	N/A	82%	78%	80%	82%	82%
• Employee Turnover Rate	12.4%	14.0%	24.7%	14.0%	12.0%	10.0%
Public						
• Public Recognition of Positive Contributions	61%	60%	68%	64%	65%	66%
• Public Perception of BCLC's Transparency	52%	50%	57%	52%	55%	57%
• Level of Greenhouse Gas Emissions (CO2e metric tonnes by calendar year)	2013: 1,374	2014: 1,382	2014: 1,315	2015: 1,142	2016: 1,119	2017: 1,097
Profit						
• Net Income (millions)	\$1,174.6	\$1,193.0	1,254.5	\$1,216.0	\$1,242.8	1,260.1
• Comprehensive Costs Ratio (% of Net Win)	43.4%	41.9%	41.9%	43.3%	43.3%	43.4%

Metric	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target	2017/18 Target
Social Responsibility						
Player						
• World Lottery Association Certification Level Achieved	re-certified	maintain	maintained	maintain	re-certify	maintain
• Casinos and Community Gaming Centres Certified by RG Check	72%	97%	97%	100%	100%	100%
• PlayNow.com Certified by RG Check	--	--	--	certify	maintain	maintain
• Player Awareness of VSE Program	43%	--	50%	51%	52%	53%
• Player Interactions at GameSense Info Centres (GSIC)	54,656	60,122	56,989	66,134	72,747	80,021
• BCLC's Privacy Practices for PlayNow.com Registrants are TRUSTe Compliant	achieved	achieve	achieved	achieve	achieve	achieve
• New Service Provider Employees who Passed Appropriate Response Training (ART)	96%	100%	99%	100%	100%	100%
• Pass Rate in Lottery Retail Mystery Shop Program	86%	N/A	53%	N/A	N/A	N/A
People						
• Employees who Agree that BCLC is a Good Corporate Citizen	N/A	90%	87%	90%	90%	90%
• Employees who Understand What CSR Means to BCLC	N/A	91%	91%	91%	91%	91%
• Average Spend on Training per Employee	\$703	--	\$670	\$900	\$1,000	1,200
• Absenteeism Rate	1.77	--	1.89	7.00	7.00	7.00
• Employees who Completed "Where's your GameSense?" Course	100%	100%	100%	100%	100%	100%
• New Service Provider Employees who Passed Appropriate Response Training (ART)	--	--	--	90%	100%	100%
Public						
• Number of Stakeholder Engagement Sessions	68	75	96	85	95	105
• Waste Diverted from Landfill – Vancouver Office	89%	91%	93%	91%	92%	93%
• Waste Diverted from Landfill – Kamloops Office	N/A%	50%	38%	50%	55%	60%
• Office Water Use (m3/m2)– Vancouver Office	0.37	0.37	0.26	0.37	0.35	0.33
• Office Water Use (m3/m2) – Kamloops Office	0.25	0.25	0.26	0.25	0.25	0.25
• Gambling Facilities that use CSR reporting tool software	14%	17%	28%	20%	23%	28%