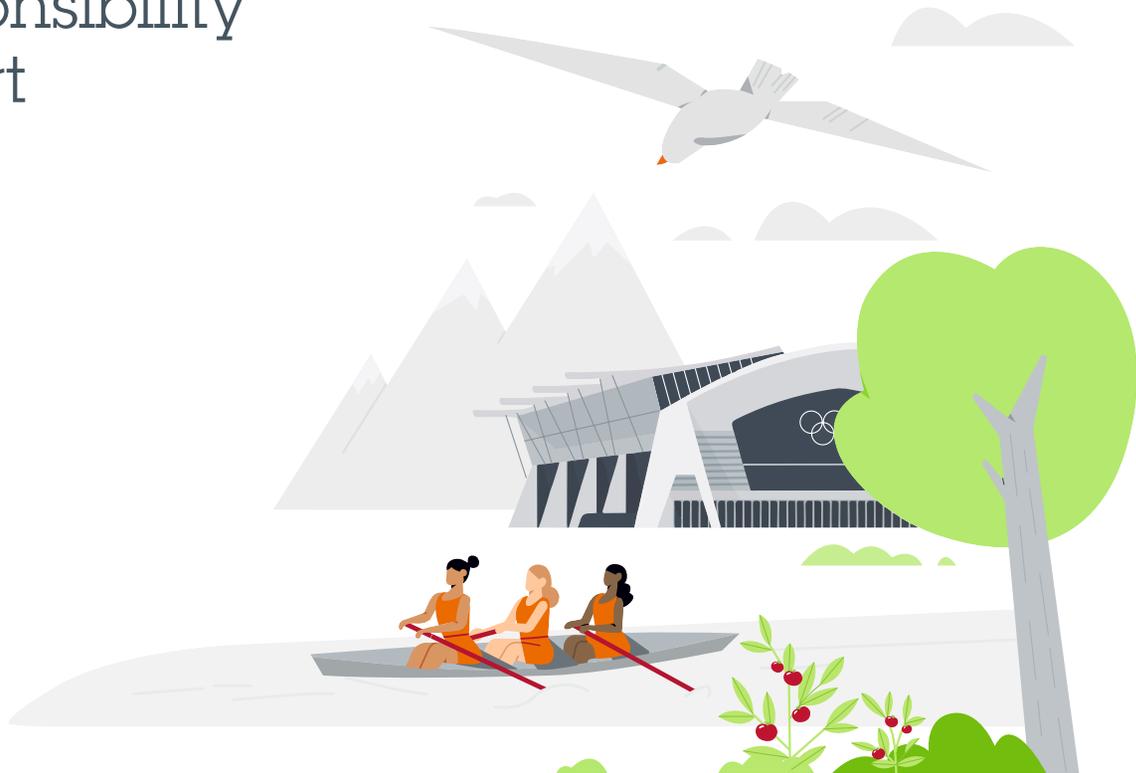


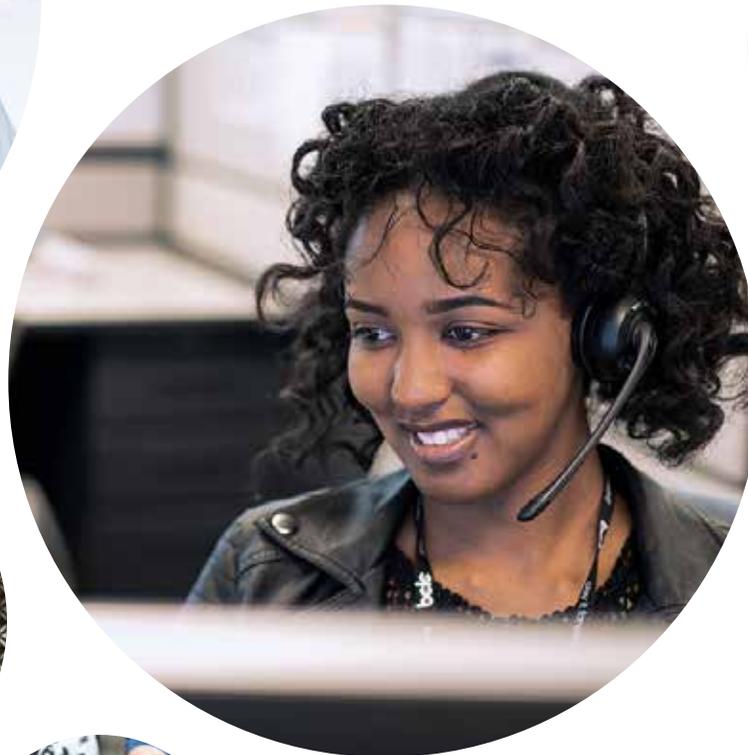
# Social Responsibility Report

2018/19



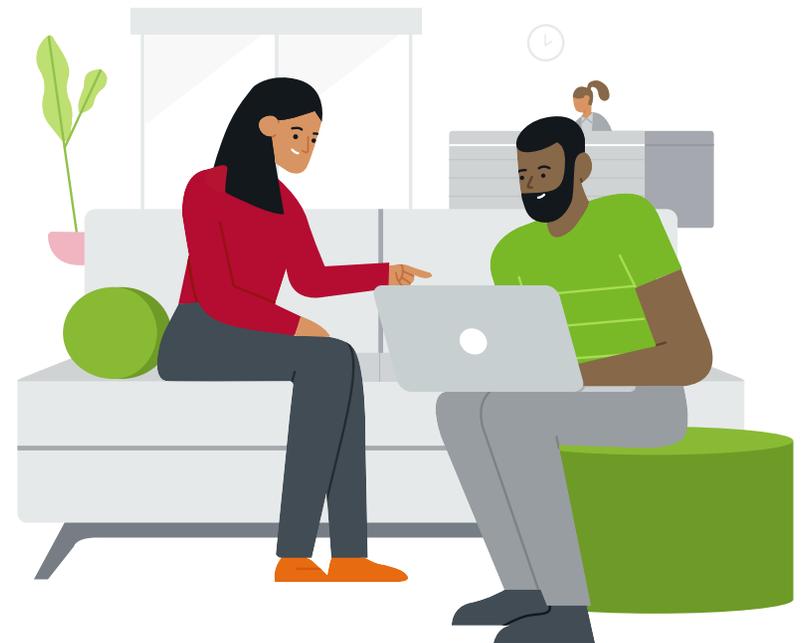


Our business was created over **34 years** ago to **benefit British Columbia.**



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**Message from the**  
**Board Chair**

BCLC was founded more than 34 years ago, and over those years, BCLC has generated significant revenues to help the Province achieve its goals, generated community benefits and helped make British Columbia a great place to live, work and play. BCLC and its employees are guided by its mission and strive to offer exceptional entertainment, operate with integrity and focus on player health and safety.

Over the past year, a new group of directors was appointed to BCLC's Board of Directors. The Board is in the process of furthering its knowledge of BCLC's lines of business and operations. In addition to providing oversight of the company and setting strategic priorities, the Board will support the executive team in evolving the organization's social responsibility approach, aligning it with the corporation's evolving strategy. This will ensure that the company remains on a path towards responsible growth in the years ahead, and allow us to continue to generate revenue for the benefit of all British Columbians.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Kappel, D.", with a stylized flourish at the end.

Peter Kappel,  
Board Chair

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### Message from the

## President and CEO

Integrity, social responsibility and respect are values embedded in our culture at BCLC and are at the core of everything we do. As the Crown corporation entrusted to conduct and manage gambling for the benefit of British Columbians, how we operate our business is as important as the results we achieve. It's about more than generating gambling revenue; it's about generating that revenue in a responsible way.

This has been a significant year for our organization. In June 2018, the Government of B.C. released Dr. Peter German's review of B.C.'s anti-money laundering policies and practices in Lower Mainland casinos. We are actively

working with the Province and others in the system, such as our regulators and law enforcement, to address the recommendations made by Dr. German. We are mandated by the Province to manage the commercial gambling business and are committed to protecting our industry and restoring the trust of the people of B.C.

This year we evolved our player health strategy, which helps guide how we operate and the decisions we make as a business. In addition to continuing to provide information to players so they can make informed decisions, the strategy focuses on proactive measures to make it easier for players to adopt safe play practices, evolve the way products are designed and delivered and to continue to assist players to seek help when needed.

As a public sector organization, we have an obligation to lead the way and help reduce the impact of climate change. Every year we strive to achieve carbon neutrality through the purchase of carbon offsets to help fund projects that reduce greenhouse gas (GHG) emissions. We are also aligned with the commitments the Province of B.C. has made in its CleanBC plan, to help us achieve a cleaner future together. In accordance with the future plans of CleanBC, we are prepared to take action and make further progress to reducing climate-related risks.

I am excited about the year ahead and the potential to do better under the guidance of a new corporate strategy. Embedding social responsibility into how we operate will always be a continual process. While we continue to learn and make strides in this regard, I'm proud of our efforts and results from this past year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jim Lightbody', written in a cursive style.

Jim Lightbody,  
President and CEO

## About BCLC

BCLC is a Crown corporation that was created in 1985 to offer and operate gambling entertainment on behalf of the Province of B.C., while delivering important gambling revenue to the communities of B.C. In fiscal year 2018/19, BCLC generated net revenue of \$1.4 billion for the Province of B.C. BCLC is headquartered in Kamloops, B.C., with an office in Vancouver, B.C. As of March 31, 2019, BCLC had a workforce of 972 employees. BCLC oversees and supports the management of 38 gambling facilities and 3,500 retail locations throughout B.C. that sell national and provincial lotteries. BCLC also manages PlayNow.com, B.C.'s only regulated online and mobile gambling channel.



BCLC's vision is to deliver exceptional gambling entertainment to our players. To make this happen, we've put our customers first by engaging stakeholders, partners and our communities to help us create entertainment experiences that also keep player health top of mind.

We've made it our mission to conduct and manage gambling responsibly for the benefit of British Columbians, and we measure our performance against four key impact areas of our business, which are reflected in our Social Responsibility Charter: Player, People, Public and Profit.

There were no significant changes to BCLC's ownership, size, structure or supply chain in fiscal 2018/19. However, BCLC underwent other changes that affect our social responsibility reporting for this year and beyond. In 2018, we welcomed a new Board Chair and a new Board of Directors. We also began

**We live our values every day and they are the foundation of our decisions and actions.**

## Integrity

The games we offer and the ways we conduct business are fair, honest, transparent and trustworthy.

## Social Responsibility

Everything we do is done with consideration of its impact on and for the people and communities of British Columbia.

## Respect

We value and respect our players, service providers and each other.

the process of a corporate strategy refresh to redefine our goals and priorities as a business and how we can work differently in order to achieve them. In fiscal 2019/20 we will be revisiting BCLC's social responsibility strategy to gain better strategic alignment between business objectives and social responsibility goals. This will involve a fresh look at the topics we report and the indicators we use.

We are a  
values based  
organization

Our goal with this year's Social Responsibility Report is to communicate our performance, challenges and opportunities for improvement in relation to the topics that are most important to BCLC and its stakeholders and communities.

## About this Report

We have prepared this Social Responsibility Report in accordance with the Global Reporting Initiative (GRI) Standards 2016: Core Option. The GRI Content Index is included in Part Three. In addition to GRI disclosures, we include many disclosures that are specific to our business and reflect metrics we use to measure our continued progress.

This report covers BCLC's fiscal year from April 1, 2018 to March 31, 2019. Unless otherwise stated, all information in the report is for this fiscal period. Environmental disclosures related to emissions and waste are reported for calendar year 2018 to align with the B.C. Climate Neutral Action Reporting (CNAR) program. We publish our Social Responsibility Report annually, and our most recent report covered the 2017/18 fiscal period. Our annual consolidated financial statements include BCLC subsidiary Lottotech International Inc. Lottotech results are not included in this report.

Excluded from the scope of this report are the operations and activities of the broader gambling industry in British Columbia. Where our approach to managing social responsibility topics involves others, we report this. We will continue to look for ways to improve our social responsibility reporting, including how we can expand our reporting to consider the impact of our service providers, retailers and vendors.

We are committed to improving the strength of our reporting and disclosures. We have structured this year's report so the management approach for each of our material topics is defined in a clear and focused way.

This report is a platform to demonstrate transparency and accountability in relation to all aspects of our business, our accomplishments and the challenges we face. It is intended for a broad audience, but we have identified the following stakeholders, for whom this information may be particularly relevant:

### Players

**General Public**  
**BCLC Employees**  
**Provincial Government**  
**Local Governments**  
**Host Local Governments**

### First Nations

**Community Organizations**  
**Business Organizations**  
**Health Authorities**  
**Service Providers and Retailers**  
**Regulator (Gaming Policy Enforcement Branch – GPEB)**

**Materiality**

Our reporting approach is driven by the topics that are materially important to BCLC and our stakeholders. In 2016, we conducted a materiality assessment that involved internal and external stakeholder engagement and that was reviewed at the executive level and by the Board of Directors at the time. The result was a list of topics that was later updated in 2017. Material topics were categorized by the four key areas highlighted in our Social Responsibility Charter.

For our 2018/19 report, in light of the timing of some organizational changes, we relied on the updated list from 2017 and continued to define material topic boundaries based on our core business operations. The material topics and topic boundaries for this report are unchanged from our previous report. We have a new Board and a new corporate strategy, both of which need to be considered in our next assessment of materiality. In future materiality assessments, we will align more closely with how the Global Reporting Initiative defines “impact”.

Moving forward, we intend on re-engaging with key stakeholder groups to help us update our list of what is materially important to BCLC and assess the impact BCLC has on the economy, society and environment. We have not sought external assurance on this report. Each material topic in the material topics table is addressed in our performance section, Part Two.



**MATERIAL TOPICS**

CORPORATE GOALS	FOCUS	MATERIAL TOPIC
<b>Player</b>	Reduce Gambling-Related Harm (Player Health)	Problem Gambling Responsible Gambling
	Player Experience	Anti-Money Laundering Broadening gambling participation
		Integrity of Games * Privacy & Safety
<b>People</b>	Employee Engagement	Attracting & Retaining Talent
		Diversity & Inclusion
<b>Public</b>	Public Trust	Ethical Conduct
	Environment (Carbon Neutral Action)	Transparency
		Climate Change
		Sustainable Procurement
		Waste Management
<b>Profit</b>	Community Impact	Direct Community Benefits
		Financial contribution to Province of B.C.
		Service Provider and Retailer success

*\*This is addressed in our Player Safety & Security section*

## Governance and Management

In this section we discuss three topics that are foundational to BCLC – governance, integrity and transparency. Two of these, integrity (or ethical conduct) and transparency were previously identified as material topics. We deal with them separately from other material topics in this report because we believe these topics will be a perpetual priority and will not be subject to change in regular materiality assessments which gauge the priority of performance topics to BCLC and its stakeholders.

## GOVERNANCE

*BCLC's CEO and executive team are responsible for the day-to-day operation of BCLC. BCLC is overseen by a Board of Directors of up to nine members appointed by Government. Over the past year, eight new directors and one board chair were appointed to BCLC's Board.*

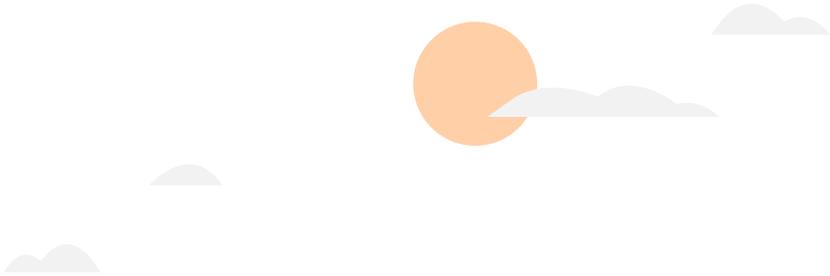
*Our Board of Directors has been receiving ongoing orientation and education to ensure their understanding in overseeing BCLC's strategy and various lines of business.*

*The Governance and Corporate Social Responsibility Committee, which is a subcommittee of our Board of Directors, oversees BCLC's corporate social responsibility program.*

*Read more about this committee and its role in our Social Responsibility Governance Section.*

BCLC's Board of Directors and leadership team work closely with the Ministry of Attorney General and hold regularly scheduled meetings to ensure effective communication and alignment with government priorities.





## INTEGRITY

### Integrity Management

At the core of our business is an unwavering commitment to do the right thing. Our employees live by the company's values of integrity, social responsibility and respect, which are embedded into the company's Standards of Ethical Business Conduct (SOEBC). Key to that framework is our Whistleblower Policy and Procedures. The policy provides employees with clear steps and ensures the protection of anyone who reports alleged misconduct or breaches of the SOEBC.

As a corporation, we are committed to upholding our regulatory requirements and the best practices of our industry. This includes preventing money laundering in our casinos as one of five organizations in British Columbia's anti-money laundering system (this is one of our material topics and its performance can be found in Part Two of this report), along with police, federal money laundering regulator, provincial gambling regulator and casino service providers. As part of our role, we have systems and procedures in place to help us monitor and detect suspicious activity, prevent proceeds of crime from being brought into casinos, and where we suspect illegal activity, report it to police and regulators so they can investigate.

To uphold our commitment to provide gambling in a responsible manner, we have responsible gambling policies that our business, gambling service providers and lottery retailers must adhere to. BCLC is one of only 12 jurisdictions worldwide to receive the World Lottery Association's (WLA) Level 4 re-certification for excellence in responsible gambling programming.

As a public sector organization, we participate in the B.C. Carbon Neutral Action Reporting program to publicly disclose details related to our achievement of carbon neutrality. We are members of the following associations and industry bodies, which helps to ensure we are continually sharing and learning about best practices in our industry.

- Interprovincial Lottery Corporation
- World Lottery Association
- Responsible Gambling Council of Canada
- North American Association of State and Provincial Lotteries

### Our Performance

Upon joining BCLC, all employees are required to read and sign off on our Standards of Ethical Business Conduct (SOEBC). On an annual basis, employees must renew their commitment to ethics and integrity in order for it to remain at the forefront of how they conduct themselves at work and how they interact with one another. While we do track the number of employees who sign off on the SOEBC, we are in the process of determining what the best indicator is to gauge our level of performance with regards to Ethical Conduct. Once we have determined this metric, we will disclose it in future Social Responsibility Reports as the indicator BCLC-1.

## TRANSPARENCY

### Proactive Disclosures

In order to earn the trust of the public, we are committed to openness and accountability. We continue to share information with municipal, business and community stakeholders and the public about BCLC and the gambling industry to create awareness and understanding of our role and how we create community benefits across the Province of B.C. As part of our openness and accountability initiative, we post all corporate reports and proactive disclosures on our corporate website's Reports and Disclosures page. This includes items such as CEO travel expenses, Board meeting agendas and minutes, Freedom of Information responses and internal audit reports.

In addition to our Reports and Disclosures page, we created a dedicated hub of anti-money laundering (AML) information on bclc.com in 2019 to provide the public with facts, information and updates on our AML program and continued actions to combat this insidious issue.

### Expression of Interest

BCLC has a formalized Expression of Interest (EOI) process for locating and relocating gambling and entertainment facilities. As part of its EOI process, BCLC identifies local governments interested in hosting a gambling facility within a defined market area and asks them whether they wish to be considered to host a facility. BCLC respects the authority of local governments to choose whether they want a gambling facility in their community, and is committed to community engagement throughout the EOI process.

To date, BCLC has initiated EOI processes in three communities, including Greater Victoria, the South of the Fraser region of Metro Vancouver and the region of the North Shore of Metro Vancouver.

As part of a rigorous assessment process, BCLC selected the municipalities of Victoria and Delta as preferred host local governments for potential new gambling and entertainment facilities. On January 17, 2019, the City of Victoria came to a decision to postpone indefinitely any decision indicating that the City is interested in hosting a casino. BCLC is currently evaluating options and potential next steps for Greater Victoria. The proposed new gambling and entertainment facility in the City of Delta received final approval from city council in May 2018 and is expected to open in mid-2020.

On March 8, 2019 we announced our decision to conclude an EOI process to seek a potential new gambling and entertainment facility on the North Shore of Metro Vancouver. This decision followed an extensive evaluation that assessed a number of factors, including population trends, existing community policies, land availability and estimated revenue potential for the host local government. BCLC's dialogue with the interested governments to date indicated that placement of a gambling facility in the region is not achievable at this time.

### Community Consultation

Every spring, our Stakeholder Engagement team travels across the province to meet with municipal government councillors, mayors and senior staff at their regional conferences. Last year, the team engaged with hundreds of elected government officials when they met in Victoria, Revelstoke, Fort Nelson and Whistler. Our goal is to enhance understanding of BCLC and the gambling industry, while building on these important relationships to ensure we are meeting the needs of the community.

OUR PERFORMANCE				
METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Public perception of BCLC's transparency	60%	<b>56%</b>	61%	60%

Public Perceptions of BCLC's Transparency measures the percentage of adult British Columbians who view BCLC as forthcoming and open with the public. This measure helps BCLC gauge its success in becoming increasingly transparent so that BCLC's business and its benefits are understood and supported by British Columbians.

In 2018/19, the target for Public Perceptions of BCLC's transparency was not met. The survey indicated that this was largely due to the impact of ongoing publicity of alleged money laundering in B.C. casinos. As a result, BCLC adjusted the 2019/20 and 2020/21 targets in the 2019/20 – 2021/22 Service Plan, which have been reflected in our Social Responsibility Report.

Despite decreased public perception of transparency, in fiscal 2018/19, BCLC continued to expand the information and number of reports/disclosures it makes available on bclc.com, and remains committed to continuing these efforts and engagement with the public and stakeholders on an ongoing basis.

## Managing Social Responsibility at BCLC

There are a number of different ways we manage social responsibility at BCLC, and it starts with our Board of Directors and its governance of social responsibility. Through the number of people we employ and the revenue we generate for the Province of B.C., we create economic benefits for communities across the province. We are mindful of our supply chain and the impacts our vendors have, based on geographic location and their own social responsibility practices. The success of our business is dependent not only on our interactions and engagements with our stakeholders, but also the ability to listen to them and address what is most important to them.

## SOCIAL RESPONSIBILITY GOVERNANCE

BCLC has a number of governance practices in place at different levels of the organization to ensure the Board and executive management have sufficient authority and accountability over our social responsibility (SR) strategy, reporting and strategic initiatives. The Governance and Corporate

Social Responsibility Committee, which is a subcommittee of our Board of Directors, oversees BCLC's corporate social responsibility program. Moving forward, the Committee will be re-engaged in reviewing and approving the future approaches we take to refresh our social responsibility strategy. That will provide an opportunity to consider how the precautionary principle might be relevant to guide social responsibility at BCLC. Ongoing work to improve our SR governance and management performance include re-evaluating our SR strategies, goals and charter to align with our new corporate strategy and discussions at the executive and Board level about renewing BCLC's SR approach.

At an employee level, the BCLC Green Team has a mandate of promoting environmental issues and identifying ways that employees can help mitigate them. The committee influences how to improve waste management, how our food services vendor operates and everyday behaviours such as paper consumption, recycling and reducing our carbon footprint. Employees from across the organization also contribute to the production of the BCLC Social Responsibility Report if their area of work is related to one of our material topics.

## OUR WORKFORCE

BCLC's head office is based in Kamloops, while our Sales and Marketing teams are based in Vancouver. In addition, approximately 20 per cent of our workforce are based in a casino or gambling facility, or travel to manage relationships with our lottery retailers. Our employees are not unionized and therefore not covered by a collective bargaining agreement.

The table to the right summarizes the headcount for active employees at BCLC as of March 31, 2019. We do not experience high seasonal fluctuations and while we do have a number of contractors, we currently do not track them for the purpose of our Social Responsibility Report.

### EMPLOYEES BY LOCATION

GENDER	Kamloops	Vancouver	Field	TOTAL
Female	203	183	18	404
Male	236	151	181	568
<b>TOTAL</b>	<b>439</b>	<b>334</b>	<b>199</b>	<b>972</b>

### EMPLOYEES BY CONTRACT\*

GENDER	Permanent	Temporary	TOTAL
Female	371	33	404
Male	546	22	568
<b>TOTAL</b>	<b>917</b>	<b>55</b>	<b>972</b>

\*All employees work in B.C. which we consider a single region

### EMPLOYEES BY WORK CONTRACT

GENDER	Full Time	Part Time	On Call	TOTAL
Female	350	33	21	404
Male	523	28	17	568
<b>TOTAL</b>	<b>873</b>	<b>61</b>	<b>38</b>	<b>972</b>

#### Definitions:

**Permanent Full-Time**  
Employee is permanently employed with no end date and is guaranteed 37.5 hours per week

**Permanent Part-Time**  
Employee is permanently employed with no end date and is guaranteed a set number of hours each week

**Permanent On Call**  
Employee is permanently employed with no end date and is not guaranteed a set number of hours each week

**Temporary Full-Time**  
Employee is temporarily employed with a set end date and is guaranteed 37.5 hours per week for the duration of contract

**Temporary Part-Time**  
Employee is temporarily employed with a set end date and is guaranteed a set number of hours per week for the duration of contract

**Temporary On Call Employee** is temporarily employed with a set end date and is not guaranteed a set number of hours per week for the duration of contract

## HOW WE WORK WITH SUPPLIERS

BCLC engages a wide scope of suppliers that support multiple business lines across the enterprise. They provide a range of goods and services, including gambling devices such as slot machines, lottery ticket terminals and on-line casino games. We utilize a centralized business model that supports demand planning, accepting and evaluating vendor proposals, creating and placing orders, managing contracts and monitoring vendor performance.

The majority of our suppliers are based in North America at just under 96 per cent while 4 per cent are in Europe and 0.08 per cent are in Australia. Of the suppliers based in North America, 72 per cent are based in B.C.

BCLC's suppliers are reported publicly each year in our Statements of Financial Information in accordance with the Financial Information Act (FIA), in the Schedule of Payments to Suppliers of Goods and Services. The total value of transactions in a given year range from \$200 Million CAD to \$230 Million CAD, with contracts spanning from low-value / short-term agreements to multi-million dollar commitments of ten or more years.

### **BCLC's three largest categories of procurement managed spend in FY 2018/19 are:**

**Gambling equipment, leases and licenses**

**Advertising, marketing and promotions**

**Professional fees and services**

Many of the goods and services utilized to support the games and business practices are in turn, supported by information technology systems.

## STAKEHOLDER ENGAGEMENT

Everything we do is done with consideration of its impact on and for the people and communities of British Columbia. To understand these considerations we actively seek feedback from stakeholders, address their concerns and learn from them in order to ensure we are being accountable in the ways we do business.

### **Our approach to engagement is guided by the following principles:**



Each year as part of the planning process, a stakeholder mapping exercise is conducted which outlines the regions and stakeholders where our business will have the greatest impact in the next 12-18 months. Within each of those regions, in the communities where we operate a facility, we regularly identify the stakeholders that will be impacted, or have the greatest impact, which then informs the stakeholders we will engage.

### Key topics and concerns that have been raised through stakeholder engagement

KEY TOPICS	STAKEHOLDER GROUPS	TYPES OF ENGAGEMENT
Reducing gambling related harm	Provincial government Local governments Host local governments First Nations Regulator (GPEB) Public Health Authorities Service providers Academia Community organizations Players	New Horizons Conference Health Impact Assessments Expression of Interest process for potential new gambling facilities (Delta, Victoria, North Shore) Ad-hoc meetings with local representatives Research projects with academia
Community Benefits/Financial Contributions to British Columbia	Provincial government Local government First Nations Service providers Community organizations General public Business organizations	Municipal conferences Annual general meetings Ongoing meetings with representatives Community Outreach Program Kamloops Music in the Park 114 annual sponsorships
Transparency and Ethical Conduct	Provincial government Local governments First Nations Service providers Community organizations Business organizations	Stakeholder engagement in the Facility Development Process for new facilities in Delta, Victoria and Mission Disclosure through various externally posted reports Council delegations in host local government communities



## A GLANCE AT OUR 2018/19 ENGAGEMENT ACTIVITIES

### Municipal Engagement

#### 5 MUNICIPAL CONFERENCES

AVICC IN VICTORIA

SILGA IN REVELSTOKE

NCLGA IN FORT NELSON

LMLGA IN WHISTLER

UBCM IN WHISTLER

1,500+ INTERACTIONS

30 INTRODUCTION LETTERS SENT  
TO HOST LOCAL GOVERNMENT  
COMMUNITIES FOLLOWING THE 2018  
MUNICIPAL ELECTIONS ACROSS B.C.

1 NEW GAMBLING FACILITY  
APPROVED IN DELTA



### Community Outreach

#### 14 EVENTS

10 COMMUNITIES

7,745 INTERACTIONS

50,745 IMPRESSIONS (PEOPLE WHO SAW OUR ON-SITE ACTIVATION)

64% OF PEOPLE WHO INTERACTED AND  
ENGAGED AT ON-SITE ACTIVATIONS  
FELT BETTER ABOUT BCLC

90% OF RESIDENTS SURVEYED FOUND  
INFORMATION TO BE USEFUL OR VERY  
USEFUL

97% OF RESIDENTS SURVEYED HAD A  
SOMEWHAT OR VERY FAVOURABLE  
VIEW OF BCLC

## STAKEHOLDER GROUPS THAT WERE ENGAGED IN THE ORGANIZATION IN FY 2019/18

### PROVINCIAL GOVERNMENT

BCLC is overseen by a Board of Directors appointed by the Government of B.C. The Board reports to the Attorney General. Provincial government stakeholders also include elected members of the Legislative Assembly of British Columbia.

### LOCAL GOVERNMENTS

The government of a city, town, district or village.

### HOST LOCAL GOVERNMENTS

Municipalities and First Nations that host BCLC gambling facilities.

### FIRST NATIONS

Aboriginal peoples in Canada who are neither Inuit nor Metis. In the context used here, it refers only to band governments.

### REGULATOR, THE GAMING POLICY AND ENFORCEMENT BRANCH (GPEB)

GPEB is responsible for the overall integrity of gambling and horse racing in British Columbia, including regulation of BCLC.

### HEALTH AUTHORITIES

Five regional health authorities that govern, plan and deliver health care services within their geographic areas in B.C.

### COMMUNITY ORGANIZATIONS

An organization that improves the social well-being of individuals, groups and neighbourhoods within a community or region. Examples include social services agencies, charity groups and resident associations.

### BUSINESS ORGANIZATIONS

A group of people that collaborate to achieve certain commercial goals. Examples include Chambers of Commerce, Business Improvement Associations and tourism entities.

### SERVICE PROVIDERS

Private-sector companies that are key players in our made-in-B.C. operating model. They own or lease gambling facilities and maintain facility operations on a day-to-day basis.

### ACADEMIA

Students and teachers focused on research and higher education at a school or university.

## 2018/19 Report on Performance

Here is a snapshot of our performance in 2018/19, based on metrics we developed to support our material topics.



### BCLC PERFORMANCE IN FY 2018/19

METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Public perception of BCLC's transparency	60%	<b>56%</b>	61%	60%
Player awareness of responsible gambling activities	80%	<b>80%</b>	78%	N/A
Player interactions at GameSense Info Centres (No.)	48,587	<b>67,908</b>	70,000	70,000
Player awareness of Voluntary Self Exclusion program	50%	<b>53%</b>	N/A	N/A
Pass rate in Lottery Mystery Shop Program	82%	<b>82%</b>	75%	75%
Lottery retailer pass rate in ID25 Mystery Shop Program	39%	<b>36%</b>	60%	70%
Rate of retailer prize claims	1.6%	<b>1.07%</b>	N/A	N/A
Player satisfaction	81%	<b>84%</b>	N/A	N/A
Player participation (at least monthly)	51%	<b>51%</b>	N/A	N/A

## BCLC PERFORMANCE IN FY 2018/19

METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Customer support satisfaction score	77%	<b>72%</b>	N/A	N/A
PlayNow.com web experience score	74%	<b>72%</b>	N/A	N/A
Employee engagement score	86%	<b>83%</b>	85%	85%
Average spend on training per employee (\$)	\$973	<b>\$1,149</b>	\$1,200	\$1,200
Employee turnover	7.4%	<b>8.9%</b>	N/A	N/A
Absenteeism rate	5.4%	<b>5.5%</b>	N/A	N/A
Level of greenhouse gas emissions (CO2e metric tonnes)	965	<b>907</b>	900	900
Waste diverted from landfill – Kamloops office	63%	<b>77%</b>	82%	70%
Waste diverted from landfill – Vancouver office	87%	<b>78%</b>	93%	93%
Percentage of B.C.-based suppliers	69%	<b>73%</b>	N/A	N/A

## BCLC PERFORMANCE IN FY 2018/19

METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Net income to British Columbians	\$1.4B	<b>\$1.4B</b>	\$1.4B	\$1.4B
Public recognition of positive contributions	70%	<b>68%</b>	74%	75%



# Player Experience

## ANTI-MONEY LAUNDERING (AML)

### Why it matters

We understand and share the public's concern about money laundering in British Columbia, which is why it is paramount for BCLC to focus on the safety and security of our players, products, facilities and our communities through our role as one of the five organizations in our province's anti-money laundering (AML) system. As the organization entrusted to conduct and manage commercial gambling in B.C., BCLC is committed to protecting our industry and earning the trust of the people and communities of B.C. through ongoing vigilance and enhancement of our anti-money laundering program. We take our responsibility in the system seriously, and take appropriate action when potential criminal activity takes place in and around casinos.

### How we manage it

#### BCLC'S role in AML

BCLC is just one part of the anti-money laundering regime. We are the designated reporting entity for the casino sector in British Columbia. In order to meet obligations under the Proceeds of Crime (Money Laundering) and Terrorist Financing Act (PCMLTFA), BCLC is responsible for implementing a compliance program for all casinos in B.C. This program, which has five required elements, outlines our approach to managing AML. Each is considered to be a pillar of an effective anti-money laundering/anti-terrorist financing (AML/ATF) program. Currently, all B.C. casinos have this framework in place, with all five pillars functional and in operation, the five pillars are:

1. A dedicated **compliance officer** who is responsible for the implementation of the compliance program and works to ensure that all B.C. casinos are in full compliance with the PCMLTFA.
2. Comprehensive **compliance policies and procedures** that include enhanced measures to mitigate high risks. These documents are regularly updated to maintain accuracy and align with any changes to federal AML laws.
3. A **risk assessment** of business activities and relationships and the documentation of risks related to money laundering and terrorist financing activity as well as the documentation and implementation of mitigation measures to deal with those risks.
4. The development and maintenance of a **written ongoing compliance training program** for employees, agents and others authorized to act on behalf of the casino.
5. An extensive effectiveness review every two years (minimum) of compliance programs, including policies and procedures, risk assessment and training, for the purpose of testing overall effectiveness.

All BCLC employees receive mandatory AML compliance training as part of their onboarding process, which includes online training and supplemental face-to-face training wherever necessary. Training is refreshed on a regular and as needed basis and will be adjusted as new AML requirements come into effect.

We conduct regular internal compliance reviews of our AML program to test its effectiveness. Any gaps identified are immediately addressed to ensure compliance with regulatory obligations. BCLC is regularly subject to federal (FINTRAC) and provincial regulatory (GPEB) compliance examinations, and the results of these audits are posted and shared proactively on bclc.com. The compliance examinations are welcomed and support BCLC's commitment to continuously evolve and improve our AML program.

### AML Roles and Responsibilities

#### BCLC

BCLC collaborates with a network of organizations to help protect casinos in B.C. by detecting, investigating and supporting regulatory or law enforcement investigations against anyone involved in money laundering. BCLC, as the designated reporting entity for B.C. casinos, must fulfill specific obligations under the (PCMLTFA) and associated regulations to help combat money laundering and terrorist financing in Canada. As such, BCLC proactively reports suspicious and reportable transactions and information to the appropriate provincial and federal regulatory authorities where money laundering concerns arise, and co-operates with law enforcement on money laundering investigations.

### SERVICE PROVIDERS

BCLC's Service Providers operate gambling facilities on our behalf and must be in compliance with all relevant standards, policies, procedures and laws.

### GPEB

GPEB is the provincial regulator mandated to regulate all gambling in B.C. and ensure the integrity of gambling companies, people and equipment, and investigate allegations of wrongdoing.

### FINTRAC

FINTRAC is Canada's financial intelligence unit responsible for monitoring reporting entities, which includes banks, credit unions and casinos, for compliance with federal AML laws. FINTRAC receives and analyzes transaction reports from BCLC, as well as all other reporting entities across Canada. Where FINTRAC sees indicators of money laundering it will make a disclosure to law enforcement.

### LAW ENFORCEMENT

RCMP and municipal police are responsible for the investigation of money laundering offences and providing the evidence needed for the successful prosecution of criminal charges.

### How we performed

In 2018, Dr. Peter German conducted an independent review of B.C.'s anti-money laundering policies and practices in Lower Mainland casinos, which has provided valuable insight and recommendations on the challenges and opportunities that exist. As of March 31, 2019, BCLC has completed 6 of 11 recommendations from Dr. German's report.

BCLC was subject of a Federal (FINTRAC) regulatory examination in fiscal 2018/2019. During the 2018 examination, FINTRAC noted BCLC has made significant progress in improving its AML program over the years and has continued to enhance its maturity and effectiveness. While FINTRAC found no indication of money-laundering at B.C. casinos, it made some findings and observations related to BCLC's record keeping and reporting obligations. Based on these findings, BCLC created an action plan and addressed each of FINTRAC's observations by April 1, 2019.

### Up close: completed recommendations

As of March 31, 2019, BCLC has completed 6 of 11 recommendations for which it is responsible from Dr. Peter German's 2018 independent review of Anti-Money Laundering (AML) policies and practices in Lower Mainland casinos. Dr. Peter German's recommendations that have been completed as of March 31, 2019.

**Interim Recommendation 1:** That a source of funds declaration form is required for all cash and monetary instrument transactions of \$10,000 or more, including the requirement for customers to provide evidence of the source of their buy-in funds, including the financial institution and account from which the cash or monetary instrument was sourced.

**Recommendation 4:** That BCLC re-enforce the importance of Service Providers not accepting cash or other reportable instruments if they are not satisfied with a source of funds declaration.

**Recommendation 16:** That BCLC not engage in further undercover operations, except in conjunction with the Regulator and/or the police.

**Recommendation 17:** That no further expense be incurred by BCLC with respect to the SAS AML software system.

**Recommendation 18:** That BCLC ensure VIP hosts do not handle cash or chips.

**Recommendation 21:** That cash limits not be imposed on buy-ins.

### What's next

BCLC is in the process of seeking a software solution to further modernize and streamline our AML processes and analysis of gambling activities, including online gambling, player accounts, Source of Funds reporting, and ongoing monitoring of certain customers and their transactions. The tools BCLC currently uses are nearing end-of-life; a digitized and automated solution will increase the effectiveness of BCLC's AML system and maintain and improve casino service provider compliance with evolving compliance requirements into the future.

We will continue to actively work with the Government of B.C., GPEB and others to address all remaining recommendations of Dr. Peter German's review of B.C.'s anti-money laundering policies and practices in B.C. casinos,

including those related to regulatory reporting efficiencies. BCLC will also support the provincial government's public inquiry into money laundering in British Columbia. We will fully comply with Commissioner Austin Cullen throughout the entirety of the process. We look forward to helping British Columbians better understand BCLC's role and the actions we have taken to improve AML controls as part of our ongoing effort to safeguard B.C. casinos from illegal activity.

## PLAYER HEALTH (PROBLEM GAMBLING AND RESPONSIBLE GAMBLING)

### Why it matters

BCLC understands that problem gambling and gambling-related harms undermine our vision of providing exceptional gambling entertainment and that the sustainability of our business is directly linked to the wellbeing of our players. That is why we have shifted our approach from a predominant focus of raising awareness, to a broader focus of encouraging positive play behaviours and influencing player health. This approach embraces the philosophy that the health of the player is everybody's business and that the organization shares a collective responsibility to make gambling safer. By taking this approach, BCLC will use its skills and resources to promote healthy play and reduce high risk or harmful play. We will also offer a variety of communication, tools and safety measures that resonate with the unique needs of our players.

### How we manage it

In order to truly support the wellbeing of our players, BCLC acknowledges the risks associated with gambling and is taking steps to reduce these risks as part of its shared responsibility.

BCLC is committed to a comprehensive, evidence-based player health program to increase safer play and reduce harms. Our vision is for our province to be an exemplary gambling jurisdiction where players gamble within their time and money limits; and players who exhibit high-risk behaviours reduce their time and money spent or stop gambling altogether.



This is supported by BCLC's Player Health's ambition which is framed around four key commitment areas:

**1. Informed Decisions – Players understand healthy play**

We will ensure that players have all the information they need to make healthy decisions about their play.

**2. Positive Play – Players gamble within safe limits**

We will provide enhanced tools and 'nudges' to help players adopt safer behaviours.

**3. Referral and Support – Players receive relevant and timely help**

We will ensure that all employees are able to respond knowledgeably and sensitively to players who show signs of a problem.

**4. Safer Products and Environments – Reduce harms from gambling**

We will seek additional ways to alter the playing environment and/or our products to make it easier for players to stay within their limits.

We are committed to establishing a higher standard to measure the impacts of our programs and initiatives. Player Health uses an evaluation framework that consists of multiple sources and metrics to measure player behaviours and perceptions as well as player and venue staff's responsible gambling awareness, education and support and referral services.

As part of our commitment to have healthy and informed players, BCLC monitors player awareness of safe gambling practices and the quality of interactions that players have with GameSense Advisors (GSAs). GSAs are located at gambling facilities to help players make more informed decisions about gambling and encourage them to play in a healthy manner. When gambling is no longer fun, a GSA can support players in making their decision to self-exclude from gambling and access support and resources in the community, including referrals to free professional counselling.



### Player Health Assessments

In order to truly reduce risks related to gambling, we must address the way our products and environments are designed, delivered, promoted and marketed. As part of this commitment, BCLC has enhanced its Player Health Assessment (PHA) program with new content guides, updated training manuals for our staff and enhanced accountability measures for its business. These tools and measures help screen and evaluate products and advertising campaigns before they go to market as an effort to reduce the potential harm associated with certain types of gambling products or games.

### Voluntary Self-Exclusion Enrollment Training

BCLC’s Voluntary Self-Exclusion (VSE) program is designed to help individuals who experience difficulties associated with gambling by providing them the opportunity to voluntarily exclude themselves from gambling facilities for a period of time. The decision to enter the VSE program can be a difficult and emotional one; however, this program is often the first step towards getting appropriate help and ultimately controlling gambling.

To ensure our participants receive the most supportive and positive experience possible, BCLC has enhanced its VSE training for gambling workers and launched a new online training module. VSE Enrollment Training reinforces the importance of being compassionate and non-judgmental in order to remove any stigma associated with the VSE program.

#### The VSE Enrollment Training program now consists of two courses:

**VSE Enrollment Training Level 1:** This online course focuses on VSE enrollment procedures and awareness of the support resources available. As it was launched in February 2019, completion rates will be shared once a full year’s worth of data has been collected.

**VSE Enrollment Training Level 2:** This classroom course enhances key learnings from VSE Level 1 and provides staff with the skills needed to administer VSE enrollments and referral to support resources. As it was launched in March 2019, completion rates will be shared once a full year’s worth of data has been collected.

### How we performed

PLAYER HEALTH RESULTS				
METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Player awareness of responsible gambling activities	80%	<b>80%</b>	78%	N/A
Player interactions at GameSense Info Centres (No.)	48,587	<b>67,908</b>	70,000	70,000
Player awareness of Voluntary Self Exclusion program	50%	<b>53%</b>	N/A	N/A

*\*In future reports, this measure will be replaced by two new measures to better align with our player health strategy. These two measures take into account two components of our player health strategy: informed play which is reflected in the Positive Play Scale: Gambling Literacy, and positive play, reflected in the Positive Play Scale: Pre-commitment measure. Gambling Literacy assesses the extent to which a player has ample information to make fully informed decisions. Pre-commitment assesses the extent to which a player considers how much money and time they should spend gambling.*

### GameSense Advisor Program

The GameSense Advisor Program is an important service to gambling facility customers and staff, in which education, support and referral is provided to facilitate healthy approaches to gambling and reducing harm. In Fiscal 2018/19, BCLC completed its first year of the GSA Expansion program and onboarded 39 GSAs across the province since April 1, 2018. This has led to a 40 per cent increase in quality interactions with players over last fiscal.

### GameSense Advisor Program Tracker

BCLC conducted a pre/post tracking study to establish a baseline of the present day GSA program and provide initial insights to where potential program challenges and opportunities exist. The study comprised of two components: a customer survey and a venue staff survey.

**Key highlights from the Customer Survey include:**

GameSense Information Centre (GSIC) visitors and those who interacted with a GSA are more likely to be aware and have used resources such as the VSE program, toll free helpline and community support services.

Increase in players' awareness of safer gambling practices and the potential risks and harms associated with gambling.

**Key highlights from the Venue Staff Survey include:**

Overall increase in venue staff awareness of safe gambling practices as a result of quality relationships and interactions with GSAs/GSICs.

**New Horizons**

BCLC proudly hosted its seventh annual New Horizons in Responsible Gambling Conference in March 2019 and brought together responsible gambling researchers, policy makers and industry representatives from around the world to engage in discussions about developments in problem gambling prevention, responsible gambling strategies and industry best practices.

**Here's what New Horizons delegates had to say about the event from an anonymous survey:**

“Many of the presented topics are extremely relevant to my professional role. Not only has my exposure to them provided immediate benefit, but I will likely be referencing things which I learned at New Horizons until the next conference!”

“The conference is a great opportunity to not only enhance my knowledge of new initiatives and research in the RG/PG field, but it's also an amazing opportunity to network and learn from others in related fields.”

“It's critically important for gaming providers to engage at New Horizons in order to ensure the integrity of our business that supports so many jobs in our country.”



### What's next

#### Research and Partnerships

For BCLC, creating an exemplary gambling jurisdiction means setting in place a comprehensive, evidence-based player health program. We're engaging with researchers and key stakeholders to better understand the needs of our players and the risks associated with gambling products and environments. Our programs will focus on growing the foundation we have established, enhancing our existing programs, and developing and introducing new measures to inform and influence safer play.

#### VSE Longitudinal Study Part 3

BCLC has re-engaged researchers at the University of the Fraser Valley to conduct a third, comprehensive four-year evaluation of the Voluntary Self-Exclusion (VSE) program. Through a series of interviews with participants, the study will assess level of satisfaction, uptake of counselling treatment, and overall program effectiveness. Expanding on earlier objectives, the third study's scope will include: PlayNow.com registrants who have self-excluded; additional psychometric data; and a sub-study on VSE violators to help understand what might assist participants to avoid engaging in gambling behaviour while enrolled.

## PLAYER SAFETY & SECURITY

### Why it matters

#### Player Privacy

BCLC's commitment to protecting personal information is based upon three pillars – fairness, accountability, accessibility – that guide us in fulfilling our obligations to players' privacy and to meeting requirements of the Freedom of Information and Protection of Privacy Act, British Columbia (FIPPA).

#### Safety

The safety of BCLC's players, employees and contractors is essential to our integrity and success.

In addition to our Anti-Money Laundering program, BCLC's Investigations, Compliance, Privacy, Information Management and Cyber Security teams

John and David have been best friends for over 20 years, playing the same numbers. They finally won big on 6/49.



oversee the integrity of our day-to-day operations. Our Legal, Compliance, Security department also works closely with GPEB and local and federal law enforcement agencies to keep criminal activity out of our gambling facilities.

### **Integrity of Games**

Integrity of our games is paramount. We want our players to feel secure in the knowledge that every casino game, lottery ticket and online gambling experience represents a fair chance to win. Players must be confident and assured that our games are offered with the utmost level of integrity and transparency. Accountability for the integrity of our games and the distribution of net income to local communities and governments is what separates BCLC from unregulated gambling operators.

### **Cyber Security**

Information security is a key component in keeping BCLC's games fair and our players' information safe and secure. We approach information security as both a technology issue and a business issue as we evolve to meet the needs of our stakeholders and players, protect information assets, keep pace with innovation and manage the threat landscape.

### **How we manage it**

#### **Player Privacy**

BCLC's corporate privacy management program aligns to widely accepted fair information practices, supports obligations to FIPPA and promotes a culture of privacy awareness through mandatory training and other activities. The Standards of Ethical Business Conduct for BCLC (SOEBC) sets out high-level provisions for protecting privacy.

We also develop and deliver mandatory online privacy awareness training for BCLC employees and service provider staff and conduct regular compliance reviews to validate that individuals have completed the training on the required schedule.

BCLC annually participates in a third-party recertification process to achieve the TRUSTe Certified Privacy seal for our online platform, PlayNow.com. This seal means we have demonstrated that our privacy policies and practices meet the TRUSTe Enterprise Privacy & Data Governance Practices Assessment Criteria.

### **Safety**

British Columbia gambling facilities are staffed with security and surveillance personnel who conduct investigations, establish access controls, provide protective services and conduct video surveillance monitoring. Incidents that are deemed to be a risk to public safety, or of a criminal nature, are reported to BCLC, GPEB and law enforcement agencies.

BCLC has had an Information Sharing Agreement with the RCMP in place since 2014. The agreement provides BCLC with the ability to identify and proactively ban from all gambling facilities in B.C. individuals involved, or suspected of involvement, in criminal activity; those believed to be a public safety risk; or those who are members of organized crime groups. As of March 31, 2019, more than 430 people have been banned from entering B.C. casinos.

Service providers and lottery retailers must adhere to detailed standards, including ID verification requirements, to assist in preventing minors from entering gambling facilities or purchasing lottery products at retail. BCLC also oversees a Mystery Shop Program to check that retailers comply with lottery sales and validation policies and customer service standards.

To help provide our employees a safe work environment, BCLC's Corporate Security team administers an internal Workplace Violence Prevention Program that complements our other occupational health and safety programs.

BCLC's corporate security and compliance programs are designed to identify and address compliance infractions, as well as vulnerabilities and risks to the safety and security of our business. Compliance officers conduct regular assessments and report their findings to industry stakeholders and GPEB.

### Integrity of Games

Our provincial regulator, GPEB, certifies all BCLC gambling products. Prior to release, all games undergo BCLC quality assurance testing and are examined by authorized, independent testing agencies and undergo quality assurance testing by BCLC prior to release. BCLC’s Operational Gaming Compliance provides verification services across all business channels to help ensure that practices align with standards and legislation. The team is deployed throughout British Columbia to conduct compliance assessments and report findings to industry stakeholders and GPEB.

Protecting the integrity of the lottery system is paramount and BCLC has layers of security in place to do this, including systems to help proactively identify patterns of concern. BCLC reviews every player concern and investigates all complaints against retailers. If the complaint involves the breach of a provincial or federal enactment, BCLC gathers related information and immediately notifies its regulator, the Gaming Policy and Enforcement Branch (GPEB), and/or police. BCLC has service standard remedies, which is a list of actions we take in order to manage retailer performance issues.

### Cyber Security

We continue to develop our information security program as a strategic business priority. This program is based on four pillars – prevent, detect, respond and recover – with the aim to protect BCLC’s systems, services and data against unauthorized activity, damage and loss. Our approach is evaluated through technical assessment and testing of our programs and platforms and by measuring the effectiveness of our end-user security awareness. We also provide training and awareness activities to help BCLC employees understand their role and obligation to protect information assets.

### How we performed

PLAYER SAFETY & SECURITY RESULTS				
METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Pass rate in Lottery Mystery Shop Program	82%	<b>85%</b>	75%	75%
Lottery retailer pass rate in ID25 Mystery Shop Program *	39%	<b>36%</b>	60%	70%
Rate of retailer prize claims**	1.6%	<b>1.07%</b>	N/A	N/A

*\*BCLC’s ID25 policy outlines expectations for lottery retailers and service providers to aid in the prevention of the sale of lottery products to minors and to help prevent minors from accessing gambling facilities. Should lottery retailers not meet their responsibilities in this regard, we take action – including through warnings, suspensions and terminations under the Lottery Retailer Agreement Service Standard Remedies and reducing the eligibility for commission under the new retailer compensation structure. BCLC continues to conduct mystery shops at failed retail locations to ensure future compliance. After three failed mystery shops, a retailer will receive a seven-day suspension and, after a fourth fail, will receive a 14-day suspension or termination.*

*Should the service providers of casinos and community gambling centres fail a mystery shop, a written action plan is requested from the Service Provider to explain how they will prevent a recurrence. Any further mystery shop failures within a specified period will potentially result in progressive enforcement action, including increased Security staffing requirements. Historically, the ID25 mystery shop results have been more favorable at casinos and community gaming centres (65% pass rate in FY2018/2019) than at lottery retail locations, due to the presence of dedicated Security personnel at the gaming facilities.*

*\*\*Since 2016, we have committed to reporting on all lottery retailer prize claims over \$2,000. In 2018, we had 108 retailer prize claims out of a total of 10,119 prize claims over \$2,000, which accounted for 1.07% per cent of total prize claims.*

### What's next

To further improve employee safety, BCLC is implementing enhanced security access control measures in our corporate offices and making improvements to CCTV surveillance equipment. Gambling facilities will remain subject to continuous monitoring by BCLC.

In order to underscore further the importance of not selling lottery products to minors, BCLC added enhanced accountability measures to its retailer compensation structure, which went into effect April 1, 2019. Under the structure, should a retailer fail to undertake a mandatory ID check for a "mystery shop" customer who appears to be 25 years of age or younger, the retailer will have reduced commission eligibility.

## BROADENING GAMBLING PARTICIPATION

### Why it matters

BCLC generates net income for the benefit of all British Columbians through a diverse portfolio of products, and as such, we need to continue to evolve our business in the face of changing customer demands and dynamic market conditions. We do this by offering relevant entertainment experiences across all our gambling channels to attract and serve a broad player base.

### How we manage it

In order to appeal to a broader player base across the province, we are committed to providing more value to our players through new and improved games, distribution channels and services. From product development to marketing programs, we have used this objective as the guide to prioritize the health of our players and the long-term health of our business. In our casino business, we actively work with our service providers to create experiences that appeal to new and casual players. With every new game we launch and facility we open, we continue to seize the opportunity to develop entertainment options that resonate with a broader audience, making the casino experience more widely embraced. To ensure we do not put vulnerable players at undue risk for harm, all products, promotions and advertising

campaigns are reviewed using a Player Health Assessment. Through these Assessments, initiatives are screened for responsible gambling best practices, protection of minors and compliance to advertising standards, among other considerations.

### How we performed

#### BROADENING GAMBLING PARTICIPATION RESULTS

METRIC	2017/18 Actual	2018/19 Actual
Player satisfaction	82%	<b>84%*</b>
Player participation (at least monthly)	51%	<b>51%**</b>
Customer support satisfaction score	77%	<b>72%</b>
PlayNow.com web experience score	74%	<b>72%</b>

*Player Experience Index provides a single measure that incorporates various elements of the customer experience, such as customer service, convenience, relevance and fairness. This measure provides BCLC with an understanding of the extent to which BCLC is currently meeting the expectations of its customers in relation to both their product and purchase experiences, while offering actionable insights related to customer experience.*

*\*\* In future reports, new measures will be introduced to reflect more accurately BCLC's objective to increase both the frequency of play and the number of games played by BCLC's intended player base, which are those who exhibit healthy play behaviours and don't contribute to crime in our business.*

Player Satisfaction gauges BCLC's success in offering products and amenities that provide great value for money so that we achieve positive outcomes for British Columbians. In 2018/19, Player Satisfaction saw an increase from 2017/18 and exceeded the 2018/19 target. Lottery players in both the lottery retail network and lottery hospitality network reported significant increases in player satisfaction, while PlayNow and casino locations were relatively steady when compared to the previous year.

Player Participation measures the percentage of adult British Columbians who play a BCLC game in any of BCLC's gambling channels at least once a month. This measure is an indicator of how successful BCLC is in creating

entertaining and relevant experiences so that players purchase its products and visit its properties. The actual results of 51 per cent in 2018/19 were very close to the 2018/19 target of 52 per cent.

**Several key highlights from all three of our business lines contributed to our results on Player Participation, including:**

- Enhancements to the Encore Rewards loyalty program offered to casino customers, including introducing the ability to earn points on food and beverage purchases at casinos and launching loyalty program kiosks as a self service option, making it easier for players to update and access their loyalty program information and promotions.
- Ongoing enhancements to our customer relationship management (CRM) system to deliver customized and relevant customer promotions, content and service to players via email, direct marketing and social media.
- In 2018/19, the majority of BCLC's casino service providers transitioned to a new Operational Services Agreement (OSA). A key component of the new OSA is to encourage the introduction of new non-gambling amenities into facilities thereby enhancing the overall entertainment within facilities.
- Continued enhancements to our mobile services and experiences offered on PlayNow.com, bclc.com and the Lotto App, making it easier to play BCLC's products.
- Continuous improvements to the Lotto Express offering found at grocery store checkouts in locations of our 11 participating retail chains such as Save-On-Foods, Real Canadian Superstore and Thrifty Foods.

**What's next**

Looking ahead, we will invest in replacing aging technology infrastructure that supports our lottery business to provide a solid foundation to enhance our player experience, and continue to leverage previous investments in our digital and technology infrastructure. We will continue to ensure that our products are in the right locations and are delivering the experiences our customers expect in order to best serve them.

In addition to BCLC being the only entity permitted to legally operate commercial gambling in B.C., our competitive advantage is that we manage products across a wide range of channels including retail and hospitality locations, casinos, community gaming centres, on the web and on mobile devices to create an outstanding customer entertainment experience. We intend to simplify the way our players access and experience our products, and enhance the gambling experience everywhere players choose to engage with our products.



# Employee Experience

## DIVERSITY AND INCLUSION (D&I)

### Why it matters

In order to make decisions that reflect the needs of the public and our players, we need to invite a range of perspectives that represent the diverse population of B.C. Having a diverse and inclusive workplace creates a better work environment and can lead to greater innovation and creativity, increased team collaboration, a stronger customer focus, greater employee engagement and an enhanced ability to retain and attract talent.

### How we manage it

Our Diversity and Inclusion (D&I) Strategy provides a roadmap of activities and action items for the organization to undertake in order to create a workplace where everyone feels involved, valued, respected and connected. Building a D&I program at BCLC is about reflecting the diverse communities we serve and maximizing the potential of our diverse and inclusive workforce to deliver exceptional gambling entertainment.

### How we performed

#### EMPLOYEES BY MANAGEMENT

GENDER	Board	CEO	VPs	Managerial	Non Management	TOTAL
Female	6	N/A	3	75	326	404
Male	3	1	4	94	469	568
<b>TOTAL</b>	<b>9</b>	<b>1</b>	<b>7</b>	<b>169</b>	<b>795</b>	<b>972*</b>

\*This count does not include the Board of Directors.

This year we focused on establishing a working framework for our D&I Committee, which includes terms of reference, communication strategy and areas of focus. The D&I Committee is an advisory committee that builds awareness of the value that diversity can bring to our company, and supports initiatives such as the creation and growth of employee resource groups.



This committee is made up of employees, managers and directors who lead, advocate, coordinate, inform and monitor the execution of the Strategic D&I roadmap.

BCLC is a member of the Canadian Centre for Diversity and Inclusion (CCDI), which provides training platforms as well as access to learning material and conferences. The D&I Committee, has continued to implement our framework for a formal diversity and inclusion strategy.

#### What's next

We will continue exploring and implementing new methods of recruitment and employee development practices, as well as workplace improvements, such as accessibility. In 2019, we will continue to seek opportunities to integrate our D&I strategy into larger culture transformation projects.

## ATTRACTION AND RETENTION

#### Why it matters

At BCLC we believe that if we focus on our people, they will look after our customers who in turn will look after our business. Our employees are one of our most important stakeholders, so it is important that we listen to them and look for ways that we can continue to improve their work. We aim to provide a fun and engaging work environment with a strong culture based on trust and collaboration because we know that an inspired workforce will drive the success of our business.

#### How we manage it

##### Employee Experience

Our Advisory Committee of Employees (ACE) consists of employees of all levels and functions of the organization (excluding management ) who are selected by their peers to represent them. ACE empowers employees to bring forward concerns, new ideas and solutions to potential issues and ensures they are heard and given full consideration by those at the executive level. The Committee meets monthly to provide Human Resources with important perspective from our people. In order to gauge our employees' experience, we conduct an annual engagement survey, which has consistently found very high engagement at BCLC.

Vancouver Food Bank  
total volunteer hours from  
employees and friends/family  
of employees: **552**

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**4,296** Volunteer hours  
through BCLC's  
Play it Forward Program  
since April 2015.

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In 2018, our **Employee Giving Committees raised a total of \$20,906**, with all proceeds going to the Kamloops Food Bank, Royal Inland Hospital Foundation, Vancouver Food Bank and BC Children's Hospital. Field staff support their local food banks and track their volunteering and fundraising impact locally.

## Talent Management

In order to deliver on our mission, we must attract and retain the right employees. As we plan for our future talent needs, we develop close partnerships with educational institutions and talent communities to bring in exceptional and diverse talent. We have developed a “grow your own” philosophy. As such, we offer a breadth of training resources, development opportunities and programs to help our employees grow and develop professionally while contributing to our corporate goals. In addition to thousands of on-demand online training courses, we have offered three different leadership programs.

## Total Rewards

At BCLC, we support our employees through our Total Rewards program. This program includes a comprehensive benefits package, pension plan, a deferred salary program, as well as career milestone and employee recognition programs. Offering a wide-ranging Total Rewards program is one of the reasons we were selected as a Top Employer in B.C. for the 13th consecutive year.

We have spent time with our employees understanding how to elevate our recognition program. Recognizing that work life balance is an important part of the employee experience too, our wellness program is expanding to offer our employees activities that promote and support physical and mental health in the workplace.

## Supporting community giving

BCLC employees have a shared passion to help those in need and give back to the communities in which they live and work. Through our Play it Forward volunteer program, employees have the opportunity to volunteer up to 7.5 work hours annually with a charity of their choice in the community. Additionally, our Employee Giving Committee Program gives employees an opportunity to select on charities of choice and collectively support all fundraising, volunteering and sponsorship initiatives. The committees contribute to strong and healthy communities and embody BCLC’s commitment to Play it Forward.

## How we performed

### ATTRACTION & RETENTION RESULTS

METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Employee engagement score	86%	<b>83%</b>	85%	85%
Average spend on training per employee (\$)	\$973	<b>\$1,149</b>	\$1,200	\$1,200
Employee turnover	7.4%	<b>8.9%</b>	N/A	N/A
Absenteeism rate	5.4%	<b>5.5%</b>	N/A	N/A

This year, our work to build a strong culture was well reflected in the results of our engagement survey, which delivered a very strong score at 83 per cent in our overall engagement in 2019.

### The following initiatives were undertaken this past year as part of our effort to build an engaged workforce and strong culture:

- BCLC developed and launched a new internal training program to equip its workforce for greater empowerment, collaboration and creative problem solving.
- BCLC focused on building strong partnerships with various post-secondary institutions and participated in targeted job fairs in order to meet future workforce needs and recruitment efforts for specific skillsets.
- BCLC launched a new eLearning platform with customized learning paths to ensure all of its employees have access to training and development opportunities.
- BCLC changed benefits providers and rolled out an enhanced benefits plan including an optional Wellness Account and Critical Illness insurance.

In 2018/2019, BCLC did not meet the target for the Employee Turnover measure. The majority of the employees who left this past year indicated the reason was to pursue other career development opportunities.

### What's next

We will continue to review and refresh our leadership training programs and equip leaders and employees with communication tools and support so they are able to deliver on BCLC's strategy. We have started to design new recognition and wellness programs, and in the year ahead, we will be completing a request for proposal for a new recognition tool and provider to meet the needs of our employees.

## Environmental Impact

### CLIMATE CHANGE

#### Why it matters

BCLC supports the Government of British Columbia's new climate strategy, and we ensure our operations are aligned with that plan. As such, we recognize that we have an opportunity to contribute to the climate change challenge by reducing our own greenhouse gas (GHG) emissions.

#### How we manage it

##### We understand our impact

Identifying the main sources of our emissions is the first step to prioritizing reductions. We use natural gas for heat and electricity for operations in our Kamloops data centre and our two main offices in Kamloops and Vancouver. We operate a small fleet of vehicles which use gasoline and some biodiesel. The embedded carbon in office paper is also considered part of our carbon footprint.

The 'Trends in Energy and Paper Inputs' table shows how our energy and paper inputs have fluctuated over several years with a general downward

trend. This reflects our approach of steady progress to gain efficiencies combined with specific initiatives related to lighting retrofits and technology (See Box).

#### TRENDS IN ENERGY AND PAPER INPUTS

YEAR	2013	2014	2015	2016	2017	2018
Natural Gas (GJ)	16,240	16,901	15,092	13,260	15,205	14,248
Electricity (GJ)	33,783	32,889	32,522	28,712	26,209	25,827
Fleet Gas (L)	160,979	121,027	14,017	21,030	30,388	29,361
Office Paper (Pkgs)	5,973	6,133	4,616	3,740	3,328	3,548

#### We monitor and report emissions

We calculate our carbon emissions annually using a standardized web based tool, SMARTTool, developed by the Government of B.C. for public sector organizations. Under the Greenhouse Gas Reduction Targets Act, the Government of British Columbia requires BCLC to submit an annual Carbon Neutral Action Report (CNAR). The carbon emissions disclosed in this report are consistent with our CNAR, which is filed and posted to [www.bclc.com](http://www.bclc.com). More information about the CNAR requirement can be found on the B.C. Climate Action Secretariat's website.

#### We offset remaining emissions

BCLC participates in the Government of B.C.'s program to purchase carbon offsets for the emissions we report each year. The amount of offsets is included in our CNAR.



## ENERGY REDUCTION INITIATIVES

### **CONVERTING TO LED LIGHT FIXTURES**

In 2018, we continued with an initiative from the previous year that aims to gradually reduce electricity demand in the Vancouver office for lighting by replacing lights with halide LEDs, on an as-needed basis. In 2018, the Vancouver office replaced five 400 W metal halides with 28 W Natural T5 LED fixtures. The new LEDs are about 1/4 of the wattage of the original lights.

### **SKYPE FOR BUSINESS**

In 2018, we launched our Skype for Business project, which forms part of a long-term roadmap to provide an improved collaboration toolset for our employees. This will support our employees in the field, employees who may choose to work from home, and employees and vendors in different offices who may now choose to use these new tools instead of traveling to meet face to face. As we continue with our collaboration roadmap, we anticipate that the ability to collaborate through technology will improve and the need to travel in certain scenarios will decrease.

**How we performed**

**Summary of emissions performance**

In line with our CNAR obligation, we report GHG emissions and offsets on a calendar year basis. BCLC's overall emissions decreased by 6 per cent in 2018, bringing the GHGs per Employee (tCO<sub>2</sub>e) down from 1.03 in 2017 to 0.89. BCLC initiatives and projects played a significant role in bringing emissions down in 2018, but the main contributing factor was lower consumption of natural gas for heating associated with a shorter and warmer winter. We will be purchasing 905 tCO<sub>2</sub>e of offset credits to fully offset emissions produced by BCLC in 2018. Two and a half tonnes of our carbon footprint is deemed biogenic and part of the natural carbon cycle, so it is not accounted for in offset credits.

**EMISSIONS BY TYPE OF GREENHOUSE GAS (TONNES)  
CALENDAR YEAR 2018**

	Measure	Quantity	CO <sub>2</sub>	BioCO <sub>2</sub> <sup>1</sup>	CH <sub>4</sub>	N <sub>2</sub> O	tCO <sub>2</sub> e <sup>2</sup>
<b>Scope 1</b>							
Fugitive emissions	Kg	8.39	14.89	0.00	0.00	0.00	14.89
Mobile combustion	Litres	29,360.81	64.59	2.22	0.01	0.02	71.97
Stationary combustion	Gigajoules	14,354.35	713.59	0.29	0.01	0.01	718.39
<b>Scope 2</b>							
Purchased energy <sup>3</sup>	Gigajoules	25,826.98	77.48	0.00	0.00	0.00	77.48
<b>Scope 3</b>							
Office paper	Packages	3,548.00	24.32	0.00	0.00	0.00	24.32
<b>Total Emissions</b>			<b>894.86</b>	<b>2.51</b>	<b>0.02</b>	<b>0.03</b>	<b>907.05</b>

<sup>1</sup>Biogenic emissions of CO<sub>2</sub> result from combustion or biodegradation of biomass.

<sup>2</sup>Each greenhouse gas has been converted to a standard measure (equivalent tonnes of CO<sub>2</sub>) by multiplying its emissions by its global warming potential (GWP). The GWP of carbon dioxide (CO<sub>2</sub>) is 1; methane (CH<sub>4</sub>) is 25, and nitrous oxide (N<sub>2</sub>O) is 298. See Part 3 for additional information on source of emissions and GWP factors.

<sup>3</sup>Energy consumption (mainly in the form of electricity) is billed directly to BCLC.

The largest contributor to our GHG emissions is natural gas heating for our buildings. We had a slightly warmer and shorter winter in 2018, which meant that we needed less energy to maintain the comfort of our buildings. Refer to our 2018 CNAR online for a full breakdown of our emissions by source.

**TRENDS IN EMISSIONS  
TARGETS AND RESULTS (TONNES CO<sub>2</sub>E)**



2017 was the first year we missed our target and in 2018 we reduced emissions again but, not quite enough to reach our target. We will continue to work towards meeting our goal, which will remain the same for the next two years.

**GHGS PER EMPLOYEE\* (TONNES CO<sub>2</sub>E)**



\*Ratio is based on the total emissions reported in Table 2 above divided by the number of employees as of December 31, 2018.

### How we do it: Kamloops Data Centre

Our Kamloops data centre provides a case study on how we can reduce energy needs.

In recent years, including 2018, BCLC has achieved a steady decrease in consumption of electricity in our Kamloops data centre, and we anticipate this trend to continue in the years to come. This represents a significant achievement for BCLC from a sustainability point of view, given that the data centre accounts for a large portion of our total electricity consumption in Kamloops.

#### This decrease in consumption is due to three main trends:

1. Replacing legacy equipment with alternatives that are more efficient and denser in storage, typically in a four to five-year cycle. This leads to fewer physical devices to achieve the same or improved performance. Of all the trends, this ever-greening process has the highest impact on the decrease in data centre power consumption.
2. Virtualization: Having a single server perform multiple processes, which requires less power and cooling.
3. Cloud migration: Strategically utilizing “cloud based” applications that do not require in-house server equipment. Within the next few years there are plans to migrate thousands of non-production processes to the cloud.

Additionally, a decrease in data centre server loads has reduced cooling demands. Because of this decrease, the server room can now be serviced by four of our six data centre cooling units. Five years ago, all cooling units needed to be online and constantly cooling the data centre.

#### What's next

BCLC's objective is to continually evaluate our stationary sources and make necessary changes to reduce emissions from these sources. Additionally, we will continue to convert legacy equipment to higher density and more efficient options as the need arises in order to reduce energy consumption.

## WASTE MANAGEMENT

### Why it matters

Waste management represents a real cost to BCLC. Anything we can do to reduce waste helps us run our operations more efficiently. Waste also takes a toll on the environment in several ways. Disposal sites take up space on valuable land and transporting waste releases GHG emissions. Some forms of waste, especially food and paper waste, release methane as they decompose.

### How we manage it

Our operations depend on both technology and paper, so we have focussed our attention on those. Our programs are designed to make appropriate use of technology and reduce paper use.

### We responsibly recycle electronic equipment

We are a steward of two provincial programs that help us meet our obligations for B.C.'s Recycling Regulation - Electronic Products Recycling Association (EPRA) and Recycle BC.

### We are reducing unnecessary paper use

Office paper is one of our biggest inputs and a great opportunity for efficiency improvements. We are working with our office equipment vendor to add a feature to our multi-function devices that will queue jobs until released at the printer. With this feature, we expect to be able to eliminate print jobs that are sent to the printer and never picked up.

We are also implementing records retention practices including document destruction and digitization that are reducing the number of boxes of BCLC paper records held in offsite storage. Although the primary goals of digitizing records are not to eliminate or reduce paper, BCLC does expect a reduction in paper consumption as a logical outcome of converting to digitized records over time.

## EMPLOYEE DRIVEN WASTE REDUCTION DRIVES

**Our Green Committee has been active on waste reduction. These two initiatives show the leadership of our employees to tackle the waste challenge.**

### STRENGTHENING COMMUNITIES THROUGH RECYCLING

For several years now, a Kamloops employee has demonstrated what it means to make BCLC a more sustainable workplace. On her own accord, Mary S. has been taking all the refundable containers like pop cans, juice boxes and water bottles across the entire Kamloops office and bringing them to one of the local recycling depots for proper sorting. The money from the return is then donated to a local charitable organization. In the past year, Mary has collected over 11,000 recyclable items and donated \$600 to the Kamloops Sexual Assault Centre.

### SINGLE USE COFFEE CUP CHALLENGE

In 2018, our Green Committee organized a two week Single Use Coffee Cup Challenge to help reduce the amount of single use plastics that end up as litter on city streets, parks and other public spaces. Employees who participated received a reusable Starbucks cup that they were encouraged to use if they bought coffee at Starbucks during the two week challenge. When it concluded, participants were asked to provide feedback to the Green Committee, including how many times they used their reusable cup and any solutions or ideas on how to make it more convenient at work and at home to use a reusable cup when going to a coffee shop.

## WASTE MANAGEMENT RESULTS

METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Waste diverted from landfill – Kamloops office	63%	<b>77%</b>	82%	70%
Waste diverted from landfill – Vancouver office	87%	<b>78%</b>	93%	93%

We continue to incorporate recycling and composting programs in both corporate offices to handle multiple waste streams, including organics, mixed containers, cardboard and office paper. Unsold lottery tickets are shredded and then recycled. In 2018 our waste diversion rates were 77% in Kamloops, 78% in Vancouver and 78% overall. BCLC does not generate hazardous waste.

## 2018 WASTE BY TYPE AND DISPOSAL METHOD (TONNES)

METRIC	Compost	Recycled	Landfill	TOTAL
Electronic equipment	0	269	0	<b>269</b>
Office paper and tickets, shredded	0	104	0	<b>104</b>
Mixed paper, cardboard, containers	0	38	0	<b>38</b>
Food, organics	14	0	0	<b>14</b>
Non-recyclable, non-reusable	0	0	45	<b>45</b>
<b>Total of above<sup>1</sup></b>	<b>14</b>	<b>411</b>	<b>45</b>	<b>470</b>

<sup>1</sup>We track and calculate waste on a calendar year basis to support provincial reporting requirements. We rely on invoices and information supplied by the hauling companies to calculate the weight of materials. There were no other significant categories of waste or disposal method.

In 2018, we recycled 269 tonnes of electronic equipment through the EPRA program, including slot machine parts, computers and lottery equipment. The amount of e-waste recycled every year is dependent on whether the needs of the business require purchasing more electronic items such as slot machines, gambling signage and computing equipment.

In fiscal year 2018/19, BCLC also securely disposed of over 2,400 IT assets (equivalent to 41,629 pounds or approximately 19 tonnes) by donating them through Green4Good. Through this program, 23 BCLC desktops found a second life with Enactus Canada and raised \$2,300 for charities. From our participation in the program, we have obtained 620 carbon credits and we will explore ways to use those credits in an effort to gain carbon neutrality and help us further reduce our carbon footprint and climate impact.

We sent 104 tonnes of used office paper to a secure shredding service, diverting 262 cubic meters from landfill. This represents the equivalent of 1,941 trees.

#### PAPER USED IN OPERATIONS

MATERIALS (TONNES)	2017	2018	CHANGE
Lottery ticket paper	261.6	290.3	<b>11%</b>
Instant tickets (Scratch & Win, Pull Tabs)	314.5	295.9	<b>(6%)</b>
Other Paper and Materials	95.2	148	<b>55%</b>
<b>Total</b>	<b>671.3</b>	<b>734.2</b>	<b>9%</b>

As a registered B.C. Environmental Product Steward, we file reports with Recycle B.C. on the amount of paper sold as lottery and Scratch & Win tickets in addition to other paper and packaging materials used by our business. Fees that we pay on these amounts help fund downstream waste management and recycling programs. In 2018, we reported more than 734 tonnes of paper and packaging material. Sales increased 9% during the same period.

#### Environmental Remediation Update

In 2017, we reported that we had purchased land to the west of our head office in Kamloops as a space for a potential future development and/or property sale. These lands were previously contaminated.

BCLC continues to work with an environmental consultant and the Ministry of the Environment to provide for the ongoing testing and analysis of the known contaminants on the BCLC acquired properties. This will ultimately lead to a long-term plan of test well monitoring to ensure that contaminant levels remain within expected parameters.

This year's work involved the removal of two underground petroleum storage tanks (UPS) and the contaminated soils that surrounded them. Their removal will help expedite the recovery of the soils in the area.

#### What's next

We will continue to look for opportunities to reduce paper use and manage other types of waste.

Our Records Management program will be initiating an internal training and awareness campaign for the 2019/20 fiscal year centered on new legislative requirements to digitize records, which we expect to come into force by September 2019.

## SUSTAINABLE PROCUREMENT

#### Why it matters

The money BCLC spends on goods and services can have significant impacts on society, the environment and communities in British Columbia and beyond. Our commitment to sustainability practices in our procurement operations enables us to support provincial government initiatives such as the Greenhouse Gas Reduction Targets Act.

**How we manage it**

BCLC advises potential vendors that it retains the right to request that suppliers provide documentation to support sustainability claims and declarations.

It is BCLC's preference to work with vendors to promote and grow sustainability in procurement rather than impose strict adherence. However, where it is deemed necessary and solely at BCLC's discretion, the following tactics may be used to assess vendor compliance:

- Reliance on a combination of approved third-party independent audits and certifications, and vendor disclosures of information about factory and production facilities that vendors are in compliance.
- Evaluate on a case-by-case basis any instance where it is reasonably determined by BCLC, or brought to BCLC's attention, that a vendor may not be operating in the spirit of BCLC's Sustainability Standards for Vendors.
- Reserve the right to discontinue business with vendors who are not responsive to requests to address concerns around workplace practices and instances of non-compliance with the Sustainability Standards for Vendors.

Overall, BCLC's approach to procurement is based on the principle of 'best value' in the total cost of ownership. This means considerations such as cost, quality, delivery, servicing, safety and durability as potential elements of meeting BCLC requirements. However, BCLC understands that choosing vendors that also uphold social responsibility practices and desirable environmental standards may also have costs. Therefore, in accordance with its sustainability in procurement commitment, vendor practices in waste disposal, energy consumption, safety and labour practices are also reviewed so as to gather an informed 'total cost assessment' of vendor options. BCLC's methodology for assessing total cost is based primarily on a non-mandatory, flexible, weighted criteria framework.

**How we performed**

OUR PERFORMANCE		
METRIC	2017/18 Actual	2018/19 Actual
Percentage of B.C.-based suppliers*	69%	<b>72.7%</b>

*\*Our metric is based on supplier numbers rather than proportion of procurement budget as defined by GRI 204-1a. As we are a Crown corporation with a provincial mandate, we define all suppliers with a B.C. address as "local" and consider the province as a whole to be our "significant location of operation".*

The majority of our suppliers are based in North America at just under 96 per cent while 4 per cent are in Europe and 0.08 per cent are in Australia. Of the suppliers based in North America, 72 per cent are based in B.C.

**What's next**

As what we have come to know as sustainability continues to expand in scope, BCLC will continue to respond to ensure we measure how our vendors include diversity as a means of sustainability within their workforce.

# Community Impact

## FINANCIAL CONTRIBUTIONS TO THE PROVINCE OF B.C.

**Why it matters**

BCLC exists to make financial contributions to the Province and improve the lives of all British Columbians. In fiscal year 2018/19, the corporation contributed over \$1.4 billion to the Province of B.C. to use in providing and enhancing programs and services benefitting all citizens of the province, including education, health care and community programs.

**How we manage it**

BCLC fosters a culture of cost-consciousness and is committed to operating efficiently and effectively. As part of our mandate, we optimize our financial

## Where the money goes

performance and sustain net return to the Province in accordance with government policy, directives under the Gaming Control Act and Treasury Board direction. Our mandate and business models offer BCLC the opportunity to garner strong profit margins, and thus, growing revenue is the key to making a significant positive impact through our net income.

### How we performed

#### RESULTS ON FINANCIAL CONTRIBUTIONS TO THE PROVINCE OF B.C.

METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Net income to British Columbians	\$1.4B	<b>\$1.4B</b>	\$1.4B	\$1.4B

This past fiscal year, our \$1.4 billion in net income was achieved despite declines in revenue from labour disputes at five casino and community gaming locations, and the changing table game landscape.

#### We were able to capitalize on opportunities this past year which included:

- The continued success of facility enhancements and strategic investments in the slots category, which resulted in an optimized network and diversified product offerings.
- The transition of the majority of casino service providers to a new Operational Services Agreement (OSA) to ensure long-term private-sector investment and sustained revenues to the Province and communities.
- Capitalizing on the higher than expected lotto jackpot rolls.
- Continued investment in understanding customer needs and expectations to deliver relevant products, and experiences and increased availability of content on mobile.
- Introducing several new vendors to leverage their capabilities and provide innovative game content that appeals to players on PlayNow.

# 1.4 BILLION

TOTAL NET INCOME

## 10.2M

DISTRIBUTION TO GOVERNMENT OF CANADA

## 983.0M

TO SUPPORT PUBLIC PROGRAMS, HEALTHCARE AND EDUCATION (CONSOLIDATED REVENUE FUND)

## 13.4M

GAMING CORE OPERATIONS

## 147.2M

HEALTH SPECIAL ACCOUNT

## 140.0M

CHARITABLE AND COMMUNITY ORGANIZATIONS

## 98.4M

HOST LOCAL GOVERNMENTS

## 11.7M

HORSE RACING PURSE ENHANCEMENTS

## 6.0M

LOCAL ECONOMIC DEVELOPMENT INITIATIVES

## 5.6M

RESPONSIBLE GAMBLING STRATEGIES

## HOST LOCAL GOVERNMENT PAYMENTS FOR FISCAL YEAR 2018/19

Each year, local governments that host casinos receive a share of net gambling income generated by those facilities. The following charts show Provincial payments made to Host Local Governments in 2018/19. The calculations for these payments are done in accordance with the Host Financial Assistance Agreement between the Province of British Columbia and each local government.

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

### HOST LOCAL GOVERNMENT SHARE OF CASINO REVENUE

(in thousands of dollars rounded)

LOCAL GOVERNMENT	CASINO	TOTAL 2018/19	TOTAL 2017/18
Burnaby	Grand Villa Casino	\$ 12,265	\$ 11,731
Coquitlam	Hard Rock Casino Vancouver	6,864	8,634
Kamloops	Cascades Casino Kamloops	1,232	1,905
Kelowna	Playtime Casino Kelowna <sup>1</sup>	1,160	1,930
Ktunaxa/Kinbasket Tribal Council Society	Casino of the Rockies	1,494	995
Langley City	Cascades Casino Langley	7,500	7,688
Nanaimo	Casino Nanaimo	2,836	2,860
New Westminster	Starlight Casino	6,545	6,783
Penticton	Cascades Casino Penticton	1,480	2,056
Prince George	Treasure Cove Casino	2,599	2,682
Quesnel	Billy Barker Casino	497	497
Richmond	River Rock Casino Resort	16,196	17,086
Surrey	Elements Casino Surrey	4,195	4,124
Vancouver	Parq Vancouver <sup>2</sup>	8,223	9,433
	Hastings Racecourse and Casino	1,079	1,097
<b>Vancouver Total</b>		<b>\$ 9,302</b>	<b>\$ 10,530</b>
Vernon	Playtime Casino Vernon <sup>3</sup>	1,443	1,972
View Royal	Elements Casino Victoria <sup>4</sup>	4,605	4,166
<b>Total</b>		<b>\$ 80,213</b>	<b>\$ 85,639</b>

<sup>1</sup> Playtime Casino Kelowna - formerly Lake City Casino Kelowna

<sup>2</sup> Parq Vancouver replaced Edgewater Casino during FY2017/18

<sup>3</sup> Playtime Casino Vernon - formerly Lake City Casino Vernon

<sup>4</sup> Elements Casino Victoria - formerly View Royal Casino

The **City of Coquitlam** awarded **\$379,452** of its share of provincial gambling revenue for hosting **Hard Rock Casino Vancouver** to **24 community organizations** through the **Spirit of Coquitlam Grant** program.

## HOST LOCAL GOVERNMENT SHARE OF COMMUNITY GAMING CENTRE REVENUE

(in thousands of dollars rounded)

LOCAL GOVERNMENT	COMMUNITY GAMING CENTRE	TOTAL 2018/19	TOTAL 2017/18
Abbotsford	Chances Abbotsford	\$ 1,313	\$ 1,221
Adams Lake Indian Band	Chances Salmon Arm	634	524
Campbell River	Chances Campbell River	905	801
Castlegar	Chances Castlegar	575	502
Chilliwack	Chances Chilliwack	2,112	2,047
Courtenay	Chances Courtenay	1,089	1,046
Cowichan Tribes	Chances Cowichan	836	815
Dawson Creek	Chances Dawson Creek	669	704
Fort St. John	Chances Fort St. John	890	900
Kamloops	Chances Kamloops	1,282	900
Kelowna	Chances Kelowna	2,907	2,249
Maple Ridge	Chances Maple Ridge	1,760	1,609
Mission	Chances Boardwalk Mission	673	688
Port Alberni	Chances Rim Rock	454	467
Prince Rupert	Chances Prince Rupert	526	503
Squamish Nation	Chances Boardwalk Squamish	251	266
Terrace	Chances Terrace	709	663
Williams Lake	Chances Signal Point Gaming	607	565
<b>Total</b>		<b>\$ 18,192</b>	<b>\$ 16,470</b>

The **City of Prince George** used a portion of its share of gambling revenue for hosting Treasure Cove Casino to bring the World Para Nordic Skiing Championships to Prince George, marking the first time the event has been brought to Canada and the first World Championships ever hosted in Prince George.

## CASINO REVENUE FOR FISCAL YEAR 2018/19

(in thousands of dollars rounded)

CASINO	SERVICE PROVIDER	NO. OF SLOT MACHINES*	SLOT MACHINE REVENUE 2018/19	NO. OF TABLES	TABLE GAME REVENUE 2018/19	BINGO REVENUE 2018/19	TOTAL CASINO REVENUE 2018/19	TOTAL CASINO REVENUE 2017/18**
Billy Barker Casino	585 Holdings Ltd.	122	\$ 8,928	-	\$ 28	\$ -	\$ 8,956	\$ 8,804
Cascades Casino Langley	Gateway Casinos & Entertainment Limited	1,011	114,515	28	27,935	2,213	144,663	139,110
Casino Nanaimo	Great Canadian Casinos Inc.	428	46,852	9	4,627	-	51,479	50,481
Casino of the Rockies	SEM Resort Limited Partnership	229	11,312	5	659	-	11,971	11,187
Parq Vancouver	Parq Vancouver ULC***	580	84,530	75	100,868	-	185,398	191,272
Elements Casino Surrey	Orangeville Raceway Ltd.	542	61,754	23	16,370	-	78,124	74,104
Grand Villa Casino	Gateway Casinos & Entertainment Inc.	1,191	157,742	75	85,456	-	243,198	220,410
Hard Rock Casino Vancouver	Great Canadian Casinos Inc.	928	102,015	43	29,446	-	131,461	160,831
Hastings Racecourse and Casino	Hastings Entertainment Inc.	536	20,649	-	-	-	20,649	20,451
Cascades Casino Kamloops	Gateway Casinos & Entertainment Limited	442	22,623	16	1,587	-	24,210	35,237
Playtime Casino Kelowna	Gateway Casinos & Entertainment Limited	437	20,005	16	4,187	-	24,192	36,697
Cascades Casino Penticton	Gateway Casinos & Entertainment Limited	400	26,685	11	914	-	27,599	36,748
Playtime Casino Vernon	Gateway Casinos & Entertainment Limited	397	25,874	9	1,036	-	26,910	35,141
River Rock Casino Resort	Great Canadian Casinos Inc.	1,258	168,880	92	154,777	-	323,657	327,723
Starlight Casino	Gateway Casinos & Entertainment Limited	935	91,907	54	35,348	-	127,255	126,506
Treasure Cove Casino	Treasure Cove Casino Inc.	541	45,460	8	2,116	3,247	50,823	50,680
Elements Casino Victoria	Great Canadian Casinos Inc.	760	74,438	23	10,935	-	85,373	73,878
<b>Total</b>		<b>10,737</b>	<b>\$ 1,084,169</b>	<b>487</b>	<b>\$ 476,289</b>	<b>\$ 5,460</b>	<b>\$ 1,565,918</b>	<b>\$ 1,599,260</b>

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

\*\* 2017/18 figures have been restated to reflect the adoption of International Financial Reporting Standards 15 Revenue from Contracts with Customers and 9 Financial Instruments

\*\*\*As a General Partner and on Behalf of Parq Vancouver Limited Partnership

The **City of Campbell River** dedicated a portion of its share of provincial gambling revenue for hosting **Chances Campbell River to the Forestry Task Force**, which worked to enhance the sustainability of the regional forestry industry.

The **City of Kelowna** uses its entire share of provincial gambling revenue for hosting **Chances Kelowna and Playtime Casino Kelowna** to fund **RCMP** programs in the city.

### CASINO/COMMUNITY GAMING CENTRE OR COMMERCIAL

(in thousands of dollars rounded)

COMMUNITY GAMING CENTRE	SERVICE PROVIDER	NO. OF SLOT MACHINES*	SLOT MACHINE REVENUE 2018/19	NO. OF TABLES	TABLE GAME REVENUE 2018/19	BINGO REVENUE 2018/19	TOTAL COMMUNITY GAMING REVENUE 2018/19	TOTAL COMMUNITY GAMING REVENUE 2017/18**
Bingo Esquimalt	Great Canadian Casinos Inc.	-	\$ -	-	\$ -	\$ 1,568	\$ 1,568	\$ 1,221
Chances Abbotsford	Playtime Gaming Group Inc.	211	-	22,864	-	19	22,883	20,971
Chances Campbell River	Playtime Gaming Group Inc.	150	-	16,038	-	146	16,184	14,266
Chances Castlegar	Terrim Properties Ltd.	100	-	10,239	-	123	10,362	9,027
Chances Chilliwack	Chilliwack Gaming Ltd.	301	-	36,643	-	1,345	37,988	36,486
Chances Courtenay	Playtime Gaming Group Inc.	200	-	19,213	-	33	19,246	18,446
Chances Cowichan	Duncan Dabber Bingo Society	157	-	14,963	-	597	15,560	14,781
Chances Dawson Creek	Great Canadian Entertainment Centres Ltd.	149	-	12,201	-	157	12,358	12,698
Chances Fort St. John	243045 Alberta Ltd.	150	-	15,118	8	1,402	16,636	16,524
Chances Kamloops	Enterprise Entertainment Ltd.	200	-	22,352	-	1,120	23,472	16,847
Chances Kelowna	Goldwing Investments (Saskatoon) Ltd.	343	-	49,947	-	2,929	52,876	40,100
Chances Maple Ridge	Great Canadian Entertainment Centres Ltd.	250	-	30,363	-	485	30,848	28,026
Chances Boardwalk Mission	Gateway Casinos & Entertainment Limited	125	-	11,964	-	359	12,323	11,857
Chances Prince Rupert	0733244 BC Ltd.	102	-	9,656	-	357	10,013	9,471
Chances Rim Rock	Alberni Valley Gaming Association	100	-	8,229	-	295	8,524	8,535
Chances Salmon Arm	Terrim Properties Ltd.	104	-	11,162	-	212	11,374	9,433
Chances Signal Point Gaming	Lucky's Ventures Ltd.	123	-	10,843	-	560	11,403	10,488
Chances Boardwalk Squamish	Gateway Casinos & Entertainment Limited	99	-	4,901	-	105	5,006	5,160
Chances Terrace	Lucky Dollar Bingo Management Ltd.	75	-	12,290	-	307	12,597	11,412
Harbour City Bingo	Harbour City Bingo Inc.	-	-	-	-	2,461	2,461	2,424
Newton Community Gaming Centre <sup>1</sup>	Gateway Casinos & Entertainment Limited	-	-	-	-	205	205	1,884
Planet Bingo	Community Gaming Management Association	-	-	-	-	2,909	2,909	2,897
Playtime Langley <sup>2</sup>	Playtime Gaming Group Inc.	-	-	-	-	-	-	2,194
Playtime Gaming Victoria <sup>3</sup>	Playtime Community Gaming Centres Inc.	-	-	-	-	922	922	1,362
Total Community Gaming Centres & Commercial Bingo Halls		2,939	\$ 318,986	8	\$ 1,402	\$ 17,330	\$ 337,718	\$ 306,510
Paper Bingo Distribution Revenue		-	-	-	-	238	238	245
<b>Total</b>		<b>2,939</b>	<b>\$ 318,986</b>	<b>8</b>	<b>\$ 1,402</b>	<b>\$ 17,568</b>	<b>\$ 337,956</b>	<b>\$ 306,755</b>

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

\*\* 2017/18 figures have been restated to reflect the adoption of International Financial Reporting Standards 15 Revenue from Contracts with Customers and 9 Financial Instruments

<sup>1</sup> Newton Community Gaming Centre closed on April 21, 2018

<sup>2</sup> Playtime Langley – Closed Feb 21, 2018 – Bingo Operations merged with Cascades Casino Langley

<sup>3</sup> Playtime Gaming Victoria closed on December 31, 2018

**What's next**

To ensure the long term health of our business, we will leverage investments in the PlayNow.com infrastructure to provide the digital connection with our brick-and-mortar environments in order to improve the player experience. We will also work with our casino and community gambling facility service providers and lottery retailers to distribute our games to customers with outstanding service. We will also leverage the innovation around products and services from our many vendors to deliver our games in an effective and responsible manner. Additionally, we will continue to invest in and improve our approach to support responsible gambling to improve player health

## DIRECT COMMUNITY BENEFITS

**Why it matters**

We are a partner for socio-economic growth in communities and we strive to make business decisions that reflect and include local perspectives and provide benefits to the community that are broader than the bottom line. As such, it is important that our business and the benefits it creates are understood, trusted and supported by British Columbians.

**How we manage it**

We are proud of our community involvement and the many benefits we have been creating for nearly 35 years across the province and in local communities. It is important that we actively engage with municipalities to share how Host Local Government revenue benefits communities. Sponsorship is another impactful way we contribute to strong and healthy communities as we are able to provide more than just dollars for a cause; we are able to provide volunteer support and additional resources that help make events a success.

**2019 World Junior Championships**

BCLC was an official partner of the 2019 World Junior Championship that was hosted in Vancouver and Victoria from December 26, 2018 to January 5, 2019. In addition to providing economic contribution to the event, 14 BCLC employees were selected to volunteer throughout the tournament. We have a long history of supporting sport in B.C. Last year, over 900 sports organizations received nearly \$30 million in Community Gaming Grants.

**Music in the Park**

For 26 years, BCLC has sponsored Music in the Park – a nightly outdoor summer music festival in Kamloops. This is the longest running free music festival in B.C. and brings arts to the forefront in the Kamloops community. For the last four years, BCLC has hosted Midsummer Music Jam, a special community concert that is part of Music in the Park. In 2018, approximately more than 10,000 people attended the event – the largest crowd to date.

**How we performed**

DIRECT COMMUNITY BENEFITS RESULTS				
METRIC	2017/18 Actual	2018/19 Actual	2018/19 Target	2019/20 Target
Public recognition of positive contributions	70%	68%	74%	75%

Public Recognition of Positive Contributions helps us gauge our success in building public understanding and recognition of the public contributions BCLC makes. In 2018/19, results for this measure decreased slightly compared to the previous year and fell short of our target. Ongoing media coverage the last year on alleged money laundering in B.C. casinos may have contributed to BCLC not meeting our target in this measure.

In 2018/19, BCLC ran successful outreach programs in various communities to educate and engage with the public on the contributions BCLC makes to their communities.

**What's next**

In the coming years we will be seeking opportunities to provide more information to the public on how BCLC operates, and how the proceeds of gambling revenue to governments contribute positively to communities. As part of Budget 2019, the government announced that beginning FY 2019/20, approximately \$3 billion in gambling revenue over 25 years will be shared with B.C. First Nations. This means every First Nation community in B.C. will be eligible for between \$250,000 and \$2 million annually through this historic revenue-sharing agreement.

At the same time, we will continue to listen and learn from the public to help us understand what is important to them, and how to best address these concerns through our operations as a business. This will mean we will have the ability to tell more stories of how communities and other recipients of gambling revenue have benefited. We will continue to actively engage with municipalities to share how Host Local Government revenue benefits communities and will continue to share this information throughout the province through BCLC's "Play it Forward" community outreach and advertising program.

## SERVICE PROVIDER AND RETAILER SUCCESS

### Why it matters

BCLC contracts with approximately 3,500 lottery retailers who help perform more than 450 million lottery transactions every year. As such, we rely on lottery retailers to provide our players with an exceptional purchase experience while maintaining certain standards for the sale and validation of lottery products to support our revenue generation. On our casino side of the business, we work with 14 different service providers that manage and operate the day-to-day business of 38 gambling facilities across B.C.

### How we manage it

BCLC's lottery retailers play a critical role in the success of our business in delivering revenue to the Province of B.C. Private-sector retailers - which range from major grocery chains, convenience stores, drug stores, gas stations, pubs and shopping mall kiosks - enter into Lottery Retailer Agreements with BCLC that set out roles, responsibilities and compensation. We provide our retailers training, sales support and resources. BCLC works with casino service providers to offer facilities that feature entertainment amenities, such as restaurants and live event space, in addition to gambling. BCLC has implemented a Lottery Retailer Revenue Review Program which establishes critical success factors for its lottery retailers in order to evaluate performance to report on financial results. On the casino side of the business, BCLC determines where casinos and community gaming centres are located, and contracts with private-sector companies to build and operate the facilities. These service providers earn commissions as a financial incentive for their investments in operating and growing the business.

**"BCLC was committed to strong collaboration with the industry regarding a new compensation structure to bring B.C. in line with other provinces and address the rising retail costs related to minimum-wage increases..."**

**Tom Humphreys,**

*Petroleum Operations Manager with Peninsula Co-op, which sells BCLC lottery products at 16 of its Vancouver Island locations*

**...the enhanced structure is a win-win; it will increase profitability for lottery retailers and encourage them to grow their sales, thereby generating increased revenue to BCLC."**

### How we performed

In 2018/19, BCLC completed a review of its lottery retailer compensation program to look at opportunities to enhance the purchase experience, drive revenue growth and set the course for greater accountability to the standards for the sale and validation of lottery products. This new compensation structure is designed to increase retailer engagement through performance-based incentives and to strengthen compliance with BCLC policies and standards. For example, in order to be eligible for a full sales bonus, lottery retailers must comply with important age-verification policies.

### What's next

In the coming fiscal year, BCLC will be focused on the implementation of the new compensation program and continued education of our retailer partners of these significant changes.

The new lottery retailer compensation structure will ensure that lottery retailers receive fair and competitive compensation into the future and take into consideration rising costs to operate.

BCLC has updated its Operational Services Agreement (OSA) for casino and community gaming services, setting the course for greater accountability, long-term private-sector investment and sustained revenues to the Province and communities.

The terms of the OSA require service providers to submit annual business plans, including commitments to capital and operating investments in properties over the term of their contract to support growth and new amenities. A critical component includes a commitment to responsible gambling practices. BCLC has started to receive and review annual business plans as per the new OSA.

In addition, the OSA strengthens BCLC's oversight in the areas of compliance and security, including escalation mechanisms and progressive disciplinary measures.



## LIST OF SPONSORSHIPS IN FISCAL 2018/19

AKBLG  
 Alberni District Chamber of Commerce  
 Alberni District Fall Fair  
 AVICC  
 BC Lions  
 BC SPCA  
 BC Sports Hall of Fame  
 City of Kamloops  
 City of Surrey  
 Comox Valley Exhibition Association Fall Fair  
 Deighton Cup Productions Inc.  
 Delta Chamber of Commerce  
 Delta Hospital Foundation  
 Downtown Langley Business Association  
 Downtown Vernon Association  
 Gaming Security Professionals of Canada  
 Greater Langley Chamber of Commerce  
 Greater Nanaimo Chamber of Commerce  
 Greater Victoria Crime Stoppers  
 Hockey Canada  
 Interior Community Services  
 Kamloops Art Gallery  
 Kamloops Bike To Work Week  
 Kamloops Blazers  
 Kamloops Chamber of Commerce  
 Kamloops Downtown Business Association  
 Kamloops Film Festival  
 Kamloops Food Bank  
 Kamloops Innovation  
 Kamloops North Shore Business Association  
 Kamloops Pride Society  
 Kamloops Symphony  
 Kelowna Chamber of Commerce  
 Kelowna Downtown Business Improvement Area Society  
 KidSport Delta  
 LINX Marketing  
 LMLGA

Minerva Foundation  
 Mission Regional Chamber of Commerce  
 Nanaimo Blues Society  
 NCLGA  
 Northern Rockies Regional Municipality  
 Pacific Autism Family Network  
 Prince George Folkfest Society  
 Prince Rupert Special Events Society  
 Project X Kamloops  
 Royal Inland Hospital Foundation  
 Shuswap District Arts Council  
 SILGA  
 Southern Interior Local Government Association  
 Surrey Board of Trade  
 Surrey Fire Fighters Charitable Society  
 Terrace Riverboat Days Society  
 The Children's Wish Foundation  
 The Heart & Stroke Foundation of Kamloops  
 Thompson Rivers University  
 Thompson Rivers University Foundation  
 Tri-Cities Chamber of Commerce  
 Union of BC Municipalities (UBCM)  
 United Way Thompson Nicola District  
 Vancouver Food Bank  
 Victoria Harbour Cats Baseball Club  
 Victoria Symphony Orchestra  
 Western Canada Theatre  
 WestShore Chamber of Commerce

## PERFORMANCE AND DISCLOSURE METHODOLOGY

The table below summarizes how we measure our performance metrics and information on the reliability of the data we collect.

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
BCLC-1	N/A	N/A	N/A – Under the direction of senior leadership, BCLC will look at the development of an appropriate metric to help determine how to best measure ethical conduct at BCLC.
BCLC-2	Public perception of BCLC's transparency (%)	A third-party research firm conducts a continuous tracking study to measure Public Perception of BCLC's Transparency on our behalf. The survey asks participants to rank their agreement with the statement that BCLC is forthcoming and open with the public, on a scale of one to seven. The overall public perception score is a percentage of participants who agree with the statement in the top three points of scale.	Continuous online survey independently conducted by a third-party firm with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample in a way that is consistent with B.C. population demographics as per Statistics Canada's Census. The margin of error is $\pm 1.55$ at the 95 per cent confidence level (19 times out of 20). The figure is an average of four quarterly scores. After someone responds, they are not allowed to participate in the survey again for another six months.
BCLC-3	Response to recommendations from German Report: number of recommendations completed	As of March 31, 2019, BCLC has completed six of 11 recommendations for which it is responsible from Dr. Peter German's 2018 independent review of Anti-Money Laundering (AML) policies and practices in Lower Mainland casinos. The completion of each recommendation indicates BCLC's compliance and efforts around working with the Government of B.C., GPEB and others to improve AML policies and practices in Lower Mainland casinos.	When recommendations are complete, BCLC prepares a Completion Document which is submitted to the Deputy Minister's Committee (DMC) for their acceptance. The DMC has accepted the completion reports for the six recommendations that BCLC has completed. Once the DMC has accepted, BCLC and GPEB do a joint audit and ultimately will submit a joint Closing Memo for the DMC. Auditing of the six recommendations is currently underway. Once that memo is accepted, the recommendation will then be considered closed.
BCLC-4	Player awareness of responsible gambling activities (%)	Survey participants are asked to indicate their awareness of five of BCLC's responsible gambling activities. The result is a net percentage of BCLC players who are aware of at least one of the five	Continuous online survey independently conducted by a third-party firm with a random sample of B.C. adults aged 19 and up who have played at least one BCLC game in the past year. The survey uses

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
		<p>initiatives. Player awareness of responsible gambling activities is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.</p>	<p>industry-standard techniques to randomize the sample in a way that is consistent with B.C. population demographics as per Statistics Canada's Census. The margin of error is <math>\pm 1.55</math> at the 95 per cent confidence level (19 times out of 20). The figure is an average of four quarterly scores. After a player responds, they are not allowed to participate in the survey again for another six months.</p>
BCLC-5	Player interactions at GameSense Info Centres (No.)	<p>Number of Player Interactions at GameSense Info Centres (GSICs) measures the total number of interactions that GameSense Advisors (GSAs) have with players at casinos about responsible gambling.</p>	<p>GSAs are trained to use a mobile application to input customer interaction data which BCLC tracks on a monthly basis. Only interactions directly entered by GSAs are included in our total number of interactions.</p>
BCLC-6	Player awareness of Voluntary Self Exclusion Program	<p>A third-party research firm conducts a continuous tracking study to measure Player Awareness of BCLC's VSE program on our behalf. Players are considered to be aware of the VSE program if they specifically mention the VSE program during the survey of Player Awareness of Responsible Gambling Activities.</p>	<p>Continuous online survey independently conducted by a third-party research firm with a random sample of B.C. adults aged 19 and up who have played at least one BCLC game in the past year. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada's Census. The margin of error is <math>\pm 1.55</math> at the 95 per cent confidence level (19 times out of 20).The reported figure is an average of four quarterly scores. After a player responds to the survey, they are not allowed to participate in the survey again for another six months. The indicator is also included in Ernst &amp; Young's scope of assurance activities.</p>
BCLC-7	Pass rate in Lottery Mystery Shop Program (%)	<p>The Mystery Shop program is a useful tool to measure compliance of our lottery retailers and provides insight into how our retailers and customers respond to changes in BCLC standards and operating procedures.</p> <p>BCLC Validation Mystery Shops are conducted by an independent contractor. The "shopper" measures retailer success utilizing a standard testing technique to assess eight separate areas of compliance.</p>	<p>Shop results are reviewed for accuracy before being entered into BCLC's reporting software and being used for data analysis or issuance of service standard remedies. Final reports are shared with internal stakeholders (lottery business unit management and legal, compliance and security management) and external stakeholders (GPEB).</p>

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
		<p>Utilizing a standard testing technique to maintain consistency, the mystery shopper tested lottery retailers on eight (8) criteria.</p> <ol style="list-style-type: none"> <li>1. Did the retailer take the ticket directly to the Altura?</li> <li>2. Did you hear a winning jingle when the ticket validated?</li> <li>3. Was the winning amount displayed on the PDU?</li> <li>4. Did you receive the correct prize?</li> <li>5. Did the retailer return your ticket?</li> <li>6. Did the retailer require signature before validating?</li> <li>7. Did the retailer return the validation slip?</li> <li>8. Did the retailer validate the ticket on the first attempt?</li> </ol> <p>Lottery retailers receive a “fail” if they do not pass one (1) or more of the following:</p> <ol style="list-style-type: none"> <li>1. Did you receive the correct prize?</li> <li>2. Did the retailer return your ticket?</li> <li>3. Did the retailer return your validation slip?</li> </ol>	<p>N/A – Under the direction of senior leadership, BCLC will look at the development of an appropriate metric to help determine how to best measure ethical conduct at BCLC.</p> <p>Continuous online survey independently conducted by a third-party firm with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample in a way that is consistent with B.C. population demographics as per Statistics Canada’s Census. The margin of error is ± 1.55 at the 95 per cent confidence level (19 times out of 20). The figure is an average of four quarterly scores. After someone responds, they are not allowed to participate in the survey again for another six months.</p>
BCLC-8	Lottery retailer pass rate in ID25 Mystery Shop Program (%)	<p>The Mystery Shop Program is a useful tool to measure compliance and knowledge of our lottery retailers and service providers for age verification requirements and authorized identification for purchase of lottery products and accessing gambling facilities. The ID25 Mystery Shop is conducted by individuals who are and appear to be under the age of 25. The “shoppers” measure success by utilizing a standard testing technique to assess two separate areas of compliance.</p> <p>Utilizing a standard testing technique to maintain consistency, the mystery shopper tested lottery retailers, casino and community gaming centre (CGC) service providers on two (2) compliance procedures.</p> <ol style="list-style-type: none"> <li>1. Were you asked for ID?</li> <li>2. Did they accept insufficient ID?</li> </ol> <p>For lottery retail location shops the mystery shopper would ask to purchase a \$1 Scratch &amp; Win ticket. The mystery shop was considered a “fail” when the retailer</p>	Shop results are reviewed for accuracy before being entered into BCLC’s reporting software and being used for data analysis or issuance of service standard remedies. Final reports are shared with internal stakeholders (lottery business unit management and legal, compliance and security management) and external stakeholders (GP&EB).

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
		<p>did not ask for ID or they accepted insufficient ID. For casino/CGC location shops, the mystery shopper would attempt to gain entry to the facility. The mystery shop was considered a “fail” when the service provider staff member did not ask for ID or they accepted insufficient ID.</p> <p>We remain committed to enhancing retailer education and training to strengthen compliance with ID25, including through online training courses and ID25 requirements for lottery-retailer certification.</p>	

BCLC-9

Rate of retailer prize claims

The rate of retailer prize claims is the number of retailer claims over \$2,000 divided by total claims over \$2,000 processed at all payout centers in B.C. for lottery products.

This metric is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.

Each payout center reports to the BCLC corporate lottery division the number of retailer and non-retailer prize payouts over \$2,000 on a monthly basis. This data is then aggregated and reported to GPEB and BCLC’s Corporate Communications group each month.

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
BCLC-10	Player Satisfaction	<p>Players who played in one of BCLC’s gambling channels at least once every three to five months are asked to rate their level of satisfaction with their last experience in each channel on a 10-point scale. For each player, an average satisfaction score is calculated using their satisfaction scores in all channels they play in.</p>	<p>Continuous online survey independently conducted by a third-party research firm with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada’s Census. The margin of error is 1.55 at the 95 per cent confidence level (19 times out of 20).</p> <p>In the next Social Responsibility Report, this measure will be replaced by the Player Experience Index. The Player Experience Index provides a single measure that incorporates various elements of the customer experience, such as customer service, convenience, relevance and fairness.</p>
BCLC-11	Player participation (at least monthly)	<p>Participants are asked how frequently they play our games in any of BCLC’s channels. The result is an aggregate score for those players who played at least once a month in any of our channels, including lottery tickets, casino games or PlayNow.com activity.</p>	<p>Continuous online survey independently conducted by a third-party research firm with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample, while retaining a gender, age and regional balance consistent with B.C. population as per Statistics Canada’s Census. The margin of error is 1.55 at the 95 per cent confidence level (19 times out of 20).</p> <p>In future reports, new measures will be introduced to reflect more accurately BCLC’s objective to increase both the frequency of play and the number of games played by BCLC’s intended player base, which are those who exhibit healthy play behaviours and don’t contribute to crime in our business.</p>

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
BCLC-12	Customer support satisfaction score	The "Customer Satisfaction" metric represents a player's overall satisfaction with BCLC's Customer Support Centre (CSC) after an interaction with the CSC. The score is a "Top 2 Box" score, meaning that it represents the percentage of players who rated the CSC's service as "Very Good" or "Excellent" (e.g., "4" or "5", on a 5-point scale).	This is a continuous online survey conducted by a third party with BCLC customers who contact the Customer Support Centre (CSC). Only those who have provided sufficient data via telephone or email will be invited to complete the online survey.
BCLC-13	PlayNow.com web experience score	An online survey is randomly served to a sample of PlayNow.com visitors to measure their website experience. The survey appears as a pop-up based on trigger logic and is completely optional. The survey asks participants for their satisfaction as it relates to the site being easy to use, safe and secure, and fun and entertaining, on a 5-point scale. Each measure receives a percentage based on the number of participants who gave a rating of 4 or 5 out of 5. The PlayNow.com Web Experience Score is the average percentage of the three measures.	Continuous online survey conducted with a random sample of PlayNow.com visitors. After someone is given the opportunity to respond to the survey, they will not see the survey again for another 90 days. This survey receives a sample size of about n=5,000 per year.
BCLC-14	Employee engagement score (%)	Each year, a third-party research firm conducts an anonymous online survey amongst BCLC's employees on our behalf. The survey asks employees to rank on a six-point scale their agreement with a broad range of statements that span different aspects of the workplace. The overall engagement score is an aggregate of the proportion of employees who agree with the eight key statements in the top two points of the scale. Employee Engagement is internally benchmarked on a time series basis. We have not externally benchmarked the measure due to the BCLC specific nature of the survey questions.	The survey to measure Employee Engagement is independently conducted by a third-party research firm, using market research industry standard techniques.
BCLC-15	Average spend on training per employee (\$)	Average spend on training per employee measures the total amount BCLC employees have expensed for self-training or development activities, divided by the total headcount.	This measure relies on employees self recording their training expenses and the total amount of training dollars spent by BCLC are audited annually by BCLC's financial auditors.
BCLC-16	Employee turnover	Employee turnover rate is internally benchmarked on a time series basis. We do not externally benchmark, as other gambling jurisdictions and B.C. Crown corporations do not publish equivalent figures.	Employee turnover rate is internally calculated by our Human Resources team. It is measured on a monthly basis with the year-end calculated by averaging monthly rates.

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
BCLC-17	Absenteeism Rate	Absenteeism rate is internally benchmarked on a time series basis. We do not externally benchmark, as other gambling jurisdictions and B.C. Crown corporations do not publish equivalent figures.	Absenteeism Rate is internally calculated by our Human Resources team. It is measured on a monthly basis with the year-end calculated by averaging monthly rates.
GRI 305	Level of greenhouse gas emissions (tCO <sub>2</sub> e)	BCLC is a Public Sector Organization (PSO) subject to the Province of B.C.'s Carbon Neutral Government policy. We report our consumption of building energy, vehicle fuel and office paper to the B.C. Ministry of Environment's Climate Action Secretariat through its SmartTool GHG reporting website. BCLC obtains the required data from our suppliers of electricity, natural gas, fleet vehicle fuel and paper, and match that against internal procurement records. GHG emissions are internally benchmarked on a time series basis. Externally, our Carbon Neutral Action Report and those of other PSOs are published by the Ministry of Environment annually at the end of June and are benchmarked amongst each other. GHG targets have a 2007 base year and emission factors come from the 2016 B.C. Best Practices Methodology for Quantifying Greenhouse Gas Emissions which incorporate Global Warming Potentials (GWP) from the IPCC's fourth assessment report (AR4).	Data for electricity and natural gas consumption is verifiable from billable consumption figures supplied by the respective utilities companies. We calculate electricity usage for our offsite data facility from meter readings.  Fleet vehicle gasoline consumption is obtained through fuel consumption reporting from our fleet vehicle management company. Office paper consumption for all types of reportable paper is measured internally each month.
BCLC-18	Waste diverted from landfill - Kamloops office (%)	Waste Diverted from Landfill is measured by taking the weight of waste streams diverted from landfill (recycled paper, cardboard, recyclable containers, metals, glass, and compostable organics) as a per cent of the total weight of all waste streams collected from our Kamloops office.	BCLC receives monthly reports from our external waste management contractors, detailing the actual weights of general garbage, recycled paper, recyclable containers, compostable materials and cardboard.

METRIC IDENTIFIER	PERFORMANCE METRICS	HOW WE MEASURE	DATA REALIABILITY
BCLC-18	Waste diverted from landfill - Vancouver office (%)	Waste Diverted from Landfill is measured by taking the weight of waste streams diverted from landfill (recycled paper, ticket shredding, cardboard, recyclable containers, metals, glass, and compost) as a per cent of the total weight of all waste streams collected from our Vancouver office.	BCLC receives monthly reports from our external waste management contractors, detailing the actual weights of general garbage, recycled paper, shredded tickets, recyclable containers, compostable materials and cardboard.
GRI 204	Percentage of B.C.-based suppliers	Percentage of B.C.-based suppliers is calculated by dividing the number of BCLC's registered vendors with a B.C. address by the total number of registered vendors. This metric is internally benchmarked on a time series basis. We have not externally benchmarked the measure as we have not identified comparable data published by other gambling jurisdictions.	BCLC's vendors are reported publicly each year in our Statements of Financial Information in accordance with the Financial Information Act (FIA), in the Schedule of Payments to Suppliers of Goods and Services. The FIA reporting is reviewed internally by both our corporate finance team as well as our internal audit team.
BCLC-20	Public recognition of positive contributions	A third-party research firm conducts a continuous tracking study to measure public recognition of BCLC's positive contributions to the Province of B.C. on our behalf. The survey asks participants to rank their agreement with the statement that BCLC makes positive contributions to the Province of B.C., on a scale of one to seven. The overall public recognition score is a percentage of participants who agree with the statement in the top three points of scale.	Continuous online survey independently conducted by a third-party firm with a random sample of B.C. adults aged 19 and up. The survey uses industry-standard techniques to randomize the sample in a way that is consistent with B.C. population demographics as per Statistics Canada's Census. The margin of error is $\pm 1.55$ at the 95% confidence level (19 times out of 20). The figure is an average of four quarterly scores. After someone responds, they are not allowed to participate in the survey again for another six months.

GLOBAL REPORTING INITIATIVE  
(GRI) CONTENT INDEX

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>GRI 101 FOUNDATION 2016</b>							
<b>GENERAL DISCLOSURES</b>		<b>GENERAL DISCLOSURES</b>			<b>N/A - NO OMISSIONS PERMITTED</b>		
GRI 102:	General Disclosures 2016	102-1	Name of the organization	6			
		102-2	Activities, brands, products, and services	6, 22			
		102-3	Location of headquarters	6			
		102-4	Location of operations	6			
		102-5	Ownership and legal form	6			
		102-6	Markets served	6, 29			
		102-7	Scale of the organization	6			
		102-8	Information on employees and other workers	13			
		102-9	Supply chain	14			
		102-10	Significant changes to the organization and its supply chain	7			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>GRI 101 FOUNDATION 2016</b>							
<b>GENERAL DISCLOSURES</b>		<b>GENERAL DISCLOSURES</b>			<b>N/A - NO OMISSIONS PERMITTED</b>		
GRI 102:	General Disclosures 2016	102-11	Precautionary Principle or approach	13			
		102-12	External initiatives	11			
		102-13	Membership of associations	11			
		102-14	Statement from senior decision-maker	4-5			
		102-16	Values, principles, standards, and norms of behavior	7			
		102-18	Governance structure	10			
		102-40	List of stakeholder groups	17			
		102-41	Collective bargaining agreements	13			
		102-42	Identifying and selecting stakeholders	14			
		102-43	Approach to stakeholder engagement	15-16			
		102-44	Key topics and concerns raised	15			
		102-45	Entities included in the consolidated financial statements	8			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>GRI 101 FOUNDATION 2016</b>							
<b>GENERAL DISCLOSURES</b>					<b>N/A - NO OMISSIONS PERMITTED</b>		
GRI 102:	General Disclosures 2016	102-46	Defining report content and topic boundaries	9			
		102-47	List of material topics	9			
		102-48	Restatements of information	NONE			
		102-49	Changes in reporting	9			
		102-50	Reporting period	8			
		102-51	Date of most recent report	8			
		102-52	Reporting cycle	8			
		102-53	Contact point for questions regarding the report	BACK COVER			
		102-54	Claims of reporting in accordance with the GRI Standards	8			
		102-55	GRI content index	THIS TABLE			
		102-56	External assurance	9			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>ETHICAL CONDUCT (INTEGRITY MANAGEMENT)</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	11			
		103-2	The management approach and its components	11			
		103-3	Evaluation of the management approach	11			
		BCLC-1	To be determined		No performance indicator for this topic.	No performance indicator has been developed.	BCLC leadership will be defining this indicator.
<b>TRANSPARENCY</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	11			
		103-2	The management approach and its components	11			
		103-3	Evaluation of the management approach	12			
		BCLC-2	Public perception of BCLC's transparency	12			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>ANTI-MONEY LAUNDERING</b>							
<b>GENERAL DISCLOSURES</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	20			
		103-2	The management approach and its components	20			
		103-3	Evaluation of the management approach	21			
		BCLC-3	Response to recommendations from German report: number of recommendations completed	21			
<b>PLAYER HEALTH (PROBLEM GAMBLING AND RESPONSIBLE GAMBLING)</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	22			
		103-2	The management approach and its components	22,23			
		103-3	Evaluation of the management approach	24			
		BCLC-4	Player awareness of Responsible Gambling activities	24			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>PLAYER HEALTH (PROBLEM GAMBLING AND RESPONSIBLE GAMBLING)</b>							
<b>GENERAL DISCLOSURES</b>							
GRI 103: Management Approach 2016		BCLC-6	Player awareness of Voluntary Self Exclusion Program	24			
<b>PLAYER SAFETY AND SECURITY</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	26, 27			
		103-2	The management approach and its components	27, 28			
		103-3	Evaluation of the management approach	28			
		BCLC-7	Pass rate in Lottery Mystery Shop Program	28			
		BCLC-8	Pass rate in ID25 Mystery Shop Program	28			
		BCLC-9	Rate of retailer prize claims	28			
<b>BROADENING GAMBLING PARTICIPATION</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	29			
		103-2	The management approach and its components	29			
		103-3	Evaluation of the management approach	29			
		BCLC-10	Player satisfaction	29			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>BROADENING GAMBLING PARTICIPATION</b>							
<b>GENERAL DISCLOSURES</b>							
GRI 103: Management Approach 2016		BCLC-11	Player participation	29			
		BCLC-12	Customer satisfaction score	29			
		BCLC-13	PlayNow.com web experience	29			
<b>DIVERSITY AND INCLUSION</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	31			
		103-2	The management approach and its components	31			
		103-3	Evaluation of the management approach	31			
		405-1	Diversity of governance bodies and employees	31	Age and other indicators of diversity.	Information unavailable	Age diversity was not readily available from our systems. We do not have other indicators of diversity in our own monitoring systems.

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>ATTRACTION AND RETENTION OF EMPLOYEES</b>							
<b>GENERAL DISCLOSURES</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	32			
		103-2	The management approach and its components	32,33			
		103-3	Evaluation of the management approach	33			
		BCLC-14	Employee engagement score	33			
		BCLC-15	Average spend on training per employee (\$)	33			
		BCLC-16	Employee Turnover	33			
		BCLC-17	Absenteeism rate	33			
<b>CLIMATE CHANGE</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	34			
		103-2	The management approach and its components	34,35			
		103-3	Evaluation of the management approach	36			
GRI 305	Emissions	305-1	Direct (Scope 1) GHG emissions	36			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>CLIMATE CHANGE</b>							
<b>GENERAL DISCLOSURES</b>							
GRI: 305	Emissions	305-2	Energy indirect (Scope 2) GHG emissions	36			
GRI: 305	Emissions	305-3	Other indirect (Scope 3) GHG emissions	36	Scope 3 is reported only for office paper related emissions.	Information unavailable.	Tracking systems for other indirect emissions, including business travel, have not been developed.
GRI: 305	Emissions	305-4	GHG emissions intensity	36			
<b>WASTE MANAGEMENT</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	37			
		103-2	The management approach and its components	37,38			
		103-3	Evaluation of the management approach	38			
GRI 306	Effluents and Waste	306-2	Waste by type and disposal method	38			
		BCLC-18	Diversion rate by office	38			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>SUSTAINABLE PROCUREMENT</b>							
<b>GENERAL DISCLOSURES</b>							
GRI 103:		103-1	Explanation of the material topic and its Boundary	39			
		103-2	The management approach and its components	40			
		103-3	Evaluation of the management approach	40			
GRI: 204	Procurement Practices	204-1	Proportion of spending on local suppliers	40	Indicator is calculated based on number of suppliers rather than proportion of budgeted spending.	Information unavailable.	BCLC has determined that for our purposes, the actual proportion of suppliers selected is more meaningful.
<b>FINANCIAL CONTRIBUTION TO THE PROVINCE OF B.C.</b>							
GRI 103:		103-1	Explanation of the material topic and its Boundary	40			
		103-2	The management approach and its components	40,41			
		103-3	Evaluation of the management approach	41			
		BCLC-19	Net income to British Columbians	41			

GRI STANDARD	GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE NUMBER OR URL	PART OMITTED	REASON	EXPLANATION
<b>DIRECT COMMUNITY BENEFITS</b>							
<b>GENERAL DISCLOSURES</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	46			
		103-2	The management approach and its components	46			
		103-3	Evaluation of the management approach	46			
		BCLC-20	Public recognition of positive contributions	46			
<b>SERVICE PROVIDER AND RETAILER SUCCESS</b>							
GRI 103: Management Approach 2016		103-1	Explanation of the material topic and its Boundary	47			
		103-2	The management approach and its components	47			
		103-3	Evaluation of the management approach	48			
		BCLC-21	To be determined		No performance indicator for this topic.	No performance indicator has been developed.	No performance indicator has been developed.



**Head Office**

74 West Seymour Street  
Kamloops, B.C. V2C 1E2  
Telephone: 250.828.5500

**Regional Office**

2940 Virtual Way  
Vancouver, B.C. V5M 0A6  
Telephone: 604.215.0649

[csr@bclc.com](mailto:csr@bclc.com)

