




2021

The year
in review



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Rebecca Paul Hargrove

4	Message from the WLA President
5	Foreword by the WLA Executive Director
6	WLA General Meeting 2020
7	WLA Executive Committee
10	The WLA at a glance
12	WLA Committees
18	Global Lottery Monitoring System
20	Continuing education
26	2022 events
27	Information and communication
34	Administrative

Light at the end of the tunnel?

Rebecca Paul
Message from
the WLA President



It is an honor to serve as President of this tremendous association alongside so many outstanding lottery industry professionals. The pandemic has continued to take its toll on us all, personally and professionally, but as I write this message there is renewed hope that this long period of upheaval and uncertainty may soon be behind us.

The WLA membership has pulled together during these trying times in a most remarkable way. Lottery staff around the world have adapted constantly to changing situations, and our organizations have become more resilient as a result. Retail outlets were hard hit by lockdowns and restrictions, but lotteries were prepared and in position, ready to develop new opportunities in the digital space, ready to find new ways to capture the imagination of the playing public and inspire the dreams of our communities. As Winston Churchill might have put it, we have not let this crisis go to waste.

We have not let this crisis go to waste... our 2021 professional development program was more complete than ever

The WLA has adapted too. Video conferencing replaced in-person events for two out of three of our Executive Committee meetings last year and for 100 percent

of the learning opportunities offered by the WLA Academy in conjunction with the regional lottery associations. The expanded use of video conferencing led to higher attendance of our programs, and I'm proud to say our 2021 professional development program was more complete than ever. I was particularly happy to take part in the first Women's Initiative in Lottery Leadership (WILL) webinar organized with the African Lottery Association (ALA), which attracted a great deal of interest from lottery professionals – men and women – throughout Africa. The shift to online learning, like many other underlying trends, has accelerated during the pandemic and will likely become a permanent feature of our value to members going forward.

The WLA's flagship event, the World Lottery Summit, is still due to go ahead in Vancouver in October 2022. As the first World Lottery Summit in four years, it will be a really important moment for our industry and a long-awaited opportunity to reconnect with old friends and colleagues in ways that technology simply cannot replace.

The pandemic has done nothing to halt the relentless rise of illegal betting and predatory gaming operations, which are continuing to draw revenues away from our communities and beneficiaries and erode the trust of our players. The scourge of match-fixing continues

to threaten the integrity of sports and sports betting around the globe to the detriment of honest athletes and the broader community. In both these areas, the WLA's supporting committees kept up the pressure throughout 2021, solidifying the WLA's global advocacy role in the world of sports betting alongside such prestigious partners as the International Olympic Committee, the Council of Europe, and Interpol. The surge in remote working during the pandemic has created new security vulnerabilities, and new consumer behaviors have underscored the ever-present danger of problem gaming. In these areas too, the WLA Security and Risk Management Committee and the WLA Corporate Social Responsibility Committee adapted to the special circumstances and forged ahead with their work programs with renewed focus.

On a more personal level, Lynne Roiter stepped down as President and CEO of Loto-Québec in May 2022. She will continue to serve the WLA as General Secretary and in various other capacities until the end of 2022. I want to take this opportunity to celebrate her career of tireless devotion to our industry and our Association, and in particular her pioneering work on the WLA Responsible Gaming Framework. Her counsel and wisdom have inspired generations of lottery professionals over more than three decades. In her role as WLA General Secretary, she has served as the cornerstone of an inclusive organization with solid governance and the unwavering respect of its stakeholders. Thank you, Lynne!

And thank you to all of our Lottery Members, Associate Members, Contributors and loyal WLA staff for your continuing support and for your dedication to the values we uphold as the standard-bearer of the global lottery and sports betting industry. It was a real pleasure to work with you again in 2021.

Rebecca Paul
WLA President

Lotteries bounce back

Each sector of the economy has adapted in different ways to the ongoing public health crisis, and our industry so far has weathered the storm better than many others. When COVID-19 struck in 2020, it accelerated a number of underlying trends in the lottery and sports betting market, and the effects have become clearer as the pandemic wears on.

After the lockdowns of 2020, most lotteries enjoyed substantial growth in 2021, sometimes reaching record levels of overall sales. There was a significant and sustained uptake of iGaming and other online products, with digital typically experiencing 30 to 40% growth year-on-year. This was accompanied by a concomitant decline in traditional retail sales of gaming products.

It is not yet clear whether the recent increase in play above traditional levels will be maintained post-pandemic, but the rapid changes in consumer behaviors reflect a deeper shift. Our members are more aware than ever of the need to innovate to maintain lottery as an attractive alternative to other entertainment options, many of which are illegal. Throughout 2021, the WLA's Illegal Lotteries and Betting Committee continued to support members in their fight against illegal operators, working in particular with the Global Lottery Monitoring System (GLMS) and the Asian Racing Federation (ARF) to develop a basis for further international collaboration in the fight against illegal betting and related financial crime.

Following the departure of GLMS Executive Director Giancarlo Sergi in June 2021, and pending a new appointment, I am happy to assume these responsibilities, effective January 1, 2022, alongside my role as WLA Executive Director. I thank the GLMS Executive Committee for their confidence and will continue to move GLMS projects forward. Now that the WLA business office has moved into its new premises on the campus of Loterie Romande in Lausanne,

there will be further opportunities to develop synergies between GLMS, EL, and the WLA, and I look forward to the challenge.

Similarly, international cooperation is the only way to move the cursor in the continuing struggle to protect the integrity of betting on sports and horse racing. Here again, the WLA's dedicated supporting committee forged ahead in 2021, working with international partners to consolidate the global role of the WLA, and developing resources to help member lotteries play their part in the struggle.

The WLA Corporate Social Responsibility Committee continued to develop the WLA Responsible Gaming Framework (WLA-RGF). At the end of 2021, a total of 103 member lotteries, representing about 66% of the WLA membership and more than 92% of revenues, were certified to the WLA-RGF at level 2 or higher. Eight WLA associate members had also achieved WLA-RGF certification.

Last but not least, the Security and Risk Management Committee continued to promote the WLA-SCS:2020 security control standard, and its work program in 2021 began to address some of the rapid changes that have taken place in the threat landscape since the pandemic began.

The WLA Academy also embraced the shift to digital in 2021: the entire WLA professional development program was held online. With over 1,500 people taking part in more than a dozen webinars, the online format enabled us to organize more learning opportunities than ever before, and to share lottery knowledge with a record number of WLA members. The WLA's supporting committees played a prominent role in the online webinar program, and I thank the members of these committees, who volunteer their time to support their peers in the global lottery community, for contributing to the resounding success of the 2021 program.

Luca Esposito

Foreword by the WLA Executive Director



Despite these achievements, in-person meetings were conspicuous by their absence. In November, however, the successful meeting of the WLA Executive Committee in New York City was a welcome opportunity to meet face to face. The success of this meeting gave us new hope. Although the COVID-19 pandemic remains a challenge, it is becoming increasingly manageable. We are confident that the WLA's flagship event, the World Lottery Summit, will take place as planned in October 2022 in Vancouver. The WLA, NASPL, and BCLC are working hard to deliver an amazing and memorable event. After two years of lockdown, we are looking forward to greeting our friends and lottery colleagues in Vancouver for the World Lottery Summit 2022.

It has been an honor to serve the lottery and sports betting community as Executive Director of the WLA in 2021, and I look forward to supporting our members as they embrace new opportunities and step up to the challenges of the future. As our hopes for a COVID-free world return, it is fair to say that we have shown our resilience during this unprecedented public health crisis and that our community is now better prepared to bounce back as the new normal takes shape.






Luca Esposito
WLA Executive Director

WLA General Meeting

The 2020 WLA General Meeting was originally scheduled to take place in October 2020 at the World Lottery Summit in Vancouver, Canada, which was postponed until 2022 because of COVID-19 restrictions. As provided for in the Association's by-laws, a number of key decisions were made by write-in ballot in 2020, including approval of the

2021-2022 budgets and the appointment of the Association's auditors. The 2022 WLA General Meeting is scheduled to take place during the World Lottery Summit in Vancouver in October 2022.

New Lottery Members

	Arizona State Lottery Commission USA
	Lottomatica Scommesse Italy
	ODDSET Sportwetten GmbH Germany
	Sisal Şans interaktif Hizmetler ve Sans Oyunlari Yatirimlari Turkey
	Varelotteriet Denmark

New Associate Members

	EveryMatrix Software Limited Malta
	Paytronix Systems South Africa
	Winsys Lottery Malta
	China Gaming Technology China
	Navis Yonetim Danismanlik Limited Sirketi Turkey

WLA Executive Committee

The WLA Executive Committee met three times in 2021, twice by video conference in February and June, and once in person in New York City in November.

Key changes in 2021

Since the publication of The Year in Review 2020, the following changes to the WLA Executive Committee have occurred:

Lynne Roiter stepped down from her position as President and CEO of Loto-Québec on May 30, 2021. As a result, she left the WLA Executive Committee where she served as NASPL representative. Lynne was replaced by Paul Erickson, President and CEO of the Western Canada Lottery Corporation.

Current Executive Committee line-up

The members of the WLA Executive Committee are currently as follows:



WLA President

Rebecca Paul

President and CEO
Tennessee Education Lottery
Corporation
United States



WLA Senior Vice President

Nigel Railton

CEO
Camelot UK Lotteries Limited /
The National Lottery
United Kingdom



WLA Vice President

Richard Cheung

Executive Director, Customer
and Marketing
HKJC Lotteries Limited
Hong Kong, China

Elected members of the WLA Executive Committee



Omar Galdurralde

President of ALEA (Association of State Lotteries in Argentina)
Argentina



Jannie Haek

CEO, Nationale Loterij
Belgium



Andreas Kötter

CEO, Westdeutsche Lotterie GmbH & Co. OHG
Germany



Stéphane Pallez

President and CEO,
La Française des Jeux (FDJ)
France



Francesco Parola

Senior Vice President, Italy
Lottery Operations, Lottomatica
Italy

Members of the WLA Executive Committee appointed by the regional associations



Jesús Huerta Almendro

President and CEO, Sociedad Estatal Loterías y Apuestas del Estado
Spain

(representing the European Lotteries)



Paul Erickson

Western Canada Lottery Corporation
Canada

(representing the North American Association of State and Provincial Lotteries)



Younes El Mechrafi

General Director, La Marocaine des Jeux et des Sports
Morocco

(representing the African Lottery Association)

Immediate Past President



Sue van der Merwe

Managing Director of Lotteries and Keno, Tabcorp
Australia

(representing the Asia Pacific Lottery Association)



Ricardo Berois

Director, Dirección de Loterías y Quinielas
Uruguay

(representing the Corporación Iberoamericana de Loterías y Apuestas del Estado)



Jean-Luc Moner-Banet

General Director, Société de la Loterie de la Suisse Romande
Switzerland

The WLA at a glance

Profile

The WLA was formed in August 1999 through the union of AILE (International State Lotteries Association) and Intertoto (International Association of Toto and Lotto Organizations). WLA Lottery Members are organizations licensed or otherwise authorized to conduct lotteries or sports betting operations in a jurisdiction domiciled in a state recognized by the United Nations. The majority of their net revenues must be dedicated to funding education, sports, culture, social programs, community projects, and other good causes in their respective jurisdictions.

WLA Associate Members are suppliers of goods and services to lottery or sports betting organizations whose business practices conform to the aims and objectives of the WLA. Associate Members include suppliers of online and offline systems, terminals, printers, video lottery terminals, special papers, vending machines, dispensers and drawing machines, telecommunication organizations, ticket printers, game designers, marketing and advertising specialists, consultants, auditors, trade magazines, and interactive gaming specialists.

The annual budget of the World Lottery Association remained constant at approximately CHF 3 million (USD 3.03 million), financed by membership subscriptions and the Contributor program.

Mission and objectives

The mission of the World Lottery Association is to advance the interests of its members as the recognized global authority on the state-authorized lottery sector, uphold the highest ethical principles, and support members in achieving their vision for their own communities.

The WLA's core objectives are to create opportunities for learning and information sharing among members, establish

global standards of best practice and ethical conduct, and provide a united voice, together with the regional associations, so that members can convey consistent messages to their stakeholders.

Governance

The 13-member Executive Committee is the governing body of the WLA. Eight of the Executive Committee members, including the President, are elected by the delegates of the WLA's biennial General Meeting. In case of a vacancy during the two-year term, the Executive Committee appoints a member from the same region as that of the departing Executive Committee member. The five other Executive Committee members are appointed by the five regional lottery associations: ALA (Africa), APLA (Asia Pacific), CIBELAE (Latin America, Spain, and Portugal), EL (Europe), and NASPL (North America). The Senior Vice President and Vice President of the Association are appointed by the WLA Executive Committee.

The Executive Director of the Association reports to the WLA Executive Committee and is based in Lausanne with four staff members. The WLA also has an office in Montreal, Canada, consisting of a General Secretary with one staff member.

Key figures

The number of WLA Lottery Members and Associate Members has varied very little over the years. As recorded in the 2021 edition of the Global Lottery Data Compendium, the membership stood at 156 Lottery Members and 78 Associate Members, compared with 146 Lottery Members and 60 Associate Members when the WLA was founded in 1999. They generated a cumulative total of USD 284.3 billion in 2020, of which USD 74.9 billion was returned to good causes.

Key figures

156

Lottery Members

The WLA Platinum Contributors are:



78

Associate Members

\$284.3
billion

Revenues generated by
WLA Lottery Members
in 2020 (USD)*

\$74.9
billion

Amount returned to
good causes by WLA
Lottery Members in
2020 (USD)*

* Based on figures provided by 88% of the WLA membership as published in the 2021 edition of the WLA Global Lottery Data Compendium.

The WLA Gold
Contributors are:



WLA supporting Committees

There are currently five WLA Committees: the Security and Risk Management Committee, the Corporate Social Responsibility Committee, the Illegal Lotteries and Betting Committee, the Betting

Integrity on Sports and Horse Racing Committee, and the Audit Committee. Committee chairs report to the WLA Executive Committee and are invited to participate actively in WLA Executive Committee proceedings.

WLA Security and Risk Management Committee

In 2021, the WLA Security and Risk Management Committee followed up on the release of the latest iteration of the WLA Security Control Standard, WLA-SCS:2020. An FAQ document was published on the WLA website in January and a promotional video was produced in Spanish in April 2021 in collaboration with CIBELAE.

A code of practice containing implementation guidance and examples of audit evidence for each of the controls in the new standard was opened to consultation in February 2021, and the final edition was published in August 2021.

After the Enterprise Risk Management report published in 2020, a Lottery Risk Register was opened to consultation in December 2021, with publication scheduled for the first half of 2022. The Lottery Risk Register is a list of risk-related information specific to the lottery and gaming sector.

The committee also explored the possibility of updating the security standards to include sports betting and multi-jurisdictional games. The inclusion of multi-jurisdictional processes would require a by-law modification so that multi-jurisdictional entities could be admitted as Collaborating Members in order to obtain certification.

There are currently 28 Associate Members and 79 Lottery Members certified to the WLA-SCS. The WLA is currently working with 27 Assessment Service Entities bringing together 108 auditors globally.



Chair of the Security and Risk Management Committee

Dato Lawrence Lim Swee Lin

CEO, Magnum Corporation, Malaysia

Policy Group

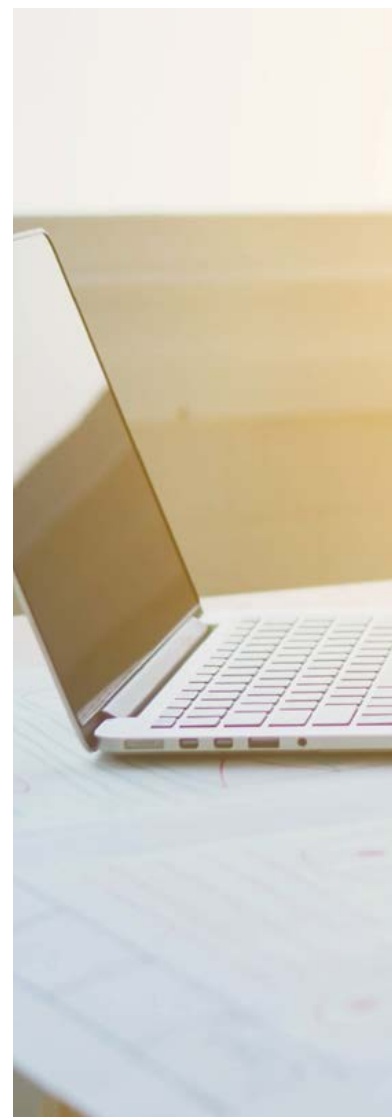
Luca Esposito, WLA Executive Director

Hansjörg Höltekemeier, CEO, DKL B and DKL B-Stiftung, Germany

Rose Hudson, President and CEO, Louisiana Lottery Corporation, USA

Advisor

Driss Hamdoun, Secretary General, La Marocaine des Jeux et des Sports (MDJS), Morocco



Technical Working Group

Swan Swan Beh, CIO, Magnum Corporation, Malaysia

David Boda, Head of Information Security, Camelot UK Lotteries, UK

Giuliano Giuseppe Boggiali, Compliance and Risk Management, IGT Lottery, Italy

Itamar de Carvalho Pereira, Technical Assessor, Ministry of Economy, Brazil

Hongfang Dong, Deputy Director, China Sports Lottery Administration Center, China

Gunnar Ewald, Head of Internal Audit, LOTTO Hamburg, Germany

Diego González Quinteros, IT Manager, Banca de Quinielas de Montevideo, Uruguay

Pascal Gervais, CSO, Société de la Loterie de la Suisse Romande, Switzerland

Driss Hamdoune, Secretary General, La Marocaine des Jeux et des Sports (MDJS), Morocco

Pablo Iglesias, Group CISO, La Française des Jeux (FDJ), France

David Jenkins, Chief Information Security Officer, Tabcorp Holdings, Australia

Neil Kellar, CIO and Business Operations, Camelot UK Lotteries Ltd., UK

Trond Laupstad, Head of Security and Quality/CSO, Norsk Tipping, Norway

Fabien Marechal, International CISO, La Française des Jeux (FDJ), France

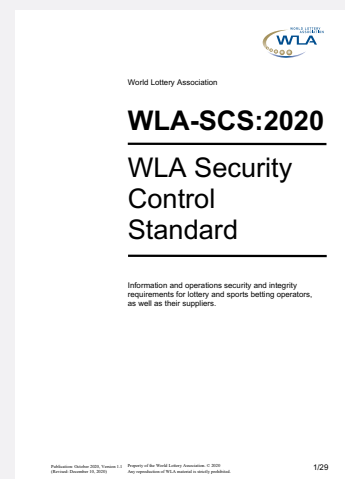
Robert Nitz, Director of Information Security, Multi-State Lottery Association, USA

Jan Seuri, CISO, Veikkaus, Finland

Anton Stiglic, Senior Corporate Director of IT Governance, Loto-Québec, Canada



Guide to Certification for the WLA Security Control Standard



WLA-SCS:2020 standard documentation



Certificate Level 1



Certificate Level 2

WLA Corporate Social Responsibility Committee

The WLA Corporate Social Responsibility Committee manages the WLA's responsible gaming policy and continuous development of the WLA Responsible Gaming Framework (WLA-RGF), overseeing member accreditation in line with the recommendations of the Independent Assessment Panel, and lending guidance to the WLA Responsible Gaming Working Group.

At the end of 2021, a total of 103 member lotteries, representing about 66% of the WLA membership and more than 92% of revenues, were certified to the WLA-RGF at level 2 or higher. Eight WLA Associate Members had also achieved WLA-RGF certification.

Presented at the CSR webinar organized by EL/WLA in September 2021, the CSR Guidelines project is establishing recommendations for best practices at the different levels of the WLA-RGF. The project will also be an opportunity for lotteries from all five regions to showcase their CSR policies and achievements. It will also provide further information on current standards such as the Global Reporting Initiative, the UN Sustainable Development Goals, ISO 26000, and other standards and recommendations.



Chair of the
Corporate Social
Responsibility
Committee

Lynne Roiter
WLA Secretary
General
Montreal
Canada

Policy Group

Chris Lyman, Chief Executive
Officer, Lotto New Zealand, New
Zealand

Sarah Taylor, Executive Director,
Hoosier Lottery, USA

Expert Working Group

The Expert Working Group plays a vital role assisting both the WLA Corporate Responsibility Committee and the Independent Assessment Panel with the evolution and maintenance of the WLA's responsible gaming program. It is coordinated by Mélissa Azam, WLA Project Coordinator at the WLA Montreal Office, and includes representatives of all the regional lottery organizations:

Africa

Sanaa Kabbaj, Transformation and
Development Director, La Marocaine
des Jeux et des Sports (MDJS),
Morocco

Asia Pacific

Tay Boon Khai, Head of Community
Engagement and Responsible
Gaming, Singapore Pools, Singapore

Kathryn Haworth, General Manager
Strategy and Communications, Lotto
New Zealand, New Zealand

Brian W.C. Uy, General Manager
Beijing Office, HKJC Lotteries, Hong
Kong, China

Europe

Stefania Colombo, Senior CSR
Manager, Lottomatica, Italy

Alison Gardner, Head of Corporate
Responsibility, Camelot UK Lotteries
Limited, United Kingdom

Vincent Perrotin, CSR Group
Director, La Française des Jeux (FDJ),
France

Latin America

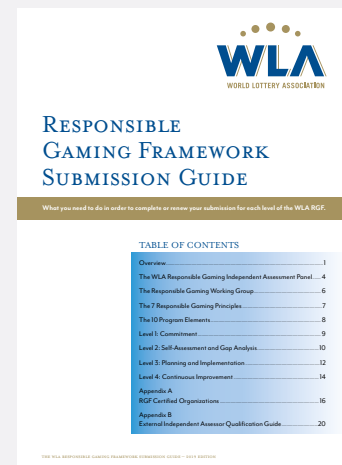
Sandra Conde Gomez de Freitas,
General Manager, Banca de
Cubierta Colectiva de Quinielas de
Montevideo, Uruguay

North America

Lou Ann Russell, Executive
Vice President, Marketing and
Advertising, Tennessee Education
Lottery Corporation, USA

Independent Assessment Panel

The Independent Assessment Panel evaluates individual certification submissions by Lottery Members. The sustainability expert Anne Pattberg continued to serve as chair of the panel in 2021, alongside Robert Ladouceur of Canada, an acclaimed researcher into problem gaming prevention and treatment, and lottery veteran Henry Chan, formerly of the Hong Kong Jockey Club, who continued to bring an important Asian perspective on responsible gaming issues.



Illegal Lotteries and Betting Committee

Since 2019, the Illegal Lotteries and Betting Committee (ILBC) has helped member lotteries to combat illegal gaming in their jurisdictions in various ways. It has created a database of known illegal lottery and betting operations, which it strives to update three times a year. The latest version was published on the WLA website in April.

In 2021, the committee developed a risk assessment template for payment methods to help fight money laundering, which has now been used successfully by a number of lotteries in Australia and Asia. After carrying out due diligence on

their ownership structures, the committee's Policy Group recommended further analysis of eight WLA Associate Members. The ILBC also worked on a handbook to provide deeper insights into the nature of illegal activities and how lotteries can combat them using lottery and betting analysis, intelligence, investigations, and engagement with appropriate stakeholders in society.

With the help of the ILBC, the WLA organized a webinar in March 2021 on unauthorized and illegal lotteries and sports betting operations. Themes covered included bet-on lotteries, courier

services, and the use of blockchain and cryptocurrencies in illegal betting operations. For more information on the webinar, see page 22.

Mid-year 2021, the ILBC reached out to the Asian Racing Federation (ARF) to discuss its work on measures to counter illegal betting and related financial crime. The aim is to develop a basis for further international collaboration to better combat the threat posed by illegal betting and other financial crimes to the integrity of sports in general, and horse racing in particular.



Chair of the Illegal Lotteries and Betting Committee

Andreas Kötter
CEO, Westdeutsche Lotterie
Germany

Policy Group

Luca Esposito, Executive Director, World Lottery Association, Switzerland

Lynne Roiter, President and Chief Executive Officer, Loto-Québec, Canada

May Scheve Reardon, Executive Director, Missouri Lottery, USA

Sue van der Merwe, Managing Director of Lotteries and Keno, Tabcorp, Australia

Expert Group

Cassandra Matilde Fernandes, Legal and Projects Manager, Global Lottery Monitoring System (GLMS), Switzerland

Lucile Goulard, Head of International Relations, La Française des Jeux (FDJ), France

Lamia Jassab, Special Advisor to the General Manager, La Marocaine des Jeux et des Sports (MDJS), Morocco

Daniela Kunze, Legal Expert, Westdeutsche Lotterie (WestLotto), Germany

Alonda McCutcheon, Executive Vice President and General Counsel, Tennessee Education Lottery Corporation, USA

Callum Mulvihill, General Manager Finance and Commercial - Lotteries and Keno, Tabcorp, Australia

Gabriela Castro Pedrosa, National Manager, Caixa Econômica Federal, Brazil

Giuseppe Pelle, European Union Relations, IGT Lottery

Douglas Robinson, Senior Manager, Due Diligence and Research, Security and Integrity, Beijing HKJC Technology Development Limited, Hong Kong, China

Pinou Thong, Lawyer, Corporate Director of Legal Affairs and Regulatory Compliance, Loto-Québec, Canada

Bret Toyne, Executive Director at Multi-State Lottery Association (MUSL), USA

Brian Uy, General Manager, Beijing HKJC Technology Development Limited, Hong Kong, China

Betting Integrity on Sports and Horse Racing Committee

The Betting Integrity on Sports and Horse Racing Committee (BISHRC) is dedicated to preserving the integrity of sports and horse racing by leading the fight against match-fixing and illegal betting, and by creating a frame of reference for horse race betting activities.

The governance of the committee includes a Policy Group comprised of CEOs from various lotteries with an involvement in sports betting and horse racing activities, plus the WLA Executive Director. An Expert Group is responsible for implementing the strategy and proposing further improvements.

The work of the BISHRC is conducted by two sub-groups, one for sports betting, and one for horse racing betting. The Sports group relies on the Global Lottery Monitoring System (GLMS) for the implementation of the committee's policies. The Horse group is developing a frame of reference around horse racing to promote best practice and capitalize on the experience of WLA members that offer wagering on horse racing as part of their portfolio.

Sports group

In 2021, the Sports group drafted the text for a brochure on the Macolin Convention in collaboration GLMS, the Council of Europe, and the WLA communications team. The brochure was created to introduce the Macolin Convention to WLA member lotteries and underline its significance for the lottery and sports betting sector.

The Sports group worked on two additional documents in 2021 that are currently in the final phase of production. The first document is a guide for the responsible marketing of sports betting products with the aim of protecting underage players and players that may be vulnerable to gaming addiction. The second document is a handbook on combatting illegal betting operations to preserve the integrity of sports. Both documents will be published near the end of the first quarter of 2022.

The handbook was developed jointly with the Illegal Lotteries and Betting Committee and the WLA communications team. A document on best practices to detect fraud and money laundering should be available in 2022.

Horse group

In 2021, the Horse group initiated work on a document on marketing best practices with a focus on digital marketing, retail marketing, and how to attract a younger generation of players. The group also began working a document addressing illegal activities in the horse racing industry, including the illegal use of IP rights. Additionally, the group worked on a document to assist emerging members in their development process in a regulated horse racing environment. All three documents will be ready for publication in 2022.

With the help of the Horse group, the WLA organized a webinar on horse racing. The webinar was a first for the lottery sector, covering such themes as the global dimensions of horse race betting, and the opportunities and challenges that horse racing brings to the lottery and sports betting industry. For more information on the webinar, see page 25.

Collaborations

The WLA, EL, and the CSCF Foundation for Sports Integrity decided to develop and deliver two parallel programs to grow the capacity of law enforcement and lotteries to understand each other and work together. The content will be available via the WLA e-learning platform.

The existing cooperation with KCOOS (Keep Crime Out Of Sports) focused on updating and extending country information, raising awareness and facilitating international networking and confidence building among relevant stakeholders, and providing technical assistance for a variety of stakeholders.



Chair of the Betting Integrity on Sports and Horse Racing Committee

Jean-Luc Moner-Banet

General Director
Société de la
Loterie de la Suisse
Romande
Switzerland

Policy Group Betting Integrity on Sports

Louis Beaudet, Director, Sports Betting and Entertainment, Loto-Québec, Canada

Younes El Mechrafi, General Director, La Marocaine des Jeux et des Sports (MDJS), Morocco

Gilles Maillet, Sports Integrity Director, La Française des Jeux (FDJ), France

Lam Chee Weng, Chief Executive Officer, Singapore Pools, Singapore

Policy Group Betting Integrity on Horse Racing

Richard Cheung, Executive Director, Hong Kong Jockey Club, Hong Kong, China

Dramane Coulibaly, Chief Executive Officer, Loterie Nationale de Côte d'Ivoire, Ivory Coast

Olli Sarekoski, Chief Executive Officer and President, Veikkaus, Finland

Aymeric Varlet, International Business Development, Pari-Mutuel Urbain, France

Expert Working Group Betting Integrity on Sports

Ludovico Calvi, President, Global Lottery Monitoring System, Switzerland

Expert Working Group Betting Integrity on Horse Racing

To be determined



Audit Committee

The Audit Committee establishes the audit mandate and meets with an external auditor to obtain their report on a yearly basis. In 2021, Paul Erickson, President and CEO, Western Canada Lottery Corporation, Canada replaced Rose Hudson, President and CEO, Louisiana Lottery Corporation, USA on the audit committee policy group. Rose Hudson is now a member of the Policy Group of the Security and Risk Management Committee.



Chair of the Audit Committee

Younes El Mechrafi
General Director,
La Marocaine des
Jeux et des Sports
(MDJS)
Morocco

Members

Roger Fasnacht, Interkantonale
Landeslotterie, Swisslos,
Switzerland

Paul Erickson, President and
CEO, Western Canada Lottery
Corporation, Canada

Luca Esposito, WLA Executive
Director

Global Lottery Monitoring System

The Global Lottery Monitoring System (GLMS) is an international association of state lotteries designed to safeguard the integrity and core values of sports from corruption, and specifically from the manipulation of sports competitions. It has operational hubs with full-time employees in Asia, Europe and North America, coordinated by a General Secretariat in Lausanne, Switzerland.

GLMS currently has 34 Individual Members, comprising 33 lotteries that offer sports betting; one sports betting regulator; two Collective Members, namely the World Lottery Association (WLA) and European Lotteries (EL); and four Associate Members.

The operations arm of GLMS issues an alert whenever an irregular betting pattern, such as sudden or unexpected odds changes, is detected. An alert leads to thorough consultation with GLMS members, as well as an in-depth investigation of the possible reasons for the irregularity. When the irregularity cannot be justified on objective grounds, GLMS issues a report.

Highlights

A total of 1,402 alerts were generated by GLMS in 2021, and 1,053 pre-match alerts were issued. Based on in-play odds changes, there were 82 alerts and 267 post-match alerts. Of the 1,402 alerts generated in 2021, 91 were red alerts, and 43 of them were generated in-play or pre-match. The alerts involved football, basketball, tennis, badminton, volleyball, eSports, and ice hockey games. Key facts and figures about the results of the GLMS monitoring and intelligence work are issued quarterly and compiled once a year in an annual intelligence monitoring report.

The executive management of GLMS was restructured in 2021. Giancarlo Sergi stepped down from his position as General Secretary in June 2021; the position remained vacant until the end of December 2021. On January 1, 2022, Luca Esposito assumed the responsibilities of GLMS General Secretary. Luca will execute his duties in this capacity alongside his role as WLA Executive Director. While GLMS will remain an independent association, it will continue to work to optimize synergies with its Collective Members, WLA and EL, which also have premises on the Loterie Romande campus, and will have access to the WLA's existing infrastructure for communication services, event management, and research and data analysis.

GLMS is one of three observers to the Macolin Convention statutory committee, alongside the International Olympic Committee (IOC) and Interpol. In June 2021, at the second statutory meeting of the committee, GLMS provided an update on its activities.

The IntegriSport project, coordinated by CSCF Foundation for Sport Integrity and co-funded by the European Union under the Erasmus+ program, ended in 2020. In March 2021, GLMS issued a joint statement with institutional and law enforcement partners announcing the continuation of the project as IntegriSport Next Erasmus+ (2021-2022).

During the GLMS General Assembly, which was held online in June 2021, Ludovico Calvi was re-appointed President, and a new Executive Committee was elected or approved for 2021-2023.



Executive Committee 2021-2023

Swan Swan Beh, CIO, Magnum Corporation, Malaysia

Ludovico Calvi, GLMS President, Lottomatica, Italy

Gilles Maillet, GLMS Vice-Chair, La Française des Jeux (FDJ), France

Lat Diop, Loterie Nationale Sénégalaise, Senegal

Younes El Mechrafi, La Marocaine des Jeux et des Sports (MDJS), Morocco

Michael Fitzsimons, Hong Kong Jockey Club, Hong Kong

Fabian Garcia, La Banca, Uruguay

Jens Nielsen, Danske Spil, Denmark

Lori Sullivan, Ontario Lottery and Gaming, Canada

ALERTS AND NOTIFICATIONS TO PARTNERS

116 ALERTS AND REPORTS SENT TO PARTNERS

46
FIFA

39
UEFA

27
OTHERS

4
IOC

In 2021 (January – December 2021), GLMS alerted/reported 116 matches to partners. The notifications and alerts mainly concerned football (107 alerts). Certain alerts were also sent to FIFA, UEFA, local Gaming Authorities and other local and international law enforcement authorities. The rest of the alerts were sent to the International Olympic Committee (IOC), Swiss Gambling Supervisory Authority (GESPA) and the International Tennis Integrity Agency (ITIA). 51 detailed integrity reports were prepared from members or partners upon request for supplement internal investigation and research, following the delivery of alerts by GLMS.



Convention on the Manipulation of Sports Competitions (the Macolin Convention)

Continuing education

2021 seminar program

Almost all WLA educational events are organized in cooperation with the regional lottery associations. The WLA Academy's 2021 program was impacted by the ongoing pandemic, and all the events were organized as online webinars. The online format enabled the WLA to hold a larger number of events than had ever been held live, and to reach a larger number of members. In all, the online webinars in 2021 attracted more than 1,500 participants. The full line-up of online educational events is reported below.

The webinars were such a success that at least some of the WLA's educational events will continue to be conducted online. Owing to the pandemic, the scholarship program was rendered superfluous. All webinars in 2020 and 2021 were free of charge to members.



2021 webinar program at a glance

Topic	Date	Organizers
Unauthorized lottery and sports betting operations	March 16	WLA
Sports betting: from pandemic to opportunities	March 25–26	WLA/EL
Security and the digital transformation of lotteries	April 14–15	WLA/CIBELAE
Information, power and fake news	April 29	WLA/ALA
Marketing: selling dreams during and after COVID-19	May 4–6	WLA/EL/NASPL
Lotteries beyond COVID	May 18–20	WLA/APLA
Sports betting: threats and opportunities	May 27	WLA/ALA
Legal frameworks for lotteries after COVID-19	June 21	WLA/ALA
CSR/RG worldwide webinar week	September 20–24	WLA/EL
CSR and responsible gaming	October 12	WLA/ALA
Women's Initiative in Lottery Leadership – Africa	October 29	WLA/ALA
Digitalization: horserace betting ahead	November 23	WLA
Security: preventing and managing (cyber) crises and risks	December 15–17	WLA/EL

Unauthorized lottery and sports betting operations

Bet-on lotteries (synthetic lotteries), courier services and unauthorized sports betting fail to provide adequate levels of consumer protection and continue to have a negative impact on government revenues and good causes. Nearly 120 people took part in this special two-hour WLA webinar in March. Moderated by WLA Executive Director Luca Esposito, the online event included updates on the steps being taken to fight these illegal activities. A keynote address on blockchain and cryptocurrencies highlighted the growing potential of blockchain for the lottery sector, from managing player identification, claims, and payouts, through to enabling trust and reducing processing costs.

Sports betting: from pandemic to opportunities

The WLA/EL sports betting webinar was held over two days in March and attracted nearly 120 people. Due to the lack of sports betting opportunities during the pandemic, operators have been offering betting opportunities on unusual competitions, which in turn has triggered an increase in financial vulnerabilities and betting corruption risks. At the same time, it has pushed operators to accelerate the shift to digital and to explore multi-channel opportunities as well as new developments such as e-sports betting, while maintaining the highest level of sports integrity. The webinar included an update from GLMS, and contributors from Interpol, UEFA and the International Olympic Committee (IOC) expressed support for increased monitoring, better intelligence and closer cooperation between law enforcement and the sports movement. In his keynote address, World Anti-Doping Agency (WADA) President Witold Banka also encouraged closer collaboration with national lotteries in the fight to protect sports integrity.

Security and the digital transformation of lotteries

This WLA/CIBELAE security webinar was split into two 2-hour lunchtime sessions held over two days in April and attracted nearly 170 participants. Lottery professionals from Europe and Latin America shared their experiences and provided input on digitalization, business continuity, and security. Members of the WLA Security and Risk Management Committee presented the new security certification standard, WLA-SCS:2020, discussed concrete examples of certification, and answered questions about the WLA security control program. Participants also discussed ways in which the pandemic has accelerated the shift online, and encouraged lotteries to work together as they raise the tempo of their digital transformation and address the associated security risks.

Information, power and fake news

This WLA/ALA webinar in April featured a fascinating presentation by the strategic communications consultant Sylvère-Henry Cissé, who discussed the power of information, ways to defuse the threat of misinformation, and the importance of understanding how to tell the difference between real news and fake news. The presentation was followed by a discussion of the potential impact of fake news in the context of match-fixing and sports integrity. The webinar was attended by 70 people.

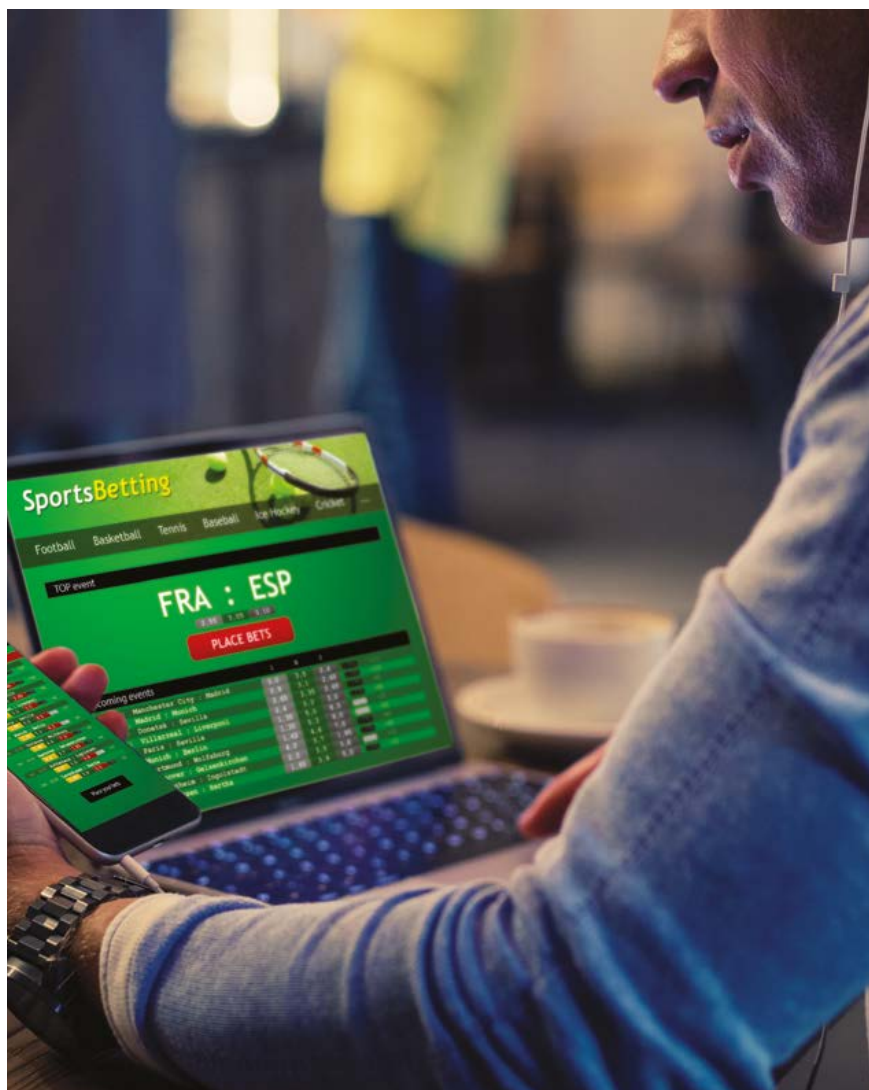
Marketing: selling dreams during and after COVID-19

Well over 200 people took part in the WLA/EL/NASPL marketing webinar, which was held over three consecutive days in May. The annual event for lottery marketers set out to assess what has – and what hasn't – become the “new normal” for lottery marketing, and how to address the new consumer habits that will survive the pandemic.

Speakers explained that lotteries have adapted their marketing strategies in innovative ways in response to lockdowns and closures of points of sale, but also to address the changing needs and behavior of players. Purpose-driven marketing has become even more relevant, with players seeking positivity, a community connection, more authenticity, and greater trust in marketing campaigns.

Players are increasingly looking for brands and companies that are aligned with their own beliefs and personal goals. The idea of “selling dreams” has become more poignant than ever for lotteries. By doing something small like buying a lottery ticket, players could dream big while at the same time supporting local communities and benefiting society, which was particularly important during a pandemic.

Participants agreed that the pandemic has helped speed up lottery innovation and creativity, and acted as an opportunity to develop online digital channels and create feel-good moments for players.



Lotteries beyond COVID

Also in May, a WLA/APLA webinar attended by 280 people discussed the impact of the health crisis on retail operations and the emergence of the workplace of the future.

The program included a case study about the lessons learned from the pandemic, presented by representatives of Tabcorp in Australia and Magnum in Malaysia. A second case study on future plans post-COVID was presented by speakers from Lotto New Zealand and La Française des Jeux (FDJ). The case study on the third day of the webinar focused on improving customer experience in a pandemic, with speakers from the Hong Kong Jockey Club and China Sports Lottery.

The webinar provided industry leaders with a chance to share their experiences and help empower lottery businesses to adopt best practice and emerge stronger than ever from the uncertainty of COVID.

Sports betting: threats and opportunities

Sixty-five people attended this WLA/ALA webinar in May, which featured a very complete presentation by Christian Kalb, a former executive of La Française des Jeux (FDJ) who now leads a management consultancy specializing in sports and betting, as well as the sports integrity auditing firm Ethisport.

Christian Kalb reviewed the lessons learned from the recent period: online gaming has been the big winner from COVID-19, but lottery points of sale have withstood the restrictions better than other retail outlets. However, he argued, certain operators, and even certain sports federations, have become less focused on the risks to sports integrity. As a result, certain regulators may adopt a tougher stance in the future. With more money to spend, more time on their hands or the desire to forget the problems of the pandemic, per capita sports betting expenditure has grown, with a surge in particular in mobile gaming on football. At the same

time, COVID-19 has led to stronger competition on mature markets, and with the recent mergers and acquisitions in the non-State sector, WLA members are likely to face even stiffer competition in the post-pandemic period.

Legal frameworks for lotteries after COVID-19

This legal seminar organized by WLA in cooperation with ALA attracted almost 70 participants. Philippe Vlaemminck, legal counsel to EL and ALA, made an hour-long presentation and answered questions about the impact of the pandemic on legal frameworks, with a particular focus on ALA member lotteries. In his presentation, he discussed the role of lotteries in the post-COVID economic recovery, not only through their unique position in the local and urban social fabric, but through their potential to support the development of digital gaming channels, in particular by working with local start-ups. This expanded role could encourage certain African lottery jurisdictions to rethink the legal framework governing lottery operators. He stressed the need for independent, well-structured State lottery operators with strict governance rules in place, and the importance of careful analysis of the legal relationships between lotteries and their suppliers.

CSR/RG worldwide webinar week

Over 200 people took part in the WLA/EL worldwide webinar week from September 20–24. Each day featured a two-hour session, with insights from various international keynotes about customer behavior and positive play; CSR, human rights and the environment; and advertising and communication.

The webinar took stock of what a post-pandemic era might look like, and was an opportunity for WLA to present its CSR best practices database project. On the subjects of customer behavior, advertising, and communications, speakers explained the role of data science and artificial intelligence in tracking patterns of play and flagging risks of problem gaming, and stressed the importance of promoting positive play and making responsible gaming as fun as the games themselves.

CSR was the main topic of two sessions addressing the sensitive subject of human rights and how they are being challenged all over the world by the current pandemic. Several lotteries presented specific tools that had been developed by their organizations and governments to tackle issues such as sustainability, equal opportunities, diversity, and human rights in the supply chain.

Henna Virkkunen, a Finnish Member of the European Parliament, explained how digitalization of the services market could help to achieve environmental and climate policy goals. Various lottery professionals also outlined their low-carbon strategies and sustainable forestry projects.

CSR and responsible gaming

In October, the WLA/ALA webinar on CSR and responsible gaming in Africa attracted over 50 participants. It featured keynote presentations by Fanny Henryot, a sustainability expert based in Côte d'Ivoire, and Laura Da Silva, founder of www.digitalRG.com, a digital platform used by lotteries and gaming operators on five continents to help improve their responsible gaming practices, fight problem gaming, and prepare for certification to the WLA Responsible Gaming Framework and other CSR standards.

Webinar participants gained new insights into the concepts of sustainable development and CSR. They had an opportunity to learn more about the issues that specifically affect lottery and sports betting operators, including excessive play and underage play, and to find out more about the CSR standards, benchmarks and best practice frameworks that already exist.





Women's Initiative in Lottery Leadership – Africa

The Women's Initiative in Lottery Leadership (WILL) was founded in 2016 by WLA President Rebecca Paul to promote the advancement of women into top lottery management positions. Since 2019, it has since expanded its reach into Europe and Africa.

This WLA/ALA webinar in October was the first WILL event in Africa. Moderated by Sylvère-Henry Cissé, the round-table discussion with three seasoned African women professionals attracted a total of 75 people.

Digitalization : horserace betting ahead

Attended by 100 lottery professionals, this WLA webinar in November focused on opportunities for lotteries to add horse racing to their sports betting product portfolios. After an update on the work of the WLA Betting Integrity on Sports and Horse Racing Committee,

the webinar featured presentations about the global dimension of horse racing today, diversification as a key element of business development, and the specific challenges of horse racing for lotteries. The webinar ended with a roundtable on digitalization, with a discussion of digital strategy in a retail company and digitalization of payments.

Security: preventing and managing (cyber) crises and risks

The 2021 WLA/EL security seminar attracted over 130 people over three days in December and was held online for the second consecutive year. The program included a deep dive into security testing methodologies, with a keynote on "bug bounties" and a roundtable with lottery security officers on identifying hidden vulnerabilities. Participants also had the opportunity to take part in the first virtual cybersecurity exercise organized by the WLA and EL. A hypothetical disruption scenario and a series of questions had been prepared

to guide participants through a critical security situation threatening a lottery organization. The last day of the seminar was dedicated to updates on the work by the WLA and EL on risk management, including the WLA Lottery Risk Register, WLA-SCS: 2020, and remote auditing for WLA-SCS assessments.

2022 events

The 2022 WLA/EL marketing webinar took place as planned over three days in February, and a WLA/EL sports betting seminar in Seville, Spain, has been confirmed for May. The other events for 2022 were still at the planning stage as this publication went to press. Owing to the continuing public health situation, a majority of the WLA's educational events in 2022 may be held online.

World Lottery Summit

The WLA's flagship event, the biennial World Lottery Summit (WLS), was due to take place in Vancouver, Canada, in October 2020. In view of the public health situation, the WLA and co-hosts NASPL and the British Columbia Lottery Corporation (BCLC) agreed to postpone the event until 2022.

However, the situation with the pandemic remains challenging. After a risk analysis carried out in 2021, there is

still hope that the event will take place, even with a reduced attendance. A final decision will be taken with the WLS organization team in April 2022.

As well as providing an opportunity for leaders from global lotteries and lottery suppliers to interact and do business, WLA 2022 will serve as a valuable platform for presenting the best practices and innovations that have helped the global lottery community to weather the pandemic.



**WORLD LOTTERY
SUMMIT 2022
VANCOUVER**



Information and communication



New WLA brand identity

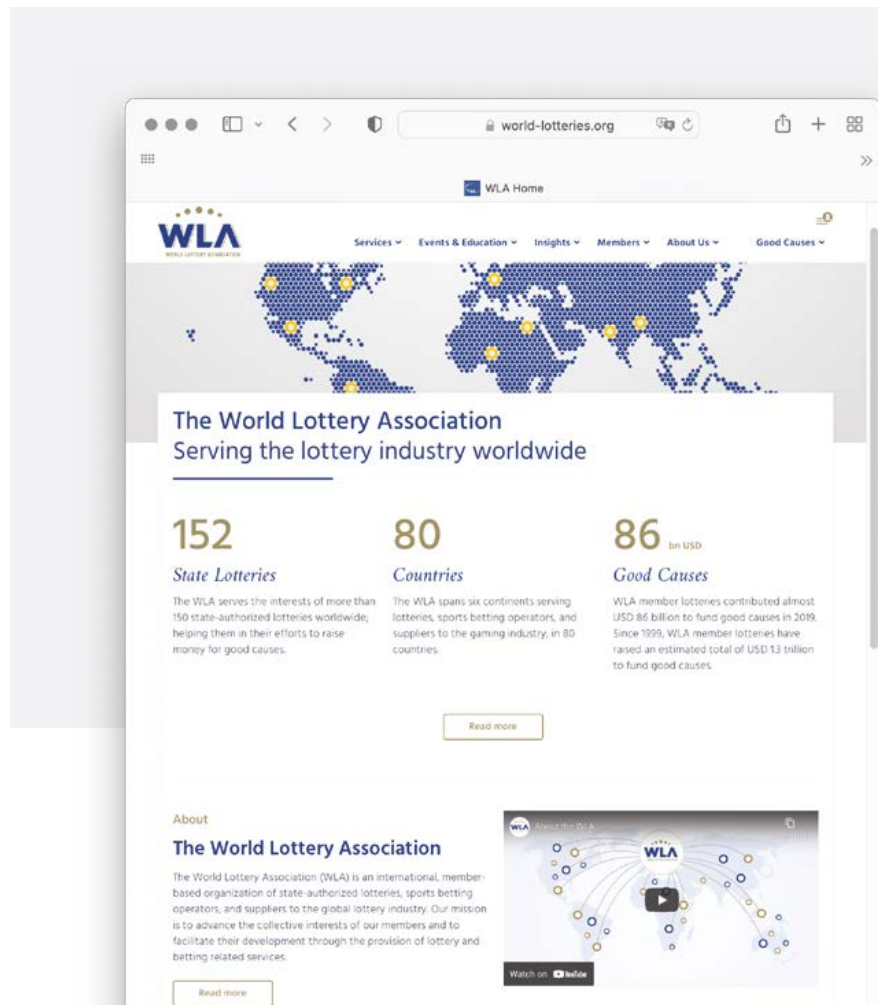
Throughout the crisis, the WLA continued to work on many of the goals that had been set prior to the pandemic, including the revamp of the WLA's corporate image. This endeavor began in November 2020 with the redesign of the WLA logo to project a strong visual design that combines the tradition of the lottery with a vibrant technology-based future. The new design was proposed by the Buntin Group, a brand identity agency from Nashville, Tennessee, USA, and was presented to the public in March 2021.

The WLA website (www.world-lotteries.org) was also relaunched in 2021, with a modern, mobile-friendly, content-rich design that is both intuitive and comfortable to use. In addition, the WLA's flagship publication, the WLA magazine, was also redesigned with a fresh, modern look that complements the new WLA logo.

WLA website

The revamped website was re-built on a new content management system. One noteworthy addition is a section dedicated to good causes, which helps to raise public awareness of members' work to support their respective communities. The new good causes section also includes a presentation of the WLA's Play for Society project, which provides WLA members with a chance to showcase their beneficiary programs.

The WLA website is constantly updated with lottery news, details about WLA events and member services, links, and discussion papers. Website content is in English, with key documents such as the WLA by-laws also available in the WLA's other official languages (French, German, and Spanish). Registered members can also access and download a range of guides and other documents not available to the public, such as the WLA Global Lottery Data Compendium.



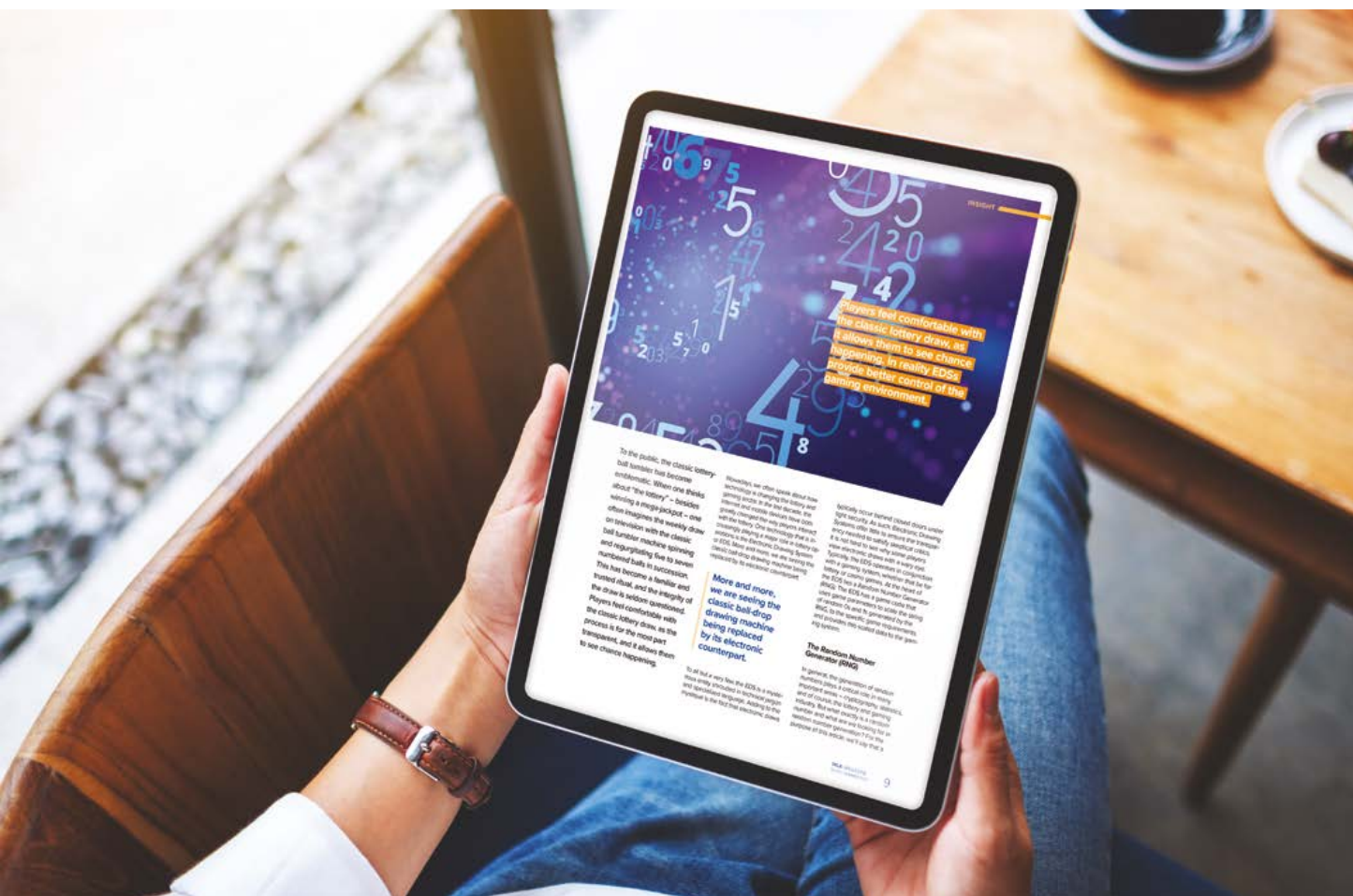
WLA magazine

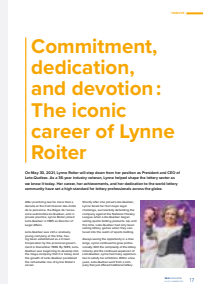
To complement the new logo and website, a new WLA magazine design was proposed by Shine Communication of Lausanne, Switzerland, which will continue to work with the WLA to ensure that all its publications have a consistent look and feel.

Issues of the WLA magazine are mailed to all WLA Lottery Members and Associate Members and are distributed at major WLA events. However, in solidarity with the WLA membership during the COVID-19 pandemic crisis, the WLA reduced 2020 membership fees by 50%. As a result, the WLA Executive Committee decided to suspend printing

of the WLA magazine, which was therefore only published in PDF format. In 2021, owing to the continued pandemic and the suspension of live WLA events, the WLA magazine continued to be produced in PDF format only.

Two issues of the WLA magazine were published in 2021. Features included articles on the role of random number generators in modern lottery operations, the use and misuse of blockchain and cryptocurrencies in the lottery and gaming sector, agile project management in security and risk management, responsible gaming, and an article on the birth of the lottery in medieval Belgium.





WLA Blog

The website also publishes the WLA Blog, an online journal that has become the front-line vehicle for WLA communications. To ensure that important information reaches the membership in a timely manner, many articles are published first on the WLA Blog, then aggregated later for the WLA magazine. In 2021, the WLA Blog also included extensive coverage of the COVID-19 pandemic and how it impacted the lottery and gaming sector.

Blog articles are promoted in the WLA's social media channels in order to increase traffic to the WLA website. WLA Platinum Contributors also have the opportunity of using the WLA Blog as a platform to reach the world lottery community.



WLA Quarterly Lottery Sales Indicator

The WLA collects and compiles quarterly lottery sales data from around 35 WLA member lotteries representing approximately 60% of global sales. The data is aggregated in the WLA Quarterly Lottery Sales Indicator to provide lotteries, suppliers, and the general public with a snapshot of global and regional sales trends. Recent editions have highlighted the impact of the COVID-19 pandemic on the lottery and sports betting sector. The data has continued to be a barometer for trends in the industry and has proved especially valuable given the industry uncertainties caused by the pandemic. It has also broadened its coverage to encompass related areas such as key developments in casino operations. The WLA Quarterly Lottery Sales Indicator is publicized on the WLA Blog and continued to be cited in a range of industry publications in 2021.

WLA WLA Data Compendium WLA COVID-19: Holding the line against the coronavirus

Services Events & Education Insights Members About Us Good Causes

Home / Insights / Lottery Research / Quarterly Lottery Sales Indicator / COVID-19: Holding the line against the coronavirus

Quarterly Lottery Sales Indicator

COVID-19: Holding the line against the coronavirus
Lottery, sports betting, and gaming sectors battered by coronavirus

COVID-19: Holding the line against the coronavirus

- COVID-19 cases top 14 million worldwide with a confirmed case fatality rate of $\approx 6.3\%$ and an estimated infection fatality rate of $\approx 0.65\%$.
- Asia and Europe 'flatten the curve' as hotspots ignite in the US, Brazil, and India.
- EU reopens its borders to travelers from 14 nations but not to US tourists.
- Economies restart as parts of Europe and the US cautiously emerge from lockdown.
- Global output in 2020 projected to decline 4.9% globally and 8% in advanced economies as world enters worst recession since Great Depression.
- Cumulative loss to global economic output across 2020-2021 now put at USD 12 trillion.
- More than 50 million Americans file initial unemployment claims in 17 weeks as extended unemployment insurance is set to expire.
- Lotteries in China, Europe, and the US start the shift in earnest from retail to online.
- Sportsbooks begin to recoup as German Bundesliga, English Premier League, and Italian Serie A return.
- Las Vegas strip reopens with 21 of 35 resorts having returned by the 4th of July weekend.
- H2 Global Gaming's 2020 total gambling forecast now downgraded 24.0% on pre-outbreak estimates with lottery products' global gross win downgraded 18.4%.

In this special edition of the WLA Quarterly Lottery Sales Indicator, we again report on the rapidly unfolding regional and global developments in the fight against COVID-19. Lockdowns imposed in Asia, Europe, and the US from March to May successfully 'flattened' the epidemiological curve in many of the nations and territories affected by COVID-19 at a tremendous cost to societal wellbeing and economic activity. Over 75% of countries are now reopening even as the pandemic is intensifying in several countries, including the US and the emerging market economies of Brazil and India (Figure 1). With 14 million plus confirmed cases - including 1.8 million plus confirmed cases in the US alone and more than a million new confirmed cases worldwide in just the past five days - it appears the SARS-CoV-2 virus pandemic still has very far to run (Figure 2, 3).

Figure 1: Stringency of lockdowns globally for selected countries, 1 April 2020 - 20 July 2020

WLA Global Lottery Data Compendium

The WLA published the first edition of the WLA Global Lottery Data Compendium in October 2014, responding to strong demand from WLA members and external stakeholders for timely and accurate data on the state of the lottery industry worldwide. The Compendium includes key performance indicators such as sales revenues, gross gaming revenues, and money returned to good causes. It helps to promote the role that WLA member lotteries play globally in raising funds for society, and provides valuable business intelligence for WLA Associate Members. It remains the most authoritative and accurate source of data about the global lottery industry available today.

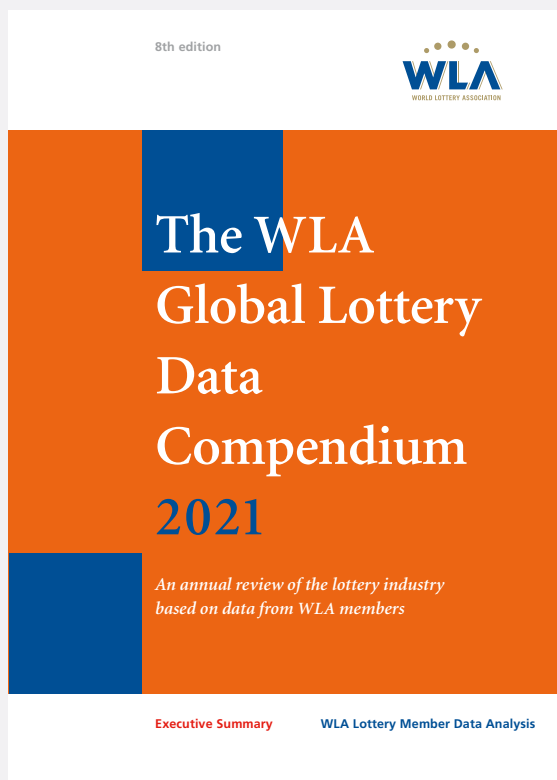
All the information is sourced directly from WLA Lottery Members and WLA Associate Members; for the 2021 edition of the Compendium, 88% of

WLA Member Lotteries contributed data. Every effort is taken to ensure the correctness and completeness of the collated data, and the indicators are carefully selected to assure compliance with international competition laws. The most recent edition provided the first extensive analysis of the impact of the COVID-19 pandemic on the state-regulated lottery and sports betting sector globally.

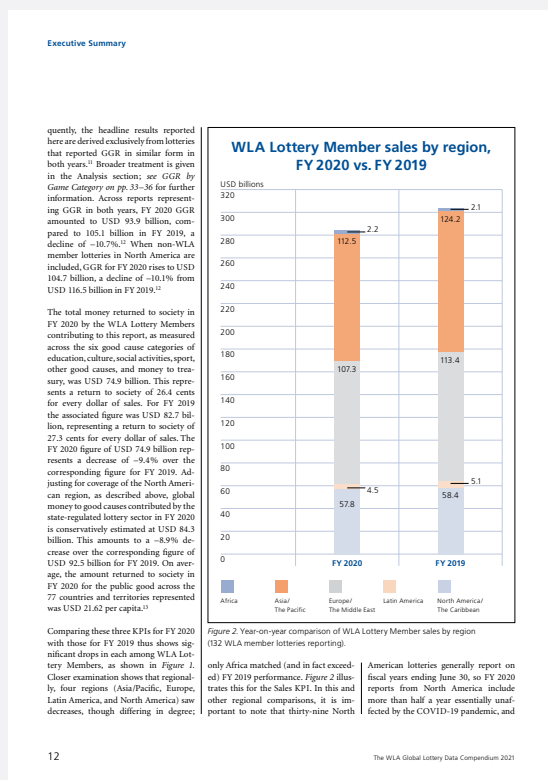
eCompendium

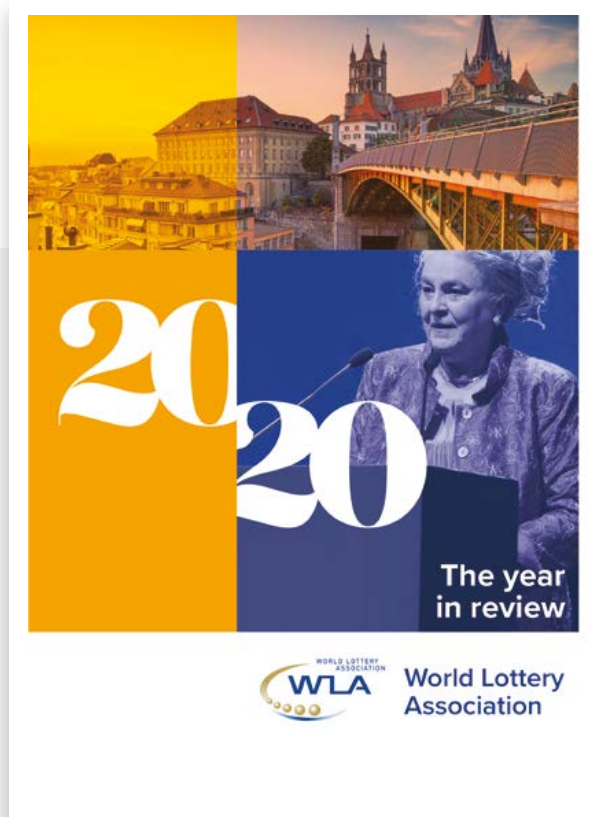
The 2019 Compendium was the final edition to feature individual member and supplier entries in hard-copy format. Work on a digital version, known as the eCompendium, began in late 2019, and has been used since 2020 to collect the member data used to produce the Compendium. The first component of the members-only front end, the eCompendium member directory will provide a searchable database of individual member and supplier entries and should go live in the first quarter of 2022. Subsequent developments will

see the addition of aggregated data and analytics to the members-only front end, enabling end users to 'slice and dice' the data at the regional and global levels, visualized via user-driven charts and other graphical tools. Future print editions of the Compendium will present the WLA's own findings together with a comprehensive analysis of the data, while the individual member and supplier entries will remain online along with the configurable analytics tools. The new eCompendium will facilitate real-time access to the latest figures and analysis – especially important in the context of the ongoing pandemic – making it a true value-added service for the WLA membership.



WLA Global Lottery Data Compendium





The Year in Review

Each year, the WLA publishes its Year in Review. The publication offers a brief yet comprehensive retrospective of the WLA's endeavors and achievements of the past year. The Year in Review is a four-color, 20-28 page brochure containing all the relevant facts and figures on the previous year's activities. It also offers a brief glance as to what the WLA has planned for the coming year. The WLA year in review 2020 was published with a completely new typographical design in February 2021.

Guide to the Macolin Convention

An introductory guide to the Council of Europe's Convention on the Manipulation of Sports Competitions (Macolin Convention) was published in PDF format in October 2021. The guide aims to familiarize WLA members with the Macolin Convention and highlight its significance for the lottery and sports betting sector. The document was produced in collaboration with GLMS, the Council of Europe, and the WLA's Betting Integrity on Sports and Horse Racing Committee.

The Macolin Convention is a legally binding, international treaty established by the Council of Europe in 2014 and is the only international accord in the global fight against the manipulation of sports competitions and illegal sports betting. The creation of the Macolin Convention was the combined effort of over 50 States and organizations worldwide.

The WLA has supported the Macolin Convention since the earliest days of its conception, and worked with the International Olympic Committee and other parties to create the initial draft of the convention.

The main objectives of the Macolin Convention are to establish a legal framework for the prevention, detection, and sanctioning of the manipulation of sports competitions, and to promote the cooperation of all relevant stakeholders in this endeavor. The Macolin Convention provides an effective means for combatting the manipulation of sports competitions. Most notably, it calls for the establishment of national platforms, which among other things facilitate the transnational exchange of information essential in the fight against the manipulation of sports competitions and illegal betting. National platforms have already been established in a number of WLA member states and have proven effective in the coordinated effort to thwart corruption in sports.



Voices from the world lottery community

This project was initiated in May 2021 to provide a platform for opinion leaders in the world lottery community in a series of 15-minute video interviews promoted in the WLA's social media channels.

The lottery professionals taking part are sent a set of questions and asked to record their answers in video format. The project has so far concentrated on opinion leaders in the supplier community. In 2021, video interviews were conducted with Cameron Waldie, President and CEO of Carmanah Signs, Canada, and Sujit Lahiry, Executive Director of Skilrock Technologies, India. Interviews with other prominent people in the world lottery community were at the planning stage as this publication went to press.

Communications projects in progress

The WLA communications team worked on two new guides in 2021 to help member lotteries understand more about illegal betting operations and best practices in sports betting marketing. Both guides are scheduled for publication in the second quarter of 2022.

Combatting illegal betting to protect the integrity of sports

The objective of the guide is three-fold. First, it will help WLA member lotteries to understand the nature of illegal betting operations, how they function, and why they are a threat to the state-authorized lottery and betting sector. Second, it provides WLA member lotteries with insight as to how they can best combat illegal betting operations in their respective jurisdictions. And finally, it reveals how illegal betting operations and corruption in sports are linked and why it is essential for the lottery and betting sector to make the integrity of sports a priority.

Sports betting marketing best practices

This guide focuses on the marketing communications of sports betting products. It offers guidance on marketing sports betting products competitively yet responsibly in order to maintain an upper hand on the countless illegal betting operations around the globe.



Administrative

New premises in Lausanne

In May 2020, the WLA relocated from Basel to Lausanne and took up temporary office space in the heart of the city, with support from Loterie Romande including IT, human resources administration, and accounting services. In March 2021, the WLA moved to its permanent premises on the campus of Loterie Romande. In addition to the office space that Loterie Romande is graciously providing, and the services mentioned above, WLA staff have access to all common areas on the Loterie Romande campus, including meeting rooms and the staff cafeteria. The move provides an ideal opportunity for the WLA to develop closer synergies with EL and GLMS, both of which are also located on the Loterie Romande campus.



Lynne Roiter



Yvonne Schnyder

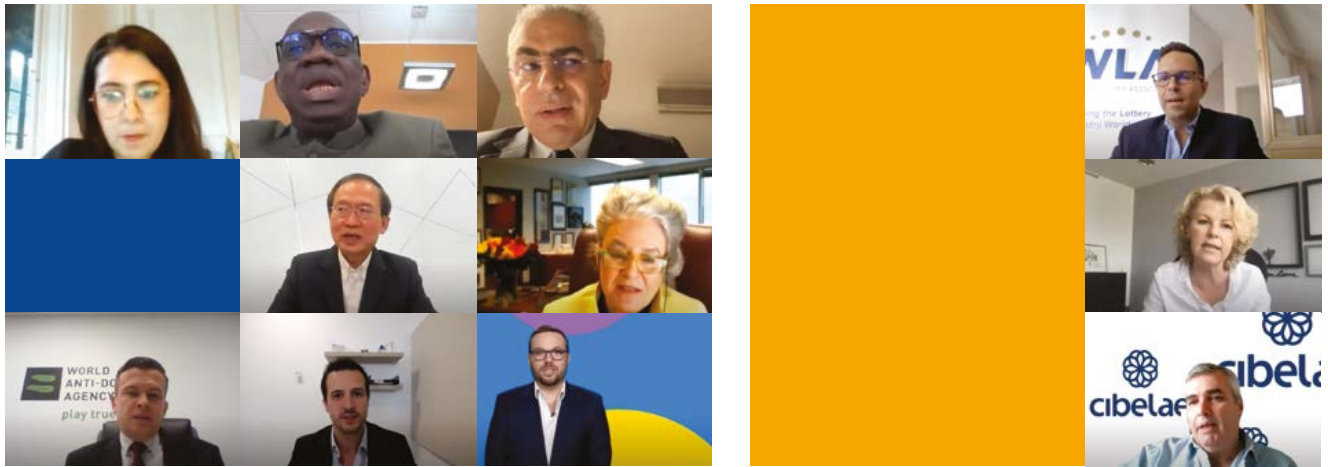
People

On May 31, 2021, Lynne Roiter stepped down from her position as President and CEO of Loto-Québec. As a 36-year industry veteran, and the first woman to head one of Québec's three main provincial Crown Corporations, Lynne has helped shape the lottery sector as we know it today. Her career, her achievements, and her dedication to the world lottery community have set a high standard for lottery professionals across the globe. She will continue serving the WLA through end of the next World Lottery Summit in Vancouver in 2022.

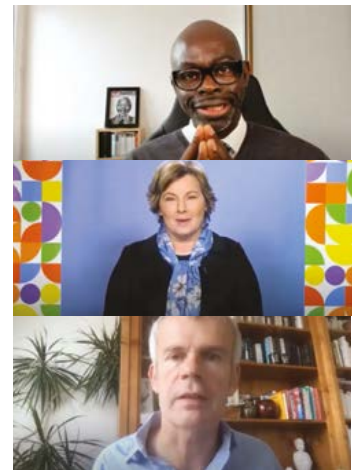
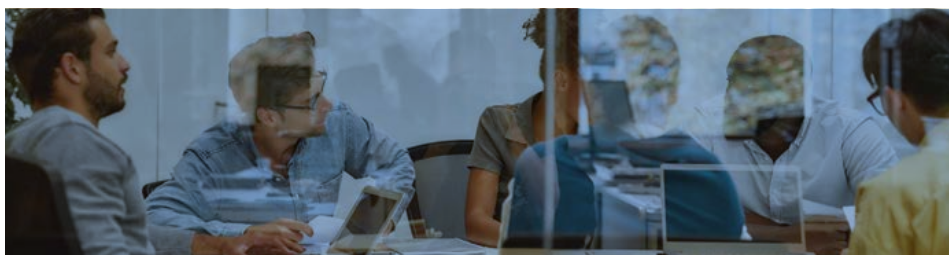
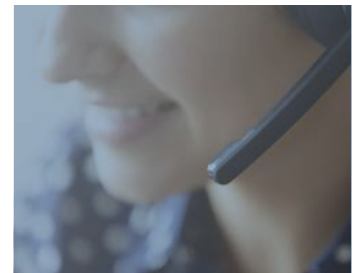
It is with great sorrow that we announced the passing of Yvonne Schnyder, former General Secretary of the WLA. She died on May 6, 2021 at the age of 78 at

her home in Bottmingen, Switzerland. Yvonne was preceded in death by her husband of 55 years, Werner Schnyder, who passed away in September 2020.

Ahead of Paul Peinado's retirement at the end of May 2022, the recruitment process for a new Communications Coordinator began in 2021 with the support of Loterie Romande's human resources department. Well over 100 applications were received, and after a series of interviews with candidates, Antoinette Price was selected as the new Communications Coordinator. Antoinette is an experienced writer and communications specialist. For the past seven years she has been working for the International Electrotechnical Commission (IEC) in Geneva as their Communications Officer.



2021 highlights





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