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The year
in review



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Rebecca Paul

4	Message from the WLA President
5	Message from the WLA Executive Director
6	WLA General Meeting 2022
7	WLA Executive Committee
10	The WLA at a glance
12	WLA Committees
18	Continuing education
23	Information and communication
26	Administrative

Message from the WLA President

It is a great privilege to lead the World Lottery Association (WLA) and work with a global community of incredibly dedicated lottery and sports betting experts. The past years have been very challenging, but in 2022, many countries began to turn the page on the global pandemic. We eased into a new normal, building on the important lessons learned since 2020, which for many has meant a more balanced work environment.

As the year progressed, the WLA resumed its busy schedule of events. From Spain to Argentina, Singapore, the Netherlands, and from Canada to Ghana, face-to-face meetings across all regions focused on Corporate Social Responsibility (CSR), marketing trends, and operations for lotteries in a post-COVID world.

The highlight of the year was the flagship World Lottery Summit (WLS) 2022. I believe I speak for all the organizers – the WLA, the British Columbia Lottery Corporation (BCLC), and the North American Association of State and Provincial Lotteries (NASPL) – in saying that there was great jubilation and many sighs of relief on completion of a very successful summit. After a two-year delay and a great deal of extra effort, we achieved the most environmentally friendly WLS to date, and perhaps the most meaningful given the unprecedented circumstances.

Outstanding on many levels, the WLS provided an excellent venue in Vancouver for our entire community to rekindle friendships and meet newcomers, all while suppliers showcased the latest in products and services at the accompanying trade show.

Inspiring keynote speakers and industry panellists examined the themes of sustainability and innovation and trends that have driven change in recent years. They gave valuable insights into the evolution of sports data management, and what this means to online sports betting operators. They also considered the flip side, namely those innovative technologies and platforms that have contributed to the rise of illegal sports betting operators, and identified what counter-measures we can take. Other continuing

themes were the importance of building security and responsible gaming into the design of our products, and the need to embrace new ideas that are aligned with the habits and preferences of the next generation of customers.

On a personal note, it has been a significant year for me. The WLS was marked by the sad passing of Guy Simonis, the founding father of the WLA, who dedicated his life and distinguished career to helping drive the development of our industry into the global force that it is today. I was very fortunate to know and work with Guy, who is greatly missed.

During the WLA General Assembly, held at WLS, I was both honored and humbled to accept reappointment to a further two-year term as WLA President. I am grateful to my peers and colleagues for their confidence and continued support.

Equally, I was delighted to make my first trip to Ghana, with WLA Secretary General Lynne Roiter, to participate in the African Lottery Association Seminar on Responsible Gaming in Accra, and to attend the unique celebrations of the 60th anniversary of the National Lottery Authority of Ghana. I am eager to continue work with colleagues to broaden our membership across Africa, where our industry is booming.

I also look forward to continuing to realize the WLA's mission to advance the interests of state-authorized lotteries by upholding the highest ethical principles, as we support our members in achieving their respective visions for their communities.

To this end, ensuring safe, responsible, and secure gaming environments lies at the heart of what we do, and in this respect our committees made great strides. The Corporate Social Responsibility Committee provided clearer, simpler guidelines for responsible gaming, resulting in increased WLA Responsible Gaming Framework certifications across all regions, while our Security and Risk Management Committee expanded participation in the security certification program by recognizing controls applicable to multi-jurisdictional games that were mandatory for US



lotteries participating in Powerball.

The Illegal Lotteries and Betting Committee and the Betting Integrity on Sports and Horse Racing Committee produced useful praxes to assist our members in their ongoing efforts to combat illegal betting, and to offer guidance on sports betting marketing best practices respectively.

As illegal betting operations grow around the world and threaten the reputation of our industry and the integrity of sports, so does our resolve to bolster our efforts to combat match fixing and corruption in sports. In this we are joined by many other stakeholders and organizations. In particular, the WLA works closely with its sister organization the Global Lottery Monitoring System (GLMS), and supported its decision to rebrand to become the new United Lotteries for the Integrity of Sports (ULIS). We look forward to seeing the positive outcomes of this reinvigorated approach.

Digitalization has reshaped our lives and work. As we continue to digitalize our products and services, we accomplished a major milestone with the release of the first version of the WLA eCompendium. This version is an online, searchable index of the lottery and sports betting member and supplier data that allows users to tailor the information presented to their requirements. Moving forward, the WLA will continue to enhance this and many other products into more accessible and user-friendly digital formats.

Finally, I would like to thank all our Members, Contributors, and staff for their enthusiasm and extraordinary commitment to our organization and the global lottery and sports betting community. I look forward to our continued collaboration into 2023.

Rebecca Paul
WLA President

Message from the WLA Executive Director

The past year was highly significant for the World Lottery Association. We turned a new page and transitioned from remote working and online events only, to a hybrid set up, which saw a return to physical events in all our global regions.

It was a busy time for the WLA. We embarked on a new communications strategy to further raise awareness of our work and activities among our members and the broader lottery and sports betting community.

We grew our content output by more than half and significantly increased our followers on social media, with regular updates on diverse topics that shape our industry. Coverage comprised the tireless work of WLA committees in assisting our members and providing them with the tools and knowledge they required to reach their goals, including: certification to the WLA Responsible Gaming Framework and to the WLA security control standard; activities to inform our members on the topic of illegal sports betting; maintaining integrity in sports; and ensuring sports betting best practices.

I believe the combination of the outstanding venue, high-quality business agenda, engaging social programs, best-in-class trade show, and most importantly the opportunity to reunite the global lottery community in person, made WLS 2022 a truly unforgettable event.

Digitalization of our products is part of an ongoing strategy. In order to provide more accessible, user-friendly publications, we assessed several publishing platforms during the year and expect to move forward with this project in 2023.

On the same topic, besides publishing the ninth edition of the printed Global

Lottery Data Compendium (GLDC) 2022, which offers precise and detailed data on the state of the global lottery industry, we rolled out the electronic eCompendium member directory front end. This online directory replicates and updates the individual WLA member entries from earlier paper editions of the GLDC. Forming an extension to the WLA website, the eCompendium member directory offers easy access to all member information in ways not previously available in the printed version. Development of this resource is ongoing.

Our support and organization of events culminated in the successful delivery of the World Lottery Summit (WLS) 2022 in Vancouver. After a two-year delay and with much additional effort, over 1,000 people from around the world attended WLS. We thank our organizing partners – the British Columbia Lottery Corporation (BCLC) and the North American Association of State and Provincial Lotteries (NASPL) – in delivering this world-class convention. I believe the combination of the outstanding venue, high-quality business agenda, engaging social programs, best-in-class trade show, and most importantly the opportunity to reunite the global lottery community in person, made WLS 2022 a truly unforgettable event.

As match fixing and the number of illicit sports betting operators continues to rise, it is paramount for the lottery, sports, and sports betting worlds to do whatever it takes to maintain the integrity of sport. The WLA, for its part, works closely with the United Lotteries for Integrity in Sports (ULIS), formerly the Global Lottery Monitoring System (GLMS), and other partners to combat the scourge of match-fixing and corruption in sport.

In January, I was honored to take up my other role as General Secretary of ULIS. It has been an exciting year in which I led and successfully achieved the rebranding of GLMS to ULIS. This evolution in strategy to reposition the association



with the consequent name change was approved at the General Assembly held during WLS 2022 in Vancouver.

We are progressing with the different phases of the rebranding to ULIS and will broaden our services to include training and education, multi-stakeholder collaboration through events and policymaking, as well as extended human analysis networks and peerless monitoring systems.

I look forward to driving this positive change, which will allow ULIS to enhance its services and strengthen the global effort to maintain integrity in sport.

On a final note, I take the opportunity on behalf of the WLA and ULIS to thank Loterie Romande for kindly providing office space, and for the continued support from its human resources, IT, and accounting departments.

Luca Esposito
WLA Executive Director

WLA General Meeting 2022

The 14th WLA General Meeting took place on 19 October 2022, during the World Lottery Summit 2022 in Vancouver, Canada. During the meeting, the WLA Membership approved the suspension, for 2022, of the two-term limit for the position of WLA President, and re-elected Rebecca Paul as WLA President for a further term.

At the General Meeting, eight industry professionals were elected to serve on the Executive Committee; these individuals are comprehensively documented separately under the entry for the WLA Executive Committee immediately following.

Several modifications to the WLA by laws were unanimously adopted. The modifications pertained to which organizations may become an Associate Member and the criteria prospective applicants must fulfil, as well as possible actions that can be taken by the WLA if any of the criteria are no longer satisfied.

Two nominations for Honorary Member were also approved during the meeting. Honorary Members are typically recognized for their significant personal contribution to the lottery industry; in particular, they are not responsible for directly representing a WLA lottery. Elected as Honorary Members were:

- Tan Soo Nan – former CEO of Singapore Pools, Member of the APLA (Asia Pacific Lottery Association) Executive Committee, and WLA Executive Committee APLA representative, as well as PGRI Hall of Fame member; and
- Risto Nieminen, former CEO of Veikkaus Oy, WLA President and Executive Committee member, and member of the EL (European Lotteries) Executive Committee.

The WLA extends its congratulations to both the new members of the Executive Committee and the newly appointed Honorary Members.

New Lottery Members

	Azerlotereya OJSC Azerbaijan
	Junta de Protección Social Costa Rica
	Varelotteriet A/S Denmark
	ODDSET Sportwetten GmbH Germany
	GBO S.p.A. (formerly Lottomatica Scimmese S.r.l.) Italy
	Euloto, UAB Lithuania
	National Video Lottery of Macedonia North Macedonia
	Sisal Şans İnteraktif Hizmetler ve Şans Oyunları Yatırımları A.Ş. Turkey
	Arizona Lottery Commission USA
	Mississippi Lottery Corporation USA
	Wisconsin Lottery USA

New Associate Members

	Level 5 Strategy Canada
	China Gaming Technology Co., Ltd. China
	EveryMatrix Software Limited Malta
	Winsys Lottery LLC Malta
	PAYTRONIX SYSTEMS (PTY) LTD South Africa
	Navis Yönetim Danışmanlık Limited Şirketi Turkey
	Elsym Consulting, Inc. USA
	OpenBet USA

WLA Executive Committee

The WLA Executive Committee met three times in 2021: in Lausanne, Switzerland, in March; in Chantilly, France, in June; and in Vancouver, Canada, in October at WLS 2022. All three meetings were held in person.

Key changes in 2022

The number of Executive Committee members was amended from 13 to 14 to increase representation from the Africa region.

New Executive Committee

At the 14th WLA General Meeting held in October in Vancouver, Canada, Rebecca Paul, President and CEO of the Tennessee Education Lottery Corporation, United States, was unanimously re-elected President of the WLA for a further two-year term (2022–2024). Ms. Paul thanked the membership for the confidence shown in her upon being re-elected.

At the General Meeting, delegates also unanimously elected eight members of the new WLA Executive Committee, namely:

- Younes El Mechrafi, General Director, La Marocaine des Jeux et des Sports (MDJS), Morocco
- Jannie Haek, Chief Executive Officer, Loterie Nationale Belgium, Belgium
- Andreas Kötter, Managing Director, Westdeutsche Lotterie GmbH & Co. OHG (WestLotto), Germany
- Dato' Lawrence Lim Swee Lin, Chief Executive Officer, Magnum Corporation Sdn Bhd (MCSB), Malaysia
- Stéphane Pallez, President and Chief Executive Officer, Française des Jeux, France

- Francesco Parola, Senior Vice President, Italy Lottery Operations, IGT Lottery S.p.A., Italy
- Nigel Railton, Chief Executive Officer, Camelot UK Lotteries Limited, United Kingdom
- Silvio Vivas, President, Instituto de Ayuda Financiera a la Acción Social (IAFAS), Argentina

At its first meeting, the newly constituted Committee appointed Andreas Kötter as Senior Vice President and Younes El Mechrafi as Vice President.

New Executive Committee

The current line-up of the WLA Executive Committee is as follows:



WLA President

Rebecca Paul

President and CEO
Tennessee Education Lottery Corporation
United States



WLA Senior Vice President

Andreas Kötter

Managing Director
Westdeutsche Lotterie GmbH & Co. OHG (WestLotto)
Germany



WLA Vice President

Younes El Mechrafi

General Director
La Marocaine des Jeux et des Sports (MDJS)
Morocco

Elected members of the WLA Executive Committee



Jannie Haek

Chief Executive Officer
Loterie Nationale Belgium
Belgium



**Dato' Lawrence
Lim Swee Lin**

Chief Executive Officer
Magnum Corporation Sdn Bhd
(MCSB)
Malaysia



Stéphane Pallez

President and CEO
Française des Jeux
France



Francesco Parola

Senior Vice President,
Italy Lottery Operations
IGT Lottery S.p.A.
Italy



Nigel Railton

Chief Executive Officer
Camelot UK Lotteries Limited
United Kingdom



Silvio Vivas

President
Instituto de Ayuda Financiera a
la Acción Social (IAFAS)
Argentina

Members of the WLA Executive Committee appointed by the regional associations



Younes El Mechrafi

General Director
La Marocaine des Jeux et des
Sports (MDJS)
Morocco

*(representing the African
Lottery Association)*



Sue van der Merwe

Managing Director and Chief
Executive Officer
The Lottery Corporation
Australia

*(representing the Asia Pacific
Lottery Association)*



Jesús Huerta Almendro

President and CEO
Sociedad Estatal Loterías y
Apuestas del Estado (SELAE)
Spain

*(representing the European
Lotteries)*

Immediate Past President



Javier Milián

President
Lotería Nacional de
Beneficencia de El Salvador
El Salvador

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



Paul Erickson

President and Chief Executive
Officer
Western Canada Lottery
Corporation
Canada

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



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 (Association Internationale des Loteries d'État; 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. An important part of net revenues must be dedicated, by public decision, to good causes such as education, sports, culture, social programs, community projects and/or the State exchequer in members' respective jurisdictions. WLA Associate Members are suppliers of goods and services to lottery and 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 3.25 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 14-member Executive Committee is the governing body of the WLA. Nine 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: Association des Loteries d'Afrique (ALA, Africa); Asia Pacific Lottery Association Limited (APLA, Asia Pacific); Corporación Iberoamericana de Loterías y Apuestas del Estado (CIBELAE, Latin America, Spain, and Portugal); European State Lotteries and Toto Association (European Lotteries [EL], Europe); and the North American Association of State and Provincial Lotteries (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 and one staff member.

Key figures

The number of WLA Lottery Members and Associate Members has remained remarkably stable since the association's inception. As recorded in the 2022 edition of the WLA Global Lottery Data Compendium, the membership stood at 155 Lottery Members and 74 Associate Members, compared with 146 Lottery Members and 60 Associate Members when the WLA was founded in 1999. WLA Lottery Members generated a cumulative total of USD 339.9 billion in 2021, of which USD 79.5 billion was returned to good causes.

Key figures

155

Lottery Members

The WLA Platinum Contributors are:



POLLARD
banknote limited

74

Associate Members

\$339.9
billion

Revenues generated by
WLA Lottery Members
in 2021 (USD)*

\$79.5
billion

Amount returned to
good causes by WLA
Lottery Members in
2021 (USD)*

* Based on figures provided for 93% of the WLA membership as published in the 2022 edition of the WLA Global Lottery Data Compendium.

The WLA Gold Contributors are:



WLA Committees

WLA Security and Risk Management Committee

Secure lottery and sports betting operations play a vital role in gaining and sustaining public trust in the industry. The WLA Security and Risk Management Committee (SRMC) remains vigilant of the growing security threats in the rapidly evolving gaming and betting landscape.

In 2000, the WLA through the SRMC launched the WLA Security Control Standard (WLA-SCS), which the latter continues to develop and maintain. The Standard is designed to assist WLA members to achieve security control through the application of accepted best practices and to increase the integrity of operations. The most recent iteration of the standard is the WLA-SCS:2020.

A total of 78 of 155 WLA Lottery Members representing 50% of the total member lotteries, and 34 of 74 WLA Associate Members, representing 46% of the total associate membership, are currently certified to the WLA-SCS.

Now in its seventh iteration, much work has been done over the past several years by the SRMC to update the WLA-SCS. In particular, the WLA-SCS:2020 features: new controls for lottery and sports betting technology suppliers; the use of cloud hosting for lottery gaming systems; and controls for privacy and application security.

The WLA-SCS:2020 also consolidates controls in some areas to avoid redundancy and additionally offers clarification on controls where needed to better facilitate the understanding of the standard. Further, it has two new annexes:

Annex C (S Controls) clarifies the controls related to the specific products and services offered and developed by suppliers and/or lottery and sports betting

operators. The S Controls cover lottery systems security assurance, integrity measures related to the development of gaming system hardware, software and firmware, and integrity measures related to the printing of retail instant tickets.

Annex D (M Controls) has been added with the aim of including controls for multi-jurisdictional games as a specific category of controls for the lottery and sports betting sector. At the time of the launch of the WLA-SCS:2020, the M controls were mandatory only for US lotteries participating in games run by the Multi-State Lottery Association (MUSL). Annex D will be expanded in future editions of the WLA-SCS to include requirements for other multi-jurisdictional games such as Euro Millions.

The Code of Practice (CoP) for the WLA-SCS:2020 was also updated. This document is used to address differences in interpretation by security auditors and to identify any opportunities to provide more structured guidance or detail on best practices.

The SRMC also held two webinars: one in June, entitled Migrating to the WLA-SCS:2020 – Lessons learnt from certified lotteries and auditors; and one in December, organized together with the European Lotteries, called – Expect the Unexpected: Black Swans in Security & Risk Management. For more details, see the section on *Continuing education*.

Finally, as the standard continues to evolve, the SRMC has also begun discussions to update the sports betting section of the next edition of the Standard, which is expected to be released in 2024.



Chair of the Security and Risk Management Committee

Dato' Lawrence Lim Swee Lin

CEO, Magnum Corporation Sdn Bhd, Malaysia

Policy Group

Luca Esposito, WLA Executive Director

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

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

Technical Working Group

Itamar de Carvalho Pereira, Consultant to CEO, CAIXA Loterias - Caixa Econômica Federal, Brazil

Dong Hong Fang, Deputy Director, China Sports Lottery Administration Center, China

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

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

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

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

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

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

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

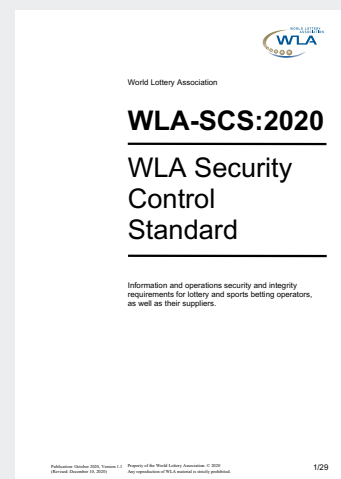
Jo McLennan, Responsible for operational risk management, The Lottery Corporation, Australia

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

Anton Stiglic, General Manager of IT, Loto-Québec, Canada



Guide to Certification for the WLA Security Control Standard



WLA-SCS:2020 standard documentation



WLA-SCS:2020 Certificate (Level 1)



WLA-SCS:2020 Certificate (Level 2)

WLA Corporate Social Responsibility Committee

Responsible Gaming is a core part of the lottery and sports betting industry's Corporate Social Responsibility activities. The WLA Corporate Social Responsibility Committee (CSRC) manages the WLA's responsible gaming policy and the continuous development of the WLA Responsible Gaming Framework (WLA-RGF). It also oversees member accreditation in line with the recommendations of the Responsible Gaming Independent Assessment Panel, and lends guidance to the WLA Responsible Gaming Working Group.



Chair of the Corporate Social Responsibility Committee

Lynne Roiter
WLA Secretary General,
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 assists both the WLA Corporate Responsibility Committee and the Independent Assessment Panel with the evolution and maintenance of the WLA responsible gaming program. It is coordinated out of the WLA Montreal Office, and includes representatives of all the regional lottery associations:

Africa

Othmane Moudrik, Head of Strategic Development, La Marocaine des Jeux et des Sports (MDJS), Morocco

Asia Pacific

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

Kelley Bleakley, Senior Social Responsibility Manager, Lotto New Zealand, New Zealand

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

Europe

Stefania Colombo, Global Sustainability Director, IGT Lottery S.r.l., Italy

Maria Núñez García, Journalist, Press & Communications Secretary, SELAE, Spain

Vincent Perrotin, CSR Director, 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, comprising a selection of international experts from the CSR field, is an external body responsible for reviewing all WLA member submissions for certification to levels 2–4 of the WLA RG Framework, and providing certification recommendations to WLA.

There are currently 93 WLA-RGF certified lottery members.

Breakdown by region

5	Africa
12	Asia Pacific
51	Europe & Near Est
9	Latin America
16	North America & Caribbean
Total 93	

Breakdown by certification level

9	Level 2
11	Level 3
73	Level 4
Total 93	

Over the past year, work was undertaken to simplify and improve the process of WLA-RGF Level 2 certification. The Committee revised Level 2 of the Responsible Gaming Guidelines, covering self-assessment and gap analysis, in order to provide clearer guidance on what information the Independent Assessment Panel is looking for in a submission.

Additionally, a buddy system was introduced, to support lotteries in the preparation of their submissions for WLA-RGF certification. These actions led to an increase of around 50% in

members certified level 2 or higher, across the five WLA regions.

The CSR Committee Chair, Lynne Roiter, participated in events in all WLA regions, where she gave updates on the Committee's work and discussed the benefits of certifying to the WLA-RGF. The events included: the *Workshop on Corporate Social Responsibility Principles and Actions for Lotteries*, organized by the WLA and CIBELAE, in Argentina; the *APLA Regional Conference on innovation in a post-COVID world*, in Singapore; the CSR Responsible Gaming Seminar, organized together with the EL, in The Netherlands; a CSR RG panel session held during WLS 2022; and the ALA Responsible Gaming Seminar, which took place in Ghana. See the section on *Continuing education* for more details.

Held biennially during the World Lottery Summit, the WLA Responsible Gaming Awards recognize and honor the industry's most outstanding achievements in the

area of responsible gaming. During WLS 2022, Henry Chan, member of the WLA Responsible Gaming Independent Assessment Panel, presented Singapore

Pools with the Best Flagship Award for Level 4 certified members, and The Lottery Corporation, Australia, with the Best Overall Responsible Gaming Program.

Illegal Lotteries and Betting Committee

The number of illegal lottery and sports betting operators continues to rise and threaten the reputation of our industry. The WLA Illegal Lotteries and Betting Committee (ILBC) carries out the important task of reviewing and developing tools and resources that help member lotteries maintain territorial integrity with stakeholders, in every region.

This year, the ILBC produced an informative brochure on *Combating illegal betting to protect the integrity of sports*. It was developed with one of the working groups of the WLA Betting Integrity on Sports and Horse Racing Committee (BISHRC; see below). The brochure considers trends and technologies that have contributed to the global expansion of illegal betting operators, and the impact that such operators have on the legal lottery and sports betting sector.

Additionally, the ILBC examines the role the WLA plays in the global effort to protect sports integrity through collaboration with organizations such as the United Lotteries for Integrity in Sports (ULIS) and other stakeholders like the Council of



Europe, Interpol, and numerous national and international sports federations.

As a means of helping members combat the activities of unauthorized resellers in their jurisdictions, the Committee also produced and provided each member with a template for cease-and-desist letters, which can be sent to such resellers, as well as a template for a letter that can be sent to the concerned multi-jurisdictional game operators advising them of the situation. The templates permit adjustments to the law of each jurisdiction, and have been used successfully.

Work is ongoing to maintain the important database called the Overview of Illegal Lottery and Betting Operations,

which provides country fact sheets on the legislative, judicial, and commercial situation regarding bet-on lotteries and courier services in each country. This database is available to WLA lottery and sports betting members and to the WLA Contributors.

The Committee also organizes and participates in different online and physical events, to share its knowledge and expertise with WLA members and the broader lottery and sports betting community. During the World Lottery Summit in Vancouver, the Chair of the ILBC, Andreas Kötter, moderated a panel session on Illegal gaming: How to counter non-authorized operators, which detailed the complex global issues at hand, provided examples from several countries of how to counter illegal operators, and showcased the activities the WLA undertakes to assist its members.

Finally, the ILBC continues to develop new partnerships and expand its network, for instance with the Asian Racing Federation Council on Anti-Illegal Betting and Related Financial Crime.



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, WLA Secretary General, Canada

Mark Michalko, Executive Director, North Carolina Education Lottery, USA

Sue van der Merwe, Managing Director and Chief Executive Officer, The Lottery Corporation, Australia

Expert Group

Lucile Goulard, Head of International Relations, 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, Institutional Relations Manager, IGT Lottery S.r.l., Italy

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, 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 WLA Betting Integrity on Sports and Horse Racing Committee (BISHRC) upholds the highest ethical principles in its work. It is dedicated to furthering the interests of WLA members that provide sports and horse race betting, and to preserving the integrity of sport by leading the fight against match fixing and illegal betting.

The BISHRC complements the work of the operations team from the United Lotteries for Integrity in Sports (ULIS) in Lausanne, which acts as the Committee's technical advisory group, and is responsible for executing the Committee's strategy.

Part of the Committee's activities involves sharing knowledge and best practices with WLA members. WLA member lotteries must put their players' best interests first, by offering innovative and entertaining lottery games and sports betting products in a responsible manner. To help achieve this, the BISHRC has published a guide on Sports Betting Marketing Best Practices, which focuses

on the marketing communications of sports betting products and provides guidance on how to market sports betting products competitively yet responsibly. The brochure also considers aspects such as retail and online distribution channels, types of suitable content for promotions, and social media, as well as the need to be aware of the threats caused by illegal betting operators.

The Committee was also involved in developing the topics and moderating the WLA and EL Sports Betting Seminar: Running your sportsbook, which took place in Sevilla, Spain. Additionally, during the World Lottery Summit in Vancouver, the Chair of the BISHRC, Jean-Luc Moner-Banet, moderated the panel session on the important topic of Sports data rights. Lotteries must be able to access the data required to operate sports betting, particularly in-play betting, in a transparent and financially sustainable way. The session addressed concerns about the current situation in which exclusive data deals have become part of the landscape.



Chair of the Betting Integrity on Sports and Horse Racing Committee

Jean-Luc Moner-Banet

Director General,
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

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, United Lotteries for Integrity in Sports (ULIS), 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. This year, the Committee successfully completed the process of finding a new auditing firm to perform yearly audits of its financial records and presentation of the annual financial statements 2022–2023. Its recommended tender was approved during the WLA General Assembly, in Vancouver, Canada.



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, Switzerland

From GLMS to ULIS

Online sports betting continues to grow around the world. Several factors have contributed to this. Improved connectivity and an increased use of connected devices together with accelerated digitalization during the pandemic have played a key role. Regulatory changes over the past five years, especially in the United States, have resulted in the legalization of online sports betting in many jurisdictions, and there are a greater number of sports leagues and events on which to bet.

At the same time, illegal online betting operators have boomed, and match fixing continues to grow across many sports. In this connection, the work of the Global

Lottery Monitoring System (GLMS) has never been more pertinent: it has significantly contributed towards the global effort of many organizations to fight match fixing, illicit gaming activities, and corruption in sport.

In October 2022, GLMS officially became the United Lotteries for Integrity in Sports (ULIS). This advance in strategy, to reposition the association with the resulting name change, was approved at the General Assembly held during the WLS in Vancouver. ULIS General Secretary, Luca Esposito, took up his role in January 2022 and at once began work on a new strategic vision and rebranding, to clarify the purpose and future relevance of ULIS.



ULIS

UNITED LOTTERIES FOR
INTEGRITY IN SPORTS

ULIS aims to act as a beacon, helping state-regulated lotteries and sports betting operators navigate and proactively manage the complex world of sports, by providing an ecosystem of improved services and a global multi-stakeholder network. ULIS' ultimate goal is to better protect the integrity of competition in sports.

The WLA Illegal Lottery and Betting Committee works closely with ULIS and many other stakeholders to maintain integrity in sports. It supports these significant developments which will strengthen global efforts to stop match fixing and illegal betting operators.

Continuing education

2022 seminar program

The WLA organizes the majority of its educational events together with the regional lottery associations.

Over the past several years, the world has experienced a momentous change in the way it holds events. In 2022, though we held fewer events overall, three out of the eight were physical, including the highly successful World Lottery Summit in Vancouver, which welcomed over 1,000 participants.

We have seen the benefits of both settings and moving forward, we will continue to hold a combination of face-to-face and online meetings.

In 2022, a total of eight scholarships were awarded to WLA members from Africa, Europe, and North America to attend some of the physical events that were held in Argentina, Amsterdam, and Canada. Scholarship program activity is expected to pick up in 2023, as more physical events take place.



2022 Webinars and events program

Topic	Date	Organizers
Back to the future! Celebrating 20 years of lottery marketing success	February 2-4	WLA/EL
Sports bets: new perspectives	April 21	WLA/ALA
Running your Sportsbook	May 17	WLA/EL
Migrating to the WLA-SCS:2020 – Lessons learnt from certified lotteries and auditors	June 24	WLA
Personal data protection and IT security of African lotteries	July 7	WLA/ALA
Workshop on Corporate Social Responsibility Principles and Actions for Lotteries	July 12–14	CIBELAE/WLA
APLA 2022 Regional Conference: Innovation in a Post-COVID World	September 5–8	APLA/WLA
CSR-Responsible Gaming Seminar	September 21	WLA/EL
World Lottery Summit 2022	October 16–20	WLA/NASPL/BCLC
Operational Risk & Security webinar – Expect the Unexpected: Black Swans in Security & Risk Management	December 1–2	WLA/EL
Seminar on Responsible Gaming	December 7	ALA/WLA

Back to the future! Celebrating 20 years of lottery marketing success

The opening event of the year was the combined WLA and the European Lotteries (EL) marketing webinar, which attracted 370 participants. The event marked its anniversary of two decades with the theme *Back to the future! Celebrating 20 years of lottery marketing success*. It took place online and was moderated by WLA Executive Director Luca Esposito and EL Secretary General Arjan van't Veer. The three-day event attracted a range of lottery industry experts and keynote speakers, who considered 20 years of technological advancements, innovation, customer behavioral change, responsible gaming and sustainability, together with the unprecedented impact of the global pandemic, which accelerated online growth and highlighted the importance of developing seamless retail and omnichannel solutions.

Sports bets: new perspectives

Online betting has grown considerably since the emergence of the global health crisis, while retail outlets have experienced economic hardship. In this evolving situation, illegal online betting has also flourished thanks to the use of technologies such as cryptocurrencies and complex international operations, increasing thereby the risk of money laundering and the resurgence of match fixing. The webinar organized by ALA and WLA entitled *Sports bets: new perspectives* looked at ways to anticipate the post-Covid era and tackle different issues surrounding illegal betting. It was moderated by Khalid Naili, Project Manager of the General Directorate of La Marocaine des Jeux et des Sports, with guest speaker and industry expert Christian Kalb, who discussed ways to manage risks related to sports betting via operational tools.

Sports betting seminar: Running your Sportsbook

The first physical event of the year, the WLA and EL *Sports betting seminar: Running your sportsbook*, was held

in Seville, Spain, and attracted 100 participants. During the two-day event, moderated by WLA Executive Director Luca Esposito and EL Senior Policy Advisor Alvise Angelini, sports betting and lottery professionals from Africa, Asia, Europe, and North America in conjunction with sports and sports betting monitoring organizations discussed points to consider when running a sportsbook, such as: key market trends; regulation; competition; sports data rights; integrity and responsible practices; and illegal betting.

Other topics covered: the state of illegal betting and initiatives to fight match fixing; how to deal with a match-fixing incident; the transformative effect of sports data on the betting industry and what the future looks like; the evolution of social betting and responsible advertising of sports betting products. A special side workshop dedicated to sports data rights was also held for WLA/EL Regular Members.

Migrating to the WLA-SCS:2020 – Lessons learned from certified lotteries and auditors

The Technical Working Group of the WLA Security and Risk Management Committee (SRMC) organized a webinar to provide assistance to WLA lottery members who are migrating to the most recent edition of the WLA Security Control Standard (WLA-SCS:2020). Moderated by Swan Swan Beh, member of the SRMC and Chief Information Officer at Magnum Corporation Sdn Bhd, Malaysia, the event provided an open forum to WLA-SCS auditors. A panel of certified lotteries from Europe and Asia described their certification experiences and offered useful insights into the certification process. A second panel of auditors highlighted important aspects to consider and pitfalls to avoid.

Personal data protection and IT security of African lotteries

In the context of a global health crisis, and ongoing digitalization, the online gaming sector is experiencing

unprecedented growth. This digital shift presents new opportunities and risks especially in relation to data protection and information security, which were the focus of discussion during the webinar *Personal data protection and IT security of African lotteries*, organized jointly by WLA and the African Lottery Association (ALA).

The session was moderated by Driss Hamdoune, Special Advisor at the La Marocaine des Jeux et des Sports and Mounim Zaghloul, certified auditor, whose expertise includes information systems security and compliance. They presented the fundamental concepts of data protection and the need to follow national African legislation and international laws, such as the European GDPR and relevant local legislation. Also covered were: aspects of privacy; legal obligations related to data; security and confidentiality; the organization of governance and data protection in collaboration with responsible security for IT; compliance; and the need to know of the tools and impact of digitalization on the protection of personal data, and the penalties applicable if laws are violated.

APLA 2022 Regional Conference: Innovation in a Post-COVID World

The Asia Pacific Lottery Association's (APLA) Regional Conference on the theme of Innovation in a post COVID world was held from 5–8 September. During the four-day event, which attracted over 100 participants, experts from the region and around the world gave unique perspectives on the latest technology and consumer trends and how they impact branding strategies, marketing, and sales for the lottery and sports betting industry.

World Lottery Association representatives including the President and Secretary General discussed WLA activities, services and tools that support members in reaching their goals of raising money for good causes in a responsible, ethical way. This included the work done by the WLA Corporate Social Responsibility Committee, the Security




THE EUROPEAN LOTTERIES
 FOR THE BENEFIT OF SOCIETY


WLA
 WORLD LOTTERY ASSOCIATION

EL/WLA Marketing Webinar
 February 2-4, 2022

Back to the future!
 Celebrating 20 years of lottery marketing success



JORNADAS SOBRE
Principios y acciones de responsabilidad social en las loterías
Workshop on Corporate Social Responsibility Principles and Actions for Lotteries



INNOVATION
 IN A POST-COVID WORLD

APLA REGIONAL CONFERENCE
 INTERCONTINENTAL SINGAPORE

SINGAPORE | 5-8 SEPTEMBER 2022

“Rutas a mejores prácticas en loterías”
 INNOVACIÓN Y SEGURIDAD
 23-24 NOV - 12:00 (GMT -3)
 Duración: 90 minutos

INSCRÍBETE




and Risk Management Committee, the Illegal Betting and Lotteries Committee, and the Betting Integrity on Sports and Horse Racing Committee.

Workshop on Corporate Social Responsibility Principles and Actions for Lotteries

The *Conference on principles and actions of social responsibility in lotteries* was held on July 13–14 in Buenos Aires, Argentina. Attracting key players in the industry in Ibero-America, speakers from countries including Argentina, Colombia, Costa Rica, El Salvador, and Spain, discussed latest trends as well as developments in their CSR activities.

Also in attendance was WLA President Rebecca Paul, who highlighted the important work of the initiative Women in Lottery Leadership (WILL) initiative to drive high-performance business growth through the advancement of women into greater leadership positions. Describing the activities, she invited and encouraged CIBELAE and women working in the industry to embrace

WILL. WLA Secretary General Lynne Roiter gave updates on the work of the WLA CSR Committee which she chairs.

CSR-Responsible Gaming Seminar

Lotteries and sports betting operators work hard to ensure that Corporate Social Responsibility is embedded in business operations, services, and products. Around the world, CSR events are held in all global regions to keep up to date on the latest developments. The *CSR-Responsible Gaming Reunite Responsibly* seminar organized by the WLA and the EL was held in Amsterdam, the Netherlands with over 100 attendees. The three-day event focused on the latest developments and best practices for sustainability and reporting, consumer protection, responsible advertising, environmental development, and heard updates on responsible gaming studies and programs.

Lottery experts from Africa, Europe, and North America examined diverse topics, including: developments in regulating

gambling advertising and marketing; responsible gaming data risks and the use of predictive models; a new evaluation framework for measuring the RG impact; environmental best practices; and the results of a CSR survey carried out by EL. In addition, both WLA and EL members presented their activities and best practices for the environment and stakeholder engagement.

World Lottery Summit 2022

After a two-year wait, our industry's flagship event, the World Lottery Summit, organized by the WLA, the British Columbia Lottery Corporation (BCLC), and the North American Association of State and Provincial Lotteries (NASPL), took place in Vancouver, with the theme *Leading the Journey, Inspiring the Future*.

Over 1,000 delegates attended the long anticipated five-day event. An outstanding business agenda featured distinguished international keynote speakers who offered perspectives from other industries on trends in artificial intelligence technol-

ogies and innovation, consumer-centric marketing and advertising, aspects of corporate social responsibility, change management strategies, and life in the post-pandemic era.

Global lottery experts expanded on these and other themes in parallel sessions, discussing key topics such as cybersecurity, transformation and innovation, sports integrity, illegal gaming, responsible gaming, the growing importance and impact of sports data rights, and ways to reach new markets. WLA Contributors spoke at panels and gave presentations, offering their experiences and lessons learned over the past several years, while at the trade show, suppliers showcased the latest advances in the gaming industry technology.

Lotteries from four countries (Austria, Australia, Canada and France) won the WLA Advertising Awards, while two received the WLA Responsible Gaming Awards (Australia and Singapore). WLA Secretary General Lynne Roiter became the eleventh recipient of the Guy Simonis Lifetime Achievement Award. During the closing celebrations, WLA President Rebecca Paul paid special tribute to Guy Simonis, founding father of the WLA, who sadly passed away just prior to WLS and who is greatly missed.

As is the tradition, the next World Lottery Summit was announced by Stéphane Pallez, President and Chief Executive Officer of Française des Jeux (FDJ). The summit is to be held in Paris, France, from Oct 21–25, 2024. Congratulating WLS 2022 organizers on a successful summit, Stéphane Pallez encouraged all delegates to attend WLS 2024, which will be organized together with the WLA.



Operational Risk & Security webinar – Expect the Unexpected: Black Swans in Security & Risk Management

In an increasingly complex digital world, faced with growing uncertainty and risk, organizations need to be ready to handle black swan instances, namely events that lie outside the realm of regular expectations and the experience or knowledge of risk managers.

During the two-day WLA/EL Operational Risk & Security webinar *Expect the Unexpected: Black Swans in Security & Risk Management*, 200 participants tuned in to listen to lottery professionals from around the world discuss different experiences of black swan or similar events and the different measures and procedures they have in place to deal with such situations.

Representatives from the WLA Security and Risk Management Committee explained how the WLA Security Control Standard can help a lottery to prevent, detect, and respond to such events, and invited participants to visit the WLA Risk Register and — where relevant — give feedback. Containing risk-related information specific to the lottery and gaming sector, the Risk Register aims to provide the WLA community with comprehensive documentation for establishing, implementing, or monitoring risk management processes.

Seminar on Responsible Gaming

The 2022 Seminar on Responsible Gaming, organized by the African Lottery Association, took place in Accra, Ghana on December 7. The event was hosted by the National Lottery Authority (NLA) of Ghana, and was part of activities to celebrate the NLA's 60th anniversary.

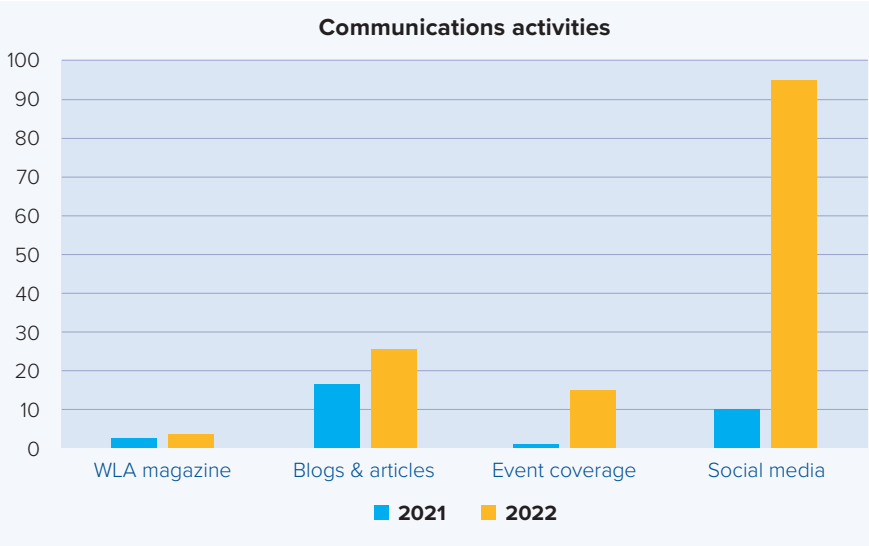
Achieving responsible gaming is key for lotteries, which must protect their players, and ensure responsible gaming aspects are included in the design and marketing of their products. The WLA Responsible Gaming Principles and Responsible Gaming Framework (RGF) facilitate this process. The seven Principles address areas of player protection, collaboration with other stakeholders, research, promotion, informed player choice, monitoring, and reporting.

Lottery industry experts from around the world gathered to share experiences and discuss the importance and benefits of certification to the WLA Responsible Gaming Framework, how to best navigate the process, as well as its requirements. WLA President Rebecca Paul and WLA Secretary General (and Chair of the WLA Corporate Social Responsibility Committee) Lynne Roiter participated in panel discussions. Also attending were ALA President Dramane Coulibaly and ALA General Secretary and WLA Vice President Younnes El-Mechrafi.

Information and communication

In 2022, the WLA began to implement a new communication strategy to increase the awareness of the association's work and activities among our members and the broader lottery and sports betting community.

To achieve this goal, over the year we grew our content by more than half in terms of blogs and news articles, and published the Spring, Autumn, and Winter editions of the WLA magazines. Additionally, our regular activity on social media, predominantly LinkedIn, has grown the number of followers by over 50% or 1,000-plus new followers.



The lottery industry must ensure that its platforms are secure and offer safe and responsible environments for their customers. WLA certifications enable

Members to achieve this. We reported on the work of the WLA Corporate Social Responsibility Committee, which manages the WLA Responsible Gaming

Framework, and the WLA Security and Risk Management Committee, which developed and maintains the WLA Security Control Standard.

We promoted the activities and materials produced by the Illegal Lotteries and Betting Committee and the Betting Integrity on Sports and Horse Racing Committee, which included the brochures *Combatting illegal betting to protect the integrity of sports* and *Sports betting marketing and best practices*, respectively.

Through our events, we share knowledge and provide training and information sessions for our members, while affording them the opportunity to actively participate in said events and to share their work. We reported on many of our events around the world and interviewed members in different regions to highlight the important work they do in: marketing; corporate social responsibility; enhancing responsible gaming platforms; fighting illegal betting operators; and some of the good causes they support.

We also developed feature blogs which examine topics that shape our industry, such as cyber security, trends in technology and consumer behavior, sports integrity and the work of the ULIS, and the evolution of sports data rights.

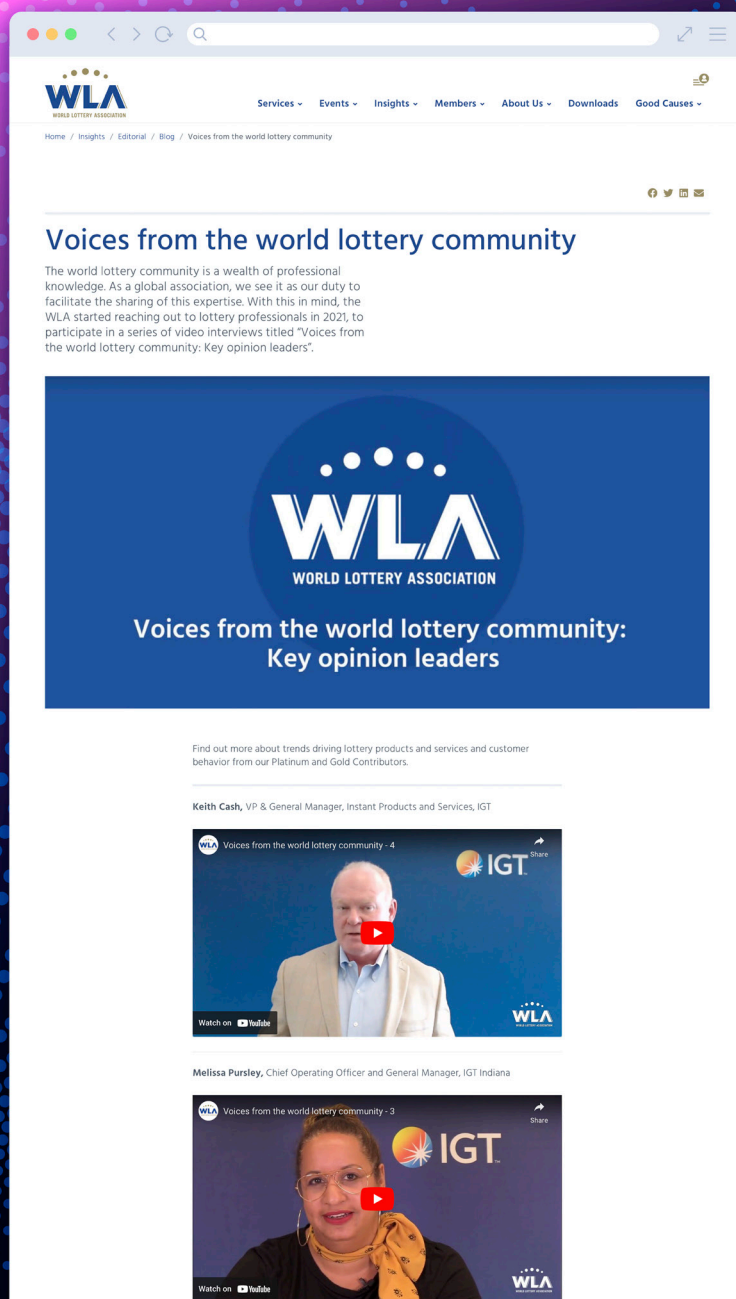
We added to our Voices from the world lottery community series, which enables key leaders in our industry to share their experience and expertise in a video format. We look forward to expanding the series in 2023.

WLA Quarterly 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. In 2022, exceptionally, WLA resources

were focused on finalizing the WLA Global Lottery Data Compendium within tighter time constraints for WLS 2022. The WLA Quarterly Sales Indicator is expected to resume service in 2023.



WLA Global Lottery Data Compendium

The WLA published its ninth edition of the Global Lottery Data Compendium (GLDC) in 2022. The GLDC provides high-quality, accurate, detailed, and timely data on the state of the global lottery industry.

With comprehensive coverage spanning 80 domiciles and 5 continents, some of the key performance indicators it contains include: sales, Gross Gaming Revenue (GGR), and money for good causes for FY 2021 and 2020, for 93% of our Lottery Members. Sourced from 144 WLA Lottery Members (state-authorized lottery and sports betting operators), this edition provides analysis of the bounce back from the global pandemic on the state-regulated lottery and sports betting sector globally.



eCompendium member directory front end

In 2022, the WLA also launched the eCompendium member directory front end – an extension to the WLA website that can be accessed by member login.

This electronic version complements the paper version with profiles of 144 individual lottery and sports betting members for FY 2021 and FY 2020. The directory is accessible to members at www.world-lotteries.org/insights/data-compendium.

The eCompendium was developed in response to membership requests for an online searchable index of WLA lottery and sports betting members and WLA supplier members, which corresponds to the set of individual entries printed in previous hard copy versions of the GLDC. The WLA moved the lottery and sports betting member data and supplier member data online, building an engine that enables individual lottery and sports betting member entries and supplier member entries to

be viewed and searched as an Internet-enabled directory.

This electronic directory replicates and updates the individual WLA member entries from the above-mentioned paper version of the GLDC, so that users can easily access all member information, including member overviews and keyword-searchable entries of supplier products and services.

It also offers ways to access and use this information that were previously unavailable. Some of the new features include:

- Built-in exchange rates allowing instant conversion of annual figures for sales, gross gaming revenue (GGR), and money to good causes into USD, EUR, CNY, and most other currencies.
- Tooltips corresponding to footnotes offer explanations.
- A year configurator option enabling end-users to select and compare annual figures across multiple years.

- Customizable filters allowing users to find information for all members by region or by country.
- A print facility generating hard-copy printout approximating individual member entries.

Digitalizing WLA publications

Over the past two years, WLA has moved away from print where possible, producing publications, for the most part, in PDF format only. However, PDFs are not always easy to search, read, update, or navigate on screen. When compared to content posted on website news and blog areas, they can be less visible and valuable content may be “lost”.

Thus, to enhance our products and make them more user friendly and accessible across multiple devices, work is ongoing to digitalize our publications. We have begun looking at different publishing platforms and expect to start transforming the WLA magazine in 2023.

Administrative

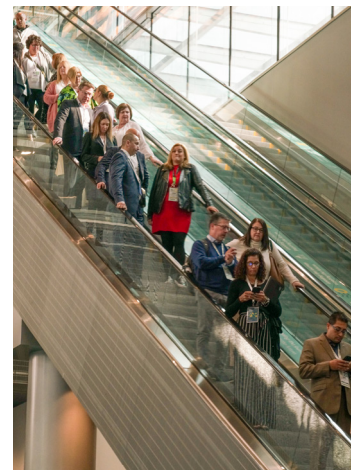
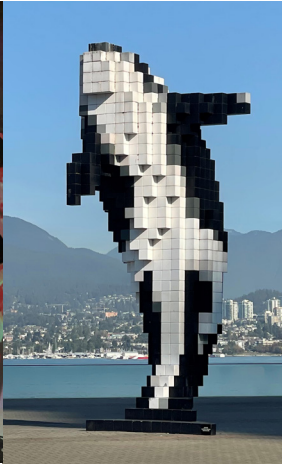
WLA Lausanne office

At the end of the year, Valeria Serpentini left the WLA team in Lausanne to pursue a new opportunity. The WLA thanks her for her contributions and wishes her well in her future endeavors.

In December, the team welcomed Elenida Shkarpa, who took over Valeria's role of Security, Compliance and Events Coordinator.

Before joining the WLA, Elenida was responsible for management and support of community associations, including events management in the medical sector, for almost nine years. She holds a degree in Law and a MAS LL.M International and European Commercial and Economic Law.







World Lottery Association
The year in review 2022

www.world-lotteries.org