

Responsible Gaming Framework Guidance for Applicants

LEVEL 4 – CONTINUOUS IMPROVEMENT

To achieve Level 4 certification, lotteries are required to have:

1. Integrated specific RG programs into their day-to-day operations and decision-making.
2. Integrated stakeholder feedback and considered their expectations regarding RG program development.
3. Their submission accuracy and reliability assured by an external independent assessor.
4. Established formal internal and external reporting mechanisms on their RG commitments, actions and progress to relevant internal and external stakeholders.

This document is intended to aid the development of a structured submission for Level 4 certification. It is intended ONLY as a guide to the expected content and structure of the submission.

SUBMISSION GUIDANCE & STRUCTURE

Independent Assessment Panel's expectation:

Fully developed Responsible Gaming programs are expected at Level 4. The Independent Assessment Panel will look at the level of implementation.

All submissions, whether first time Level 4 or recertification, should also specifically reflect on how the lottery has considered the Independent Assessment Panel's previous comments and recommendations.

Submission Structure:

It is important that your submission includes an Organizational Profile. This allows the Independent Assessment Panel to appreciate your organizational context, your business priorities and your operational model, including your products as well as the scope of your submission.

You should consider covering the following topics in your Organizational Profile as you see relevant.

- Organizational history and other relevant background, including recent major changes (mergers, takeovers, etc.)
- Ownership structure and / or beneficiaries
- Organizational structure / business model (including high level organogram)
- Key business lines and products offered

- Overall revenue and key financial indicators that the lottery feels provide helpful context
- Regulator / regulatory context (to provide a concise summary of regulatory context relating to for instance: how the lottery functions; what is / is not under its direct control especially regarding Responsible Gaming; whether the lottery itself has any role in regulatory enforcement or compliance monitoring etc.).

In this section, applicants should also include any comments regarding their general economic, societal and / or cultural context as these are pertinent to their RG program and its priorities. You may also wish to reflect on your wider corporate responsibility strategy here and how Responsible Gaming fits into your overall approach.

It is recommended that the Organizational Profile information be provided in the introduction to your submission along with an overview of your:

- Formalized organizational level commitment to RG
 - Responsible Gaming evident in high level organizational objectives, vision, mission, values or equivalent
 - Responsible Gaming roles and responsibilities defined at appropriately senior level
- Organizational level Responsible Gaming resources and processes established
 - At governance and managerial levels
 - Time and financial resources secured

The Responsible Gaming Framework is split into the 10 elements below:

1. Research
2. Employee Program
3. Retailer Program
4. Game Design
5. Remote Gaming Channels
6. Advertising and Marketing Communications
7. Player Education
8. Treatment Referral
9. Stakeholder Engagement
10. Reporting and Measurement

It is recommended that your submission is structured to reflect the 10 elements of the Responsible Gaming framework and that each of the 10 elements of your submission include information covering these three areas:

- A. List the policies and programs that support this element.
- B. Describe the individual programs that make up your overall approach for this element and your future action plans.
- C. How you plan to monitor and evaluate the success of this element and plan.

Evidence should be provided to support your submission. This evidence can be provided as part of the assessment document but may also be attachments or links to external resources. The Independent Assessment Panel's evaluation can be based exclusively on the information you provide with the submission, including supporting documentation.



The following 'Individual Program Element Guidance' sections detail a series of questions that aim to guide you through Level 4 certification expectations. You will find both generic guidance and Program Element specific guidance. It is important to note that the Independent Assessment Panel expects you to reflect on the questions and structure your submission narrative as it best fits your program.

Recertification:

If your lottery is resubmitting at Level 4, it should outline what has been done in the three years since the initial certification and provide evidence of continuous improvement. A recertification submission needs to meet Level 4 requirements as a stand-alone document. The lottery should also reflect how it has considered the IAP's previous recommendations.

A. Policy and Program:

The purpose of this section is to detail the overall structure of each element and to itemize the individual policies and programs that support this element.

B. Implementation of individual programs and future action plan:

The purpose of this section is to provide more detailed information about how you are implementing each Program Element. At this level you should report on each key program or initiative that you already have in place. You should structure this information so that it responds to the requirements detailed under each Program Element.

You may also wish to include your specific evaluation plans and outcomes under each initiative, or provide an overview of how you evaluate the whole Program Element as per below guidance.

C. Monitoring and evaluation plan:

The purpose of this section is to demonstrate that you have started to consider how you will evaluate the effectiveness of your program. Mature effectiveness evaluation is expected at Level 4.

It is important to note the difference between monitoring and evaluation. The following lists a limited number of examples to illustrate this.

RG initiative	Monitoring	Evaluation
Employee program	Number of staff trained Hours of training provided	Did it increase levels of RG knowledge? Did it change behaviors?
Player education	Number of RG website hits	Where users satisfied that they found the information they needed?
Treatment referral	Number of calls to the help line	Who called and why? Where callers satisfied with the information / support they received?
Stakeholder engagement	Number of engagements with community groups	What improvements in our program were informed by these engagements? Has stakeholder opinion changed about your organization as a result of these engagements?

Describe any specific program related performance indicators that you are monitoring. What insights you have or are getting from indicators for evaluation purposes?

Describe how you use this element of the Responsible Gaming framework to evaluate the effectiveness of other framework elements (if applicable).

Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall program.

Provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.

Describe your future effectiveness evaluation plans (unless already covered under above points).

INDIVIDUAL PROGRAM ELEMENT GUIDANCE

1. Research

- List and describe your research policies and programs that support the RG Principles.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan at Level 3
- List any gaps that exist and opportunities to improve your research policies and programs.
- Describe any future effectiveness evaluation plans

A. Policy and Program

Provide a high-level description of your Research policy and program, reflecting on the below considerations.

- Are you permitted by your governing legislation to conduct, participate or finance RG research?
- Describe your RG research policy and/or program, its aims, program priorities, how they are managed, how the research relates to the lottery's core products, consumer groups and other potential stakeholders. How is your research priorities identified? Who conducts and funds the research, how results are normally shared and used internally.
- Has a problem gambling prevalence survey been conducted in your jurisdiction? If so, by whom was it done? Were the results made available to you? If yes, please provide an overview of relevant study results, including those related to lottery participation, and how these have been considered or acted on by the lottery.

- Has your organization commissioned player research / surveys or developed internal research capability and / or tools to carry out your own research? Were RG principles included in those studies? If so, provide an overview of the research and describe how these studies have been considered or acted on by the lottery, including, if applicable, how the research relates to RG Program Elements beyond commercial marketing & advertising related research.
- Do you conduct research / surveys on marketing & advertising practices to ensure minimization of the impact of problem gambling? If you do, please describe how your research has informed the development of your RG program or its elements.
- Do you conduct specific research on RG best practices and / or have you consulted the RG Research Programs of other WLA members or relevant research institutions?
- Do you collaborate with universities or research institutions in order to develop and/or conduct RG studies?
- Has your organization established a research agreement with health & addiction treatment centers?
- Do you carry out any other form of research not covered above that you think would be of relevance to your submission?
- Have you shared research findings on a state, national or international level? If so, please describe how you have done this (e.g. summaries shared with relevant stakeholders).

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Research Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the requirements listed below:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

Beyond the above specific descriptions you provide on how individual initiatives are implemented or will be implemented, how you would summarize your overall action plan for this Element going forward.

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Research Program related performance indicators that you are already monitoring. What insights have you / or are you expecting to gain from these indicators for evaluation purposes?
- Describe how you have used your research initiatives to evaluate the effectiveness of other Program Elements.
- Describe any external / independent reviews that you have used to gain insight into the effectiveness of your overall Research Program or specific research initiatives.
- Describe any future evaluation plans

2. Employee Program

- List and describe your employee program policies and programs that support the RG Principles.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
- List any gaps that exist and opportunities to improve the current employee training policies and programs.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- Describe the size and categories of your workforce – i.e. the number of employees, key groups and RG related responsibility profiles.
- Have you defined a policy, or a code of conduct or equivalent that specifies expected RG related employee behaviors and/or values? If so, please provide details.
- Please describe the Employee Program that addresses RG principles and the content it focuses on. For example:
 - under-age gaming
 - identifying signs of gambling problem
 - information on treatment referral services available in your jurisdiction
 - referral helpline

- game design
- the role of employees and retailers in delivering on RG commitments
- why your lottery is committed to RG
- how your lottery engages with employees and other stakeholders on RG

- How is your Employee Program delivered / implemented? For instance:
 - Formal training (annual, induction, refresher, product or role specific etc.)
 - Internal publications, intranet, e-learning platforms etc.
 - Communications on RG content and responsibilities
 - Presentations at staff conferences, meetings etc.
 - Any other methods?

- Provide information on the content, frequency, target audiences, attendance requirements and monitoring methods of our employee training program.

- Have you studied or benchmarked the Employee Programs of other WLA members? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Employee RG Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- How do you assess employee's awareness of RG issues and their responsibilities? For instance, do you conduct assessments / tests to determine the RG knowledge level / retention of employees who have completed the training program?

- Describe any specific Employee Program related performance indicators you are monitoring. What insights have you gain from these indicators for evaluation purposes?
- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Employee Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans

3. Retailer Program

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| <ul style="list-style-type: none"> • List and describe your retailer program and the program’s policies that support the RG Principles. • Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan. • List any gaps that exist and opportunities to improve the current retailer program and the program’s policies. • Describe any future effectiveness evaluation plans. |
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A. Policy and Program

- Describe your retailer network by giving key information such as size, type of retailers and your contractual relationship with them.
- How have you formalized your RG related expectations and responsibilities for your retail community (e.g. in a RG code or equivalent)?
- If so, please describe what RG issues are covered in this code (or equivalent), e.g.:
 - underage gaming
 - protection of other vulnerable groups
 - treatment referral
 - hotline help number
 - training for new games
 - the role of retailers in RG
 - why your lottery is committed to RG
 - how your lottery engages with stakeholders on RG, including retailers themselves
- How is your Retail Program delivered / implemented? For instance:
 - Formal training (annual, induction, refresher, product or role specific etc.)
 - Provision of RG materials via retailers to players
 - Internal publications & communication on RG content & responsibilities
 - RG content via internet

- Presentations at staff conferences and meetings
 - Support and information provision via a support center or RG liaison officer
 - Retail audits or other compliance monitoring (e.g. mystery shoppers)
 - Incentives and/or sanctions to encourage retailers to consider RG
 - Any other method?
- Provide information on its content, frequency, target audiences, attendance requirements and monitoring methods of your retailer training program.
 - Have you studied or benchmarked the Retailer Programs of other WLA members? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Retailer RG Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- How do you assess retailers' awareness of RG issues and their responsibilities? For instance, do you conduct assessments / tests to determine the RG knowledge level / retention of retailers who have completed the training program?
- Describe any specific Retail Program related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?
- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Retail Program or specific initiatives and tactics.



- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes
- Describe any future evaluation plans.

4. Game Design

- List and describe your game design policies and programs that support the RG Principles.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
- List any gaps that exist and opportunities to improve the current game design policies and programs.
 - Describe any future effectiveness evaluation plans

A. Policy and Program

- Are there legal constraints in your jurisdiction as to the types of games you can offer?
- What games do you offer?
- How do you typically source your games and products – i.e. from third party suppliers or in-house design?
- If products or games are sourced from third parties, do you ask your suppliers if it has information on the RG component of the game it is providing to you?
- Do you offer games that are also available in other jurisdictions? If so, do you check if negative effects have been observed? Please provide the results and your response, if any.
- Do you offer any innovative games? If so, was there an analysis of their potential risk factors prior to their launch? Please provide the results and your response, if any.
- What variables / RG criteria are considered when offering a new game? Also provide information on the game evaluation process itself.
- How do you make sure your games do not appeal to minors and / or other vulnerable groups?
- Does your program include any other measures that promote RG Principles? If so, please give details.
- Have you studied or benchmarked the Game Design Programs of other WLA members? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Game Design Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you already have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Have the potential risks and RG components of your games been assessed by independent parties or do you use any proprietary assessment tools?
- Describe any specific Game Design related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?
- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Game Design Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans.

5. Remote Gaming Channels

- List and describe your remote gaming channels policies and programs that support the RG Principles.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan
- List any gaps that exist and opportunities to improve the current remote gaming channels policies and programs.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- Are you legally permitted to offer remote gaming channels?
- Do you offer this form of gaming? If so, what games and through what channels? Please give a complete listing.
- Did you conduct your own risk assessment of games offered prior to launch? Or used a risk assessment done in another jurisdiction? Give information on the risk assessment process itself and any results.
- What RG measures do you apply to your remote gaming channels? Please give a complete listing.
- How do you ensure that your online / internet games and products do not appeal to minors and / or other vulnerable groups?
- How do you assess the RG impact of the games you offer once they are online? Give details of how this is done and any results.
- Have you studied or benchmarked other WLA members' RG approaches to remote gaming channels? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Remote Gaming Channels and Program, the purpose of this section is to provide more detailed information about how you are implementing. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Remote Game Channels related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans.

6. Advertising and Marketing Communications

- List and describe your advertising and marketing communications policies and programs that support the RG Principles.
- List the marketing code(s) national/regional that you refer to (if any). If a lottery created its own code, it should provide a copy of it/them.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
- List any gaps that exist and opportunities to improve the current advertising and marketing communications policies and programs.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- What marketing and advertising channels and tactics do you typically use (e.g. print, broadcast, social media, etc.)? Please provide a concise overview highlighting channels & tactics used for both commercial and RG marketing and communications.
- Does your organization adhere to other marketing codes in force in your jurisdiction?
- Does your organization adhere to advertising standards from the applicable lottery association – e.g. NASPL, EL, WLA?
- Have you developed your own RG advertising code? If so, please provide details and context.
- What RG advertising principles do you follow, e.g.:
 - Not promote lottery games as an alternate to work or means of escape from a bad financial situation
 - Not appeal to minors
 - Not promise win

- Not focused on particular ethnic group
- Any other RG principles

- How do you ensure that all your advertising campaigns meet the code standards/principles referred to above? How do you ensure compliance by relevant parties (e.g. internally, by your agencies and your retail community)?

- Have you developed specific RG branding and messaging? If yes, please provide details.

- Does your advertising and marketing communications program include any other measures that promote RG Principles? If so, give details. For instance, if your lottery builds RG into its wider marketing, beyond advertising and marketing communications (e.g. pricing, product design or packaging or sponsorship activities), please give details here.

- Have you studied or benchmarked other WLA members' RG approaches to their advertising and marketing communications? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Advertising and Marketing Communications Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Advertising and Marketing Communications related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?

- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Advertising and Marketing Communications Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.

7. Player Education

- List and describe your player education policies and programs that support the RG Principles.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
- List any gaps that exist and opportunities to improve the current player education policies and programs.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- Does your RG policy, code or equivalent, include/address RG related information provision to the public?
- Have you developed a specific RG branding / messaging? If yes, provide details of how it is used.
- What RG materials / flyers do you produce and how are these made available to public a) via retailer locations, b) via other channels?
- Does your website contain information on RG and problem gambling? If yes, what issues do you cover?
- Do you promote a help line number to the public? If so, how is this information made available?
- Does your organization run an RG awareness campaign? If so, which stakeholders does this program target?
- Is there a RG day / week in your jurisdiction? If so, do you participate in it? In what way?
- Does your Player Education program include any other measures that promote RG Principles? If so, please give details.
- Have you studied or benchmarked the Player Education programs of other WLA members? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Player Education Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Player Education related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?
- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Player Education Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans.

8. Treatment Referral

- List and describe your treatment referral policies and programs that support the RG Principles.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
- List any gaps that exist and opportunities to improve the current policies and programs.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- Is there a treatment referral policy in place in your jurisdiction? If so, by whom? How is it funded, etc.?

- If treatment services are available in your jurisdiction, do you provide information about the services / help line / contact center, etc. to your players (e.g. via website, magazines, advertisements, retailers' written material, etc.)? Please describe how this is done.
- Are you legally allowed to offer your own treatment referral program? If so, have you established your own treatment referral service?
- Does your RG policy or code of conduct (or equivalent) in place already, does it make a reference to treatment referral?
- Do you collaborate with referral centers to identify and / or assist problem gamblers? Please provide details of these collaborative measures.
- Does your Treatment Referral Program include any other measures that promote RG Principles? If so, please provide details.
- Have you studied or benchmarked the Treatment Referral Programs of other WLA members? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Treatment Referral Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Treatment Referral related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?

- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Treatment Referral Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans

9. Stakeholder Engagement

- List and describe your stakeholder engagement policies and programs that support the RG Principles.
 - Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
 - List any gaps that exist and opportunities to improve the current stakeholder engagement policies and programs
 - List the stakeholders that have engaged on RG issues.
 - Describe how you have integrated / considered stakeholder feedback and expectations regarding your RG program and its development during the last period.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- Does your RG policy, code of conduct or equivalent specifically refer to stakeholder engagement? If so, please provide details.
- Did you engage with any of your stakeholders on all or any of the nine other Program Elements? If so, please list with which stakeholders for which elements and provide information on the process used. This activity may have included dialogue with your regional and international peers, suppliers, staff, industry associations, treatment services, experts, academics, etc. in order to advance your RG program development / or share knowledge. Importantly, you should provide examples of how the engagement informed your program development.
- Have you formalized any on-going stakeholder engagement mechanisms, e.g. advisory boards, working groups etc. to inform the development of your RG program? If yes, please provide details.
- Does your lottery have any processes in place that aim to systematically collate feedback from stakeholders (these may involve, for instance, monitoring customer complaints, feedback from retailers, monitoring use of treatment services, feedback from community advisory groups, etc.)? If so, please describe these measures and any outcomes for your RG program.
- Does your Stakeholder Engagement program include any other measures that promote RG Principles? If so, please give details.

- Have you studied or benchmarked the Stakeholder Engagement programs of other WLA members? If not, do you plan to do so? If so, what key actions did you implement following these studies?

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Stakeholder Engagement Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

C. Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Stakeholder Engagement related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?
- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Stakeholder Engagement Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans

10. Reporting and Measurement

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| <ul style="list-style-type: none"> • Describe the key audiences for your reporting program and how you disseminate your disclosures to |
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them.

- Describe your internal and external reporting program.
- Describe the success of these programs based on the monitoring and evaluation measure(s) developed in the implementation plan.
- List any gaps that exist and opportunities to improve the current policies and programs.
- Describe your external independent assessment program and its key outcomes and learning points.
- List any gaps that exist and opportunities to improve this program.
- Describe any future effectiveness evaluation plans

A. Policy and Program

- Is your organization’s plan of activities / budget subject to review and / or approval by the government?
- How do you report on your RG program and performance to internal stakeholders (e.g. employees, senior management, the board).
- How do you report publicly on your RG program? (This may happen e.g. via your annual financial report, as part of a wider CSR / sustainability report, web-based reporting, etc.). Please provide details together with supporting documentation (including relevant reports, web-links, etc.) and brief description of target audiences, both internal and external, of your RG reporting.
- Does your Reporting and Measurement Program include any other measures that promote RG Principles? If so, please give details.
- Have you studied or benchmarked the RG reports of other WLA members? If so, what key actions did you implement following these studies? Note that WLA maintains a database of members’ RG / CR / Sustainability reporting to facilitate peer learning. This database can be found on WLA’s website under the RG section on case studies. www.world-lotteries.org

B. Planning and Implementation of individual programs and initiatives

Whereas the purpose of the above section is to provide an overview of your Reporting and Measurement Policy and Program, the purpose of this section is to provide more detailed information about how you are implementing this element. At this level you should report on each key program or initiative that you have in place. You should structure this information so that it responds to the below requirements:

- Title(s) of the person(s) responsible for implementing the program or initiative
- Objectives for this program
- Audiences this program targets
- Tactics (how the objectives are being or will be achieved)
- Budget requirements
- Timelines

You may also wish to include your specific evaluation plans under each initiative as well as outcomes that were identified here, or provide an overview of how you are evaluating the whole Program Element as per below guidance.

Monitoring and evaluation (how the success of this program is determined)

- Describe any specific Reporting and Measurement related performance indicators you are monitoring. What insights have you gained from these indicators for evaluation purposes?
- Describe any external / independent reviews that you have commissioned with the view of gaining insight into the effectiveness of your overall Reporting and Measurement Program or specific initiatives and tactics.
- Please provide examples of specific program improvements or actions that have been implemented based on evaluation outcomes.
- Describe any future evaluation plans