

WLA Award Submission

Best Innovation in
Responsible Gaming Program

Element:
Advertising & Marketing — AskAway.ca



Organizational Profile

Established in 1976, Atlantic Lottery manages the gaming business on behalf of the governments of Nova Scotia (N.S.), New Brunswick (N.B.), Newfoundland and Labrador (N.L.), and Prince Edward Island (P.E.I.) and their 1.9 million adult citizens. One hundred percent of profits are returned to the four Atlantic Canadian provincial governments for the funding of health care, education and other essential programs and services in the region.

Since 2005 we also operate Red Shores, a destination venue that offers gaming, racing and dining. Red Shores has two locations in P.E.I.

Atlantic Lottery is responsible for providing Atlantic Canadians with safe and entertaining gaming experiences and for sharing knowledge that helps them make informed choices about their play. Atlantic Lottery delivers products that reflect current and innovative thinking and gives players a chance to dream – everything from dare-to-dream draw games; Scratch'N Win games; Breakopen tickets; sports wagering; games in social settings; and games on the Internet. And with games comes winners – more than 90,000 big and small wins every day.

Our vision is to make Atlantic Canada a better place by contributing to economic development and social well-being.

Mission

Atlantic Lottery's mission is to provide sustainable financial success, allowing our shareholders to give back to our Atlantic Canadian communities. Through partnerships, we offer memorable gaming experiences to customers in a socially responsible manner, while enabling career development opportunities for our people.

Corporate Governance

Atlantic Lottery believes that effective corporate governance is crucial in the delivery of sustainable, responsible benefits to the communities we serve.

Atlantic Lottery was established by the four provincial governments on behalf of all Atlantic Canadians. The shareholders are:

- Nova Scotia Provincial Lotteries and Casino Corporation
- Lotteries Commission of New Brunswick
- Province of Newfoundland and Labrador
- Prince Edward Island Lotteries Commission

Each shareholder appoints two representatives to the Board of Directors, which determines Atlantic Lottery's strategic direction, corporate policies, and guides business operations. In addition to the eight voting members, additional support and guidance is provided by a non-voting independent chair.

The Board also approves the annual corporate plan and operating and capital budgets and oversees their implementation. There are three committees of the Board: Audit Committee, Organizational Development and Social Responsibility Committee and Governance Committee.

The primary function of the Organizational Development and Social Responsibility Committee ("the Committee") is to provide a focus on governance and social responsibility policies that will enhance Atlantic Lottery's performance.

As it pertains to Corporate Social Responsibility (CSR) specifically, the Committee performs the following duties:

- Reviews, evaluates, and reports to the Board at least once yearly on Atlantic Lottery's social responsibility management program as it relates to policies and practices regarding social, economic, community and related environmental issues that are important to Atlantic Lottery and its stakeholders.
- Offers advice and insights and makes recommendations regarding policies, programs, actions and procedures that will assist Atlantic Lottery in responding appropriately to its social responsibilities (economic, environmental and social) and the public interest in its affairs.
- Reviews with the Vice President of Corporate Affairs key trends in legislation, regulation, litigation, and public debate in order to determine whether the corporation should consider additional corporate social responsibility actions.
- Reviews the state of Atlantic Lottery's relationships with key stakeholders, how those constituencies view the Corporation and the issues raised by them.
- Reviews Atlantic Lottery's policies, programs and activities related to Atlantic Lottery's community program.
- Reviews and ensures completion of Atlantic Lottery's annual accountability report.
- Annual review of Atlantic Lottery's Health and Safety policy.
- Conducts an annual review of the Committee's performance and periodically assesses the adequacy of its charter and recommends changes to the Board as needed.

CSR Governance Team

In June 2010, Atlantic Lottery created an internal Corporate Social Responsibility (CSR) Governance Team comprised of representatives from all areas of the business.

The role of the group is to:

- Oversee the metrics and actions that Atlantic Lottery reports on publicly in its annual accountability report.
- Ensure that continuous improvement is managed based on any gaps identified by Ernst and Young in its audit of our World Lottery Association (WLA) Level 4 Responsible Gaming Framework (RGF) submission. Atlantic Lottery must re-submit for Level 4 every three years.
- Oversee and manage the terms of reference for the Organizational Development and Social Responsibility Committee of the board. The team meets quarterly for a half day to manage this work and provide oversight.

CSR

CSR is at the heart of everything we do at Atlantic Lottery. This operational commitment forms the foundation of all corporate activities and guides how we manage our responsibilities to the four Atlantic Provinces, players and communities. CSR at Atlantic Lottery includes commitments to the environment, communities, volunteerism and responsible gambling, which was validated by the WLA in July 2010 with the highest level of excellence (Level 4) under the Responsible Gaming Framework and was re-validated in July 2013 with the WLA Level 4 recertification. Each CSR program area at Atlantic Lottery is designed and implemented with Atlantic Canadians in mind.

Executive Summary

Atlantic Lottery is mandated to deliver safe, regulated, responsible and entertaining lottery products to age of majority Atlantic Canadians. Atlantic Lottery's Responsible Gambling program uses player awareness, education and tools to enable players to make safe choices. At all lottery/player touch points, tools and information are available.



The majority of Atlantic Lottery's RG communications are one-way. However, the structure of Atlantic Lottery's **AskAway** website provides a unique opportunity for two-way communications. Two-way communications help us better understand the interaction between players and the RG program elements and any gaps in our RG communications efforts.

AskAway.ca content is in a question and answer format. The site holds more than 300 questions commonly posed by Atlantic Canadians. Topics cover everything from responsible gambling to where profits go. The site invites visitors to submit their own questions if they can't find what they are looking for. Submitted questions are answered within 72 hours and are considered as new material for the site.

The site's uniqueness comes from its ability to create two-way communications driven by our public's interests. Further, it provides a forum for new questions and content to address gaps in current player information.

Since **AskAway.ca** launched, research of Atlantic Canadians suggest a growing awareness and understanding of several fundamental elements/characteristics of Atlantic Lottery, including responsible gambling.

By providing visitors with a venue to both ask questions and to get answers, we are furthering our commitment to responsible gambling education and awareness in a way that resonates with Atlantic Canadians.

Identification of Need for Improvement

While Atlantic Lottery had no problem with brand recognition, Atlantic Canadians were unclear on what the lottery did and why, and were unaware that all Atlantic Lottery profits were being returned to the four provincial governments.

Media stories about gambling addictions and retailers winning more often than statistically expected contributed to Atlantic Canadians' mistrust and misconceptions about the lottery. Research that asked Atlantic Canadians their opinions of Atlantic Lottery confirmed that 38% of them viewed the lottery unfavourably.

Few Atlantic Canadians understood the positive impact Atlantic Lottery was having in the region and how it was being a good corporate citizen. To be considered a good corporate citizen, Atlantic Canadians wanted Atlantic Lottery to;

- Be open, transparent and accountable to the public.
- Ensure that Atlantic Canadians play responsibly.
- Provide a regulated gambling environment.
- Contribute to social programs and help meet community needs.

In June 2011, Atlantic Lottery responded by introducing **Askaway.ca**, its “digital kitchen table.” In Atlantic Canada, a casual gathering of friends and neighbours that involves good food, good music and good conversation is referred to as a kitchen party. They're called kitchen parties because everyone usually ends up gathered around the kitchen table.

Atlantic Lottery's “digital kitchen table” allows the Corporation to share its story and engage in two-way conversations with its friends and neighbours. Askaway.ca isn't a campaign to promote Atlantic Lottery or get people to buy tickets. It's about giving Atlantic Canadians the answers to the questions they want to ask.

The site uses simple copy, videos and infographics to provide information. The question and answer format is easy to read and understand. Topics cover everything from responsible gambling to where profits go. We gain insight from players by their questions and comments submitted.

From a continuous improvement perspective, some user experience issues were identified. To address these gaps, major improvements were undertaken. In April 2014 the site's technology was updated to ensure faster load times and a seamless cross-device experience, as well as improved search functionality, more intuitive design, better site functionality, improvements to content management and improved usability.

Uniqueness of Innovation Among Applications

Askaway.ca represents the most rigorous efforts to proactively demonstrate integrity and transparency that have been undertaken by Atlantic Lottery and within the region's industry, possibly even the global industry, to date. This hasn't gone unnoticed. **Askaway.ca** has received lottery and marketing industry recognition in the form of 17 awards and was a finalist in eight other award programs for its innovative approach.

The site's uniqueness comes from its ability to create two-way communications driven by our public's interests. To our knowledge, other lotteries' beneficiary and responsible gambling efforts tend to be one-way communication in the forms of either awareness or education campaigns or tools.

AskAway.ca consists of pre-loaded questions and answers. Questions chosen for the site were picked based on our knowledge of what questions have been posed by Atlantic Canadians that others would be interested in, as well as stories that demonstrate various aspects of our business. When new questions are submitted, they are considered as new material for placement on the site.

"Have a question? Ask Us Anything at **Askaway.ca**," is the site's tag line. If visitors can't find the information they are looking for, Atlantic Lottery lives up to this tagline by responding to all submitted questions within 72 hours. In some cases, Atlantic Lottery has even called and met with the **Askaway.ca** user in person.

All areas of the Corporation have committed to supporting this culture of transparency.

Users can also comment on questions and answers, and other visitors' comments. These comments are displayed on the site for all to see unless they contain offensive material.

Content is separated into six categories: Social Responsibility, Where the Money Goes, Ownership & Operations, Security & Integrity, Winning & Winners, Games & Prizes and Accountability. Featured in the Social Responsibility category are questions about responsible gambling, including the following:

- Are there such things as "hot machines"?
- Why are VLTs in a dark backroom?
- Can anybody play the lottery?
- How do you enforce the 19+ age requirements?
- Is it true that some machines are "due" to pay?
- Are retailers trained in responsible gambling at all?
- How do I know if I have a gambling problem?
- What is the rate of problem gambling in Atlantic Canada?
- Can you develop a strategy for winning the lottery?
- What are you doing to make the video lottery environment more responsible?
- Why don't you just ban the video lottery terminals?

In addition to the functionality, the site's "landing" page can be defaulted to highlight a specific message. For instance, featured during the holiday season could be the question, "Why shouldn't I buy lottery tickets for minors this holiday season?" with the corresponding answer greeting visitors upon arriving to the website. This helped to raise awareness of youth gambling prevention by encouraging parents and relatives not to purchase tickets as gifts for minors.

Currently, **AskAway.ca** has a database of more than 300 questions, which are updated, added and removed based on the frequency of requests and the need to freshen content. As the site evolves, new stories and questions are added to keep the conversation relevant and informative for everyone.

Since its launch, **AskAway.ca** has been supported by a strong marketing program. Support has included **Askaway.ca** messages carried by 60- and 30-second TV ads, radio, newspapers, business magazines, Internet pre-roll and social media like Facebook and LinkedIn. Some of the advertisements featured Atlantic Lottery employees instead of paid actors to help create a more authentic, natural dialogue and to further demonstrate the importance that AL places on corporate social responsibility. These efforts have paid off as there is a clear correlation between advertising and the interactions on **Askaway.ca**.

The site is prominent in Atlantic Lottery's corporate and marketing communications and features other key messaging around public ownership, transparency, safe and regulated gambling and how Atlantic Lottery is making a difference in Atlantic Canada. Additionally, the site and key messaging are included in shareholder communication, our summer sponsorship program and media correspondence.

A sample of a television ad can be found at www.youtube.com/watch?v=AHOeM0_qzzg.

Effectiveness Evaluation of the Innovation

In March 2014, research showed that 29% of Atlantic Canadians were aware of **Askaway.ca**. This represents a nine point increase from the previous fall.

- 70,000+ visits since the introduction of the site.
- 64,000+ of these are unique visitors.
- More than 700 questions have been asked by visitors to the site and answered by Atlantic Lottery subject matter experts.
- 488,000+ pages (questions) have been viewed. Industry leading results around engagement (i.e. time spent on site, number of pages viewed, etc.).

In 2009, 10% more Atlantic Canadians held a negative impression of Atlantic Lottery than a positive one. Today, 17% more Atlantic Canadians have a positive impression of Atlantic Canadians than a negative one. Previous studies have shown that those who are aware of **Askaway.ca** are more likely to hold favourable views of Atlantic Lottery (36%) than those who are not (25%).

Measures	2009	2011	June '12	Dec '12	Apr '13	Sep '13	Feb '14	Difference since '09
Good corporate citizen	27%	36%	45%	44%	31%	31%	39%	+12
Publicly owned	33%	36%	38%	41%	33%	34%	41%	+8
Reports to public	29%	34%	40%	38%	30%	31%	39%	+10
Transparent and open	27%	34%	39%	38%	31%	34%	41%	+14
Safe, regulated gambling	28%	36%	44%	41%	30%	30%	35%	+7
Raises money for social programs	20%	23%	31%	27%	21%	23%	21%	+1
Helps fund social programs	27%	31%	39%	37%	29%	32%	41%	+14
Invests in Atlantic Canada	27%	31%	39%	47%	41%	43%	50%	+23

Since **AskAway.ca** launched, Atlantic Lottery has regularly surveyed Atlantic Canadians about its efforts to be a good corporate citizen. The graph above shows that knowledge and understanding of these elements has improved in all areas.

Atlantic Lottery will continue to build on this success by creating awareness of **Askaway.ca** and inviting its friends and neighbours to its “digital kitchen table.” By providing visitors with a venue to both ask questions and to get answers, we can further our commitment to responsible gambling education and awareness in a way that resonates with Atlantic Canadians. Understanding their questions and concerns let us better tailor and target our messages to our audience. It helps us understand where we’re doing a good job of educating our players and where there are opportunities to improve our communication efforts.