WLA Responsible Gaming Awards 2014

Submission for:
Best OVERALL Responsible Gaming Program Award

From:
Ontario Lottery and Gaming Corporation
September 5, 2014

Program Element 1: Research

OLG's Responsible Gambling (RG) research program and strategy is a well-established and vital component of overall RG Program development and evaluation. Using a multi-disciplinary and co-ordinated approach, OLG works with RG stakeholders, academics and independent market researchers to ensure RG programming is relevant, effective and evidence-based.

OLG stays abreast of current research needs and guides future research projects by seeking out and responding to market research and survey results, program assessment needs, evolution of best practices and stakeholder feedback. OLG's ongoing relationships with treatment providers, independent agencies, industry associations, and various groups of customers and employees are instrumental in identifying emerging issues and have a significant impact on various types of research projects that are pursued.

In addition, monitoring best practices and being aware of current research further inspires new research. OLG's Social Responsibility Analyst tracks, monitors and circulates relevant RG research and RG best practices. This is done through multiple subscriptions to academic journals, news alerts and industry announcements. In addition, OLG's participation in the Interprovincial Lottery Corporation RG Subcommittee and its various RG standards-related projects has allowed OLG to benchmark its own RG programming elements against programming from other jurisdictions.

OLG has RG program directives to review RG programming in its Gaming operations every three years to ensure it is accurate, up to date with current OLG policies, procedures, research and knowledge, and reflective of industry best practices. Research is essential to this review process because it provides a benchmark to evaluate programming, is a methodological component of the review, and provides a means to answer questions or resolve issues raised by the review.

OLG's research program has three specific components: *OLG Program Research*, *Multi-Jurisdictional Research* and *Research Facilitation.*

OLG Program Research

OLG's Program Research includes qualitative focus groups, market research surveys and research studies conducted in conjunction with third-parties such as RG expert academics and interest groups. All OLG Program Research has been commissioned and designed by OLG to meet specific program needs or address particular gaps in knowledge.

Qualitative research is used to better understand how players respond to and interact with OLG gaming products and player information. Focus groups and advisory panels are an interactive way to gain immediate feedback that informs RG programming. In particular, OLG strives to better understand its players so that RG information can be communicated in a way that is culturally meaningful and specific.

OLG uses market research surveys to better understand employees, players, the OLG brand and the effectiveness of its communication with treatment providers across the province. The results of these surveys are used to evaluate existing efforts and to inform future strategy development.

Collaborative research allows OLG to partner with experts in various fields (e.g. mental health, education/training) to better inform the decision-making process, and to ensure that the organization is consistently using the most advanced knowledge available with regard to RG.

Multi-jurisdictional Research

Multi-jurisdictional research is a specific type of collaborative research where OLG, along with more than one other provincial jurisdiction, is a study participant or a source of data for the research.

- OLG provides both funding and data to the Responsible Gambling Council (RGC) for an annual multi-methodology research study focusing on a specific RG area.
- OLG continues to be an active participant in the Interprovincial Lottery Corporation RG Subcommittee, allowing it to share expertise and resources in RG program development and research projects.

Research Facilitation

Research facilitation involves providing researchers with information around relevant OLG policies and practices as well as access to OLG sites, employees and customers.

Research Attachments

Examples of Qualitative Research

Understanding Chinese and South Asian Players
Attachment 1.1 OLG RG Ethnic Study Chinese_South Asian

Understanding Players from Aboriginal Communities
Attachment 1.2 OLG RG Ethnic Study Aboriginal

Player perceptions of KnowYourLimit.ca
Attachment 1.3 KYL.ca Focus Group Findings

Classification of Slot Machines
Attachment 1.4 OLG Slot Typologies Pres Final

The CEO Player Advisory Panel
Attachment 1.5A Gambler Advisory Panel - overview
Attachment 1.5B Player panel – Focus Group Questions nov 29 2012
Attachment 1.5C Gamtalk Advisory Panel – outcome summary
Attachment 1.5D CFSO Advisory Panel - overview

Examples of OLG Market Research Surveys
Employee RG Awareness Survey
Attachment 1.6A RG gaming survey_2012FINAL
Attachment 1.6B Responsible Gambling Employee Research

RG Player Awareness Survey
Attachment 1.7A RSG Player Awareness Survey – February 2013_updated
Attachment 1.7B OLG RG - player awareness report 2013.pptx
Attachment 1.7C Responsible Gambling Performance Measuring Awareness and
Outcomes.pdf

Treatment Provider Survey
Attachment 1.8 Treatment Provider Survey Results 2012

It Pays to Know Participant Feedback Survey
Attachment 1.9 IPTK RG Analytics 2013

Examples of Collaborative Research

OLG Responsible Gambling Innovations
Attachment 1.10 Midterm Report RG Innovations

Reducing Erroneous Cognitions and Facilitating Adherence to Monetary Limits During Slot Machine Gambling: 30-Day Follow-Up Study
Attachment 1.11A Wohl, Harrigan, Santesso Short Animation 30 day follow up Summary
Attachment 1.11B Short vs long form animation (Wohl Santesso and Harrigan in press, IJMHA)
Link: http://knowyourlimit.ca/the-slot-machine.html

Identifying Problem Gamblers in Gambling Venues in Ontario
Attachment 1.12 Quilty 2013 Identifying PG in gambling venues in Ontario

Classification of Slot Machines in Ontario: Providing Relevant Information to Players
Attachment 1.13 Proposal for Classification of Slot Machines in Ontario February 19 2014

Assessing the Impact of a Win/Loss Tool among Winner's Circle Members
Attachment 1.14 Wohl OLG Win Loss Tool Proposal submitted
Self-Exclusion Reinstatement Tutorial Evaluation
Attachment 1.15 Self-exclusion tutorial proposal

Examples of Multi-Jurisdictional Research

ILC RG Subcommittee: National Inventories of Program Elements for Self-Exclusion and RG Training
Attachment 1.16A ILC-RGSC VSE Report – Draft 5.docx
Attachment 1.16B ILC-RGSC Training Report – Final.Bannister.docx

ILC RG Subcommittee: RG National Standards Framework
RG Information Centres Evaluation Framework
Attachment 1.17A RGIC framework paper - Apr 12, 2013.pdf
Attachment 1.17B RGIC Evaluation Framework Project Description for RGC.docx

Examples of Facilitating Research

Effectiveness of a Brief Educational Intervention and ATM removal in Reducing Erroneous Cognitions and Over-Expenditure during Slot Machine Play
Attachment 1.18 Harrigan MacLaren Dixon 2010 Educational video and ATM removal

A Test of Transferability of Findings of Casino Design Effects from the Lab to the Casino Floor
Attachment 1.19 Finlay Marmurek Casino Design Effects

An Assessment of Gambling and Problem Gambling among Older Adult Casino Customers

Attachment 1.20 McCready et al Seniors Study_June 27

Erroneous Cognitions and Near Misses
Attachment 1.21 Templeton Dixon erroneous cog

Program Element 2 - Employee Training

OLG works with the Centre for Addiction and Mental Health (CAMH), Canada's largest mental health and addictions teaching hospital, to design and deliver RG Training for all employees, across all lines of business: Gaming, Lottery, Charitable Gaming (cGaming) and Internet Gaming (iGaming). This training provides important knowledge and skills to ensure employees are aware of and respond to signs of problem gambling, promote RG resources and provide assistance as required.

RG Training for Gaming Employees

OLG's RG Training program for Gaming employees continuously evolves and is revised every three years based on employee and customer feedback. In April 2014, OLG launched a new RG Training program focused on providing employees with non-clinical strategies to deal with players exhibiting signs of problem gambling. The newly enhanced RG Training empowers employees to recognize, respond to and report "Red Flag Behaviours" through the lenses of frequency, complexity, and intensity. OLG developed enhanced RG Red Flag Guidelines and formal eLearning reinforcement modules to improve employee learning. The program will be implemented at all 19 OLG Gaming Sites and completed by all Gaming employees by December 31, 2014. All employees will complete formal reinforcement modules by the end of 2015.

OLG measures the effectiveness of employee training by surveying employees, using a customer interaction reporting tool, and calling upon third-party research. The success of this approach prompted the WLA to recommend the OLG employee training program as an international "best practice" program.

RG Training for Charitable Gaming and Bingo Operations

OLG delivers RG Training at more than 20 Charitable Gaming Centres (CGC) across the province. To ensure these private bingo hall employees understand RG and can spot potential problem gambling behaviours in players, OLG offers training programs tailored to employees in the CGC environment. Building on experience in the Gaming sector, RG Training for CGCs focuses on employees' roles and responsibilities. CGC-specific RG Red Flag Guidelines are the focal point of training and a key instructional aid for guiding daily RG interactions.

All CGC employees are required to take the Core RG Training, which involves a 30-minute online eLearning module. Supervisory employees and above are also required to attend a two-hour in-class training session facilitated by CAMH. Training surveys are administered at the end of the eLearning module and in-class sessions to continually measure effectiveness.

RG Training for Support Centre Employees

OLG developed RG Training for the OLG Support Centre, a department that responds to customer calls from across the entire enterprise. In order to ensure consistency across all lines

of business, OLG engaged CAMH to help develop the core content with input from the OLG Support Centre. Training content is continuously validated by feedback from employees, customers and third party research.

RG Training for Lottery Retailers

OLG provides training to lottery retailers so that they have an understanding of RG and problem gambling, as well as instruction on how to respond appropriately to customers who request RG-related information and/or assistance. OLG is currently piloting the launch of an online eLearning module for lottery retailers to facilitate the future roll out of new training content, evaluations, compliance and testing.

As with other lines of business, content for Lottery RG Training is validated with periodic reviews to ensure training objectives are being met. Surveys are conducted following both eLearning and classroom training sessions to gather feedback to improve future sessions.

Employee Training Attachments

Attachment 2.1 MOU with CAMH
Attachment 2.2 RG_CodeofConduct_2014

Gaming (Land-based Site) RG Training
Attachment 2.3A RG Red Flags v4.5.pdf
Attachment 2.3B Advanced Moderator Guide February 5 2014 Final.doc
Attachment 2.3C RG advanced training slides feb 5 2014 Final.pptx

Charitable Gaming RG Training
Attachment 2.4A Charitable Gaming_Focus Group outline
Attachment 2.4B Focus Group Questions.doc
Attachment 2.4C RG Moderator Guide_Sept 2012_v3.doc
Attachment 2.4D Bingo Red Flag Guidelines.pdf

Support Centre and Internet Gaming RG Training
Attachment 2.5A CAMH_Support Centre RG Training Final Business Case.doc
Attachment 2.5B Support Centre Moderator Guide.docm
Attachment 2.5C SupportCentre red flag guidelines.pdf
Attachment 2.5D SupportCentre_ZoomTips.pdf
Attachment 2.5E SCR RG Advanced training.pptm

Lottery RG Training
Attachment 2.6A Responsible Gambling Job Aid 2014.pdf
Attachment 2.6B Age Control Job Aid 2014.pdf

Monitoring and Evaluation
Attachment 2.7A RG Training Needs Assessment V1.3.doc

Attachment 2.7B Attachment RG Training Evaluation Plan_Dec 13.pdf

Customer Tracking: RG Interaction Reporting Database
Attachment 2.8A Q1 F14 CSS Report.pdf
Attachment 2.8B Q2 F14 CSS Report.pdf
Attachment 2.8C Q3 F13 CSS Report.pdf
Attachment 2.8D Q4 F13 CSS Report.pdf

Employee Feedback
Attachment 2.9A RG Employee study 2011.pptx
Attachment 2.9B RG Employee study 2012.pptx
Attachment 2.9C RG Employee study 2013.pptx
Attachment 2.9D OLG Advanced Training Participant Survey Report – April 2013.pdf

Third-Party Research
Attachment 2.10 Quilty and Robinson 2013 casino study.pdf

Interprovincial Lottery Corporation (ILC) RG National Standards Framework
Attachment 2.11 ILC-RGSC RG Training Discussion Summary.docx

Program Element 3 - Retailer Program

Since OLG lottery and charitable gaming products are sold through private sector operators, OLG's relationships with these retailers are critical for the Lottery and cGaming divisions. These two business lines currently rely most on relationships with external retailers, but as part of OLG's modernization, Gaming operations also will be run by the private sector.

To ensure RG remains a central part of future Gaming site operations, the RG program is built into the policies, contracts and agreements that will govern new Gaming Service Providers. In the future, all Gaming Sites, including OLG and future private sector operated sites, will follow the OLG-operated Gaming Site RG Program Directives.

Lottery Retail

OLG uses training, message reinforcement and retailer job aids to enhance our RG presence in the retail environment. One of the key methods of retailer support is training OLG Lottery Sales Operations (including field sales, corporate and key accounts) staff so that they are aware that RG is a core business strategy and can communicate RG information to the retail network on a regular basis. Regularly communication with retailers reinforces OLG's expectations that retailers be as committed to RG as we are.

OLG also looks for opportunities to reinforce RG information by reaching out to retailers directly in ways that make it easy for them to engage us. For example, we regularly attend Convenience U, one of the largest trade shows for Convenience and Gas retailers and use the opportunity to present RG information in an engaging way and asses lottery retailers' ability to correctly answer RG information questions. This allows us to gauge the effectiveness of our retail RG products and messaging for an important group of stakeholders.

OLG Sales Specialists also train retailers using two job aids. The first, *Responsible Gaming*, provides retailers with an overview of RG, their role, and includes guidelines for handling different problem gambling and RG-related issues.

The second, *Age Control, It's the Law*, provides retailers with an overview of provincial regulations that prohibit selling to minors and outlines OLG's expectations to ensure all retailers ask for photo ID if a customer appears to be under the age of 25. These training documents were last updated and distributed to retailers in January/February 2014. We monitor the success of this measure with the I.D. 25 Mystery Shopper program, which found that 80 per cent of retailers are in compliance with identification requirements. We are now reviewing the program with retailers to ensure that the information we gather continues to be relevant and will better support our overall RG efforts.

cGaming

Introduced three years ago, the Charitable Bingo and Gaming Revitalization initiative shapes OLG's relationship with Bingo retail partners. The initiative seeks to transform retail Bingo halls into Charitable Gaming Centres (CGCs) with new products and technologies that introduce a different set of risks than the old model and require a renewed focus on RG.

The new, electronic games at CGCs provide greater opportunity to educate cGaming players with RG information, such as including the Ontario Problem Gambling Helpline in the help

screen of electronic games and on ticket in/ticket out vouchers. In addition, RG Centres being introduced at cGaming sites provide a one-stop shop for information on how the games work, problem gambling risks, help resources and responsible gambling advice. Full implementation for all 37 cGaming sites is expected by March 2016.

Retailer Program Attachments

Lottery Retail
Attachment 3.1A RGC - OLG-CARWACS_ TRIVIA Q'S.docx
Attachment 3.1B Lottery Convenience U CARWACS - OLG and RGC integrated approach.ppt
Attachment 3.1C RG REINFORCEMENT Lottery Retail May 28 2012
Attachment 3.1D Responsible Gambling Job Aid 2014.pdf
Attachment 3.1E Age Control Job Aid 2014.pdf

cGaming
Attachment 3.2A cGaming - Training and Hall Launch Info.pdf
Attachment 3.3B Attachment 3.8B RG at Charitable Bingo Centres

CGaming Needs Assessment
Attachment 3.4A BINGO Needs Assessment.doc
Attachment 3.4B connex_eservices_report_centre - Bingo 2010-11.pdf

Program Element 4 - Game Design

Game Design policies and practices are in place across all lines of OLG's business to ensure that games are clear, accurate, truthful and do not encourage excessive or underage gambling. This approach aligns with standards established by the Alcohol and Gaming Commission of Ontario (AGCO) as well as The Gaming Control Act in Ontario.

Game and Venue Design polices will be formally reviewed by OLG every 36 months to determine whether RG continues to align with current policies and procedures, research and knowledge and reflects industry best practice. OLG may also engage third-party experts to conduct the review and/or validate some or all of the results.

Game Design Policies

Currently, game manufacturers are required to submit products to AGCO for approval and then OLG selects games from a list of pre-approved products.

In 2014, OLG finalized RG Program Directives that establish a control activity environment to ensure game design principles will be met at OLG Gaming Sites as they transition to private operation as part of OLG's modernization. Gaming Service Providers seeking to modify and/or add to the AGCO Approved Lists of Rules of Play, Electronic Equipment, and Gaming Machines, will first submit a proposal to OLG that considers and addresses potential RG game design issues and describe how they will mitigate any issues.

The iGaming channel has customized RG Game Design policies and procedures to ensure that RG is appropriately considered in game review prior to games being deployed. The *Integration of Responsible Gambling into Product Management Checklist* is an important way in which RG is embedded into OLG's iGaming channel. The checklist is a standardized, streamlined review process for any new or modified game and includes a technical, qualitative, and GAM-GaRD reviews. If required, the process may also include a risk analysis and mitigation strategy. This process incorporates regulatory standards and additional RG requirements that OLG thinks are important components of responsible game design.

Pre-commitment Limits

The procurement process for the modernization of Gaming provides potential Gaming Service Providers with a set of RG business requirements that need to be met by their Gaming Management System (GMS). These requirements stipulate that the Service Provider's GMS must offer players options to register for pre-commitment game limits at multiple venues, including Customer Loyalty Program desks, kiosks and websites, and at each electronic gaming machine. Electronic gaming machines in particular must have options to set play limits with the following features:

- Customizable time and monetary limits

- Various types of real-time warning messages and consequences sent directly to player on machines, including suspension of player loyalty points
- Prompts to take breaks after reaching set time limits
- Prevention of further play after limits have been reached or exceeded
- Recording of all limit activity
- Gaming activity summary reports for players.

GAM-GaRD

GAM-GaRD was selected as an assessment tool based on research by the Interprovincial Lottery Corporation RG Subcommittee, which reviewed and assessed four RG Product Assessment tools. GAM-GaRD was positively received, with most operators agreeing it was easy to use and access, objective and useful for comparing within and between games and identifying options for game improvement. However, some limitations were also identified (e.g. the tool did not take into account the broader RG programming context beyond the game itself). The study findings were fed into the development of the next version of GAM-GaRD. The study's positive assessment of GAM-GaRD and the developers' willingness to revise and improve the tool based on research and feedback provided OLG with quality assurance for the tool and the confidence to continue its use.

Game Design Attachments

RG Game Design Policies
Attachment 4.1 OLG-Operated Gaming RG Program Directives, Chapter 6 *RG Game and Venue Design*

iGaming
Attachment 4.2 Integration of Responsible Gambling into Product Management_iGaming

GAM-GaRD
Attachment 4.3 Richard Wood Game Risk Study Final Feb 2011.pdf

Pre-commitment Limits
Attachment 4.4 Program Description of Gaming Service Providers

Program Element 5 - Remote Gaming Channels

OLG's current mandate requires the implementation and delivery of a remote gaming (iGaming) channel. The Government also mandated that OLG deliver a "gold standard" for RG. OLG is committed to embedding RG program elements throughout its iGaming channel, by ensuring that marketing, communications and social responsibility staff are integrated into the planning, development and launch of iGaming.

OLG also engaged key stakeholders including the Centre for Addiction and Mental Health, the Ontario Problem Gambling Research Centre, and the Responsible Gambling Council. These consultations guided the creation of an RG platform for iGaming that fosters a positive player experience. They also allowed independent organizations and experts to help develop program elements, tools and policies that would help players to mitigate problem gambling.

To guide RG programming for the iGaming channel, OLG developed a set of comprehensive RG policies and procedures:

- *Player Education* - OLG views the iGaming website as an important, new information channel for empowering and educating iGaming players with key RG messages. OLG's primary objective in this area is to provide players with information and tools to encourage healthy gambling choices.

- *RG Game Design* - The iGaming channel developed policy and procedures to ensure that RG is appropriately considered in game review prior to being deployed. The *Integration of Responsible Gambling into Product Management Checklist* is a standardized and streamlined review process for any new or modified game that incorporates both regulatory standards and additional RG requirements that OLG has identified as being important to responsible game design.

- *RG Employee Training* - Employees who interact with iGaming players will receive targeted RG Training through a variety of modules that reflect current RG best practices and applicable education methodologies. Providing OLG employees with the tools and information they need to respond effectively to iGaming players with RG concerns is a primary goal of this service.

- *RG Player Assistance* - OLG's RG strategy provides support to players who may be experiencing problems with their gambling. The iGaming channel has included treatment referral information and protocols in key touch points to help build player awareness of resources and to bridge them to third-party support when necessary. The RG Player Assistance policy and procedures for iGaming guide operations for this purpose.

- *Self-Exclusion* - As a part of OLG's Self-Exclusion program and in compliance with AGCO RG regulatory standards, players who wish to stop gambling on the iGaming website can register for iGaming Self-Exclusion. The iGaming website also provides relevant information designed to inform and support player understanding of the OLG Self-Exclusion program.

Regulatory approval by AGCO for OLG's iGaming channel is in progress and OLG plans to launch iGaming under the brand name PlayOLG in 2014.

As the commercial launch of its iGaming channel approaches, OLG remains committed to continuously improving its RG offering. Stakeholder engagement continues to serve as an important source of feedback and supports OLG's ongoing efforts to identify potential enhancements to the iGaming channel. Around the time of launch, OLG will provide progress updates to RG organizations, the treatment community and RG academics so that they will have the information they need to assist us in refining our RG programs.

Remote Gaming Channel Attachments

Attachment 5.1 iGaming Responsible Gambling Playbook

Stakeholder Engagement
Attachment 5.2A RG platform i-gaming Status Update.pdf
Attachment 5.2B Annotated Agenda.doc
Attachment 5.2C Stakeholder_Response_mar11_FINAL.doc
Attachment 5.2D OPGRC Response - Summary for OLG.pdf
Attachment 5.2E OPGRC Response to OLG IGaming RG.pdf
Attachment 5.2F RGC response to questions jan 31 2011 FINAL - Mar 1
Attachment 5.2G Stage 2 - Final Submission Analysis
Attachment 5.2H Annotated Agenda RG Stakeholder Consultation session april 2011
Attachment 5.2I April 29 Discussion Notes Final
Attachment 5.2J RG platform i-gaming Status Update
Attachment 5.2K Final Submission Analysis.doc

Player Education
Attachment 5.3A Logged in game page and game window.pptx
Attachment 5.3B Main navigation - RG.pptx
Attachment 5.3C My Account.pptx
Attachment 5.3D My Risk Profile - four descriptions.pptx
Attachment 5.3E Registration flow.pptx
Attachment 5.3F SE Flow.pptx

Heuristic evaluation
Attachment 5.4 OLG Heuristic Review v2.0 reduced

Usability evaluation
Attachment 5.5 PlayOLG Recruitment Screener v1

Program Element 6 - Advertising and Marketing Communications

OLG's objective for advertising and marketing communications is to combine various regulatory requirements and integrate the principles of, and responsibility for, RG throughout the organization. All OLG's marketing and advertising materials adhere to the principles and regulations that outline OLG's obligations not to mislead in any way, not to target underage or self-excluded individuals, and where effective, to contain a Responsible Gambling message such as reference to OLG's RG website KnowYourLimit.ca.

Advertising and Marketing Communications at OLG are conducted in accordance with the following regulations:

- Alcohol and Gaming Commission of Ontario's (AGCO) Registrar's Standards for Gaming (November 2013).
- Applicable laws such as: Criminal Code of Canada; Competition Act; Gaming Control Act, 1992 [including Section 31 of Ontario Regulation], French Language Services Act
- Television Bureau of Canada's Telecaster Gambling Advertising Guidelines

Internally, OLG has developed the following Codes and Standards:

- OLG Code of Conduct
- OLG Gaming Code of Advertising Practices
- OLG Advertising and Marketing Standard

OLG strives to not only comply with regulations, but to document compliance and drive improvements by regularly monitoring and evaluating program effectiveness.

OLG is transitioning towards a process that embeds RG considerations into the marketing development process so that responsibility for making such considerations lies within each line of business. This will ensure that RG is taken into account early in the marketing development process and prevents any unnecessary work on marketing that contravenes RG standards.

OLG also incorporated and consolidated several internal marketing standards into one document entitled, *Marketing and Advertising Standards*. The document incorporates content from existing standards or guidelines used throughout OLG, including the enterprise-wide *OLG Advertising and Marketing Standards*, *Gaming Advertising Code of Conduct* (tailored version of *OLG Advertising and Marketing Standard* for Gaming), the new AGCO Standards, *iGaming Marketing and Advertising Standards* and Gaming Policies for new Service Providers under Modernization. This new set of standards contains a consolidated subset of specific RG Standards for Marketing. The consolidated document eliminates overlapping standards and ensures that all marketing material will send a consistent RG message to the people of Ontario.

OLG now uses an RG Marketing Assessment Tool that includes specific criteria for assessing the appropriateness of all product marketing and communications. The tool includes documentation that explains how to apply the tool and use support resources. This will allow business lines without RG specialists to develop marketing products that align with RG objectives. The effect is to further entrench RG into the core of OLG's operations.

Following the full implementation of the RG Program Directives, Gaming Marketing will be required to provide on a quarterly basis the following RG program reporting and performance measures related to RG Marketing:

- Total number of marketing initiatives (e.g. promotions, brand advertising, direct marketing) executed by the Service Provider with a description including campaign/promotion name, target audience, advertising medium (e.g. direct marketing, print, online, television) and timing
- Total number of RG Marketing Assessments completed
- Total number of complaints from self-excluded individuals and Service Provider response to the complaints.

OLG will use these measures to assess the effectiveness of its efforts to ensure Gaming Marketing is RG-appropriate.

OLG provides an overall assurance of quality of the RG assessment criteria, tool and resources for developing RG-appropriate marketing by conducting a formal review every 36 months. The purpose of the review is to ensure the criteria, tools and resources continue to be informed by developments in the available research, as well as leading/evolving best practices from other organizations and jurisdictions. The criteria, tools and resources are also updated periodically in response to issues that arise in their practical application.

Advertising and Marketing Attachments

Attachment 6.1 RG_CodeofConduct_2014.pdf
Attachment 6.2 Gaming Code of Advertising Practices.pdf
Attachment 6.3 OLG Advertising and marketing Standards.doc
Attachment 6.4 OLG-Operated Gaming RG Program Directives: Chapter 1: Corporate Commitment and Chapter 3: RG Marketing

Gaming Marketing and Advertising Standard
Attachment 6.5: DRAFT GAMING MARKETING AND ADVERTISING STANDARD.docx

RG Marketing Assessment Tool
Attachment 6.6: Draft RG Marketing Assessment Tool.docx

RG Risk Assessment
Attachment 6.7 RG Compliance Risk Assessment.doc

Program Element 7 - Player Education

OLG executes a comprehensive player education program spanning all of its gaming and lottery operations, as well as the general public. OLG's goal is to reach all players across the entire customer lifecycle to not only create strong RG awareness, but also to embed key RG principles into the overall player experience. With *"Know Your Limit. Play Within it"* as the umbrella message for safe gambling and *"It Pays to Know"* as the core educational concept, player awareness research results have consistently shown high player awareness of key RG program components.

It Pays to Know
It Pays to Know is a player-focused communications platform delivering RG information directly to players – in gaming sites, at lottery retail locations and through direct marketing channels. Multi-media, brochures, digital signage, posters, promotions and contests are all used to increase player awareness of key RG principles and potentially change player behavior.

Knowyourlimit.ca
Knowyourlimit.ca is OLG's interactive hub for online RG resources and information. Awareness and effectiveness of knowyourlimit.ca is tracked through player awareness surveys, visitation stats and qualitative focus groups. Evaluation has led to site enhancements including interactive tools and videos such as the Lotto Draw Simulator, a risk-assessment quiz, "How Do You Stack Up?", and "The Slot Machine: What Every Player Needs to Know" video.

Advertising Campaigns
In 2012 and 2013, OLG partnered with various organizations to promote awareness and engage players. Campaigns included *GamTalk.org,* an online community that chronicles tales of problem gambling, consequences and the journey to recovery, the launch of OLG's off-site Self Exclusion registration program including the promotion of 21 local counselling offices and the promotion of the Ontario Problem Gambling Helpline (OPGH).

PlayOLG.ca
OLG has incorporated a suite of player education tools into the user experience for future iGaming players. Clear and straightforward information about gambling, potential risks and clear game-specific information is provided online and through video tutorials. iGaming players will be able to access a detailed history of their activity so they may stay informed about the amount of time and money they spend, and set appropriate limits. The iGaming channel will also use data analytics to provide players with a risk rating to help them better understand their gambling habits.

Responsible Gaming Resource Centres (RGRCs)
RGRCs are on-site facilities that offer comprehensive RG information through trained staff as well as brochures, videos, posters, digital signage, interactive kiosks and education events. The Responsible Gambling Council (RGC) operates an RGRC at each OLG Gaming Site. Funding for the program and space for the Centres are provided by OLG.

RGRCs have been recently installed at twelve cGaming sites with all 37 sites to be serviced by 2016. These self-serve RGRCs will have RGC employees providing regular operational support and conducting periodic RG promotion and education activities.

On a quarterly basis, RGRC provides statistical data and progress updates including total visitors to each Centre (information visitor, interaction visitor and event participation).

Player Education Attachments

Knowyourlimit.ca
Enhancements to Visuals and Navigation
Attachment 7.1A New Screen Shot before
Attachment 7.1B KYL_website_2014_after.jpg

Lotto Draw Simulator
Attachment 7.2 Lotto Draw Simulator Screenshot.pdf

Lotto Draw Simulator: http://www.knowyourlimit.ca/lotto_draw_simulator.html

RG Risk Assessment
Risk Assessment 7.3 http://www.knowyourlimit.ca/self-assessment.html

The Slot Machine: http://www.knowyourlimit.ca/the-slot-machine.html

Print Advertising Campaign - GamTalk.org
Attachment 7.4A Stories of Hope Ad in pub.pdf
Attachment 7.4B OLG Story of Hope Media Blocking chart May 15.xls

Print Advertising Campaign - Self-Exclusion and Treatment Options
Attachment 7.5A Toronto SE Print Ad.pdf
Attachment 7.5B SE Banner Ad Screen Cap.pdf
Attachment 7.5C RG Self Exclusion Media Details - March 9.pdf
Attachment 7.5D 12-044-HelplineExternal

Ontario Problem Gambling Helpline - Promotion in Medical Offices across Ontario
Attachment 7.6 Health Network proposal OLG.pdf

It Pays to Know RG Materials - Gaming

For multi-language versions visit -
http://www.olg.ca/about/responsible_gaming/gambling_brochures.jsp

Attachment 7.7A RG_WhatsNext_2013_brochure_EN.pdf
Attachment 7.7B RG_ChanceforChange_2013_brochure_EN.pdf
Attachment 7.7C RG_YourGuidetoPlayOLGSlots_2013_brochure_EN_D9.pdf
Attachment 7.7D RG_ConcernedAboutGambling_2013_brochure_EN_D11.pdf

It Pays To Know **Communications - cGaming**
Attachment 7.8A OLG_OPGH_Poster_2012.pdf
Attachment 7.8B OLG_RG_Bingo_Brochure_r2.pdf
Attachment 7.8C OLG_RG_Bingo_Poster_r2.pdf
Attachment 7.8D OLG_RG_Couple_Poster_r2.pdf
Attachment 7.8E OLG_RG_Game_Woman_Poster_r2.pdf
Attachment 7.8F OLG_RG_Lucky_Charm_Poster_r5.pdf
Attachment 7.8G OLG_RG_Piggy_Poster_r3.pdf

Expanded Use of Digital Signage Screens at Gaming Sites
Attachment 7.9A 12-044-HelplineExternal
Attachment 7.9B 12-044-CHMNRGexternal.wmv

It Pays To Know Trivia Game Kiosk Promotion
Attachment 7.10A IPTK - 2012-2013 Kiosk Tour - Final Post Report.pdf
Attachment 7.10B IPTK Rollout - Lottery prize centre Post Report.pdf

It Pays to Know Trivia Game Online Promotion
Attachment 7.11A IPTK Online Promotion 2013 Post Analysis - Nov12.ppt
Attachment 7.11B IPTK Rollout - Final Post Report - v2.pdf

It Pays To Know **Play Smarter Sticker at Lottery Retail**
Attachment 7.12 IPTK_play_smater_sticker_FINAL.jpg

Responsible Gaming Resource Centres (RGRCs) – Gaming
Attachment 7.13A RGRC Year End Reports 2011
Attachment 7.13B RGRC Year End Reports 2012
Attachment 7.13C RGRC Year End Reports 2013

Responsible Gaming Resource Centres (RGRCs) – cGaming
Attachment 7.14A RGRC at Bingo -Overview for Mgmt.pdf
Attachment 7.14B First RGRC in the Bingo environment launched.pdf

OLG promotes treatment services through numerous channels, builds strong relationships with treatment providers and uses content on KnowYourLimit.ca and brochures to promote available resources and local treatment options.

OLG integrates feedback from various stakeholders into a formal referral strategy, which expands existing programming and builds stronger relationships with support services, including problem gambling and credit counsellors, in local communities. By opening channels of communication, OLG is able to disseminate key information about games and RG programming, while also learning how to best meet the needs of local support services. It also opens the door to future collaboration.

In 2013, OLG was required by its regulator to make RG information available, visible and accessible to its customers. This information includes information about obtaining help, including accessing Ontario's Problem Gambling Helpline and, for persons showing signs of potential problem gambling, easily accessible contact information of at least one organization dedicated to treating and assisting problem gamblers. RG Program Directives for Gaming outline policies, procedures, tools and resources to ensure that such information is available to Gaming Site customers.

In addition to continuing to promote treatment services and raise awareness of support services, OLG has advanced the program in four specific areas:

- Stakeholder engagement
- Off-site Self-Exclusion option
- Treatment motivation for self-excluders
- Promotion of treatment services information

Stakeholder Engagement

Since 2013, OLG has conducted over 60 presentations to a variety of stakeholders including problem gambling counsellors, credit counsellors, local services and community groups.

Presentations included information on:

- Charitable Gaming and Bingo
- Internet Gaming
- Self-Exclusion
- Player Education Initiatives

The presentations to treatment providers allow OLG to disseminate key information, and provide opportunities to gather feedback about programming and discuss future collaborations to further promote support service information.

Off-Site Self-Exclusion Registration Option

OLG offers an off-site Self-Exclusion registration process across the Province of Ontario. Local problem gambling counsellors or credit counselling offices with which we have a formal Memorandum of Understanding provide off-site registration for self-exclusion, which is then

passed along to OLG. There are currently 21 off-site offices across the province and there are plans to expand into additional communities. There have been more than 325 off-site registrations since this option has been available.

Treatment Motivation for Self-Excluders

The Interprovincial Lottery Corporation (ILC) is currently partnering with the Ontario Problem Gambling Research Centre on the development of a short video to motivate people registering for Self-Exclusion to seek treatment. OLG is the ILC lead for this project being conducted by a research team consisting of three academics with clinical experience. It is expected that the OLG and the rest of the ILC members will deploy the video for their Self-Exclusion programs if there is empirical evidence of its effectiveness in motivating self-excluders to seek treatment.

Promotion of treatment services information

OLG expanded its communication channels to deliver treatment services information to Ontarians. As local entertainment venues, Charitable Gaming Centres reach a unique player base and represent a new opportunity to increase treatment awareness. CGCs now disseminate local support service information. In the past, only OLG's general treatment provider brochure, *When You Are Over Your Limit*, could be found at these sites. With the implementation of the RGRCs at CGCs, local support service brochures are now stacked in the RGRC brochure stand. New cGaming product offerings also offer new opportunities for OLG to raise awareness of treatment-related services such as the Ontario Problem Gambling Helpline. CGCs have the Ontario Problem Gambling Helpline phone number posted on electronic bingo machine help screens and on ticket in/ticket out vouchers.

Treatment Referral Attachments

Stakeholder Engagement
Attachment 8.1A Responsible Gambling - Stakeholder Outreach.xls
Attachment 8.1B RG Bingo Presentation.pdf
Attachment 8.1C Website Linking Agreement (final) - OLG & CCDS.doc
Attachment 8.1D Credit Canada Collaboration Presentation January 2013.ppt
Attachment 8.1E Credit Canada-presentation to counsellorsapril 2013.ppt

Off-Site Self-Exclusion Registration Option
Attachment 8.2A Project Plan Outreach Offsite SE - Final.doc

Attachment 8.2B Off-Site Self-Exclusion List.pdf

Attachment 8.2C Community Addiction Services of Niagara MOU.pdf (example of off-site MOU)

Expanded Treatment Communication Channels
*Attachment 8.3A OLG*_RG_Bingo_Brochure.pdf

Attachment 8.3BA Treatment Provider Questionnaire.doc

Attachment 8.3C Treatment Provider Survey Results.xls

Attachment 8.6C Fiscal 2015 Responsible Gambling (RG) Stakeholder Engagement

Program Element 9 - Stakeholder Engagement

OLG recognizes the importance and value of stakeholder engagement for all parties involved. Listening openly and honestly to stakeholders enables OLG to respond strategically, deliver on its commitments and demonstrate accountability and respect for many points of view. As you will note while reading other program elements in this submission, OLG embeds stakeholder consultation into many RG programs.

OLG maintains and cultivates relationships with external stakeholders, as well as relationships with the diverse groups of internal stakeholders across all lines of business. The development of an organizational Corporate Social Responsibility (CSR) Strategy and Reporting Framework in 2013 provided a key opportunity to identify, map and prioritize issues relevant to RG programs in addition to other social and environmental issues. The consultation process provided insight into priorities, expectations, perceptions of OLG's gaps and weaknesses, and preferred approaches to communication.

OLG has a number of key RG stakeholders with which it maintains ongoing engagements that drive and influence RG programming. Key RG stakeholders are:

- General public – residents of Ontario
- Players across all lines of business
- Employees across all lines of business and corporate
- Government agencies (Ministry of Finance, AGCO, Ministry of Health and Long-Term Care)
- Business partners (lottery retail, charitable halls associations, resort casinos)
- RG interest groups
  - Independent agencies (Responsible Gambling Council (RGC), Centre for Addictions and Mental Health (CAMH), Ontario Problem gambling Research Centre (OPGRC))
  - RG academics and researchers
- Industry peers
- Support services
  - Treatment providers
  - Credit counsellors
- Local communities and municipalities

Major Stakeholder Engagement initiatives include:

- A primary driver of RG culture at the Gaming Sites is the RG Champion and RG Site Team, which is set up to promote RG culture and awareness at grass-roots local level, as well as regular RG reinforcement communications on topical RG issues and important RG Training concepts. OLG also obtains extensive feedback on these areas through its annual employee survey and training evaluations, which are essential for assessing the effectiveness of RG Training and progress of culture-building activities and identifying opportunities for improvement.

- The Interprovincial Lottery Corporation Responsible Gambling Subcommittee was established to advance the level, effectiveness and operational integration of RG

programming within the Canadian gaming industry, and to establish Canada in a leadership role in this regard. The collaborative engagement of OLG with its industry counterparts across the country leads to: better RG program design and effectiveness; greater program options resulting from cost-sharing, tools and research; leveraged expertise across organizations; and the accumulation of a Canadian body of RG expertise.

- OLG's collaborative relationships with RG interest groups, solidified in formal MOUs with RGC, CAMH and OPGRC) have a significant impact on the development, evaluation and deployment of RG programming.

- For the past three years, OLG has built a formal relationship with Credit Canada to help expand the circulation of problem gambling information into the credit counselling arena. OLG and Credit Canada have a formal website linking agreement and work collaboratively on communications to promote Credit Canada services on digital displays at OLG Gaming sites. As well, OLG delivers presentations on new OLG products and channels to Credit Canada's counsellors. RG Training for OLG employees includes information on general credit counselling and referrals to local credit counsellors.

- In 2012 OLG created the CEO Player Advisory Panel, a regular focus group discussion in which problem gamblers provide feedback through an independently facilitated session directly to OLG's CEO and senior personnel.

Stakeholder Engagement Attachments

Attachment 9.1A MOU with CAMH
Attachment 9.2B MOU w OPGRC
Attachment 9.3C RGC MOU _RGC

Attachment 9.4A ILC RGSC Charter
Attachment 9.4B 2014-03-03 ILC Executive Update – RGSC
Attachment 9.4C RGSC - 2013-01-25 ILC Executive Committee Update
Attachment 9.4D RGSC Executive Update - January 2012

Support Services
Attachment 9.5A Responsible Gambling - Stakeholder Outreach.xls
Attachment 9.5B RG Bingo Presentation.pdf
Attachment 9.5C Fiscal 2015 Responsible Gambling (RG) Stakeholder Engagement
Attachment 9.5D Credit Canada Collaboration Presentation January 2013.ppt
Attachment 9.5E Credit Canada-presentation to counsellors april 2013.ppt

Local Communities and Municipalities
Attachment 9.6 OLG Mod Update MCA Mtg London August 26 2013.ppt

Program Element 10 - Reporting, Measurement and Certification

OLG's commitment to continuous improvement, as set out in its RG Program Strategy, is achieved through routine disclosure of information in a manner that promotes inclusivity and awareness. The measurement, evaluation and reporting of outputs and outcomes of the RG Program supports transparent analysis by all stakeholders.

Internal and External RG Reporting Program

OLG reports to a diverse range of internal and external stakeholders on its commitments, programs and performance. Two key broad-based reports are the RG Scorecard and Measurement Report and the Corporate Social Responsibility (CSR) Report.

RG Scorecard and Measurement Report
This detailed scorecard reports 26 measures and 130 indicators across all areas of OLG's RG Program including RG Training, RG Culture Building, Self-Exclusion, Game Design, Stakeholder Relations and Research. Information is collected from various sources including annual player and employee surveys, web metrics, independent quantitative research, OLG's Self-Exclusion database, RG Interaction Database, RGRC Statistics, and Treatment Provider surveys. It is produced annually in a complete and summary version and distributed internally and externally. Internally it is an accountability tool that is used to inform and enhance the implementation and effectiveness of RG policies and programs.

CSR Report
A CSR Report covering fiscal year 2012-2013 has been published and disseminated both in electronic and printed forms. The report includes OLG's corporate profile, an overview of where the money goes, RG accomplishments, accomplishments in enhancing player trust, discussion of employees giving back to communities, and accomplishments in reducing environmental impacts.

External Independent Assessment Program

OLG routinely conducts assessments with third-party agencies to evaluate various aspects of its RG Programs.

RG Check Accreditation
RG Check is an independent third-party RG accreditation program operated by the Responsible Gambling Council (RGC) that applies to land-based Gaming Sites over a three-year period. All 19 OLG-operated Gaming Sites have achieved accreditation as of April 2014. As a part of the goal to deliver a Gold Standard for RG programming, all OLG Gaming Sites are required to have RG Check certification.

Third-party Review of RG Program
In 2012, OLG commissioned Ernst & Young to conduct a review of RG activities across OLG's three lines of business – Gaming, cGaming and Lottery. Ernst & Young concluded that the RG Program was robust and generally in line with proposed regulatory standards of the Alcohol and Gaming Commission of Ontario. However, there existed limitations, primarily centred on the lack

of standardization and formal documentation of certain program processes. These findings drove the creation of additional policies, procedures and documentation tools.

iGaming
The development of the iGaming platform involved extensive consultation with external stakeholders, as well as three specific third-party assessments to determine the effectiveness of its RG program including:

1) A heuristic assessment that informed ways in which the design and presentation of RG features could be enhanced to improve player experience
2) A series of usability tests to guide future refinements of RG-related features such as limit-setting, communication of RG content and Self-Exclusion registration
3) RGC assessment on OLG's RG approach to iGaming in order to identify gaps and opportunities.

Interprovincial Lottery Corporation (ILC) RG National Standards Framework
The ILC Responsible Gambling Subcommittee is developing an RG national standards framework for Canada that will evolve and improve RG standards across different types of gaming. The first step in developing the framework involves developing an inventory and benchmarking program elements for different RG program areas. The results of these activities enabled OLG to assess its program elements in relation to what provincial counterparts were doing and identify gaps and future opportunities for program improvement. The framework has been applied to the Employee Training and Self-Exclusion programs.

Reporting, Measurement and Certification Attachments

Attachment 10.1 OLG CSR_Report_2012-13.pdf
Also available at: http://www.olg.ca/about/public_disclosure/disclosure.jsp
Attachment 10.2 Responsible Gambling Performance Measuring Awareness and Outcomes.pdf
Also available at:
http://insideolg/wcms/groups/corporate/documents/general/olg_nd_020752.pdf
Attachment 10.3 RGScorecard.pdf
Also available at:
http://insideolg/wcms/groups/corporate/documents/general/olg_nd_020751.pdf
Attachment 10.4 Responsible Gambling Progress Report.pdf
Also available at:
http://insideolg/wcms/groups/corporate/documents/general/olg_nd_020750.pdf

RG Check
Attachment 10.5A RG check report_AJAX
Attachment 10.5B RG Check Update, January 29, 2014 Also Available at:
http://media.olg.ca/?p=nmm_news

Third-party Review of RG Program: Ernst& Young
Attachment 10.6 2012 OLG Responsible Gaming - Agreed Upon Procedures Report - July 10 Final.pdf

ILC RG National Standards Framework
Attachment 10.7A ILC RG Training Benchmarking Final Report _October 2013_.pdf
Attachment 10.7B ILC benchmark summary