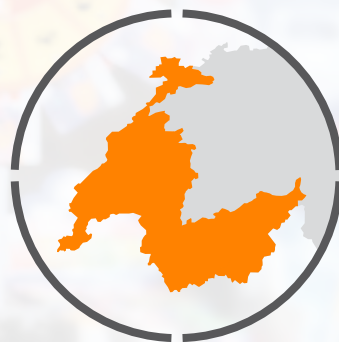


2013

Loterie Romande

Annual Report and Social Report





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de la Suisse Romande**

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Company with a public-service mission

Mission

Since it was founded in 1937 with its objective to work for the public good, Loterie Romande has been organising and operating lottery games and sports betting in the six cantons of French-speaking Switzerland. It distributes 100% of its profits to non-profit-making bodies and organisations active in a broad spectrum of fields, such as social welfare, culture, sport, education and the environment.

With its business model that is unique worldwide, Loterie Romande is committed to running its business operations ethically and judiciously. Efforts to prevent and combat addictive gambling form a wholly integral part of its corporate strategy.



Values

Loterie Romande is also committed to furthering and sharing its core fundamental values. These are formally laid down in the company's corporate charter compiled on several support media. All employees are actively involved in putting this charter into practice.

Trust and credibility:

Management and members of staff act as guarantors of the integrity, reliability and credibility of the games intended to inspire dreams and provide fun.

Responsibility and transparency:

The company's business operations undertaken for the common good demand services of an exemplary standard and permanent commitment to serve the general public.

Innovation and creativity:

Inventiveness is the cornerstone of the creative process for games that are to be relevant, geared to the future and socially responsible.

Loyalty and respect:

The principles of fairness, overall ethical conduct and an acute sense of responsibilities are driving forces for both the company and each member of staff.

Commitment and reciprocity:

Members of staff work in a stimulating and enriching environment, enabling them to channel their enthusiasm and dynamism towards fulfilling the company's goals.

Cooperation and sharing:

Exchanges of views, dialogue and teamwork with all stakeholders are vital for the company in pursuit of its objectives.

Key facts & figures

Indicator	Target	2011	2012	2013
RESULTS				
+3% Gross gaming revenues (GGR) (in million)	Grow GGR within the framework of the company's Responsible Gaming policy	370	367	378
+0,5% Net profit disbursed for charitable causes and to sporting bodies (in million)	Pursue Loterie Romande's mission to work for the common good by disbursing 100% of its net profit for community associations and bodies in French-speaking Switzerland	205.2	204.8	206
SALES NETWORK AND PARTNERS				
Number of points of sale	Adapt distribution channels to evolve with consumers' habits and tastes	2,750	2,750	2,650
Commission fees paid to retailers	Make a significant contribution to the turnover of neighbourhood businesses	69.2	68.2	69.6
RESPONSIBLE GAMING				
Contribution towards research and prevention (0.5% of GGR)	Pursue the company's influential role as a driving force in the field of research and prevention	1.85	1.84	1.89
Number of official warnings issued to retailers	Continue stringent supervision of Loterie électronique sales outlets and visits by 'Mystery Shoppers'	21	12	13
Number of withdrawals	Pursue a 'partners or nothing at all' policy	2	2	6
Number of retailers/employees who undertook annual compulsory training courses	Enable all retailers and their employees to possess core knowledge and skills for preventing and combating addictive gambling	384	361	369
HUMAN RESOURCES				
Staff	Be an exemplary and reliable employer providing staff with motivation and training	285	286	292
(including mobile sales vendors)		(65)	(61)	(59)
– undergoing training		10	10	11
– being re-integrated into workplace		9	4	4

Taking the population of French-speaking Switzerland as a whole...

- 66%** play Loterie Romande's games.
- 84%** regard Loterie Romande as a friendly organisation.
- 87%** deem it to be trustworthy.

Loterie Romande's games in 2013:

- 39.5 million** instant scratch-card games sold, i.e. 75.1 every minute.
- 12.4 million** Tribolo tickets sold, i.e. 23.7 every minute.
- 36.4 million** Swiss Loto grids played, with CHF 26.4 million won by players.
- 53.9 million** Euro Millions tickets played, with CHF 198.4 million won by players.
- 3.7 million** gaming transactions concluded on the Internet.



Une histoire unique au monde

Loterie Romande's governance and sustainability

Loterie Romande has been honing its **corporate governance** for several years now, constantly seeking to improve quality at all levels, both in terms of decision-making and operationally. It regards governance as an absolute must-do requirement applicable throughout its business operations. The most exacting management and monitoring standards, both at Swiss and international levels, have been taken on board and scrupulously applied. We have to recognise though that rigorous discipline and a no-shortcomings policy are not enough to make a company effective. Loterie Romande owes its success to its clear-sighted strategic policies, bold innovativeness and strength of purpose. These attributes have, to date, enabled it to pursue its mission in the teeth of stiff headwinds, pressing ahead with its ongoing development so vital for its future.

Since the start of the new millennium though, despite its undoubted dynamism, Loterie Romande has seen its profits stagnate at almost 200 million francs a year. If Loterie Romande had not been striving non-stop to sharpen its competitive edge, those profits would have dropped, dented by having to co-exist cheek by jowl with the densest concentration of casinos in the world per inhabitant and compete with the explosion of illegal Internet gambling sites. Loterie Romande's profits, 100% distributed to cultural, social and sports community associations throughout the six cantons of

French-speaking Switzerland, are vitally important for the fabric of society in this region of the country.

Considering the ever fiercer competition at play, the **new legislation on gambling** in Switzerland must enable Switzerland's two major lottery companies to operate modern games that are both attractive and profitable, so that the public-service mission enshrined in the new Article 106 of the Swiss Federal Constitution can be fulfilled.

The draft bill sent out for consultation by the Federal Council is geared to that direction. Not only does it meet the need to provide coherent regulations for all forms of gambling, but it also proposes a framework adapted to the objectives of the lottery companies, one that will allow them to modernise constantly and retain their entrepreneurial drive.

Politicians and those involved in charities and other community bodies keen for people to be offered lottery games that are both ethical and socially responsible, whilst also determined to safeguard the diverse richness of cultural, social and sporting activities in our country, are urged to get involved in this consultation process so that the most forward-thinking solution to safeguard the future of Switzerland's lottery companies, without provisos, can be put in place. Over and above the profits disbursed in their



entirety, these companies are the most concerned about preventing gambling addiction and the most acutely aware of issues in society. Their close and ongoing relations with the cantonal authorities who authorise them guarantee the democratic openness, localness and transparency of their operations.

In the coming months, as the debate heats up over the new law on gambling, leading figures at the Swiss lottery companies, thanks to whom the new Article 106 of the Federal Constitution was approved by 87% of the electorate, will have their chance to make good use of their high-profile contacts with the decision-makers and opinion-formers at cantonal and federal level.

Jean-Pierre Beuret
Loterie Romande's Chairman

Jean-Luc Moner-Banet
gives his comments
on the operating results



Loterie Romande's gross gaming revenues (GGR) rose by 3% in 2013. So, do you see that as a successful year?

I would say 'Yes', that was a good year. This slight increase in GGR has to be considered in the light of the policy of Loterie Romande that runs its operations with moderation, striking an ongoing balance between making games more attractive and its concerns as regards social responsibility. Last year, two one-off events, on the tax front, worked to the advantage of our sector. Firstly, the threshold at which withholding tax on lottery winnings starts to be levied was raised to CHF 1,000 and, secondly, the droit des pauvres (the flat-rate 'entertainment' tax) in the Canton of Geneva was abolished. These changes had a positive impact, first and foremost in the Canton of Geneva where GGR jumped by 12%.

Profits for distribution remained flat. Any particular reason why?

The 2013 profits to be distributed to public-service projects by the cantonal distributing bodies total CHF 206 million, a figure similar to that for the previous year (CHF 204.8 million). Loterie Romande has thus demonstrated its capacity to generate stable funding resources for the public good. This year, it has also contributed CHF 3 million to bolstering its own capital funds, which will allow it to tackle the challenge of developing its operations over the medium term with confidence.

The new formula for Swiss Loto was launched in January 2013? What's your initial assessment of how that's gone?

The new formula for Swiss Loto, launched more than a year ago now, has been a success. Following the advent of Euro Millions in 2004, this traditional game, played by the Swiss for more than forty years, had been steadily in decline. The revamped formula made it possible not only to halt this erosion, but also to see the game growing slightly again. We hope this trend will be confirmed in the coming years. It is important for both Loterie Romande and its German-speaking counterpart Swisslos to offer an attractive lottery game nationwide within a setting where draw-based games are becoming increasingly internationalised.

With scratch-cards now being played online, Loterie Romande has expanded its Internet footprint. Will its interactive range of games continue being added to?

Loterie Romande's range of interactive games is gradually reaching maturity. Today, all of the flagship games are already available on our Internet platform where players can find our draw-based and scratch-card games alongside sports betting and PMU (recently launched), with the array set to be rounded out by further games soon. With this comprehensive range, our aim is to satisfy customers – both young and the not so young – who like using interactive platforms and who do so every day. However, we also never lose sight of the fact that over 90% of revenues earned by Loterie Romande originate from our

points of sale network which receives – deservedly so – the fullest attention necessary to enable it to expand too.

A new generation of equipment terminals have recently appeared in sales outlets. How important will these be for marketing games?

The new generation of machines installed since the end of 2013 has replaced previous equipment which was more than 10 years old, which is like a century in the world of IT and, more specifically, the Internet. These new machines are more user-friendly and efficient; they enable all retailers to sell the full range of games. Their player dialogue screen is more interactive, larger and in colour, allowing Loterie Romande's 2,650 sales outlets to move boldly into the 21st century as well.

What projects are there for the future?

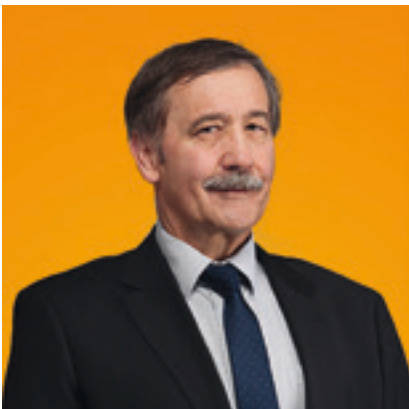
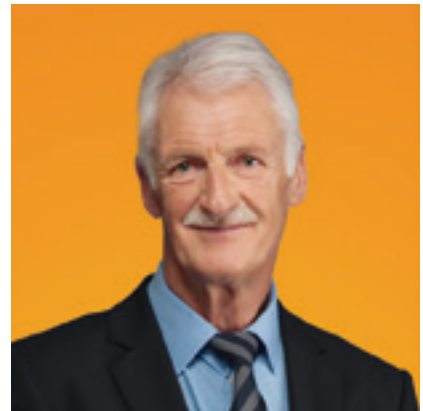
Loterie Romande is literally abuzz with projects for the future in the areas of games, networks and marketing tools. However, 2014 is set to be a year of consolidation, enabling us to work also on the programme to prevent and combat addictive gambling, as we wait for some major innovations in the medium term, connected, in particular, to the enactment and coming into force of the future Gambling Act in Switzerland.

Loterie Romande's Board of Directors in 2013

The Board of Directors is Loterie Romande's executive corporate body.

**From left to right
and from top to bottom:**

Jean-Pierre Beuret (Chairman)
Jacqueline Maurer-Mayor
Ruth Lüthi
Guy-Olivier Segond
André Simon-Vermot
Jacques Bloque
Jean-Maurice Favre



Loterie Romande's institutional organisation as of 31st December



2013

Lotteries and Gambling Conference for French-speaking Switzerland (CRLJ)

The CRLJ is the institutional body of the Convention pertaining to Loterie Romande. Its membership comprises the councillors with executive responsibilities in the six cantons that authorise and supervise Loterie Romande.

Leuba Philippe
Chairman
State Councillor
Economy Department, Vaud

Godel Georges
State Councillor
Finance Department, Fribourg

Cina Jean-Michel
State Councillor
Economy, Energy & Land Department, Valais

Karakash Jean-Nathanaël
State Councillor
Economy & Social Welfare Department,
Neuchâtel

Longchamp François
State Councillor
Presidential Department, Geneva

Probst Michel
Minister
Economy & Cooperation Department, Jura

Loterie Romande: General Assembly

The General Assembly is the association's supreme corporate body.

Chairman
Beuret Jean-Pierre, Saignelégier

Assembly members
Vaud
Astolfi Marco, La Tour-de-Peilz
Fischer Pascale, Grandson
Jaquier Rémy, Yverdon-les-Bains
Maillefer Anne-Marie, Savigny
Maurer-Mayor Jacqueline, Lausanne*
Pichard Olivier, Bex
Rochat Delphine, Lausanne
Sordet Philippe, Lutry
Vullioud Edmond, Lausanne

Fribourg
Bäriswyl Henri, Cormagens
Gaillet Claude-Alain, Estavayer-le-Lac
Lüthi Ruth, Fribourg*
Monney Jean-Paul, Dompierre

Valais
Favre Jean-Maurice, Vétroz*
Jirillo Grégoire, Sion
Tornay Jean-Maurice, Orsières
Valli-Ruppen Simone, Naters
Valterio Pierre, Vex

Neuchâtel
Dupasquier Corinne, Neuchâtel
Monnin Daniel, Neuchâtel
Simon-Vermot André, La Chaux-de-Fonds*

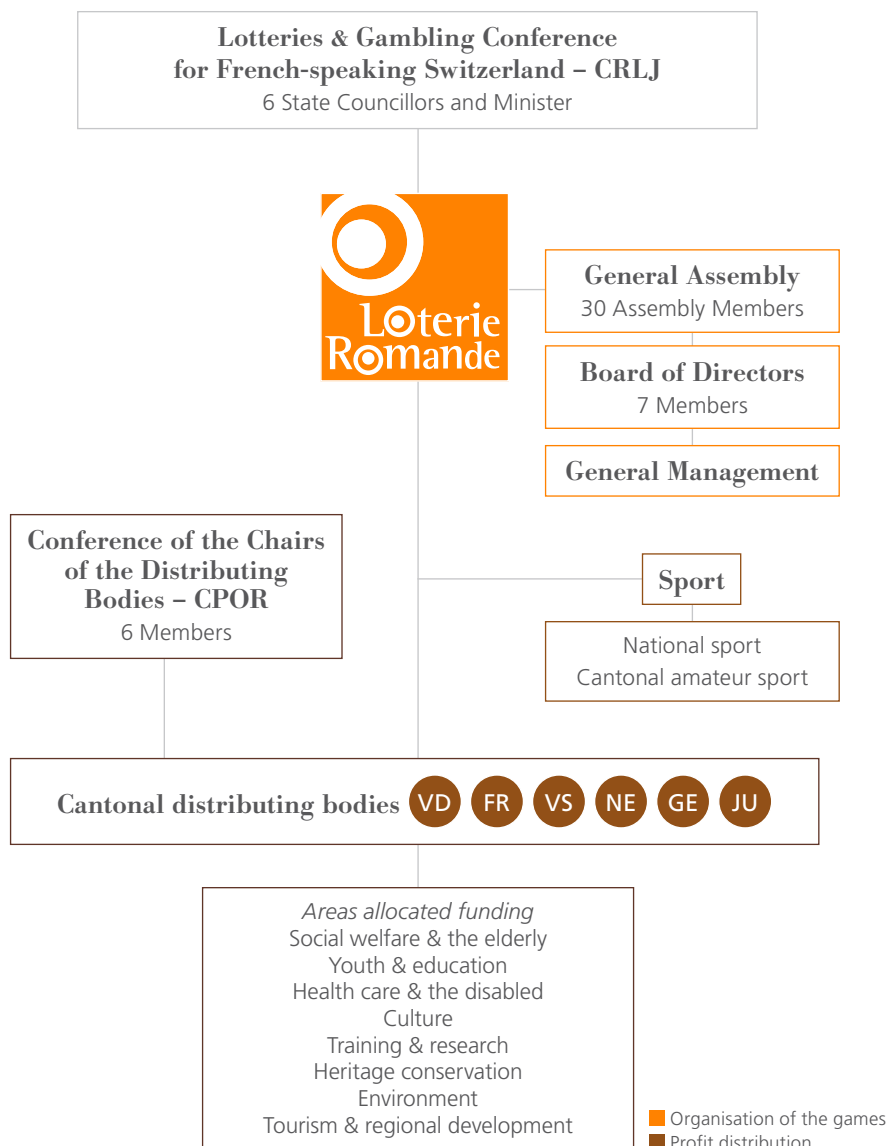
Geneva
Favre Bernard, Geneva
Grandjean-Kyburz Béatrice, Chêne-Bougeries
Kleiner Michaël, Geneva
Maulini Pierre, Carouge
Schneider Annelise, Chêne-Bougeries
Segond Guy-Olivier, Geneva*

Jura
Bloque Jacques, Delémont*
Jacquod Sigismond, Develier

* Member of Board of Directors



Loterie Romande's institutional framework



Regulation

The Swiss Lottery & Betting Board (Comlot) was established as an intercantonal authority for the 26 Swiss cantons, on the basis of the Convention signed between them in 2006. Its terms of reference are to act as supervisory agency for the market for lotteries and betting and to ensure games are offered in a transparent manner and with integrity. It is also the body with authority to approve new lottery and betting games.

Company organisation



Company auditors: Deloitte, Lausanne
External auditors: Mr P.-A. Cardinaux, Ernst & Young

Loterie Romande places considerable importance on respecting the interests of its various stakeholders in how it conducts its business. It applies a responsible and effective management model, founded on transparency and best-practice corporate governance. Its annual accounts for the 2013 financial year have been presented in compliance with **all Swiss GAAP Accounting & Reporting Recommendations (FER/RPC/ARR)**, as applied from 1st January 2013. According to Swiss GAAP ARR standards, the company's accounts present a true and faithful picture of the company's assets, financial position and results.

The decision, on recommendation from the Swiss Lottery & Betting Board (Comlot), to implement these Swiss GAAP ARR reporting standards was made in anticipation of future changes in legislation. This change has involved restating the balance sheet as of 31 December 2012 in order to ensure the comparability of different financial years. In the Annual Report and Social Report for this financial year, the **net profit** shown is the total to be distributed to the cantonal and sports distributing bodies, after allocation of the sum of CHF 3 million to free reserves. This change to previous practice was decided and approved by the General Assembly on 28 November 2013. The free reserves are required for long-term management of the company's financial resources.

*New principles
for reporting
and presentation
of accounts*

Gross gaming revenues and profits

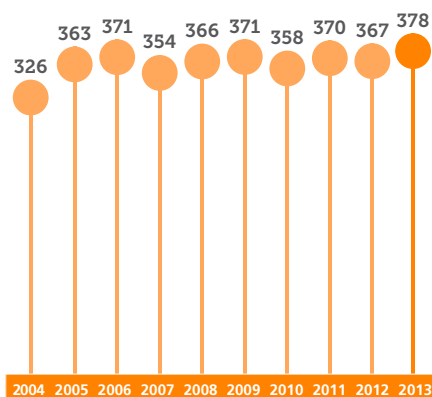
IN A FEW WORDS

CHF 206 million
disbursed for
good causes.

206
MILLION

Trend in gross gaming revenues

(in CHF millions)



2013 was a good year from a financial and accounting perspective. After a year of consolidating its business in 2012, Loterie Romande enjoyed slight growth in sales and gross gaming revenues in its 2013 business year. This result has made it possible to keep up the high level of profits being distributed for the public good.

Increase in gross gaming revenues

In 2013, gross gaming revenues (GGR), i.e. the amount of money staked less winnings paid out to players, totalled CHF 378 million, a 3% increase on 2012 levels. This outcome is encouraging against the backdrop of a gambling industry turning ever more fiercely competitive. It can be put down, to a very large extent, to tax changes that came into effect on 1st January 2013: raising of the tax-exemption threshold for payment of withholding tax to CHF 1,000 and abolition of the droit des pauvres (the 'entertainment' tax) in the Canton of Geneva made lottery games and sports betting more attractive.

A wide array of innovations and promotional campaigns also successfully underpinned Loterie Romande's business across the full range of its games:

- 32 new scratch-cards were launched on the market throughout 2013 – many were completely new, but there were also some special editions of existing games.
- The range of draw-based games was considerably rejuvenated with the new Swiss Loto formula, successfully launched in January 2013, the overhaul of Trio Magic and the arrival of the Euro Millions group grid-ticket.

– A series of information and promotional campaigns was centred on forecasting, betting games and the PMU, targeted specifically to highlight the tax changes, which helped to give fresh impetus and momentum throughout the sector.

Stable level of profits distributed for the public good

Profits generated in the 2013 business year to be disbursed for the public good totalled some 206 million francs. That total, to be distributed by the cantonal distributing

bodies (see pp. 28-30), is fairly stable relative to its 2012 level (CHF 204.8 million). This stability reflects the long-term strategies implemented by Loterie Romande to maintain the high level of support provided to charitable, cultural, sporting and environmental projects, the main ones being to:

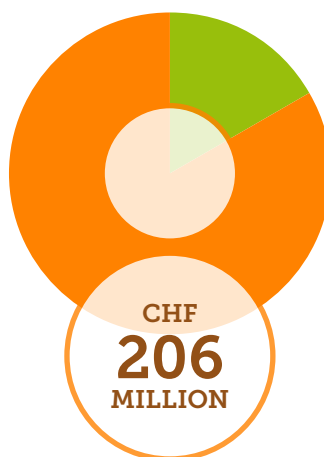
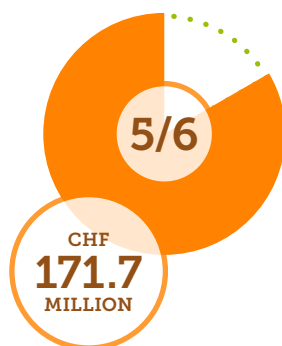
- adapt and diversify the product offering so as to match all players' expectations;
- optimise the sales networks as new consumer spending habits evolve;

– press ahead resolutely with containing operating costs which worked out at 27.9% of GGR in 2013 (down from 29.3% in 2012).

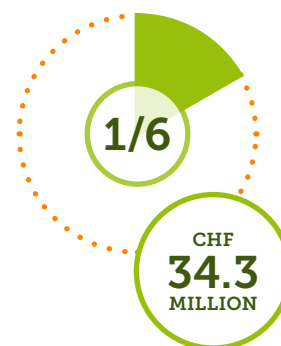
In 2013, Loterie Romande was also able to bolster its own shareholders' funds by CHF 3 million, this injection of capital being needed for optimal long-term management of the company's resources. The setting-aside of these profits as reserves, as proposed by the Board of Directors, was approved by the General Assembly (see the Financial Report).

Net profit 2013

Cantonal distributing bodies



Sport



Jean-Pierre Beuret,
Loterie Romande's Chairman

“ Loterie Romande owes its success to its clear-sighted strategic policies, bold innovativeness and strength of purpose. ”

Scratch-cards, draws and sports betting

IN A FEW WORDS

**GGR of
CHF 378 million in 2013.**

**Operating costs
slightly down, totalling
CHF 105.5 million.**

Generally speaking, consumers' and, especially, players' habits and behaviour shift and evolve fast. The increase in the threshold for paying withholding tax to CHF 1,000 as of 1st January 2013, plus the abolition of the droit des pauvres (flat-rate 'entertainment' tax on lotteries, tombolas and raffles) in the Canton of Geneva, gave a considerable boost to the whole range of games offered by Loterie Romande.

Scratch-card games

In 2013, sales of scratch-cards posted a handsome year-on-year increase, with GGR up by 8.7%. After the very minor drop recorded in 2012, this segment of the market is displaying a welcome upsurge in vitality despite an ever more fiercely competitive gambling market.

The ongoing renewal of cards being offered, with many new scratch-cards being launched, is proving its worth and helping ignite keen interest among a general public always on the lookout for something new and exciting. In addition, several flagship scratch-cards were bolstered by bonus series,

which lived up to players' expectations for fun and amusement. The range was also broadened with some new concepts, such as Black, a completely black card enabling 'scratchers' to accumulate prize winnings, or the La Roue de la Chance (lit. Wheel of Chance) scratch-card, offering players the chance to appear on the accompanying TV games show.

Among those scratch-cards most successful in 2013 were a number of new cards – Maya, Paradiso or Platinum – plus some older favourites, like Tribolo and Carton, which benefited from impressive relaunches. An



end-of-year festive special scratch-card, Billet Le Million, was also crowned with success as it kept every player's dreams alive with many prizes ranging from CHF 20 to CHF 1 million to be won.

Draw-based lottery games

Draw-based lottery games, the biggest generators of GGR, recorded a dip in turnover last year compared to 2012, with GGR down 1.8% y-o-y. The Euro Millions jackpot was won on several occasions, which had a knock-on effect on sales.

Following its launch in January 2013, the new Swiss Loto formula for its part fulfilled its objective: it decidedly boosted the game's attractiveness, with GGR up 8.7% compared to 2012. This great classic, that made its début in 1970, now offers higher jackpots and a greater chance of becoming a millionaire (requiring six numbers out of 42 rather than 45).

LotoExpress also saw its GGR rise (+16.5%), chiefly on the back of the increase in the threshold for paying withholding tax and the abolition of the droit des pauvres in the Canton of Geneva.

Lastly, we want to highlight the good showing by Trio Magic, the most recently created draw-based game, which, thanks to its overhaul in 2013, notched up a stunning jump of almost 90% in its GGR.

Loterie électronique

The Loterie électronique game, with its 700 gaming machines located in 350 points of sale in French-speaking Switzerland, saw its revenues hold steady (-0.5% y-o-y). This confirms the flattening-out in its business trend after 15 years of being in operation whilst also confirming the effectiveness of the new game moderators fitted to the machines to prevent and combat excessive gambling. As a reminder, the Loterie électronique game allows players to play, using a touch-screen, the same scratch-card games as those on card bought over the counter.

Sports betting

Sports betting enjoyed an outstanding rise in revenues last year, with its GGR climbing by 38.9%. This steep increase perfectly reflects the impact of the raising of the withholding tax threshold for gamblers who may now take home much more attractive



International comparisons

Loterie Romande's rankings by type of game (per capita sales)

		2009	2010	2011	2012	2013
Scratch-card games	Europe	2	2	2	2	2
	World	11	10	10	12	11
Draw-based lottery games	Europe	9	8	5	5	5
	World	13	13	8	10	7
Keno-type games	Europe	6	6	7	7	7
	World	13	12	14	14	14

La Fleur's 2013 World Lottery Almanac, TLF Publications, Inc.

Results by type of game

winnings. This development has been encouraging, helping to cushion to some degree the difficulties facing the whole of the betting industry caused by the expanding presence of illegal online operators, many of which have seen Switzerland as a very fertile ground to find new players and many of whose sites are very alluring to gamblers.

With the FIFA World Cup in Brazil and the Olympic Games this year, 2014 will provide further opportunities to promote sports betting through Loterie Romande, Sporttip and Totogoal, which offer the general public an entirely reliable and secure gambling system. On the back of the partnership deal with SwissTopSport, the association for all major sports events held in Switzerland, the Sporttip forecasting game has become a standard fixture at all major sporting events, allowing spectators to place bets at the very venues where the competitions are taking place and then cheer on their favourites.

PMU

After experiencing a modest decline in 2012, betting on horse races returned to vigorous growth in 2013, recording a 17% rise in GGR.



For this category of betting too, the positive effect of tax changes, especially the abolition of the droit des pauvres in the Canton of Geneva, was fully felt, rendering PMU considerably more attractive in French-speaking Switzerland.

The product offering was further expanded in 2013, with almost 1,200 additional races, which also gave sales some added impetus. This boost is the result of a string of promotional initiatives pursued over the last few years

and optimisation of the quality of the network, enhancing players' loyalty. PMU has thus reaffirmed its position as a genuinely popular leisure activity, providing fun and entertainment for many keen horse-race enthusiasts in French-speaking Switzerland. Since the start of this year, it has also been possible to place bets online at **www.loro.ch**.



Erika Hess, alpine ski racer.

Winner of six World Championship, two overall titles in the World Cup and six other titles by discipline, 31 victories in World Cup. Bronze medal in the slalom at the 1980 Winter Olympics in Lake Placid.

“ Grassroots and the next generation in Swiss sport obviously rely on financial backing from the lottery companies. Their support helps tens of thousands of children and young people to play sport and progress through their success and achievement over time. ”

Seeking to provide an attractive, responsible offering

To fulfil its public-interest mission, Loterie Romande is constantly developing its product offering and services provided to players. In 2013, it pursued its policy of renewing equipment in sales outlets and providing training to retailers, as they are Loterie Romande's ambassadors on the 'front line' of its neighbourhood presence and relationship of trust with the public.

Listening to its playing public

Every year, Loterie Romande conducts an extensive survey designed to assess players' attitudes, using the findings to improve how it distributes its games. The 2013 survey, based on representative sampling of the population in French-speaking Switzerland, revealed that satisfaction levels remain high. The survey findings confirmed once again how well known a company Loterie Romande is: 93% of those polled had heard of Loterie Romande which enjoys a very positive public image.

Of those surveyed, 87% consider Loterie Romande to be trustworthy and 84% deem it to be friendly. Loterie Romande's public-interest mission is also broadly acknowledged: for 83% of those polled, Loterie

Romande's name is synonymous with support for countless charity, cultural and sports projects.

Players and trends

Almost one half of players (49%) tried their luck in a Loterie Romande game at some point last year. The biggest group of players are aged over 55 (43% of those playing). Then come the 35-54 age group (39%) and those between 25 and 34 (13%). The split between men and women is practically even.

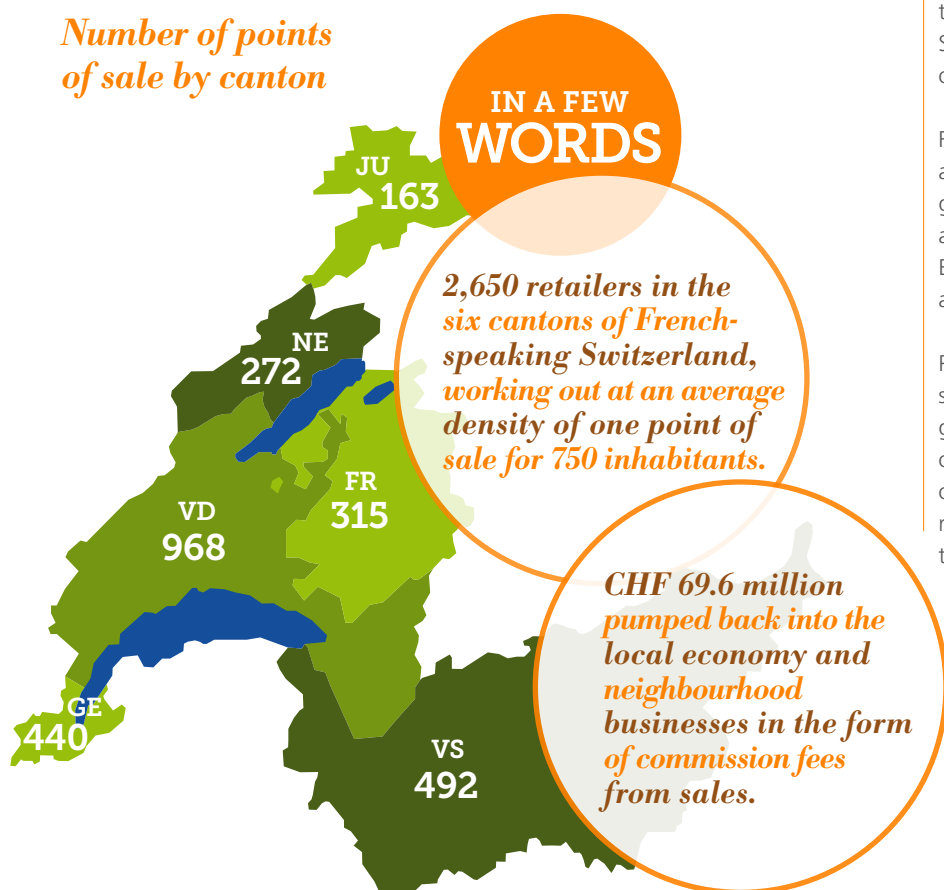
Loterie Romande players are particularly loyal as nearly two-thirds (64%) have been playing for over five years. Over half the players (56%) can be described as 'occasional', playing less than once a month.

If we now turn to the most popular games, the top favourite was Tribolo, followed by Swiss Loto and Euro Millions. Last year, 73% of players had a go at one of these games.

For 42% of new players, Tribolo, to all intents and purposes Loterie Romande's flagship game, was their first experience of playing a Loterie Romande game. Swiss Loto and Euro Millions are the first choices for 20% and 11%, respectively, of newcomers.

Preferences tend to vary with age. Although scratch-cards are enjoyed by all age brackets, games like Euro Millions and Swiss Loto ostensibly appeal more to those aged 25 or over, whereas betting on sport and horse racing tends to be more the preserve of those over 55. In contrast, the online games platform is a big attraction for young adult players. All these differences illustrate the highly complementary mix of games on offer from Loterie Romande as a source of fun and entertainment.

Number of points of sale by canton



Players and the network

Loterie Romande's distribution network of 2,650 sales outlets located throughout French-speaking Switzerland with its two million inhabitants is not just one of the densest in the world, but also one of the most modern. Each retailer is equipped with a terminal linked to the company's central servers. In order to keep pace with technology, new user-friendlier and more efficient terminals came on-stream in late 2013. The entire network is now equipped with these new machines, which offer greater opportunities to each retailer.

The diversity among the various sales outlets is another aspect that deserves highlighting. Although kiosks, cafés/bars and restaurants still form the backbone of the network, it also includes other types of establishments, such as post offices or petrol service stations. This diversity reflects the policy pursued by Loterie Romande which places great emphasis on optimising its distribution network so that it can fulfil player expectations best while taking its retailers' interests and requirements into due consideration.

Games that are good for the local economy

It is worth recalling all Loterie Romande sales points receive direct support from the company in the form of commission fees for distributing its games. These fees totalled 69.6 million francs in 2013, a sizeable sum being ploughed back into the local economy. Without these fees, the very survival of a good many small businesses would be put in jeopardy, especially nowadays when fewer people are visiting kiosks or frequenting cafés and bars.

Loterie Romande's activities thus help to provide extra consolidation for the social and economic fabric of the local area. According to some estimates, they indirectly generate between 1,200 and 1,400 jobs. Rightly proud of its contribution to the region's economy and society, Loterie Romande will consistently place importance on looking after its 'bricks-and-mortar' distribution network and forging solid relations with all its business partners.

Internet: broader online range on offer

In order to keep pace with technological developments and reach out to cement links with a new generation of players who are increasingly using interactive media, Loterie Romande has broadened its online product range, which complements games offered through its network of retailers. Indeed, its Internet range targets a new clientele of young adults aged between 20 and 35 who tend not to visit traditional retail outlets or only do so infrequently.

First launched as far back as 2010, Loterie Romande's online platform of games includes the Swiss Loto, Euro Millions and Trio Magic draw-based games, Sporttip and Totogoal sports betting/forecasting as well as scratch-cards. This year, one new product has been added: online PMU.

The figures reveal how dynamic this online gaming platform is: 11% of grids played on Swiss Loto and 7% of Euro Millions grids are now being validated over the Internet. Apps for smartphones are also available to enable online gaming using mobile phones.

Some essential challenges

Expanding its Internet platform and range of games on interactive media is central to Loterie Romande's core business strategy as the company endeavours to halt the migration of players towards offshore gambling sites that are illegal under Swiss law. Loterie Romande is fighting to ensure that players' money stays in Switzerland and contributes towards the common good instead of being siphoned off into the coffers of private shareholders abroad.

Unlike most illegal gambling sites which operate no controls and leave the door wide open for addictive gambling habits to take root, Loterie Romande offers people a wholly reliable and secure gaming platform. True to its Responsible Gaming policy, a whole series of failsafe mechanisms recognised as being both appropriate and effectual have also been put in place.

The identities and ages of those wanting to play the games are rigorously checked: only those people living in one of the six French-speaking Swiss cantons and aged over 18 years can open a gaming account. The online platform of games also presents clear and precise information on the risks of gambling addiction for the purpose of preventing and combating excessive gambling. Measures taken in this area are constantly being reinforced and improved. The possibility of limiting amounts staked and the option of self-exclusion feature among the array of gaming moderators installed on the Internet platform.



Anne-Marie Binet,
Kiosk-holder, Delémont

“ Loterie Romande's new games always create interest and excitement. Not only are they talking-points at the kiosk, stimulating sales, but they also help to boost players' loyalty. ”

2013, an emotion-packed year

Loterie Romande is constantly expanding and developing its palette of games. Last year, it launched a broad range of new products, which helped give its results a boost. The high point of this intensive activity: Lady Luck truly smiled on players who took home a string of jackpot prizes on Swiss Loto and Euro Millions. Thanks to innovative concepts, scratch-cards have been resurgent with great success.

Swiss Loto: fewer numbers to become a millionaire

Swiss Loto, first launched in 1970 as *Loterie Suisse à numéros*, has evolved non-stop to meet players' shifting tastes and desires. The game underwent a complete facelift on 10 January 2013: it can now be played more straightforwardly, which has boosted its appeal. The second prize tier now makes

it possible to win a million francs, by having six correct numbers out of 42 instead of 45. At the same time, the jackpots on offer are bigger, sometimes over CHF 20 million.

This new formula for Swiss Loto is living up to its promises. It has given welcome fresh impetus to the national lottery game which remains highly popular with the overwhelming majority of players. In 2013, good fortune shone on several Swiss Loto players: 18 people won a million francs by choosing six correct numbers; six more were even luckier, walking away with the jackpot. Two jackpots won, totalling CHF 34.5 million and CHF 32 million, came very close to beating the record won in March 2010 (CHF 35.8 million). The Joker option also enabled two more players to win a prize running into seven figures. Total winnings on Swiss Loto in 2013 amounted to a huge CHF 211



million. Since it was first run until end 2013, this game has already created 788 millionaires in Switzerland.

Euro Millions, with its new group ticket option

Since its launch in its current form in 2011, Euro Millions has continued to prove highly popular. In June 2013, Loterie Romande launched its group ticket option – a Swiss exclusive. This new user-friendly and fun ticket option enables a group of between two and ten people to play together in absolute security, according to the idea of “I’m lucky and I’m going to share it”. The principle is quite simple: each player participates in all grids played by the group and keeps their own receipt. The bets, winnings and withholding tax, if applicable, are shared equally between all group members.

SWISS
LOTO

26 millionaires
in 2013

**EURO
MILLIONS,
RECORD WINS
IN SWITZER-
LAND**

In 2013:

**CHF 27.2 million
won in the
Canton of Vaud.**

**CHF 115.5 million
won in the
Canton of Valais.**



Thanks to this new development, which follows the current trend of sharing things, experiences and information (joint tenancies, car-sharing, social networking, etc.), Loterie Romande provides players with the chance to play Euro Millions in an extremely enjoyable way with colleagues, friends or neighbours, and to share a moment of fun and recreation. With this new group ticket, whilst staking the same amount, players can play more combinations and accordingly boost their chances of winning.

Euro Millions: record high wins in Switzerland

Summer 2013 turned out to be one of high emotions for Swiss players of Euro Millions, especially those in French-speaking Switzerland. Two lucky people in this part of the country became multi-millionaires, winning eye-watering jackpots. The first won CHF 27.2 million in July with a ticket validated in the Canton of Vaud. The second won the staggering sum of CHF 115.5 million with a ticket validated in the Canton of Valais.

That fortunate winner was the only European player to have found the exact winning combination for the draw on 23 August 2013, taking home to Valais the biggest jackpot

prize ever won in Switzerland since Euro Millions was first launched in 2004. It bettered the previous record win of CHF 99.1 million won in 2005, in the Canton of Valais too. Just for the record, the biggest ever win in Euro Millions history was CHF 228 million, won in August 2012 by a player in the UK.

Trio Magic: a new formula

Since 1 September 2013, the new Trio Magic has delighted aficionados of this draw-based game, in which players have to pick the right three-digit combination. This game is easy, fun and quick to play, and it now offers a 1-in-10 chance of winning thanks to the "middle number found" rule. In other words, if the middle figure in a combination played (which represents a number in the tens column) is identical to the number drawn, the player already wins a prize.

Trio Magic is unique and guarantees a moment of fun every day: the numbers are drawn every evening from Monday to Saturday, with the results broadcast at about 9 o'clock in the evening on the RTS Deux TV channel. Since being launched in April 2012, the game has proved highly successful in sales outlets. Players are now also able to pick

their favourite lucky numbers via the online gaming platform www.loro.ch.

Scratch-cards: a new TV game and plenty of innovations

On 25 September 2013, Loterie Romande launched a new scratch-card with a tie-in to a new TV games show: **La Roue de la Chance** (lit: the Wheel of Chance). After its *Les Clés de la Fortune* (lit. The Keys of Fortune) card, which enabled ten people to win CHF 100,000, with one of them taking home a million francs during the televised grand finale, Loterie Romande is now proposing a new saga that is even more exciting and attractive. Developed in conjunction with RTS, the *La Roue de la Chance* programme, first broadcast on 13 January 2014, enables contestants to accumulate their winnings over several days and, for the luckiest ones, to spin the wheel to try to win the big top prize.

The way to play this new colourful *La Roue de la Chance* scratch-card glittering with its enticing golden highlights is both familiar and fun. It offers players several chances to appear on the TV show: 160 people will take part in the show each year and have the

chance to play throughout a week to try to have a go on the spinning-wheel, with the chance every Friday to win up to CHF 100,000. Thanks to its highly colourful designs, La Roue de la Chance guarantees great suspense and high emotion for players and TV viewers alike.

A whole string of other new scratch-card games were launched in 2013, the highlights being:

MINI MOTS

(lit. Mini Words) (CHF 4.00): a crossword-themed card with prizes of up to CHF 40,000.

TOP 1'000

(CHF 10.00): a scratch-card offering ten chances to win CHF 1,000 after tax.

ANGE OU DÉMON

(lit. Angel or Devil) (CHF 3.00): depending on whether you feel like an angel or a devil, this game offers great prizes of up to CHF 30,000.

TOUCHÉ-COULÉ

(CHF 8.00): the famous game of battleships presented in the form of a scratch-card offering prizes of up to CHF 100,000.

E-GRATTE

(lit. e-scratch) (CHF 5.00): the whole world of mobile phones brought together in a screen-look scratch-card offering a jackpot prize of CHF 50,000.

BLACK

(CHF 10.00): as black as night, this alluring and mystery-packed card allows players to accumulate wins, with CHF 200,000 up for grabs.



Internet: fresh developments online

The www.loro.ch Internet gaming platform was expanded in 2013 with the arrival of six new **online scratch-card games**, such as Océano, Roues de la Fortune or Magic Buzz. Now, around fifteen scratch-card games are available to play on the Internet. With this new option for players to 'scratch' online proving so successful, several new instant-win games will be launched this year. Another big innovative step to be reported has been the launch of **online PMU** which, from January 2014, has ideally dovetailed with the range of products offered on the Internet and helped to boost significantly the attractiveness of betting on horse racing, in particular among new technology enthusiasts.

CHF
1
MILLION

Les Clés de la Fortune saw one person winning a million francs.



Jean-Luc Moner-Banet *outlines the political outlook* *for lottery companies' future* *development*

You were involved in drafting the bill for the new Gambling Act in Switzerland. What are the core ideas in the new legislation?

The new Swiss Gambling Act will enact Article 106 of the Swiss Constitution, which Swiss voters approved in a referendum in March 2012. Whilst laying down the foundations for operating all forms of gambling in Switzerland in an attractive and modern way, the law also strengthens protection for the general public, including in particular vulnerable people and minors. It also guarantees profits will not be privatised, in accordance with the precepts of the new Article 106 of the Constitution. On the contrary, the beneficiaries, all those associations working for the good of the community, will continue to be exclusive recipients of profits generated by lottery games and sports betting. As regards the authorities, the draft bill increases the powers vested in cantonal authorities over lottery games and sports betting.

After the consultation stage, the draft bill will be discussed in Parliament. So, should we expect some heated debates on the horizon?

Before the parliamentary stage, during which the bill will be thrashed out and turned into law, the consultation process will be open for anyone to voice their opinions on the draft legislation so we can have a democratic debate on the whole issue. It is healthy that such a debate is launched in Switzerland as we are on the verge of shaping the landscape in which gambling will be operated over the coming decades. We are confident about the bill that will be put forward for consultation and, subsequently, to Parliament because it has been drafted on the basis of a consensus involving all those active in the gambling industry.

The prevention and combating of excessive gambling is precisely one of the objectives of this new law. On this particular score, what is Loterie Romande doing in this area?

Loterie Romande has been actively seeking to prevent and combat excess gambling for fifteen years. Working in conjunction with researchers and experts, we have put in place many effective measures. As a pioneer in this field, Loterie Romande has paved the way for European and global standards to be implemented that have been backed by dozens of lottery operators worldwide. Loterie Romande will press ahead with developing best practice in this domain, within the framework of the new law in particular, constantly striving to offer games that are both attractive and responsible, and which enable vulnerable people and minors to be protected.

You have been President of the World Lottery Association (WLA) for two years. Which projects have been closest to your heart at an international level?

Problems surfacing in the lotteries sector in Switzerland arise, to a greater or lesser extent, throughout the world. One of the main aims being pursued by the WLA is to formulate standards, particularly in the fight to combat and prevent addictive gambling, and to safeguard the security and integrity of games. We are currently working on implementing new guidelines in the area of sporting integrity to combat match fixing, which will contribute towards transparent sports betting products being offered worldwide.

In addition to these goals, the WLA is endeavouring to promote the exchange of best practice with developing countries, for example in Africa and Asia. It should be remembered that the 150 WLA members enable charitable causes to benefit from some 70 billion dollars each year. Our association is, therefore, duty-bound to ensure these revenues continue to permanently make a contribution to the public good and are not diverted to line the pockets of private operators.



The World Lottery Association, set up in 1999, is an industry association with a membership of around 150 authorised State lottery companies from over 80 countries around the globe, most of whose profits are redeployed for the public good. This global body oversees compliance with the system of legal concessions, supervises the integrity of lottery games and sports betting, presses for the most exacting standards to be implemented with regard to Responsible Gaming, and provides an international forum at which experience and creative ideas can be exchanged by all.
www.world-lotteries.org

*A snapshot
of the WLA*



Ongoing and permanent dialogue

In compliance with its policy of upholding social responsibility, Loterie Romande is committed to an ongoing and permanent dialogue with all its stakeholders. This dialogue, embodied in many mutually beneficial two-way exchanges of views, reflects Loterie Romande's determination to prioritise transparency in its dealings with the general public and all those affected by its operations on both business and social fronts.

Ethics and social responsibility sit at the very core of this policy pursued by Loterie Romande which constantly seeks to involve all its stakeholders in its strategic and operational choices. This is founded not solely on respect for the values espoused by Loterie Romande, but is also geared towards improving the company's overall performance.

The main relevant players who interact with the company are presented in the diagram opposite. Over and above the main tools of mass communication aimed at the general public and the media, specific information and activities are targeted at various groups of stakeholders, meeting both Loterie Romande's and their own expectations. Since 2012, an outside consultant has been charged with ensuring provisions relating to data protection are stringently adhered to.

Loterie Romande's data-protection consultant undertakes, completely independently, all requisite assistance and monitoring tasks. Accredited with the Federal Data Protection and Information Commissioner (FDPIC), in compliance with the Swiss Federal Law on Data Protection, he supervises implementation of regulations relating to data protection. He also has the responsibility of advising staff members, supervising projects involving data processing, for example those involving players' profiles, and conducting internal auditing as regards data protection.

Data protection



Stakeholders

PLAYERS

Almost 70% of people in French-speaking Switzerland regularly play Loterie Romande games



BENEFICIARIES

All net profit distributed via the appropriate distributing bodies



STAFF

292 staff, including 59 mobile ticket-sellers



RETAILERS

2,650 retailers located throughout the six French-speaking cantons of Switzerland



SUPPLIERS

External partners, suppliers of goods and services



AUTHORITIES

Lotteries and Gambling Conference for French-speaking Switzerland (CRLJ)

Conference of Cantonal Directors with Responsibility for Lotteries (CDCM)

Swiss Lottery & Betting Board (Comlot)



PUBLIC-INTEREST GROUPS

Responsible for protecting minors and other vulnerable people in society: researchers, medical practitioners, care/treatment centres, etc.

What is expected of Loterie Romande	What is expected by Loterie Romande	Projects or programmes	Means of dialogue
<ul style="list-style-type: none"> – Responsible operator offering entertaining games and a clearly defined distribution schedule for prizes – 100% of net profit distributed for the public good – Secure and reliable games 	"That gaming remains a game"	<ul style="list-style-type: none"> – Survey conducted once every year into players' profiles and tastes – Tried and tested rigorous 'Responsible Gaming' policy, based on the principle of informed choice – Marketing & Advertising Code of Conduct – Anonymity of winners guaranteed; assistance if they so wish 	<ul style="list-style-type: none"> – Information available at sales outlets – Draw/winnings schedules available at www.loro.ch – Age restrictions printed on tickets, games, terminals, etc.
Over CHF 500,000.– distributed every day	That the projects given support (around 3,000 p.a.) come fully to fruition	www.entraide.ch	Interviews conducted when preparing the Annual and Social Reports
<ul style="list-style-type: none"> – Reliable employer, providing motivation and training – Ethical and responsible company 	Satisfied and motivated employees aware of their responsibilities	<ul style="list-style-type: none"> – Ongoing training – Satisfaction surveys – Public health measures – Apprenticeship opportunities – Reintegration schemes – Annual appraisals, with setting of individualised staff targets – Professional integration 	<ul style="list-style-type: none"> – Intranet – In-house meetings – Corporate charter, highlighted and available on several support media
<ul style="list-style-type: none"> – Financial backing in keeping with the efforts undertaken – Attractive and secure product offering – Marketing support – Training – Ongoing dialogue 	Partners who conduct themselves responsibly, adhering to the provisions put in place	<ul style="list-style-type: none"> – Training courses on the games and Responsible Gaming – Modernisation of games equipment – Motivation and incentive schemes – Training on security 	<ul style="list-style-type: none"> – In-house magazine for retailers – Information via sales support advisors – Training sessions for retailers
Reliable business relationship	<ul style="list-style-type: none"> – Long-term partnership taking business and social aspects into consideration – Financially independent of Loterie Romande 	<ul style="list-style-type: none"> – Signing up to Marketing & Advertising Code of Conduct – Contract including reference to obligations, especially with regard to Responsible Gaming 	Communication with relevant departments
<ul style="list-style-type: none"> – Compliance with laws and regulations in force – Games not targeted at minors or other vulnerable members of the public; adherence to a pre-established schedule for distributing winnings – Community support – Responsible company 	Safeguarding the mission of lotteries who work for the public good under the supervision of the cantonal authorities	<ul style="list-style-type: none"> – Obtaining their seal of approval for all games before they are launched on the market – Communications on Responsible Gaming policy – Regular meetings and ongoing exchange of views 	<ul style="list-style-type: none"> – Monthly meetings and contact on a weekly basis – Meetings at seminars or conferences
<ul style="list-style-type: none"> – Games developed that take note of their analysis – Preventative measures funded via a 0.5% levy on GGR 	Long-term partnership based on constructive exchanges of views and effective co-operation (particularly the training of retailers)	<ul style="list-style-type: none"> – Training – Regular meetings, sharing of experience – 0800 801 381 Helpline number prominently displayed at all points of sale 	<ul style="list-style-type: none"> – Regular contacts (lectures, meetings, telephone calls) – Meetings at seminars or conferences

Security, integrity, responsibility and risk management

All of Loterie Romande's business operations are governed by its overall policy on security. With the purpose of permanently guaranteeing players and all stakeholders that its games are operated with integrity, transparently and securely, Loterie Romande applies the most exacting standards on security and Responsible Gaming.

ISO 27001 – a label of excellence

Since 2009, Loterie Romande has had official ISO/IEC 27001:2005 certification. Few companies in Switzerland have been awarded this certification, a stamp of approval guaranteeing the business is applying and implementing best possible practice when it comes to security and risk management in compliance with strict criteria recognised worldwide. Awarded for a three-year period, this official certification was successfully renewed in 2012. Regular checks are made in the intervening period.

Three key areas are assessed: integrity of transactions, financial security in the games process, and rigorous checking procedures. With specific regard to the business in which Loterie Romande is active, ISO 27001 bears witness to the equity and quality of games marketed: it stands as a genuine hallmark of the bonds of trust between the company, its suppliers and all its players.

ISMS – mastering information flows

In parallel with its ISO 27001 certification, Loterie Romande set up a structured and effective Information Security Management System (ISMS) designed to safeguard the confidentiality, integrity and availability of information in its broadest sense. The ap-

plicability of the ISMS is vast: it covers all employees, locations, premises, IT equipment, data (in electronic or hard-copy forms) as well as business processes. Implementing the ISMS guaranteeing the probity of the games provides tangible evidence of Loterie Romande's ethical principles and its respect towards players.

ICS – financial risk management

In a drive to strengthen its instruments of corporate governance, Loterie Romande set up a Management Control department in 2003. This department put in place an Internal Control System (ICS) to provide assistance in managing the company. The purpose of the ICS information tool is to ensure financial risks are optimally managed. The ICS thus enables managers and auditors to verify Loterie Romande's finances are both transparent and comprehensively managed.

WLA-SCS – security of games

With Security Control Standards (SCS) drawn up by the World Lottery Association, Loterie Romande has achieved the highest recognition for supervision of its processes. Certification under WLA-SCS: 2006 – which requires a business to fulfil beforehand the requirements of the ISO 27001 standard – imposes rigorous and permanent controls

on security, placing greater emphasis on defining risks specific to the lottery business itself. In reality, it encompasses the 133 checking procedures required by ISO 27001, plus an extra 96 of its own.

Ongoing risk reassessment

ISO and WLA certifications are not ends in themselves, nor do they imply that efforts stop there: quite the contrary, certification forms just one aspect of an ongoing process of self-improvement to enable a business to boost its efficiency.

In this respect, Loterie Romande has instigated a risk-management methodology tailor-made for its specific environment: this takes account of the full length of the chain of games production and operation as well as all its own services and departments, including monitoring of suppliers and financial risk analysis. Loterie Romande applies this methodology constantly. Risk management and reassessment are subject to weekly reports to the management team; semi-annual reports are prepared for the Board of Directors.



European Responsible Gaming Standards

European Responsible Gaming Standards were published in October 2007 by European Lotteries (EL). Their primary purpose is to foster an exchange of information between EL's various member lottery companies. These standards, drafted by a working group of experts, in which Loterie Romande is involved, stipulate under ten key headings the obligations of lottery companies with regard to their players, the purpose being to prevent and combat addictive gambling. The rules of conduct flowing from these standards are important: those signing up to the standards must undergo a lengthy certification process, with compliance being reassessed for confirmation once every three years. Of the fifty or so operators to have ratified the Standards to date, Loterie Romande was among the first to be officially certified. Loterie Romande was successfully re-awarded this certification in 2012.

www.european-lotteries.org

WLA World Responsible Gaming Principles

On the global stage, the World Lottery Association has also drafted standards aimed at actively furthering ethical Responsible Gaming principles. Loterie Romande already signed up to these World Responsible Gaming Principles in 2007. The company attaches great significance to complying with these. After achieving the highest certification rating (Level 4) in 2009, Loterie Romande was delighted to have sustained this standard of excellence, as confirmed during the overall reassessment process conducted in 2012.

www.world-lotteries.org

Marketing & Advertising Code of Conduct

Loterie Romande's marketing and advertising practices also adhere to strict criteria in terms of social responsibility. These criteria were laid down in its Marketing & Adver-

tising Code of Conduct formulated in 2008. Taking *European Responsible Gaming Standards* as a template, this Code lays down a framework and benchmark not just for marketing, publicity and advertising campaigns themselves, but also relating to the games design process. It guarantees promotional and advertising materials are drafted and broadcast in keeping with a strict and transparent ethical and socially responsible code.

All of Loterie Romande's partners and suppliers must sign the Marketing & Advertising Code of Conduct, thereby making a pledge to adhere to its principles. Available to download from www.loro.ch, the Code is submitted to any new partner during the year: over 80 suppliers have already signed up to it.

100% of net profits distributed

Loterie Romande pursues a public-interest mission founded on a business model that is unique worldwide: it distributes all the net profits it makes to thousands of organisations working for the good of the community. Independent distributing bodies are responsible for allocating the funds donated in the half-dozen cantons of French-speaking Switzerland.

For the community

Every day, Loterie Romande distributes over CHF 500,000 for works for the public good. Thousands of not-for-profit associations, active in the widest array of fields, benefit directly or indirectly from this windfall.

How the profits are allocated is dictated by very precise criteria. The key rule for the profit share-out is the following:

- 5/6ths are earmarked for the six cantonal distributing bodies;
- 1/6th is allocated to sport.

Cantonal distributing bodies

The lion's share, i.e. five-sixths, of profits generated for disbursement by Loterie Romande is made available in full to the cantonal distributing bodies.

These bodies, that are independent from the operating side of Loterie Romande's business, are responsible for distributing profits allocated to them throughout the six French-speaking Swiss cantons (Vaud, Fribourg, Valais, Neuchâtel, Geneva and Jura). They alone choose the organisations or projects they wish to support in accordance with transparent and clearly defined selection criteria stipulated in their framework arrangements.

The share allocated to each cantonal distributing body is based *pro rata* on the cantons' populations (one half) and gross gaming revenues generated in each canton (the other half).

In 2013, almost 3,000 associations, bodies, organisations, foundations or projects were awarded funds by the distributing bodies. The funds allocated are split into eight different fields of action.

Intercantonal projects

Specific donations awarded to organisations that undertake public-interest work in most cantons in French-speaking Switzerland or whose intercantonal coverage is acknowledged are considered to be intercantonal disbursements for French-speaking Switzerland.

It is incumbent on the Conference of the Chairs of the Distributing Bodies (CPOR), comprising the Chair or Vice-Chair of each individual cantonal agency, to assess funding applications. Every decision is taken unanimously and ratified by all the distributing bodies. The funds awarded by the CPOR, which constitute a maximum 10% of profits available, are funded by the cantonal distributing bodies in proportion to the populations.

Vital support

The rise in applications being made to cantonal bodies or to the CPOR provides evidence of the ever-increasing role played by these institutions interwoven into the social and cultural fabric of French-speaking Switzerland. It also re-affirms the dominant role played by Loterie Romande in these bodies'



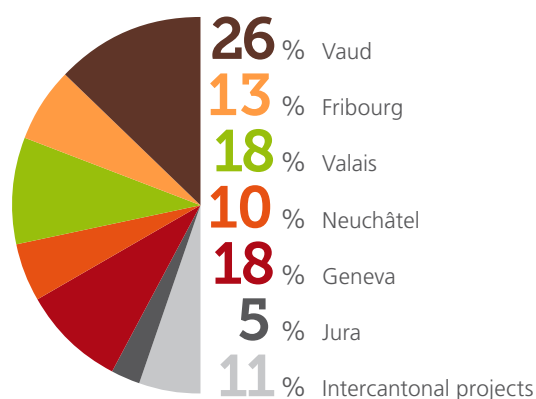
Sigismond Jacquod,
Chairman of the Conference
of the Chairs of the Distributing
Bodies (2013)

“ Loterie Romande's funding support is very often both vital and crucially decisive. It makes an essential contribution to the diversity and wealth of the charity-based, cultural and sporting activities on offer in French-speaking Switzerland. So many projects would fail to get off the ground without this precious backing. ”

2013 Disbursements to cantons (in CHF)

Vaud	33,217,743
Fribourg	16,904,793
Valais	23,832,371
Neuchâtel	13,286,650
Geneva	22,938,216
Jura	5,900,967
TOTAL FOR CANTONS	116,080,740
Intercantonal projects	14,012,000
GRAND TOTAL	130,092,740

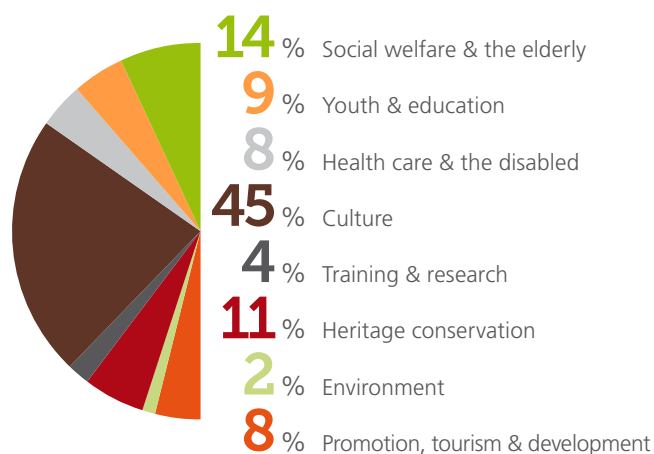
2013 Disbursements to cantons (in %)



Disbursements by sector made by distributing bodies in 2013 (in CHF)

Social welfare & the elderly	17,927,484
Youth & education	11,407,769
Health care & the disabled	10,098,621
Culture	58,129,001
Training & research	4,741,700
Heritage conservation	13,903,934
Environment	2,874,500
Promotion, tourism & development	11,009,731
GRAND TOTAL	130,092,740

Disbursements by sector made by distributing bodies in 2013 (in %)



Who can be a beneficiary?

Loterie Romande's profits are allocated to not-for-profit associations, organisations, foundations and institutions, but, under no circumstances, to individuals. The donations should make it feasible for the beneficiary to undertake a project for the common good that does not fall under the heading of a legal obligation incumbent on public authorities (federal, cantonal or local).

For further information:
www.entraide.ch.

very existence. Its support and backing are even more crucial when funding provided by private companies or the public sector is being scaled back.

For sport

Funding allocated to sport, amounting to one-sixth of the profits, is divided among three key entities:

- The cantonal sports bodies which, in turn, help to finance amateur sport (infrastructure, grassroots level, local events).

– The Sport-Toto company redeploys funds granted to it to provide backing to Swiss Olympic, the Swiss Football Association and the National football and ice hockey leagues.

– The *Association pour le développement de l'élevage et des courses de chevaux* (ADEC; Association for the Promotion of Horse Breeding & Racing).

One special case: disabled sports activities can benefit directly from financial backing awarded by the cantons' distributing bodies provided that their funding application is approved.

6 CANTONAL
DISTRIBUTING
BODIES

5/6

Cantonal share-out according to population and sales

CPOR

Intercantonal projects in French-speaking Switzerland

8 supported sectors:

- Social welfare & the elderly
- Youth & education
- Health care & the disabled
- Culture
- Training & research
- Heritage conservation
- Environment
- Promotion, tourism & development

SPORT

1/6

Cantonal sports bodies

Sport-Toto Swiss Olympic, ASF/SFV, NL-IH

ADEC (equestrianism)

Loterie Romande's profits in 2013 (in CHF)

Portraits

Loterie Romande's profits are distributed in full to thousands of social-welfare, charitable, cultural, sporting and environmental bodies and associations. The pen-portraits presented on the next few pages highlight the importance and variety of the projects being supported.



SOCIAL WELFARE

Fondation Nez Rouge (throughout French-speaking Switzerland)

Nez Rouge (lit. Red Nose) is a high-profile nationwide preventative campaign to increase road-safety awareness and reduce the number of accidents caused by drivers no longer in a fit state to be behind the wheel of their vehicles. For 24 years now, Nez Rouge, with its unmistakable symbol,

offers to take any driver home who feels they have overindulged or are incapable of driving during the year-end festive season. The effects of tiredness, alcohol or prescription medicines are all eminently sensible reasons for ringing the Nez Rouge freephone number and handing over the car keys to one of a team of volunteers.

Nez Rouge brings together over the Christmas and New Year period thousands of volunteers committed to making Switzerland's roads safer. Volunteers taken on are also ambassadors throughout the year for Nez Rouge's slogan: "If you're driving, don't drink! If you're drinking, don't drive!". The facts and figures speak for themselves. Since 1992, over 112,000 volunteers have offered their services to Nez Rouge, returning almost

300,000 people safe and sound to their homes.

Prevention, helpfulness and humanity are the key values driving Nez Rouge's volunteers so everyone can share in the festive spirit.

www.nezrouge.ch

“Getting the Nez Rouge campaign up and running during December calls for sheer hard work and strenuous efforts from volunteers. Nez Rouge's success is down to them, the backing of our partners and Loterie Romande's generous donation.”

(Dr Jean-Luc Baierlé, Chairman of the Fondation Nez Rouge)



YOUTH & EDUCATION

Centre de la jeunesse et de la culture, Delémont (Jura)

Since 1999, while still awaiting a satisfactory final project to be set up, the Groupement pour un Centre de la Jeunesse et de la Culture (CJC) at Delémont had continued to operate in the former caretaker's flat at the Prince-Bishop's Castle, with plenty of people taking full advantage of this amenity. The facility was, however, old and tired, no longer living up to the expectations of the Jura public.

After one project after another failed to get off the ground, the CJC finally settled on the current location for the SAS youth and cultural centre in the Prince-Bishop's Castle's east wing. Thorough refurbishment work, completed in August 2012, transformed the space into modern, ideally fitted-out premises, with a concert hall on the first storey and a bar/bistro of around 70 m² on the ground floor.

This setting has proved ideal, in keeping with the castle's identity, in close proximity to the night-life in central Delémont and offering synergies that can be exploited with other institutions in the town. CJC, run as a charitable association, can now offer a vast range of activities: concerts of modern and contemporary music, cinema, theatre, dance, visiting artist exhibitions, etc.

More than 100 events and 250 artists have graced the SAS's stage in its inaugural season. Its highly eclectic programme has appealed to a demanding public who have responded enthusiastically, with almost 7,000 flocking to the centre.

It has been a crowning success for this alternative centre which is making a whole-hearted contribution to enriching Delémont's cultural life.

www.sasdelemont.ch

“Without Loterie Romande's funding support, the Centre would have had no theatrical infrastructure!”

(Sébastien Faivre, Chairman of CJC)

HEALTH CARE & THE DISABLED



Fondation PassePartout (Fribourg)

The PassePartout foundation, set up in 1990 under the auspices of Pro Infirmis and Pro Senectute, works to assist those with impaired mobility. Throughout the Canton of Fribourg, volunteers make themselves available for PassePartout to further its worthy cause and ensure those people with mobility problems can be fully involved in local society by providing transport service using specially modified vehicles. This helps enhance

users' quality of life, allowing them to stay living in their homes, but enabling them still to get out and about to enjoy social activities.

At present, no fewer than thirteen specialised vehicles travel the canton's road network, driven by almost 250 volunteers and backed up by many others working behind the scenes to maintain and service vehicles, and plan routes. Every year, over 27,000 people are driven around, covering over 600,000 kilometres in all.

In 2013, the PassePartout foundation, supported by the Canton of Fribourg authorities and Loterie Romande's funding, bought four new vehicles custom-fitted to carry wheelchairs. Long may PassePartout travel the Canton's roads!

www.fondation-passepartout.ch

“The Fondation PassePartout, already heavily reliant on the generosity of its volunteers, would not be able to fulfil its mission without financial support from the Canton of Fribourg and Loterie Romande to enable us to buy these purpose-adapted vehicles. Our heartfelt thanks go out to them!”

(Nicolas Charrière, Chairman of Fondation PassePartout)

CULTURE



far° festival des arts vivants, Nyon (Vaud)

Each year, August in Nyon is pleasantly disrupted by the far° festival des arts vivants (lit. Festival of Living Arts), with the town being turned for a fortnight into a meeting-place for lovers of performance and street art. The far° festival has a particular place in the world of theatre, dance and the performing arts in Switzerland. As the only event of its type throughout the region

in summer, it explores new avenues in the performing arts, providing a setting perfect for exciting artistic creativity. Since the very outset, the festival programme has brought together Swiss and international talent, embodying originality and exemplary standards, and seeking to open the French-speaking Swiss public's eyes and ears to contemporary art and artistic ideas.

The body that distributes Loterie Romande's funds in the Canton of Vaud has provided its support to this festival of performing arts, which, by putting established and up-and-coming performers centre-stage at the heart of the action, inspires reflections about links with the town, region and its populace. The far° festival provides a 'thought lab' open to all spectators with

plenty of get-togethers and meetings to discuss and reflect on aspects of the performing arts. The line-up for the next festival, scheduled for 13 to 23 August 2014, looks very promising indeed.

www.festival-far.ch

“I believe in those instants when the spectator comes across a work that offers insight into the relevance of art as a doorway to knowledge and reminds us art provides an authentic testimony, encouraging us not to make snap judgments based on mere superficial perceptions, but to embrace it as a whole experience.”

(Véronique Ferrero Delacoste, Director of far°)

HERITAGE PROJECTS & CONSERVATION



Musée des Bisses, Botyre-Ayent (Valais)

The famous Valais 'bisses', the breath-taking centuries-old irrigation channels, are being extended indoors. Located at Botyre-Ayent, some 7km outside Sion on the road up to Crans-Montana, this museum is housed in a splendid 17th-century listed building known as the "Maison Peinte" (lit. Painted House). The 270m² exhibition space right at the centre of the village is now dedicated to a history of the bisses through the ages.

With displays on four floors, the exhibition offers visitors to the museum a stroll through time. The oldest remaining bisses in Valais date back to the Roman era. Today, many are still in use, with the bisses irrigation system still central to the region's agriculture and farmers.

Almost 1,000 documents, a hundred or so artefacts and various 'reconstructions' – some located outside the building itself – help visitors to understand why and how the bisse played for so long such a crucial and influential part in the region's development. A series of information films illustrate how these bisses have evolved and continue evolving for both farming and tourism purposes, with their utility for the latter really taking off.

Loterie Romande, through the Délégation valaisanne fund-allocation body, has furnished considerable support to this fascinating and original museum which has an educational goal to encourage children to get to know techniques still being used in some walks of local life.

www.musee-des-bisses.ch

“The museum traces the long history of the bisses through ten or more rooms spread over three floors and outside.”

(Armand Dussex, Chairman of the Association valaisanne du Musée des bisses)

ENVIRONNEMENT



Pro Natura Genève – Centre Nature du Vallon de l'Allondon (Geneva)

When walking around Geneva's bustling streets, visitors are unlikely to be thinking about the countryside outside the city and its natural treasures. Maintaining the balance and biodiversity of these natural landscapes and habitats calls for care and attention, just like anywhere else. This is the mission the Geneva branch of Pro Natura has set itself in maintaining and managing its 11 nature reserves.

In October 2012, it acquired the Granges de Malval area with the purpose of creating a vital and unmatched country park complex in the Canton of Geneva: the Centre Nature du Vallon de l'Allondon. This is due to open to the public in spring 2015, its aim being to make visitors aware of the environment and help them discover the natural delights of the Allondon valley area.

Welcoming school groups will be the centre's main task. These visits will enable children to discover one of the region's most important natural sites and help their teachers benefit from Pro Natura's skills, know-how and lengthy experience to develop outstanding educational material.

The Geneva fund-distribution body for Loterie Romande awarded funding to Pro Natura Geneva towards getting this centre off the ground. Alongside its educational

vocation, it will offer an array of services to the general public, from catering to discovery of local regional products and use of the site's facilities for various events.

www.pronatura-allondon.ch

“The Vallon de l'Allondon, a site of national importance and a cantonal nature reserve, is genuinely a green lung for Geneva as well as being a popular place for relaxation and leisure activities.”

(Fanny Falconnet, General Secretary of the Geneva branch of Pro Natura)

PROMOTION, TOURISM & DEVELOPMENT



Les Sentiers du Doubs, La Chaux-de-Fonds (Neuchâtel)

Set up in 1900 at La Chaux-de-Fonds, the Société des Sentiers du Doubs is a non-profit-making, volunteer-run association. Its main goals are the upkeep, expansion and safeguarding of footpaths through the valley of the Doubs river, running from Morteau in France to Saint-Ursanne in the Swiss Jura region.

The association is divided into eleven sections (four Swiss and seven French). Each of the eleven bodies organises, each year, several volunteer work days as well as a celebration day held in one of the more secluded and wilder parts of the valley. The association plays a crucial role in the local economy, enabling many keen enthusiasts, from ramblers and anglers to mountain-bikers, to enjoy their leisure pursuits in a well-kept and signposted network of paths.

The Neuchâtel body responsible for distributing Loterie Romande's donations granted, in 2013, funds to the La Chaux-de-Fonds section which, last year, undertook major work to establish a series of 'stepping-stones' in the form of posts topped with flat disks

to make it easier to ford and cross water-courses and wetlands in the vicinity of Les Planchettes.

www.sentiersdudoubs.ch

“A leading light in the region's tourist economy, the Société des Sentiers du Doubs enables many outdoor enthusiasts to enjoy their favourite leisure pursuits in superb conditions whilst at the same time safeguarding our wonderful countryside.”

(Raymond Bühler, Chairman of the La Chaux-de-Fonds section of the Société des Sentiers du Doubs)

IN SPORT



Communes en mouvement (Canton of Fribourg)

With the Région Glâne-Veveyse acting as coordinator, Communes en mouvement, a regional not-for-profit association, has set up a programme to promote physical exercise to develop the well-being of inhabitants and make them aware of the wide variety of activities on offer region-wide. The programme forms part of the Canton of Fribourg's cantonal "Poids corporel sain" (lit. healthy bodyweight) programme which has the overall long-term goal of promoting lifestyles

and behaviours involving a balanced diet and regular physical exercise.

Its special 'Pass'Sports' passports, one for summer, one for winter, offer activities free of charge for inhabitants in Glâne, Veveyse and surrounding areas, such as gymnastics, horse-riding, dance or skiing. As well as promoting health and well-being, the programme provides a unique platform for the region's sports clubs and providers. The idea behind it is not only to encourage people to take up and play sport, but also to create attractive living conditions by furthering the notion of undertaking gentle exercise at local level in conjunction with various protagonists in the worlds of sport, health and welfare, and sustainable development.

A programme very much in the spirit of our times!

www.communes-en-mouvement.ch

“This project open to all, which kicked off in 2009, has only been made possible thanks to support from many institutional partners, including the Loterie Romande's cantonal sports funding agency.”

(Sandrine Kolly, Head of Projects for the Glâne-Veveyse region)

© Gill Masters



IN SPORT

Les Lions de Genève (Geneva)

The Lions de Genève, crowned champions of Switzerland in 2013, have undergone a true 'rags-to-riches' journey to reach the very pinnacle of Swiss basketball. Who would have thought, 25 years after Champel achieved the feat, this Geneva club would do it? The Lions, who secured 22 regular-season wins last year, deserve all the plaudits they get – due reward for the club's humility, hard graft and the team itself.

Since 2010, the club's energetic president, Imad Fattal, and his club committee have formulated a well-structured long-term programme, inspiring real enthusiasm for its flagship team. They have built it around players living up to the finest sporting values, a team of individuals amounting to much more than the sum of their parts, capable of conquering all before them and transforming the Pommier arena into a passionate LNA cauldron. Club directors have also understood they have to bring on the next generation and young talent for the club's long-term sustainability to keep this glorious basketball flame burning brightly in Geneva.

In partnership with the Canton of Geneva, the Lions de Genève have set up a sports study programme enabling beneficiaries to

combine schooling and education programmes with their pursuit of a top-flight sporting career. Geneva's funding body for sport, thanks to donations from Loterie Romande, has provided grants to help finance infrastructure work.

www.lionsdegeneve.ch

“ I want the canton to be proud of its team, the Lions to become an institution in Geneva and this project to be long-lasting. ”

(Imad Fattal, President of the Lions de Genève)



IN SPORT

Skatepark at La Chaux-de-Fonds (Neuchâtel)

Since 2002, the Park N'Sun charity association has been running the skatepark at La Chaux-de-Fonds. Located in the old abattoir buildings, it is the only indoor skatepark in the Canton of Neuchâtel, having opened its doors before those in Bienne, Lausanne or Fribourg.

In 2012, the association's members embarked on designing and constructing a wood-built bowl with curved sides, inspired

by the shape of the swimming-pools of sunny California. This bowl, 120 m² in area, fits perfectly into the space available and includes two basin-shaped tiers linked by a transition rampway. A U-shaped microramp, with removable stepping running down it, completes this complex.

This infrastructure, inaugurated in 2013, dovetails seamlessly with the 'street plaza' area in the neighbouring hall, designed to replicate obstacles and street furniture typically found in urban settings. This building work has been made possible thanks to support from the La Chaux-de-Fonds council and, above all, Loterie Romande.

With these two spaces, the skatepark has become a magnetic draw for urban sports enthusiasts such as skateboarders, rollerbladers, skaters, freestyle scooter-riders and

BMXers. It is an amenity where the region's youth can hang out and have fun as well as attracting more serious practitioners from around Switzerland and Europe, keen to test their skills on the original shapes and structures in this indoor arena.

www.parknsun.ch

“ We take pride in upholding the standards of this quality sports and leisure facility, which is why we strive constantly to hone the construction and structures of the skatepark. ”

(Johann Morel, Chairman of the Park N'Sun Association)



Loterie Romande

Social Report

The CEO's message



Jean-Luc Moner-Banet
CEO

Since it was founded in 1937, Loterie Romande has pursued a policy of social responsibility based on ethics and transparency, fully in keeping with its public-service mission. Over the years, this policy has been strengthened and informs the company's action in four cornerstone and complementary areas: the community, players, employees and the environment. This approach, both consistent and all-encompassing, forms an integral part of Loterie Romande's very identity and plays a pre-eminent role in all strategic and operational choices. It reflects Loterie Romande's ongoing commitment to the public and all stakeholders.

This policy of social responsibility has, for ten years or so now, been geared towards ensuring all the company's activities slot squarely into a process of sustainable development understood in its broadest sense. Much progress has been made in this area, in particular the adoption in 2012 of the globally recognised Global Reporting Initiative (GRI) standards to ensure greater awareness of efforts made in the area of social responsibility. Although preventing and combating excessive gambling remain a priority, environmental protection has also received much attention, in particular through the "Ensemble" project which will bring all company staff together at one single location at the end of 2015 in the new Avenue de Provence premises in Lausanne, designed according to the most appropriate environmental standards.

This new stage fills us with optimism and strengthens our resolve to fulfil exacting standards in terms of sustainability. I would like to extend heartfelt gratitude to all our employees, business partners and suppliers for their much appreciated cooperation and firm commitment to serving and working for the public good.

Jean-Luc Moner-Banet
CEO

Responsibility towards the community



General aims

- Ensure sustainability of Loterie Romande's profits to be disbursed for good causes while also safeguarding vulnerable groups in society
- Integrate the concept of Corporate Social Responsibility (CSR) into everyday practice
- Maintain balance between expanding the business and social responsibility
- Integrate the principles of transparency and solidarity

Achievements in 2013

- ✔ Add a series of further Key Performance Indicators (KPIs) to the GRI report
- ✔ Integrate CSR-related aspects into interactive training
- ❶ Put in place a corporate volunteer programme for the benefit of associations

Challenges for 2014

- Implement the new G4 GRI guidelines
- Renew the whole workforce's certification on the issues of Responsible Gaming and with regard to CSR thanks to a new interactive training scheme

Responsibility towards gamblers & players



General aims

- Formulate a voluntary and effective Responsible Gaming policy founded on assessments by outside experts
- Encourage a mind-set (both in-house and externally) attuned to Responsible Gaming

Achievements in 2013

- ✔ Refresh and develop Responsible Gaming training courses for retailers and employees
- ✔ Strengthen ties with those centres specialising in preventing gambling addiction

Challenges for 2014

- Install new gaming moderators on Loterie Romande's online gaming platform
- Renew sales network's certification on the issues of Responsible Gaming thanks to the new interactive training scheme
- Have various technical and environmental games moderators assessed by external experts

✔ Achieved ❶ Ongoing

Responsibility towards employees



General aims

- Foster a social and participatory corporate culture within the company, furthering innovation
- Develop working relations grounded in mutual respect
- Enable all members of staff to develop and blossom in their careers
- Take a lead role in training and (re-)integration in the labour market

Achievements in 2013

- ✓ Further the company's image as a top-quality employer by completing the "Jobs" section of the Internet site (official video clip on apprenticeships; statements made by members of staff)
- ❶ Implement stipulated improvement measures for health at work following the awarding of the "Friendly Work Space Candidate" status
- ✓ Contribute towards analysing information systems solutions for human resources

Challenges for 2014

- Oversee implementation of the three improvement plans based on findings from the satisfaction survey
- Devise a mobility project in relation to centralisation of staff at the single Avenue de Provence site
- Analyse options for managing working time using a system adapted to new technologies
- Implement a new salary scheme

Responsibility towards the environment



General aims

- Lessen the impact of the company's business operations on the environment
- Heighten staff's and suppliers' awareness of environmental issues

Achievements in 2013

- ✓ Put in place information campaigns on sustainable development intended for the workforce
- ❶ Create a section dedicated to this theme on the company's Intranet

Challenges for 2014

- Preliminary study for implementing a mobility plan for staff members
- Press ahead with campaigns to boost staff's environmental awareness

Ethics and transparency

IN A FEW WORDS

Social responsibility criteria applied appropriately.

Significant backing for research and the campaign against excess gambling.

Loterie Romande plays a very significant role in society, distributing all of its net profits to thousands of organisations working for the good of the community. On the back of this firm commitment to society at large, Loterie Romande pursues a policy of social responsibility rooted in ethics and transparency.

A leading company in its field, Loterie Romande strives to be both dynamic and innovative, whilst not, however, losing sight of the ideals that inspired its establishment in 1937. Loterie Romande thus places paramount importance on undertaking all of its business operations in a measured, ethical and transparent way. As a corollary of the company's public-service mission, this deliberate approach implies exemplary standards of responsibility to the community at large, with this determination translated, most notably, into implementing preventative measures to combat gambling addiction, and establishing a permanent two-way dialogue with business partners, suppliers and retailers.

On a vital mission

By distributing 100% of its net profits to public-service projects, averaging more than CHF 500,000 every day, Loterie Romande is underlining its position as an indispensable partner for some 3,000 social, cultural or sports institutions. It thus plays a linchpin role in the warp and weft of the social and charitable fabric of French-speaking Switzerland in all its diversity. This vital patronage – enabling thousands of bodies to pursue their activities serving the public good – by no means impairs the economic viability of its business: quite the contrary. By building its business operations on a sturdy framework of ethical and transparent practices, Loterie Romande reinforces its legitimacy and viability as a business while also bolstering the public's

trust in it. This approach helps to boost players' loyalty, fostering, at the same time, innovativeness. This enables Loterie Romande to offer games that are both attractive and socially responsible.

Preventing and combating excessive gambling

As a leading light when it comes to preventing and combating excessive gambling, Loterie Romande intends resolutely to pursue its efforts in this sphere and do its utmost to ensure "gaming remains a game". This commitment lies at the very heart of all that Loterie Romande does in business, especially in marketing and sales. Strict guidelines have been formally laid down:

- From initial design of the game to drafting of advertising slogans, all games to be offered are checked in advance for compliance with social responsibility criteria, each stage being scrupulously examined and, if necessary, changes are made.
- As a result, under no circumstances are games targeted specifically at children or vulnerable groups in society; protecting minors is one of Loterie Romande's cornerstone priorities.
- No claims made in advertising focus solely on the chances of getting rich by gambling. Promotional messages are, above all, slanted towards aspects related to fun, dreams and entertainment.

These guidelines, which provide a reference framework, imbue Loterie Romande's entire commercial policy. They are accepted and agreed to by all business partners who make a commitment to comply with them.

Training of its retailers

A perfect example and vital component of Loterie Romande's commitment to social responsibility is its training of retailers (distributors). All Loterie Romande retailers, numbering some 2,650, are required to take a compulsory training course geared towards making them aware of the damaging repercussions of addictive gambling and encouraging them to take appropriate action. The training itself is regularly appraised by outside expert bodies so that it can be continually improved. The primary purpose is to make retailers aware of their responsibilities as distributors of gambling products. In other words, Loterie Romande is determined its retailers should uphold a genuine ethical stance: they must be capable of spotting gamblers in trouble so they can pass on to them useful and targeted information, such as contact addresses of help centres. The results speak for themselves: after the courses organised in 2013 for retailers with Loterie Electronique game



Image taken from the Loterie Romande campaign entitled "A history that's unique in the world."

machines, 84% of them declared themselves to be either very or quite capable of recognising a player with problems and duly taking the appropriate action. Last year, this training course was run by the Centre du jeu excessif and the Rien ne va plus association, two specialist agencies in the field of gambling addiction.

Sizeable budget earmarked for prevention

The prevalence of addiction to gambling in Switzerland, i.e. the risk of an adult developing a behaviour pattern of excessive gambling, lies between 1% and 2%. Although only a small minority of players suffer from gambling addiction (0.5% of the adult population according to most research), Loterie Romande is very mindful of the seriousness of this public-health issue. This explains why it is committed to preventing, through various means, the socially damaging consequences of addictive gambling. On top of measures envisaged under its Responsible Gaming programme, a 0.5% duty has been levied annually since 2006 on gross gaming revenues generated by Switzerland's two lottery operators – Swisslos and Loterie Romande – by the cantonal authorities. This levy raises roughly CHF 4.5 million a year and is channelled towards funding cantonal programmes for preventing and treating gambling addiction. In particular, the levy serves to finance the PILDJ, an intercantonal programme for combating gambling addiction adopted in 2007 by CLASS (Conférence latine des affaires sociales et sanitaires).

Globe-wide challenges

Gambling is regulated around the world, the purpose being to clamp down hard, in accordance with the specific precepts of each national government, on the dangers associated with gambling addiction, money laundering and criminality. Over the last few years, these risks have been mounting as a result of the ever-expanding activities of illegal, mostly offshore-based, Internet gambling operators. Working together in the forum of international organisations (European Lotteries, World Lottery Association), national public-service lottery companies lobby political authorities about the vital need to establish a regulatory framework with measures appropriate for the gambling and gaming industry which, by its very nature, cannot be treated like any other sector in the economy.

Loterie Romande is fully involved in formulating best practice in the area of lottery games and sports betting, with a view in particular to halting the illegal products offered over the Internet, which not only constrict the flow of funds available for the public good, but also leave the door wide open to excessive gambling and do significant harm to measures to combat gambling addiction. Keen to dispel threats to players and the integrity of games, particularly associated with the phenomenon of match-fixing, Loterie Romande encourages adoption of all initiatives being formulated to combat these illegal products and, on this score, is firmly resolved to highlight the importance it places on being able to offer the public and its players a safe and secure gaming environment.



Marc Genilloud,
Director at IPT
(Intégration pour tous)

“Assisting the most vulnerable people to find and get into work is a vital, necessary and humane service for today's society. Through its support and active involvement in our association, Loterie Romande participates wholeheartedly in this worthy cause.”

Preventing and combating excessive gambling

In order to offer the general public a gaming environment that is both healthy and fun, Loterie Romande develops and implements specific measures to prevent and combat excessive gambling, cooperating with researchers and health professionals. As a pioneer in Responsible Gaming, Loterie Romande possesses the highest and most exacting levels of certification in this sphere.

Loterie Romande's Responsible Gaming programme, launched on its own initiative in 1999, forms a central part of the company's corporate strategy. The policy demands complete commitment not just from Loterie Romande's management and all departments, but also from retailers and outside suppliers. All stakeholders in the business thus have their roles to play to live up to players' expectations and protect the most vulnerable among them. Prevention on the Internet is another important area of the Responsible Gaming programme, which pays particular attention to the area of online gaming.

Measures of proven effectiveness

Loterie Romande has worked for several years now in close collaboration with specialists in excessive gambling, including scientists and experts of world renown. There are three main areas of intervention:

Partnership with research organisations

- Exchange of information, consideration to the recommendations of specialists in excessive gambling and their work.
- Active cooperation with specialist bodies, such as the Centre du Jeu Excessif at Lausanne's Cantonal University Hospital (Loterie Romande supported the setting-up of this unit), the Rien ne va plus Association in Geneva and Stockholm's SiLabs, which provides evaluation toolkits.

Preventative measures at gamblers' level

- Strict age limits for each type of game: 16 years for scratch-cards or draw-based games; 18 years for PMU, Loterie Electronique machines and all online gaming.
- Dissemination of precise and detailed information about risks associated with addictive gambling and assistance available if playing is turning into a problem.

- Installation of technical and environmental moderators on Loterie Electronique machines (not making their location comfortable, on-screen warning messages, etc.) and the online gaming platform (limits on money to be staked, possibility of self-exclusion, etc.).

Raising awareness among distributors and partners

- Training of all retailers and staff members in a targeted way and relevant to their responsibilities.
- Promotion of a healthy gaming environment by making publications and leaflets available in all sales outlets that contain comprehensive, useful information about existing help centres and support services.
- Regular and systematic monitoring of the implementation of Loterie Romande's guidelines, with action being taken where deemed necessary.





IN A FEW WORDS

A programme designed and developed in partnership with renowned experts

Heightening awareness of all retailers through compulsory training

Targeted information

On the advice of many researchers and specialists, every player must be able to find out information easily about gambling dependency and to seek, if wanted, assistance from qualified therapists. Loterie Romande adheres scrupulously to this principle of 'informed choice', implying that all retailers must be able adequately to provide this information to players, i.e. their clients. In particular, an instructional brochure has been published for this purpose, containing all the addresses of appropriate help centres in French-speaking Switzerland. It is available at all points of sale.

Protecting minors

Studies have proved that young children who have regular contact with games of chance and gambling are at greater risk of turning into gambling addicts in adulthood. As a result, Loterie Romande

voluntarily imposes strict age limits for its games. No minors aged 16 or under are allowed to play. This ban, now in force for around 15 years, is clearly displayed on all scratch-card and lottery game tickets and grids offered in retail sales outlets. For some games, like the Loterie Electronique machines, PMU or online gaming, the age limit is set even higher, at 18.

To ensure the limits are complied with, Loterie Romande makes use of 'Mystery Shoppers' who anonymously check sales outlets (bars, cafés and restaurants). Each retailer was visited at least five times in 2013. Thirteen retailers were issued with a formal warning and six others had their contracts terminated. These measures demonstrate how effective the controls are.



Patrick Moser,
Head of prevention
of excessive gambling
at Comlot

“Comlot works effectively with Loterie Romande to supervise implementation of Responsible Gaming principles in sales outlets.”

Prevention on the Internet

Launched four years ago in May 2010, Loterie Romande's online gaming platform has from the very outset been fitted with the essential tools to enable players to moderate their gaming. The aim is to help gamblers to keep control over the sums of money they are staking and be aware of their winnings or losses as well as their gambling behaviour. These moderators are constantly being reviewed and improved; they include:

- Compulsory registration, restricted exclusively to individuals aged over 18 years and resident in one of the six French-speaking Swiss cantons.
- Stringent checks on age and place of residence when a gaming account is opened (players are required to provide a copy of their identity papers).
- Visual highlighting of information about excessive gambling and the free Helpline number 0800 801 381, enabling players to find specialist help and useful advice.
- Possibility for all users to set limits on their spending (daily, weekly or monthly).

The Internet games platform also offers players the opportunity to undertake a self-evaluation survey, compiled by experts, on whether and how they should play, and, if they wish, players can exclude themselves from playing on the site for a specific period ranging from one day to one year.

Loterie électronique

The 700 Loterie Electronique machines installed throughout the 350 sales outlets in French-speaking Switzerland have always been subject to particularly intensive Responsible Gaming measures.

0800 801 381
freephone
number in
Switzerland

Players in distress or their family and friends can seek expert help by dialling 0800 801 381. This Helpline number features everywhere on Loterie Romande's materials. This 24-hour service is free of charge and anonymous, and run by the Intercantonal programme against gambling addiction. www.sos-jeu.ch



Fully refurbished in 2011, the equipment terminals are fitted with numerous technical and environmental moderators: slowed scratching speed; no facility for payment by credit card or bank notes; lack of comfort when playing on machines; clock display, etc. It should be noted that preventive warning messages scroll directly across the gaming screen, in keeping with recommendations made by experts. Further information can be found on the www.loterie-electronique.ch Webpage.

Interactive training

Since 2009, Loterie Romande has been running compulsory interactive training courses for all of its retailers and its own staff members. Developed in conjunction with SiLabs, a Swedish research agency unanimously acknowledged for its expert know-how in Responsible Gaming, this training programme, completely overhauled in late 2013, serves not only to give those following the training a knowledge base about gambling addiction, but also to equip them with the right responses should the need arise. Interviews with psychologists, alongside role-play exercises in dealing with real-life situations, make the training more realistic. The course ends with a test leading to a certificate being awarded to those who pass, a compulsory requirement for all retailers. In 2013, 190 new sales points undertook this interactive training course.



Fostering innovation

Loterie Romande is evolving and innovating non-stop. The women and men who work for the company are the prime movers driving its development and expansion. In 2013, initiatives instigated to encourage professional excellence and workforce diversity added weight to Loterie Romande's resolve to enhance training and well-being at work.

From 26 employees in 1980 and 120 by 2000, Loterie Romande now has some 292 employment posts in a whole host of different areas, from games design to IT and back-office services. This impressive expansion in its workforce has been managed through formulation of a human-resources policy that fosters innovation and promotes a corporate culture of inclusive involvement of



The HR Barometer

Staff numbers

292 staff (incl. 59 mobile ticket-sellers)	54% women	46% men
Full-time equivalent		245.14
Percentage working part-time		39%
Average age		46 years
Staff undergoing training (apprentices)		11
People being re-integrated into professional life		4
Absenteeism rate (excluding training and maternity leave)		5.46%
Staff rotation (excluding those on fixed-term contracts)		3.41%

employees in the business. This models mirrors Loterie Romande's corporate values and the emphasis placed on providing staff with both a creative and stimulating workplace.

A training company

Loterie Romande is proud of being a training organisation. The threshold of having 11 apprentices was achieved last year, with three future IT specialists and eight business/commercial apprentices. In 2013, three Federal Vocational Education Training Certificate courses were passed by company employees, with Loterie Romande placing singular importance on enabling and assisting young people to take their first steps along their career paths. In October 2013, Loterie Romande took part in the Careers & Training Fair held in Lausanne, enabling thousands of school children and students to discover the whole variety of jobs at the company.

Loterie Romande is also keen to develop, as far as possible, a programme to re-integrate people who have been absent from the jobs market for some considerable time. A very positive collaborative venture in this area was set up with Fondation IPT ('Integration for All') to offer in-service placements to people on invalidity benefits or to job-seekers. Last year, Loterie Romande welcomed four people on in-service placements for professional re-integration.

Start@loro

As far as training for young people is concerned, a new programme to help them enter the professional world was instigated in 2012: start@loro enables young higher-education graduates to make a start on their chosen careers with Loterie Romande. Six people, working in the fields of marketing, PR/communications, IT and sales, are already benefiting from this programme which Loterie Romande intends to expand over the next few years to ensure the next generation who will eventually take over the managerial reins is of the highest calibre.

Personnel development

As a central concern for Loterie Romande is to enable all members of staff to develop, it has been formulating for several years now a comprehensive programme of ongoing training schemes. Various structures have been put in place to encourage as many employees as possible to take advantage of the opportunities available. The company's Intranet platform is used as an information medium on what is available. For longer-duration training courses, staff members can be granted financial support, and time spent training can be counted in lieu of working hours.

Several new developments are regularly introduced, particularly connected to the management of health and welfare at work and interpersonal communication. Specialised driving courses for those using vehicles for business purposes and management workshops for dealing with phone calls were also provided. In 2013, 224 members of staff took part in the ongoing training programmes (involving over 3,300 hours of lessons and courses all in all).

IN A FEW WORDS

A training company that fosters diversity

Active management of health and well-being in the workplace



Label “Friendly Work Space”

Health and well-being at work are major topics of interest for Loterie Romande which has thus defined several different measures in this area:

- There is now a ‘No Smoking’ policy in force at all company premises.
- Defibrillators have been installed, with staff trained in how to use them properly.
- Fresh fruit is available free of charge in the staff cafeteria.
- A 20-minute seated massage by a qualified therapist is offered to all staff.
- Staff are offered the opportunity to have a comprehensive health check-up by an accredited practitioner free of charge and anonymously.
- Individualised programmes arranged for anyone returning to work after being off work for a long period (sickness, accident, etc.).

Through these different measures, which are constantly enhanced and improved, Loterie Romande is reaffirming its intent to provide staff members with optimal working conditions that are as healthy as possible. This aim was formally recognised in 2013 with the

award of the “Friendly Work Space” label by the Swiss Health Promotion Foundation. This is granted to companies committed to promoting the health of their staff at work. Loterie Romande received this distinction thanks to its effective management of health-related issues at the company and the particular attention paid to how work is organised and its social responsibility.

Widespread satisfaction

In October 2013, all Loterie Romande’s staff were consulted in a survey using a questionnaire focusing on a variety of topics, such as jobs and responsibilities they are entrusted with, training opportunities, workplace environment and atmosphere, management standards, and health at work. This satisfaction survey, conducted by an external agency, was a major success.

80% of employees filled out the questionnaire which yielded a strikingly revealing finding: over 90% stated they were very satisfied or satisfied with their working conditions. The issues of time management and well-being at work registered the highest rates of satisfaction. An action plan is currently being drawn up in response to issues that attracted the lowest satisfaction scores, and this will be implemented in the coming months.

Families in the spotlight

For a number of years now, Loterie Romande has opened its doors wide to children on the “Futures en tous genres” (lit.: “Futures of all kinds”) day organised in conjunction with local schools. On 14 November 2013, around twenty pupils from Years 5 to 7 accompanied their parents or relatives to work: this day is one full of insight and discoveries on both sides.

As part of the end-of-year festivities, Loterie Romande also organised, in its time-honoured fashion, its children’s Christmas party. For one afternoon, Father Christmas, accompanied by a clown, paid a visit to delight and entertain both young and the not so young alike. This day of celebration enables Loterie Romande’s staff and families to establish more informal and closer workplace friendships in a more convivial setting.



Katia Moix,
in-service trainee in the documentation and records department at Loterie Romande

“Through its dynamic and open-minded approach, Loterie Romande is a motivating employer to work for. It offers me an ideal setting to further my career and gain precious experience in my area of study and training.”

Sustainable development in action

Safeguarding the environment is of vital concern to Loterie Romande which voluntarily engages in a whole range of initiatives to heighten awareness with its staff and suppliers. The adoption in 2013 of the new G4 guidelines contained in the Global Reporting Initiative (GRI) illustrates the company's determination to pursue its initiatives in favour of sustainable development.

Although Loterie Romande's operations only have a moderate impact on the environment, there is broad scope for intervention to reduce it even further, specifically in relation to paper consumption, waste management, energy savings or business and work-related car trips. In a bid to encourage employees to adopt the appropriate behaviours, numerous awareness-raising campaigns have been conducted within the company, including theme-based presentations on sustainable development, which have aroused lively interest.

These various campaigns have been complemented by tangible measures that are constantly being improved or expanded, relating to systematic paper recycling in offices and the collection of used batteries or electronic material. For the last couple of years, a new procedure has been in place for sorting plastic waste as well as for special types of waste material (used solvents, aerosols, etc.). Travel and trips for work purposes have also been the object of attention. For example, Lausanne Métro multi-trip tickets are given to staff to encourage them to use public transport when travelling between Loterie Romande's twin sites. All vehicles in Loterie Romande's fleet are fitted with particulate filters.

Getting business partners involved

Loterie Romande places great significance on being able to pursue a comprehensive sustainability policy involving all of its suppliers and sales outlets as well. As part of this, Loterie Romande endeavours to foster cooperation founded on the same lines of social-responsibility thinking so that the best standards of sustainability practice can be applied to the process of producing and distributing its games, from start to finish.

Loterie Romande systematically includes criteria of social responsibility relating to sustainable development and environmental protection in its tendering procedures. This principle extends along the full length of its game-production chain: from choices about suppliers to waste management and transport matters. For instance, Loterie Romande requires printers to use FSC paper for all types of publication, irrespective of whether these are management reports, publicity or advertising material or magazines for retailers.

A far-reaching project

Loterie Romande has undertaken as exhaustive a diagnosis as possible on the impact its business has on the environment. In particular, the company's two current sites were surveyed in 2011 by specialist outside consultants with the purpose of reviewing all areas of business activity and all departments, using detailed questionnaires and thorough interviews. Some of the key things looked into included:

- lighting;
- office equipment;
- air conditioning;
- remote heating;
- consumption of water;
- ground and infrastructure quality.

This appraisal enabled Loterie Romande not just to pinpoint potential areas for improvement, but also to stress the positive effects of measures adopted in various areas, such as water consumption or paper waste management (unsold tickets). On this score, it is worth pointing out that the company's consumption of electricity and remote heating both fell in 2013 from 2012 levels.

Work currently in progress on construction of new company premises in Lausanne's Avenue de Provence, which will bring all company staff together under one roof by the end of 2015, has been designed to meet the highest environmental standards and will enable significant improvements to be made in terms of eco-friendliness.

IN A FEW WORDS

A transparent approach predicated on relevant criteria

Awareness-raising initiatives with all staff and retailers

New directions

In keeping with the all-embracing approach towards sustainable development, Loterie Romande is exploring a whole number of new avenues, enabling it to be pro-active. Although, owing to the very nature of its business, the company continues to place emphasis on paper and waste management, it is also focusing on other more complex processes, such as game design or the different life cycles of games in sales outlets. Purchasing policy has also been placed under the environmental spotlight, the aim being to take due account of the latest breakthroughs in sustainability. Support media design is another area being focused on as it offers potential for making energy savings. Games machines will thus be analysed to find ways to cut their electricity use.

GRI – applying essential criteria

Since March 2012, Loterie Romande has adopted the world-recognised Global Reporting Initiative (GRI) benchmark to boost awareness of its sustainability policy and environment-friendly initiatives. This step, taken of Loterie Romande's own volition, bears testimony to a determination to be transparent, with the company widening the appraisal to cover a whole series of additional criteria and key performance indicators.

As part of this Social Report, which doubles up as a Sustainable Development Report, Loterie Romande has adopted the new more exacting G4 GRI guidelines, the application of which has been verified by the organisation itself. This external assessment highlights the full seriousness and relevance of the sustainability policy pursued by Loterie Romande: it demonstrates the company's steadfast and structured commitment towards the community, players, employees and the environment.



Sustainable Development Report

STRATEGY
AND
ANALYSIS

Compliance option

The purpose behind the Global Reporting Initiative is to guarantee the transparency and comparability of companies' sustainable development reports throughout the world by laying down, in conjunction with a broad array of specialists from the worlds of the economy, civil society and science, quality standards to be applied when such reports are compiled.

This business report was drawn up in accordance with GRI G4 guidelines in compliance with the option relating to key essential criteria. The GRI accreditation organisation checked the relevance of those indicators taken into consideration. For the full table: www.loro.ch/publications.

General elements of information

Material
aspects

Description

G4-1

Statement from the most senior decision-maker in the organisation about the relevance of sustainability for the organisation

G4-3

Name of organisation

G4-4

Primary brands, products and/or services

G4-5

Location of organisation's headquarters

G4-6

Number/name of countries in which the organisation operates

G4-7

Nature of organisation's ownership and legal status/form

G4-8

Markets served

G4-9

Size/scale of organisation

G4-10

Total number of employees by employment contract and gender

G4-11

Percentage of total employees covered by collective-bargaining agreements

Applicability and baseline data

For seven years in a row now, Loterie Romande has published a Social Report, reporting on its successes as well as on difficulties encountered in implementing its corporate social responsibility (CSR) policy. This Social Report has been incorporated into the Annual Report since 2009. It outlines those measures taken by Loterie Romande in four key areas: the community, the players, the employees and the environment.

This Social Report relates to the 2013 calendar year and is founded on statistics and information gathered from all heads of department, outside suppliers and business partners associated with the Responsible Gaming policy.



Direct answer or cross-reference to pages in the 2013 Annual/ Social Reports

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ORGANISATIONAL PROFILE

Société de la Loterie de la Suisse Romande

14-16

Lausanne (Switzerland)

Switzerland

Association

Design, distribution and sale of lottery games and sports betting in the six cantons of French-speaking Switzerland

3, 12-13, 46

Total workforce:

– 292 employees (130 men and 162 women)

By employment contract:

- 274 indefinite/permanent contracts (123 men and 151 women)
- 18 fixed-term contracts (7 men and 11 women)
- 12 auxiliary staff (2 men and 10 women)
- 3 temporary staff (2 men and 1 woman)
- 177 full-time contracts (115 men and 62 women)
- 115 part-time contracts (15 men and 100 women)

Loterie Romande has not signed any collective-bargaining agreement

IDENTIFIED
MATERIAL
ASPECTS AND
BOUNDARIES

G4-12 Description of the organisation's supply chain

G4-13 Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain

G4-14 Report on whether and how the precautionary approach or principle is addressed by the organisation

G4-15 Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses

G4-16 Memberships of associations (such as industry associations) and involvement in national or international advocacy organisations

G4-17 Entities included in the organisation's consolidated financial statements

G4-18 Process for defining the report content and the aspect boundaries/implementation of reporting principles for defining report content

G4-19 Material aspects identified in the process for defining report content

G4-20 For each material aspect, report on the aspect boundary within the organisation

G4-21 For each material aspect, report on the aspect boundary outside the organisation

The supply chain includes suppliers of gaming equipment terminals, automatic ticket-distribution machines or online gaming systems, specialist printers, graphic artists, marketing and advertising specialists, and service providers in the areas of information and interactive media.

No significant change

COMMIT-
MENTS TO
EXTERNAL
INITIATIVES

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The GRI Implementation Manual for identifying material aspects and boundaries, together with the relevant principles, were applied when compiling the content of this report, most notably identifying material aspects and significant themes relating to the impact of the organisation, prioritisation of the aspects and validation. The report's structure and content are stipulated by Loterie Romande's management. The data and information were collated from interviews conducted with stakeholders (both in-house and external).

Category – Economic:

- Economic performance
- Market presence
- Indirect economic impacts
- Procurement practices

Category – Environmental:

- Energy

Category – Social:

- *Labour practices and decent work*: employment, labour/management relations, occupational health & safety, training & education, diversity and equal opportunity, equal remuneration for women and men, grievance mechanisms as regards labour and employment practices
- *Human rights*: non-discrimination
- *Society*: local communities, anti-corruption, public policy, compliance, grievance mechanisms as regards impact on society
- *Product responsibility*: customer health & safety, product & service labelling, marketing communications, customer privacy, compliance

The aspect boundary for each material aspect is significant for all operations within the organisation. The company's organisation and structure are presented on p.11. All operations and entities were taken into account.

The following material aspects apply to the whole of the company in the cantons of French-speaking Switzerland: indirect economic impacts, local communities, anti-corruption, public policy, compliance, supplier assessments for impacts on society, grievance mechanisms as regards impact on society, customer health & safety, product & service labelling, marketing communications, customer privacy, compliance.

REPORT
PROFILE

G4-22 Reasons for and effect of any restatements of information provided in previous reports

G4-23 Significant changes from previous reporting periods in the scope and aspect boundaries or measurement methods used in this report

G4-24 List of all stakeholder groups engaged by the organisation

G4-25 Basis for identifying and selecting stakeholders with whom to engage

G4-26 Organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group

G4-27 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting

G4-28 Reporting period for information provided

G4-29 Date of most recent previous report

G4-30 Reporting cycle

G4-31 Contact point/person for questions regarding the report or its contents

G4-32 Table showing location of the various items of information as required in the report

G4-33 Organisation's policy and current practice with regard to seeking external assurance for the report

G4-34 Governance structure of the organisation, incl. description of terms of reference and membership of committees

G4-56 Organisation's values, principles, standards and norms of behaviour, such as codes of conduct and codes of ethics

ASSURANCE

ETHICS
AND
INTEGRITY

No restatements of information provided in previous reports

No significant change

STAKEHOLDER
ENGAGEMENT

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