



**2014**

Annual  
Report and  
Social Report



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de la Suisse Romande**

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# Company with a public-service mission



## MISSION

## VALUES

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 runs its business operations ethically and judiciously. Efforts to prevent and combat addictive gambling form a wholly integral part of its corporate strategy.

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

## RESULTS

CHF  
**388**  
million

### GROSS GAMING REVENUES (GGR)

**TARGET:** Grow GGR within the framework of the company's Responsible Gaming policy

**+2.6%**  
(in CHF million)

367	378	388
2012	2013	2014

CHF  
**209.9**  
million

### NET PROFIT DISBURSED FOR THE PUBLIC GOOD

**TARGET:** 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

**+1.9%**  
(in CHF million)

204.8	206	209.9
2012	2013	2014

## SALES NETWORK AND PARTNERS

**2,650**

### NUMBER OF POINTS OF SALE

**TARGET:** Adapt distribution channels to evolve with consumers' habits and tastes

2750	2650	2650
2012	2013	2014

CHF  
**71.9**  
million

### COMMISSION FEES PAID TO RETAILERS

**TARGET:** Make a significant contribution to the turnover of neighbourhood businesses

(in million)

68.2	69.6	71.9
2012	2013	2014

## RESPONSIBLE GAMING

CHF  
**1.94**  
million

### CONTRIBUTION TOWARDS RESEARCH AND PREVENTION (0.5% OF GGR)

**TARGET:** Pursue the company's influential role as a driving force in the field of research and prevention

(in CHF million)

1.84	1.89	1.94
2012	2013	2014

**16**

### NUMBER OF OFFICIAL WARNINGS ISSUED TO RETAILERS

**TARGET:** Continue stringent supervision of Loterie électronique sales outlets and visits by 'Mystery Shoppers'

12	13	16
2012	2013	2014

**7**

### NUMBER OF WITHDRAWALS

**TARGET:** Pursue a 'partners or nothing at all' policy

2	6	7
2012	2013	2014

**372**

### NUMBER OF RETAILERS/EMPLOYEES WHO UNDERTOOK ANNUAL COMPULSORY TRAINING COURSES

**TARGET:** Enable all retailers and their employees to possess core knowledge and skills for preventing and combating addictive gambling

361	369	372
2012	2013	2014

## HUMAN RESOURCES

**280**  
staff

### STAFF

**TARGET:** Be an exemplary and reliable employer providing staff with motivation and training

including:

57 mobile sales vendors

11 undergoing training

4 being re-integrated into workplace



286	292	280
2012	2013	2014

## TAKING THE POPULATION OF FRENCH-SPEAKING SWITZERLAND AS A WHOLE,...

**65%**

PLAY LOTERIE ROMANDE'S GAMES.

**83%**

REGARD LOTERIE ROMANDE AS A FRIENDLY ORGANISATION.

**86%**

DEEM IT TO BE TRUSTWORTHY.

Source: survey Baroloro 2014

A full-page photograph of a man in a red and black jacket sitting in a wheelchair on a grassy hill. A golden retriever is running towards him. The background shows a misty valley with rolling hills, scattered houses, and distant mountains under a clear blue sky.

Une histoire unique au monde

# No.1 benefactor in French-speaking Switzerland

Over the decades, Loterie Romande has fulfilled the mission for which it was set up in 1937 by the five cantons of French-speaking Switzerland at that time, eventually joined in 1979 by the newly formed Canton of Jura. Offering lottery games and betting solely and uniquely for the public good and earmarking all of the profits for worthy social, cultural and sporting causes were the acts of an institution steeped in the virtues of wisdom, clear-sightedness and altruism.

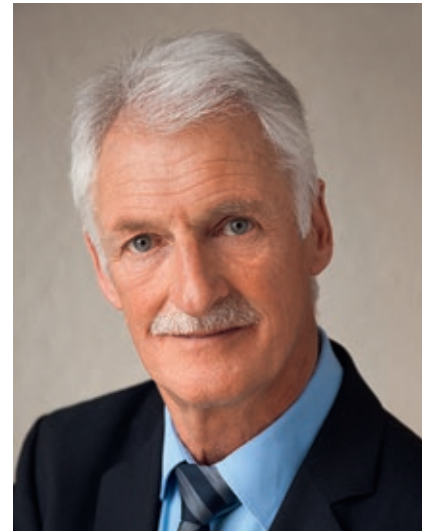
After years punctuated by controversies when those defending Loterie Romande have had to contend with daunting challenges, the founding principles of this institution are now etched indelibly into Article 106 of Switzerland's Federal Constitution. Enabling legislation flowing from this will soon be matter for debate in the Swiss Parliament. Although those driven by market forces and the profit motive scheme to subvert it for their own ends, the new Article will stand as the frame of reference for shaping, in the long run, the mission pursued by lottery companies dedicated to public service.

The new law on gambling should not be confined to defining the activities of operators licensed by the public authorities. It must also provide the supervisory authorities with the necessary weapons to intervene in

all corners of the industry, including against those exploiting online networks from countries notorious for lax legal and tax regimes. The new legal framework should, above all, enable Loterie Romande and Swisslos to foster creativity, innovation, originality and entrepreneurial drive. These virtues, combined with the need to ensure the gambling industry remains transparent and responsible, will enable Loterie Romande to reaffirm its role in the long run as the leading benefactor in French-speaking Switzerland.

Results for the 2014 financial year, once again, have provided considerable grounds to be pleased. That satisfaction is reinforced by our recognition of the active part played in Loterie Romande's success by the licensing and supervisory authorities and other official agencies, not to mention the hundreds of thousands who might not win when playing their games, but whose lost stakes are their community's gain as that money is redistributed for the common good.

*Jean-Pierre Beuret*  
*Loterie Romande's Chairman*







**Jean-Luc  
Moner-Banet**

gives his comments on  
the operating results



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**When it comes to gross gaming revenues (GGR), 2014 can be described as a year of stability. What is your assessment of this outcome?**

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The first point to note is that the gambling market in Switzerland and, more generally, Europe-wide is undergoing a trend towards consolidation. Despite this, games offered by Loterie Romande have continued to enjoy much success with players thanks, in particular, to its extensive retailer network and online presence. Moreover, it should also be remembered that 2014 was a particularly bumper year for jackpots paid out on Swiss Loto and Euro Millions. That boosted the attractiveness of these games and made a big contribution to last year's results.

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**Profits have been rising gently. That has to be regarded as good news for public-service projects, doesn't it?**

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Profits rose in step with gross gaming revenues – climbing a little. Looking to the longer term, the stream of profits being generated is steady, which is indeed excellent news for public-interest projects backed each year by Loterie Romande. Thousands of associations, charities and foundations that rely on Loterie Romande support to pursue their excellent work know full well that Loterie Romande does its utmost to fulfil their needs and remains resolutely committed to being able to assist them for many decades to come.

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**Which particular games proved the most successful in 2014?**

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2014 was the year of the draw-based lottery games. Thanks to innovative concepts launched in 2013, Swiss Loto enjoyed considerable success. This game proved it can generate jackpots to inspire players' dreams – a record win of almost 50 million francs was pocketed last year. Euro Millions handsomely celebrated its tenth anniversary, offering a string of handsome

jackpots that proved attractive for players in Switzerland and throughout Europe. Overall, it is fair to say that Loterie Romande's broadly diversified palette of games has been doing well, especially – and this is worth underlining – scratch-cards which, when it comes down to it, are uncomplicated, fun games that are easy to play and on sale in 2,650 sales outlets throughout French-speaking Switzerland.

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**Loterie Romande places great significance on modernising its sales outlets. Are you pleased with the new terminals?**

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The purpose behind Loterie Romande's decision to purchase new terminals was not just to modernise sales equipment that was getting old as it had been in use for over 10 years, but also to provide all our retailers with the opportunity to be able to sell the full range of Loterie Romande games and take advantage of the complete array of functionalities, such as reading game tickets, which, beforehand, was only feasible with one particular type of machine. This modernisation and network-wide standardisation of sales equipment were welcomed by our retailers, demonstrating that our 'bricks-and-mortar' network still has a bright future ahead of it. It remains the cornerstone of our business operations even though our Internet channel is still being expanded.

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**PMU was successfully launched online last year. Will the range of interactive and mobile games continue being added to?**

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The launch of PMU online has indeed been crowned with success. This new distribution channel complements the existing offer that has been marketed in sales outlets for over 20 years now, adding freshness to the image of betting on horse races. Loterie Romande is keen to press ahead with expanding its interactive channels, not just on the Internet, but also on mobile devices, smartphones and tablets. The array of games available on these means of distribution is set to be expanded over the next few years to meet demand from

players, both young and not so young adults, as everyone is now connected and demanding mobile solutions for when they are on the move.

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**How do you see the prospects for 2015-2016?**

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As far as the business is concerned, the outlook is for the lottery and betting industry to continue consolidating. Both gross gaming revenues and profits may perhaps fluctuate by the odd percentage point, but, overall, they should hold fairly steady over the next couple of years. All in all, the gambling market in Switzerland is unlikely to change much as far as legal operators – lottery companies and casinos – are concerned. They are still having to face up to an ever more competitive market place due to inroads being made by illegal gambling, not just online on the Internet, but also in the backrooms of bars and cafés.

# Loterie Romande's Board of Directors as of 1st January 2015

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



From left to right, and back row first:

**JEAN-MAURICE FAVRE, RUTH LÜTHI, JEAN-PIERRE BEURET (Chairman), GUY-OLIVIER SEGOND,  
YANN BARTH, JACQUELINE MAURER-MAYOR, ANDRÉ SIMON-VERMOT.**

# Loterie Romande's institutional organisation as of 1st January 2015

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

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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 & Sport Department, Vaud

### CINA JEAN-MICHEL

State Councillor  
Economy, Energy & Land Department,  
Valais

### LONGCHAMP FRANÇOIS

State Councillor  
Presidential Department, Geneva

### GODEL GEORGES

State Councillor  
Finance Department, Fribourg

### KARAKASH JEAN-NATHANAËL

State Councillor  
Economy & Social Welfare Department,  
Neuchâtel

### PROBST MICHEL

Minister  
Economy & Cooperation Department,  
Jura

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## Loterie Romande: General Assembly

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

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### CHAIRMAN

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Beuret Jean-Pierre, Saignelégier

#### Fribourg

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

#### Geneva

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

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### ASSEMBLY MEMBERS

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#### 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

#### Valais

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

#### Jura

Barth Yann, Courroux\*  
Kübler Jean-Christophe, Delémont

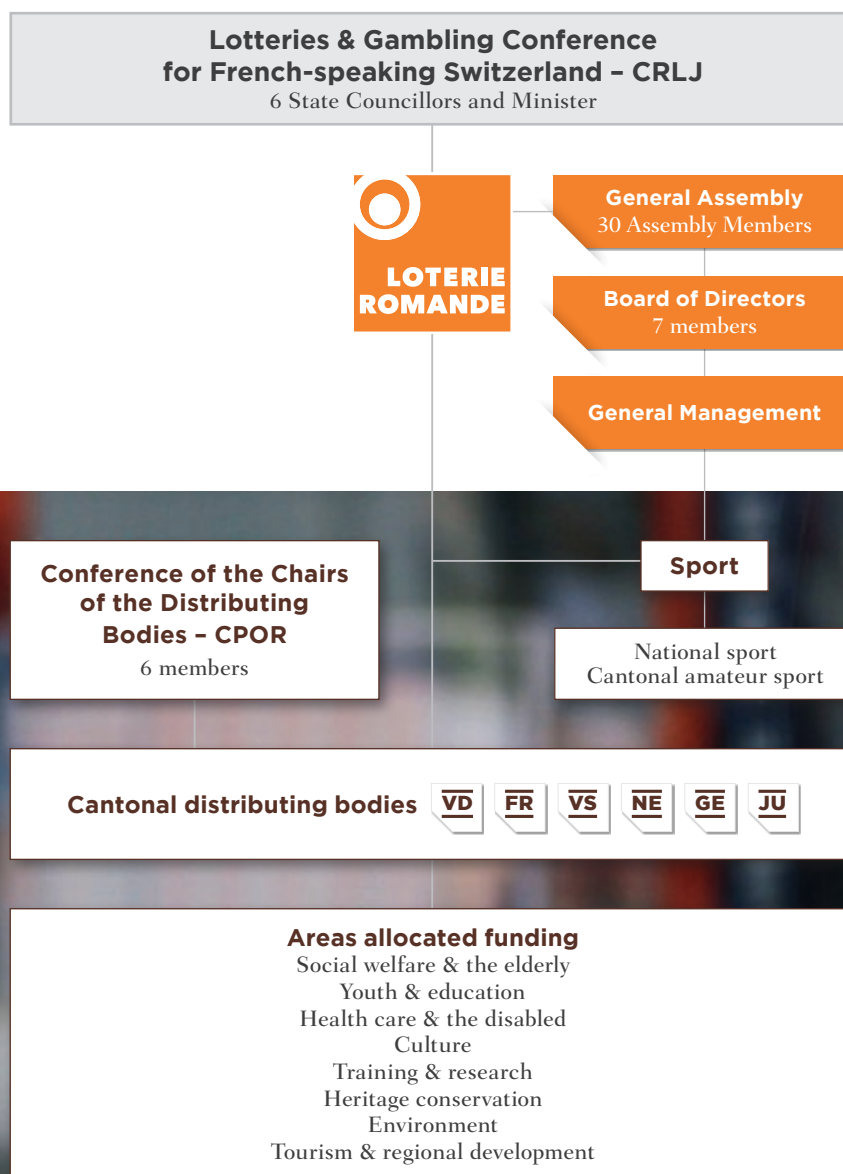
#### Neuchâtel

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

\* Member of Board of Directors



# Loterie Romande's institutional framework

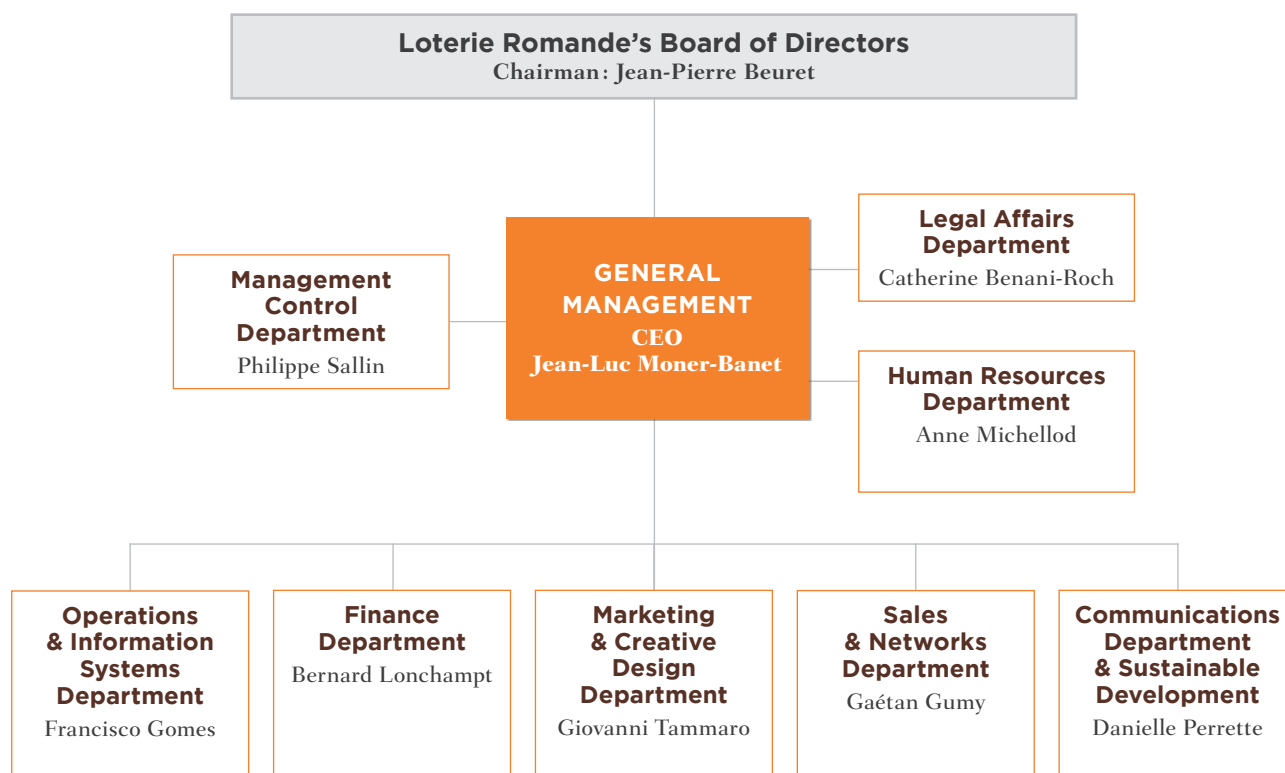


■ Organisation of the games   ■ Profit distribution

## 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:** M. P.-A. Cardinaux, Ernst & Young

## PRINCIPLES FOR REPORTING AND PRESENTATION OF ACCOUNTS

Loterie Romande places considerable importance on respecting the interests of its 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 2014 financial year have been presented in compliance with all Swiss GAAP Accounting & Reporting Recommendations (FER/RPC/ARR), as applied since 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. 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 1.5 million to free reserve.

# Gross gaming revenues and profits

CHF  
**209.9**  
million

for the  
public good



“Creativity, innovation and originality, combined with the need to ensure the gambling industry remains transparent and responsible, will enable Loterie Romande to reaffirm its role as the leading benefactor in French-speaking Switzerland.”

Jean-Pierre Beuret,  
Loterie Romande's Chairman

From a financial and accounting standpoint, 2014 was a year of stability for Loterie Romande as it posted a small rise in sales and gross gaming revenues. Its net profit for the year, the sum disbursed in full for the public good, displayed the same pattern.

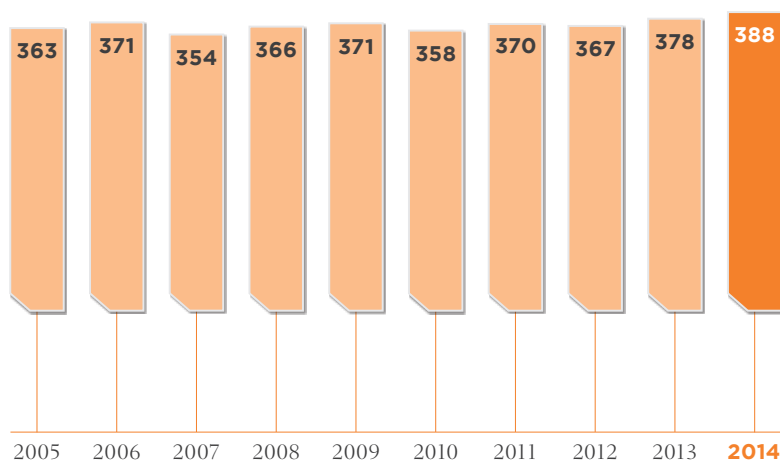
## GGR SLIGHTLY UP OVER THE YEAR

In 2014, gross gaming revenues (GGR), i.e. the amount of money staked less winnings paid out to players, totalled CHF 388 million, an increase of 2.6% on 2013 levels. Against the backdrop of a gambling industry that is turning ever more fiercely competitive, the frequency of big jackpots on draw-based lottery games gave a boost to sales, explaining the small rise year on year.

Loterie Romande's business operations were also underpinned by a whole range of innovations and promotional drives for several categories of its games:

- 31 new scratch-cards were launched on the market throughout 2014 – many were completely new, but there were also some special editions of already existing games;
- the number of big jackpots offered, including a record prize on Swiss Loto won in August, enhanced the appeal of draw-based games and encouraged new players to try their luck;
- as for forecasting and betting games, the major sporting events that took place last year (such as the FIFA World Cup and the Winter Olympics) helped give the whole sector an extra lift.

## Trend in gross gaming revenues (in CHF million)





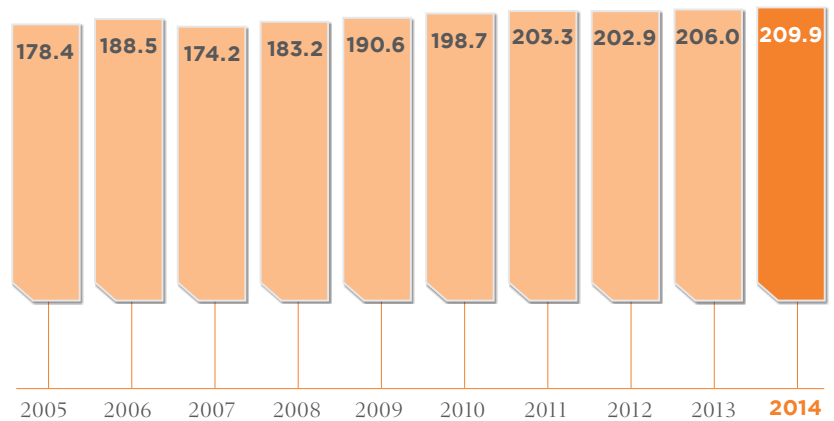


### NET PROFIT HOLDING STEADY

Net profit generated in the 2014 business year, i.e. the sum to be disbursed for the public good, totalled 209.9 million francs. That total is basically steady relative to its 2013 level (CHF 206 million). This good outcome enables Loterie Romande to maintain its high level of support provided to charitable, cultural, sporting and environmental projects, reflecting the long-term strategies being pursued by Loterie Romande:

- developing, adapting and diversifying the product offering so as to match all players' expectations;
- optimising the sales and distribution networks as new consumer spending habits evolve and as technology advances;
- continuing to contain operating costs which worked out at 27.8% of GGR (as opposed to 27.9% in 2013).

### Distribution of profits (in CHF million)



“By distributing all of its profits for the common public good, Loterie Romande is an indispensable partner for thousands of organisations. It plays a prominent role in French-speaking Switzerland, enhancing its social and cultural fabric as well as supporting its charity and voluntary sector.”

Georges Godel, State Councillor for the Canton of Fribourg, Member of the Lotteries & Gambling Conference for French-speaking Switzerland (CRLJ)

# Scratch-cards, draws and sports betting

CHF  
**388**  
million

GGR in 2014  
(+2.6%)



New games, big jackpots and major global sporting events – all of these had an impact in 2014, helping to boost the momentum of Loterie Romande's business operations.

## SCRATCH-CARD GAMES

Scratch-card games confirmed their up-trend in 2014, with their GGR rising by 3.7% y-o-y. After the already impressive rise

(+8.7%) recorded in 2013, this segment of the market has continued to display 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, has once again proved its worth and helped to ignite interest among a general public always on the lookout for something new and exciting. Bonus series on some flagship scratch-cards played a big part, offering players extra fun and

## LOTIERIE ROMANDE'S GAMES IN 2014:

**39.7**  
million

**INSTANT SCRATCH-CARD GAMES** sold, i.e. 75.6 every minute.

**12.3**  
million

**TRIBOLO TICKETS** sold, i.e. 23.4 every minute.

**36.2**  
million

**SWISS LOTO GRIDS** played, with CHF 36.4 million won by players.

**58.5**  
million

**EURO MILLIONS TICKETS** played, with CHF 60.6 million won by players.

**4.3**  
million

gaming transactions made **ON THE INTERNET.**



amusement. The range was also broadened with some new concepts: the 10,000 à l'heure (lit. 10,000 an hour) card was played in association with a treasure hunt merging the virtual world with the real one via the Twitter social network.

Among those scratch-cards most successful in 2014 were several new games – Fiesta, Solitaire or Volcano – plus some older favourites, like Carton, Dico or Rento, which were given impressive relaunches. The Mégalo scratch-card game also proved highly successful.

#### DRAW-BASED LOTTERY GAMES

Draw-based lottery games, the biggest generators of GGR, registered the highest rise in turnover last year, up 5.2% compared to 2013. This can be put down, in the main, to the success of Euro Millions whose GGR jumped by 7.7% y-o-y. This rise in GGR confirms how popular this game, launched back in 2004, is and can be explained by the number of sizeable jackpots up for grabs throughout 2014.

Swiss Loto also recorded a slight rise in GGR last year (+0.1%) courtesy, in particular, of the record CHF 48.6 million jackpot secured in August – that stimulated sales for several weeks.

LotoExpress also delivered a good result, with its GGR climbing by 4.2%. A facelift for the game's graphic look, completed in early 2014, gave this game a new lease of life as it celebrated its twentieth year of existence last year.

Lastly, it is worth noting the performance by the daily Trio Magic draw-based game which notched up a remarkable 26.7% leap in its GGR.

#### LOTIERIE ÉLECTRONIQUE

The Loterie électronique's 700 gaming machines located in 350 points of sale in French-speaking Switzerland saw their revenues decline (down 3.5% y-o-y). This confirms the flattening-out in its business trend after over 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.



## International comparisons

### LOTIERIE ROMANDE'S RANKINGS BY TYPE OF GAME

(per capita sales)

		2010	2011	2012	2013	2014
<b>SCRATCH-CARD GAMES</b>	Europe	2	2	2	2	2
	World	10	10	12	11	12
<b>DRAW-BASED LOTTERY GAMES</b>	Europe	8	5	5	5	5
	World	13	18	10	7	8
<b>KENO-TYPE GAMES</b>	Europe	6	7	7	7	7
	World	12	14	14	14	15

La Fleur's 2014 World Lottery Almanac, TLF Publications, Inc.





“Funding support from lottery companies is vital for sports federations. It enables them to make top-quality sporting infrastructure available to provide opportunities for young sportsmen and women to practise their sports and helps aspiring national stars of the future to fulfil their dreams. “

Timea Bacsinszky, tennis player (WTA 21)

### SPORTS BETTING

With major sporting events like the FIFA World Cup in Brazil and the Winter Olympics being held, 2014 was always going to be a lively year for sports betting and forecasting games. Sporttip and Totogoal saw their GGR jump by 28.5%. This steep increase reflects once again the impact of the raising of the withholding tax threshold for gamblers who may now take home much more attractive winnings without having to be taxed. This development remains encouraging, helping to cushion to some degree the difficulties facing the whole of the betting industry caused by the 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.

On the back of the partnership deal with *SwissTopSport*, the association for all major sports events held in Switzerland, Loterie Romande's sports betting and forecasting games have remained standard fixtures 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 strong growth in GGR in 2013 (+17%), betting on horse races extended its uptrend as its GGR rose by 1.8% y-o-y. For this category of betting too, the positive effect of tax changes that came into force in 2013, especially abolition of the *droit des pauvres* (flat-rate

'entertainment' tax on lotteries, tombolas, etc.) in the Canton of Geneva, was fully felt, rendering PMU considerably more attractive in French-speaking Switzerland.

The product offering was further expanded in 2014, with almost 1,200 additional races, which also gave sales added impetus. This boost stems from several promotional initiatives and optimisation of the quality and size 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 last year, it has also been possible to place bets online on **[www.loro.ch](http://www.loro.ch)**.



# Neighbourly, friendly and responsible gaming model

As far as games distribution is concerned, 2014 saw the new terminals, which offer more extensive opportunities to each retailer, being deployed across the network. This modernisation of the equipment goes hand in glove with heightened training for retailers who are central to the gaming model employed by Loterie Romande.

## LIVING UP TO EXPECTATIONS

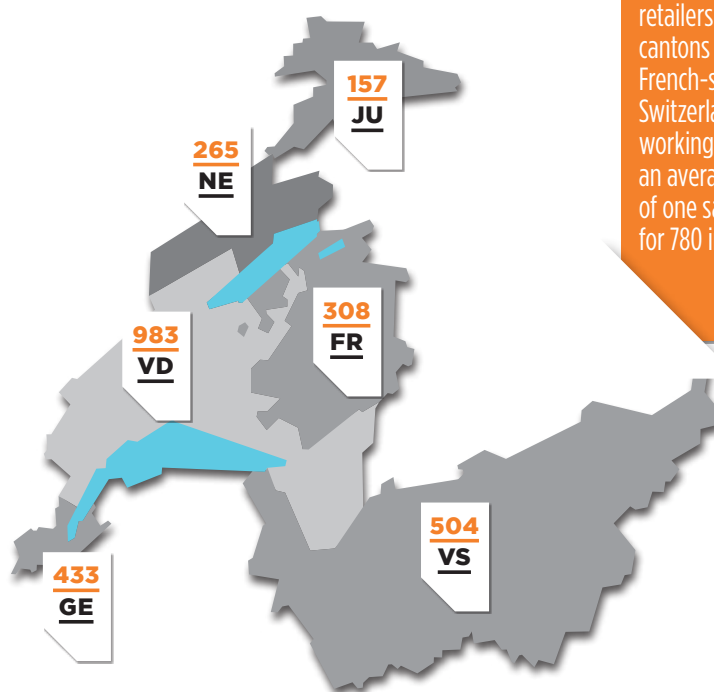
Every year, Loterie Romande conducts a survey designed to assess players' attitudes, using the findings to improve how it distributes its games. The 2014 survey, based on representative sampling of the population in French-speaking Switzerland, confirmed the high levels of awareness and satisfaction: 94% of those polled had heard of Loterie Romande, which enjoys a very positive public image.

In more detail, 86% of those surveyed consider Loterie Romande to be trustworthy and 83% deem it to be friendly. Loterie Romande's public-interest mission is also broadly acknowledged: for 82% of those polled, Loterie Romande's name is synonymous with support for charity, cultural and sports projects.

## PLAYERS AND THE GAMES

Almost one half of those living in French-speaking Switzerland (49%) tried their luck in a Loterie Romande game at some point last year. The biggest group of players are aged over 55 (42% of those playing). Then comes the 35-54 age group

## NUMBER OF POINTS OF SALE BY CANTON



# 2,650

retailers in the six cantons of French-speaking Switzerland, working out at an average density of one sales outlet for 780 inhabitants

(40%) and those between 25 and 34 (10%). A slightly higher proportion of men play than women.

If we now look at the most popular games, the top favourite was Tribolo, followed by Euro Millions and Swiss Loto. Last year, 75% of players had a go at one of these games. Almost one half of new players tried Loterie Romande games first by participating in Tribolo. Swiss Loto was the first choice for 21% of first-time gamers.

Preferences also tend to vary with age. Although scratch-cards are enjoyed by all age brackets, a game like Euro Millions

ostensibly appeals more to those aged 25 or over whereas sports and horse-race betting or forecasting tend to be played most by 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.

## THE NETWORK: A VITAL DRIVING FORCE

Loterie Romande's distribution network of 2,650 sales outlets located among a population of two million inhabitants is not just one of the densest, but also one of

CHF  
**71.9**  
millioncommission fees  
paid to retailers

“The new terminals installed by Loterie Romande and their marketing screens are much more customer-friendly and help to make players better informed.”

Feliciano Bico, owner of kiosk/grocery store, Vissigen, Sion

the most modern; each retail distributor is equipped with a terminal linked to the company's central servers. To keep pace with technological progress, the whole network was equipped last year with new terminals that are both more user-friendly and more advanced, providing each retailer with increased business opportunities.

The great diversity among the various sales outlets is also an 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 keep pace with changing consumer habits while taking its retailers' interests into due consideration.

#### SUPPORT FOR LOCAL BUSINESSES

All Loterie Romande sales outlets are remunerated by the company in the form of commission fees for distributing its games. These fees totalled 71.9 million francs in 2014, a sizeable sum being ploughed back into the local economy. Without these fees, a good many small businesses would struggle really hard to keep their heads above water, especially as fewer people are visiting kiosks or frequenting cafés and bars.

In these circumstances, Loterie Romande's business provides a dynamic boost to the social and economic lives of built-up areas and villages. According to some estimates,

its operations indirectly generate between 1,200 and 1,400 jobs. Loterie Romande is proud of its contribution to the region's economy and society. It will continue to give a high priority to caring for its 'bricks-and-mortar' distribution network and forging solid relations with all its business partners.

#### DIGITAL CHANNEL: BROADER ONLINE 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 pressed ahead with expanding its online product range, which complements games offered through its network of retailers. Its Internet range, in particular, targets young adults, aged between 20 and 35, who tend not to visit traditional retail outlets or only do so infrequently.

First launched in 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 a dozen or so scratch-cards. And new for 2014 was PMU online, which has already proved a great success.

The figures reveal how dynamic this online gaming platform is: 11% of grids played on Swiss Loto and 8% of Euro Millions grids are now being validated over the Internet. Apps for smartphones and tablets are also available to enable online gaming using mobile devices.

#### THE DIGITAL CHALLENGE

Expanding its Internet platform and range of games on interactive media is numbered among the crucial challenges in Loterie Romande's eyes as the company's intention is to halt players migrating towards gambling sites that are illegal under Swiss law. Loterie Romande is fighting to ensure the 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 hold, Loterie Romande offers the public a reliable and secure gaming platform. True to its Responsible Gaming policy, Loterie Romande has put in place a whole series of failsafe mechanisms recognised as being both appropriate and effectual.

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 relevant 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 losses and the option of self-exclusion feature among the array of gaming moderators installed on the Internet platform.



# 2014, a year of intense emotions

As games are such a source of fun and enjoyment, Loterie Romande refreshes the attractiveness of its offering every year. In 2014, the array of new developments was matched by a major promotional drive, all backed up by the big prizes won. 34 people were turned into millionaires thanks to Swiss Loto and Euro Millions.

## SWISS LOTO: RECORD WINNINGS

Thirty Swiss Loto players became millionaires in 2014. Nine lucky players scooped the jackpot prize, sixteen won CHF 1 million by having six numbers correct (2nd prize tier) and, thanks to the extra Joker play, five people won seven-figure prizes. Of those winners, one was particularly lucky, being turned into a millionaire overnight by winning in August 2014 the record jackpot prize of CHF 48.6 million. That is the biggest prize ever won on Swiss Loto since it was first played in 1970 until end 2014.

Total winnings on Swiss Loto amounted to over CHF 222 million in 2014. Since it was first drawn up to end-2014, this game has already created 818 millionaires in Switzerland.

## EURO MILLIONS: CELEBRATING ITS 10TH BIRTHDAY IN GRAND STYLE

2014 was also a year of vivid emotions for players of Euro Millions: CHF 30.9 million was the impressive windfall prize won on Euro Millions in Switzerland in March. Four other players in Switzerland also won over CHF 1 million on Euro Millions. Just

CHF  
**30.9**  
million

windfall prize  
won on  
Euro Millions  
in Switzerland  
in March

CHF  
**48.6**  
million

record jackpot  
prize won  
on Swiss Loto  
in 2014





for the record, the biggest ever win in Switzerland remains the CHF 115 million jackpot won on a ticket validated in the Canton of Valais in August 2013. The record ever win in Euro Millions history was CHF 228 million, won in August 2012 by a player in the UK.

In 2014, all the lottery companies involved in Euro Millions celebrated the 10th anniversary of this transnational lottery-based game which attracts almost 20 million players for each draw. From when it was first played in 2004 up to end-2014, Euro Millions has created 43 millionaires in Switzerland.

#### SCRATCH-CARDS: PLENTY OF NEW GAMES

On 23 April 2014, Loterie Romande launched a new scratch-card for lovers of speed and thrills, the '10,000 à l'heure' (lit. 10,000 an hour). Apart from being a classic scratch-off card, this event-based game offered players the chance to win CHF 10,000 an hour during a period of 24 hours on Friday 13 June 2014. For this game, Loterie Romande innovated by creating the first treasure hunt mixing both the real and virtual worlds via the Twitter social network. Between 5 and 12 June 2014, treasure-seekers had to find a

mystery location somewhere in French-speaking Switzerland by using clues given on Twitter via the promoted trend #10000alheure. This treasure hunt was such a success that Twitter itself decided to highlight the positive impact of this game, presenting it in one of its 'Case Studies'.



"Loterie Romande and Comlot both invest time and effort to make reliable, secure and socially responsible lottery games and betting on sport available to the public."

Manuel Richard, Director of the Secretariat of the Swiss Lottery & Betting Board (Comlot)

## LA ROUE DE LA CHANCE, AN EMOTION-PACKED TV GAME

The TV game La Roue de la Chance (lit. the Wheel of Fortune), developed in conjunction with RTS, the French-speaking TV service in Switzerland, first appeared on TV screens on 13 January 2014. This broadcast game-show, tied in with a scratch-card of the same name, enables contestants to accumulate their winnings over the days and, for the luckiest ones, to spin the wheel to try to win big prizes of up to CHF 100,000. Thanks to its highly colourful and fun designs, La Roue de la Chance guarantees great suspense and high emotion for both contestants and TV viewers alike. Over the whole of last year, La Roue de la Chance enabled six lucky people to take home the jackpot prize of CHF 100,000, with half a dozen others winning the tidy sum of CHF 50,000.

## A VARIED AND FUN OFFERING OF GAMES ONLINE

As part of its drive to meet the expectations of online players who are keen on new gaming experiences, Loterie Romande pressed ahead in 2014 with developing its offering of games on its Internet platform **www.loro.ch**. The advent of the new online **Yapafoto** scratch-card expanded the digital range of instant-win games to 13 different types.

One big innovative step to be reported was the launch of online PMU which, from January 2014, has dovetailed ideally with the range of products offered on the Internet and helped to boost significantly the attractiveness of betting on horse racing, in particular among enthusiasts of new technology. This is borne out by the fact that the online channel already accounts for 3% of money staked on PMU.

6

players

took home the  
jackpot prize of  
CHF 100,000  
of the TV game  
La Roue de la  
Chance

## A TOTAL OF 17 NEW CARDS WERE LAUNCHED IN 2014:



**CHF 6.-**  
a jukebox-themed  
card with prizes  
of up to  
**CHF 60,000.-**



**CHF 8.-**  
a majestic  
scratch-card offering  
four chances to  
win up to  
**CHF 100,000.-**



**CHF 7.-**  
this colourful card  
offered players a real  
eruption of prizes,  
with a top prize of  
**CHF 70,000.-**  
up for grabs.



**CHF 8.-**  
the world of the  
vegetable garden on  
a ticket offering  
prizes up to  
**CHF 100,000.-**



**CHF 6.-**  
a card for lovers of  
high speeds, with  
scratch-off prizes  
of up to  
**CHF 60,000.-**



**CHF 10.-**  
inspired by the fa-  
mous card-game, this  
card allows players to  
accumulate wins up  
to a handsome  
**CHF 200,000.-**





# Jean-Luc Moner-Banet

## outlines the political outlook for lottery companies' future development

**The public consultation process on the draft law on gambling was conducted last year. What has the outcome been?**

The consultation process generated a considerable inflow of responses – over 1,000 – which is quite remarkable. All stakeholders made their opinions known and, generally speaking, the draft legislation was well received. The quality and relevance of the bill were emphasised in particular even though all contributions made during the consultation procedure did express reservations, make proposals for amendment or even raise objections on some points. It is important to point out though that the draft law, in our view, is both consistent and well balanced. It guarantees players access to an attractive range of games while, at the same time, making provision for appropriate measures to protect the public against problem gambling.

**With the consultation stage over, the draft bill is due to be debated soon in Switzerland's Parliament. How confident are you about the final outcome?**

The timetable as it stands envisages that the Swiss Parliament will already make a start on working through the draft in the second half of this year once it has been approved by the Federal Council. We are confident as we firmly believe that the quality and balanced nature of the bill will





convince all those concerned, particularly the legislators in Parliament, that the provisions envisaged in the legislation will be able to ensure the gambling industry in Switzerland can continue operating smoothly whilst also safeguarding the public against addictive gambling.

**Last November, you were re-elected as President of the World Lottery Association (WLA). What goals do you have at an international level?**

The World Lottery Association is also being confronted by a series of challenges when it comes to defending our public-service business model of operating games and gambling. It too is battling to protect the integrity of sport and is actively committed to combating illegal gambling operations worldwide being run by groups on the outer fringes of the law. To this end, the WLA is developing international standards and best-practice initiatives to enable us to defeat this scourge and guarantee the quality and reliability of games operated by the WLA's member companies. These major goals will be pursued with great vigour during my second term of office as President.

**In September 2014, Switzerland signed the Council of Europe's new Convention on the Manipulation of Sports Competitions. Does this mark a major milestone in the fight to beat match fixing?**

The phenomenon of fixing matches and sporting contests has been expanding fast and alarmingly. Indeed, not a single day

seems to pass without some such case being reported in the media. The Council of Europe was a pioneer in formulating this Convention which will have a linchpin role in the campaign to eliminate match fixing. I took part in drafting this Convention and am delighted that it has come into force as it will enable Member States of the Council of Europe to push through all appropriate measures to combat effectively this phenomenon of match fixing, which threatens the very survival of some sports, and to punish severely those criminals behind such manipulation.

**By the end of 2015, all the company's staff will be brought together under one roof at the new avenue de Provence premises. How do you see this particular building project?**

The plan to bring together some 230 members of Loterie Romande's workforce at a single location in Lausanne is one I passionately care about, particularly in view of the potential improvements and innovations. This change of circumstances will make it feasible to strengthen synergies between the company's departments and services, but, above all, thanks to the modern, state-of-the-art premises technology-wise, designed to meet the highest environmental standards, it will allow us to prepare for the challenges that lie in store for Loterie Romande in the years ahead.

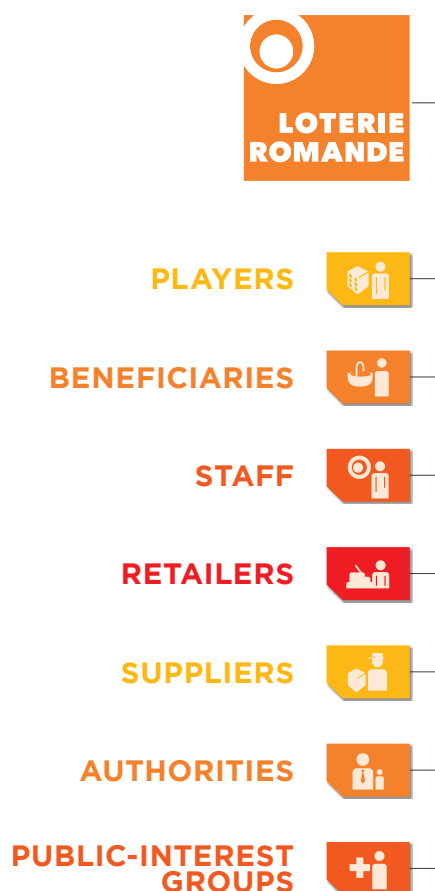


**A SNAPSHOT OF THE WLA**



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 in which experience and creative ideas can be exchanged by all.

**[www.world-lotteries.org](http://www.world-lotteries.org)**



# Ethics and transparency

Loterie Romande maintains an ongoing dialogue with all of its stakeholders, that is all those people or entities affected by the company's operations and/or having an impact on its business. Ethics and the determination to be transparent lie at the very root of this in-depth and constructive exchange.

True to its principles of social responsibility, Loterie Romande constantly seeks to involve all its stakeholders in its strategic and operational choices. This approach not only reflects 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 list 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.

STAKEHOLDERS	WHAT IS EXPECTED OF LOTERIE ROMANDE	WHAT IS EXPECTED BY LOTERIE ROMANDE	PROJECTS OR PROGRAMMES	MEANS OF DIALOGUE
<b>PLAYERS</b>  Almost 70% of people in French-speaking Switzerland regularly play Loterie Romande games	<ul style="list-style-type: none"> <li>Responsible operator offering entertaining games and a clearly defined distribution schedule for prizes</li> <li>100% of net profit distributed for the public good</li> <li>Secure and reliable games</li> </ul>	"That gaming remains a game"	<ul style="list-style-type: none"> <li>Survey conducted once every year into players' profiles and tastes</li> <li>Tried and tested rigorous 'Responsible Gaming' policy, based on the principle of informed choice</li> <li>Marketing &amp; Advertising Code of Conduct</li> <li>Anonymity of winners guaranteed; assistance if they so wish</li> </ul>	<ul style="list-style-type: none"> <li>Information available at sales outlets</li> <li>Draw/winnings schedule available at <a href="http://www.loro.ch">www.loro.ch</a></li> <li>Age restrictions printed on tickets, games, terminals, etc.</li> </ul>
<b>BENEFICIARIES</b>  All net profit distributed via the appropriate distributing bodies	Over CHF 500,000.– distributed every day	That the projects given support (around 3,000 p.a.) come fully to fruition	<a href="http://www.entraide.ch">www.entraide.ch</a>	Interviews conducted when preparing the Annual and Social Reports

STAKEHOLDERS	WHAT IS EXPECTED OF LOTERIE ROMANDE	WHAT IS EXPECTED BY LOTERIE ROMANDE	PROJECTS OR PROGRAMMES	MEANS OF DIALOGUE
<b>STAFF</b>  280 staff, including 57 mobile ticket-sellers	<ul style="list-style-type: none"> <li>• Reliable employer, providing motivation and training</li> <li>• Ethical and responsible company</li> </ul>	Satisfied and motivated employees aware of their responsibilities	<ul style="list-style-type: none"> <li>• Ongoing training</li> <li>• Satisfaction surveys</li> <li>• Public health measures</li> <li>• Apprenticeship opportunities</li> <li>• Reintegration schemes</li> <li>• Annual appraisals, with setting of individualised staff targets</li> <li>• Professional integration</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet</li> <li>• In-house meetings</li> <li>• Corporate charter, highlighted and available on several support media</li> </ul>
<b>RETAILERS</b>  2,650 retailers located throughout the six French-speaking cantons of Switzerland	<ul style="list-style-type: none"> <li>• Financial backing in keeping with the efforts undertaken</li> <li>• Attractive and secure products</li> <li>• Marketing support</li> <li>• Training</li> <li>• Ongoing dialogue</li> </ul>	Partners who conduct themselves responsibly, adhering to the provisions put in place	<ul style="list-style-type: none"> <li>• Training courses on the games and Responsible Gaming</li> <li>• Modernisation of games equipment</li> <li>• Motivation and incentive schemes</li> <li>• Training on security</li> </ul>	<ul style="list-style-type: none"> <li>• In-house magazine for retailers</li> <li>• Information via sales support advisors</li> <li>• Training sessions for retailers</li> </ul>
<b>SUPPLIERS</b>  External partners, suppliers of goods and services	Reliable business relationship	<ul style="list-style-type: none"> <li>• Long-term partnership taking business and social aspects into consideration</li> <li>• Financially independent of Loterie Romande</li> </ul>	<ul style="list-style-type: none"> <li>• Signing up to Marketing &amp; Advertising Code of Conduct</li> <li>• Contract including reference to obligations, especially with regard to Responsible Gaming</li> </ul>	Communication with relevant departments
<b>AUTHORITIES</b>  Lotteries and Gambling Conference for French-speaking Switzerland (CRLJ)  Conference of Cantonal Directors with Responsibility for Lotteries (CDCM)  Swiss Lottery & Betting Board (Comlot)	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations in force</li> <li>• Games not targeted at minors or other vulnerable members of the public; adherence to a pre-established schedule for distributing winnings</li> <li>• Community support</li> <li>• Responsible company</li> </ul>	Safeguarding the mission of lottery companies who work for the public good under the supervision of the cantonal authorities	<ul style="list-style-type: none"> <li>• Obtaining their seal of approval for all games before they are launched on the market</li> <li>• Communications on Responsible Gaming policy</li> <li>• Regular meetings and ongoing exchange of views</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly meetings and contact on a weekly basis</li> <li>• Meetings at seminars or conferences</li> </ul>
<b>PUBLIC-INTEREST GROUPS</b>  Responsible for protecting minors and other vulnerable people in society: researchers, medical practitioners, care/treatment centres, etc.	<ul style="list-style-type: none"> <li>• Games developed that take note of their analysis</li> <li>• Preventative measures funded via a 0.5% levy on GGR</li> </ul>	Long-term partnership based on constructive exchanges of views and effective co-operation (particularly the training of retailers)	<ul style="list-style-type: none"> <li>• Training</li> <li>• Regular meetings, sharing of experience</li> <li>• 0800 801 381 Helpline number prominently displayed at all points of sale</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contacts (lectures, meetings, telephone calls)</li> <li>• Meetings at seminars or conferences</li> </ul>

#### DATA PROTECTION

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.

# Reliability, integrity and risk management



Loterie Romande implements the most exacting security standards, demonstrating its ability to undertake disciplined supervision of all processes associated with its business operations and put in place the highest precepts of corporate governance. The same can be said for its commitment – which is constantly being reinforced – to Responsible Gaming.

## ISO 27001 – A LABEL OF EXCELLENCE

Since 2009, Loterie Romande has had official ISO/IEC 27001:2005 certification, a badge of excellence. This stamp of approval guarantees 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 and has been submitted for regular interim audits.

Three key areas are assessed: integrity of transactions, financial security, and checking procedures. With specific regard to Loterie Romande's own business activities, 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. The next re-certification inspection will take place in 2015.

## ISMS – MASTERING INFORMATION FLOWS

In conjunction with its ISO 27001 certification, Loterie Romande has 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 applicability of the ISMS covers all employees, locations, premises, IT equipment, data (in electronic or hard-copy forms) as well as business processes. This tool makes it feasible to guarantee the probity and reliability of the games in conformity with Loterie Romande's ethical principles.

#### ICS – SERVING TO MANAGE FINANCIAL RISKS

Loterie Romande's Management Control department, set up in 2003, designed and developed 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

After receiving certification under WLA-SCS:2006, Loterie Romande has achieved the highest recognition for supervision of its processes on the basis of the Security Control Standards (SCS) formulated by the World Lottery Association (WLA). This certification – which requires a business to fulfil beforehand the requirements of the ISO 27001 standard – imposes rigorous and permanent controls on security, placing emphasis on defining risks specific to the lottery business itself. In effect, it encompasses 96 more checking procedures on top of those demanded to fulfil ISO 27001 standard requirements.

#### ONGOING RISK REASSESSMENT

As part of an ongoing process of self-improvement to enable it to boost the efficiency of the company, Loterie Romande

implements 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. This approach taken of its volition is a further example of best practice when it comes to corporate governance.

#### EUROPEAN RESPONSIBLE GAMING STANDARDS

European Responsible Gaming Standards were published in October 2007 by European Lotteries (EL). 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](http://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 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 sustained this standard of excellence confirmed during the reassessment process conducted in 2012.

[www.world-lotteries.org](http://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 & Advertising Code of Conduct formulated back 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 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](http://www.loro.ch), the Code is submitted to any new partner during the year: around one hundred suppliers have already signed up to it.



WORLD LOTTERY ASSOCIATION  
CERTIFIÉ  
WLA CADRE GÉNÉRAL EN MATIÈRE  
DE JEU RESPONSABLE  
NIVEAU 4 / EN VIGUEUR JUSQU'EN 2015

# 100% of net profit disbursed

Loterie Romande distributes all of its net profit, in a thoroughly transparent process, to thousands of organisations working for the good of the community. This primary mission, encoded into Loterie Romande's genes, is founded on a business model that is unique worldwide: independent distributing bodies are responsible for allocating the funds donated in the half-dozen cantons of French-speaking Switzerland

## UNIQUE BUSINESS MODEL WORKING ON EVERYONE'S BEHALF

Every day, Loterie Romande distributes over CHF 500,000 for projects 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 being as follows:

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

## THE SIX 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, 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 (GGR) generated in each canton (the other half).

In 2014, almost 3,000 associations, bodies, organisations, foundations or projects were awarded funds by the distributing bodies. The support funds are split into eight different fields of action (as shown in the charts opposite).

## FOR INTERCANTONAL PROJECTS

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

It is incumbent on the Conference of the Chairs of the Distributing Bodies (CPOR), comprising the 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 financed by the cantonal bodies in proportion to their cantons' populations.

## VITAL SUPPORT

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

3,000

projects given  
support

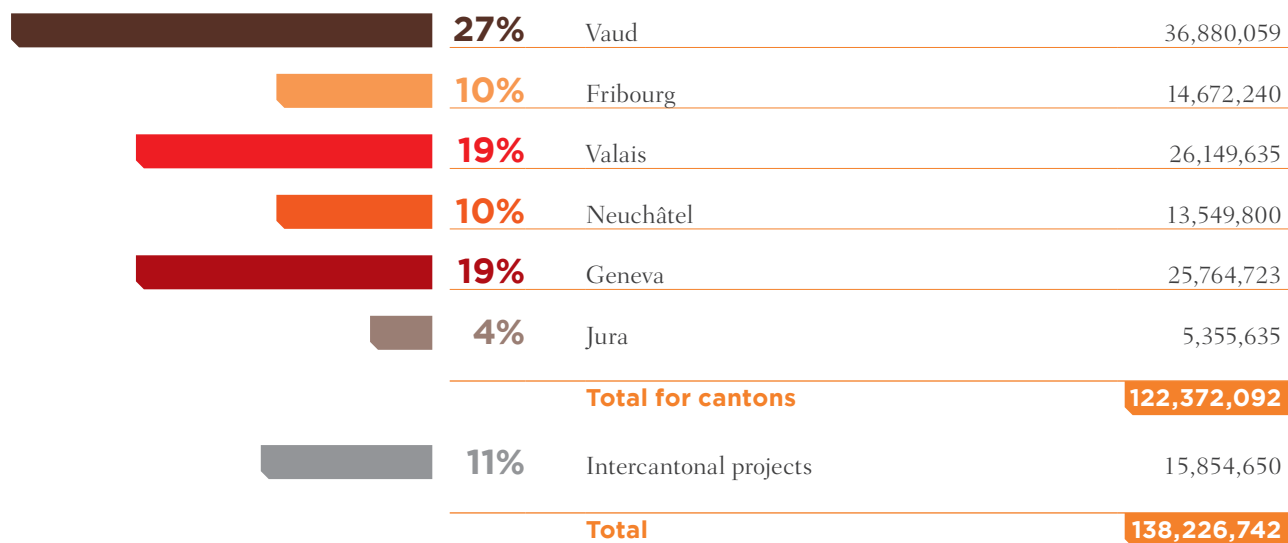


"Switzerland has a particularly dense coverage of charitable and social organisations, with thousands of volunteers investing freely their time and energy. Slotting in neatly between private backing and support from government and authorities, Loterie Romande is proud to be able to give such bodies a decisive helping hand."

Bernard Favre, Chairman of the Conference of the Chairs of the Distributing Bodies (2014)

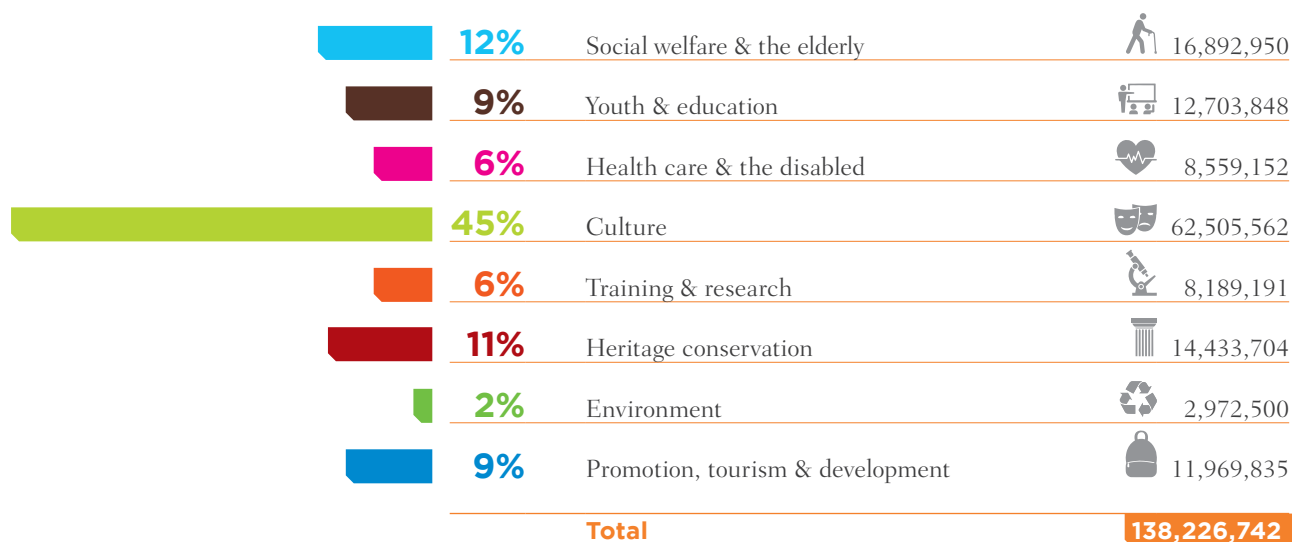
## 2014 disbursements to cantons

(in CHF)



## Disbursements by sector made by distributing bodies in 2014

(in CHF)



## FOR SPORT

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

- The cantonal sports bodies which, in turn, help to finance amateur sport (infrastructure, next generation/grassroots, 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.

## EQUESTRIAN SPORT

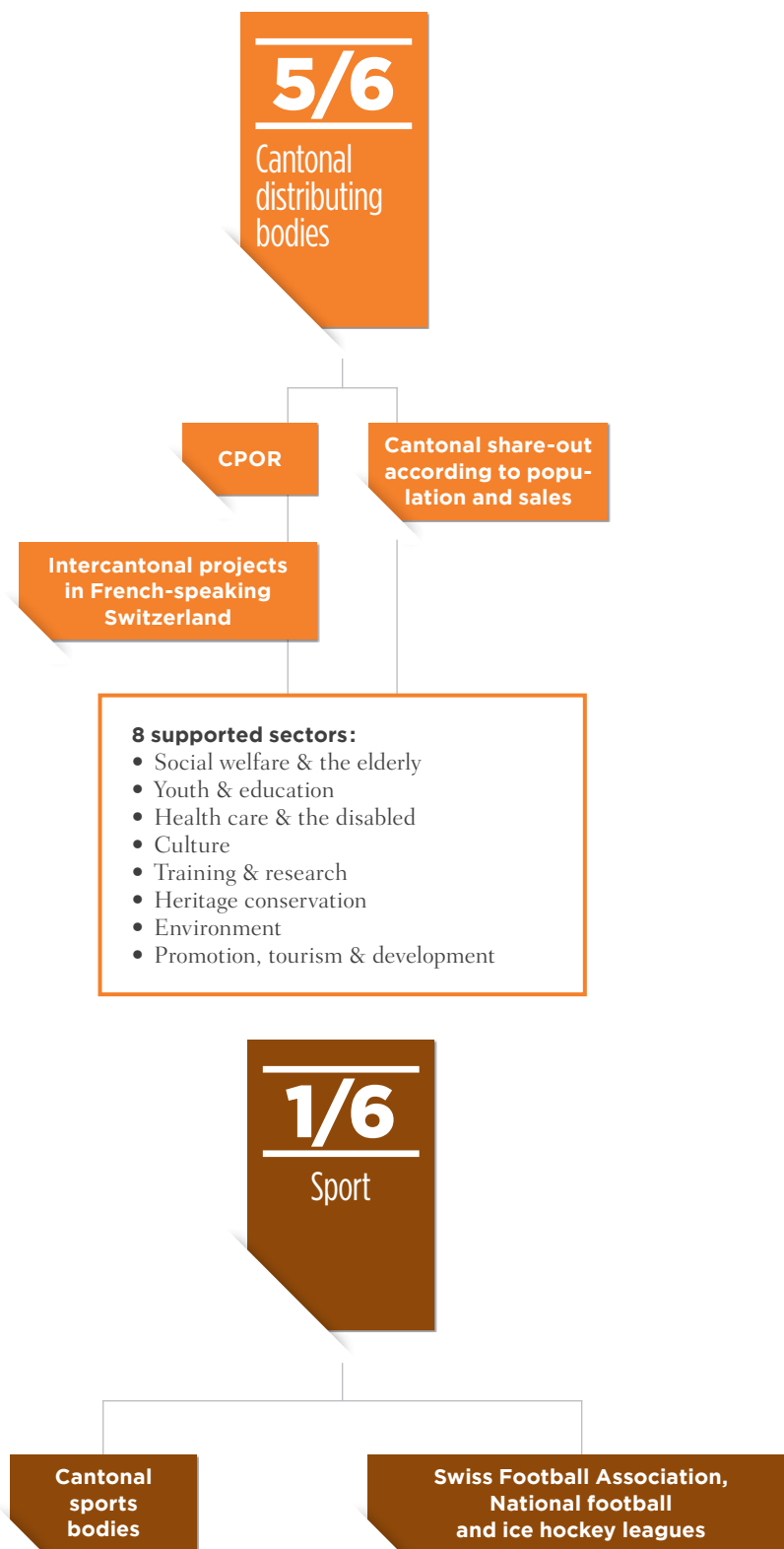
ADEC (Association pour le développement de l'élevage et des courses de chevaux), active in equine sports, also benefits from Loterie Romande's financial support (CHF 3.8 million in 2014).

The chart opposite shows the breakdown of profits in 2014 after allocation of funding to ADEC.

## 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](http://www.entraide.ch).

## Share-out of 2014 profits





# 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 SARAH OBERSON (VALAIS)

On 28 September 1985, Sarah Oberson, aged just 5 years, went missing from the village of Saxon. To this day, no-one has found out what happened to this young girl. The groundswell of solidarity that swept through the Canton of Valais, nationwide in Switzerland and across borders internationally in reaction to this tragic event gave

rise to a Foundation that today bears that little girl's name.

The main purpose of the Fondation Sarah Oberson, set up in 1998, is to provide aid and comfort to families whose toddlers, children and teenagers have gone missing or been abducted. The Foundation campaigns for children's rights, especially to improve the emergency response systems when children disappear. It also encourages

studies and debate about issues surrounding the ill-treatment and exploitation of children. Through its annual "Evenings of Reflection" and its publications, the Fondation Sarah Oberson works for the benefit of child-care professionals (teachers, social workers, psychologists, magistrates, etc.), parents and members of the blue-light forces, especially the police.

Every time these meetings are held, they prove highly successful, which explains the determination to leave a legacy of insightful contributions and exchanges of views, by publishing written records in a format accessible to all. Towards the end of 2014, the Foundation launched an extensive information campaign in Valais schools.

[www.sarahoberson.org](http://www.sarahoberson.org)



**YOUTH &  
EDUCATION**

## LA BATAILLE DES LIVRES (THROUGHOUT FRENCH-SPEAKING SWITZERLAND)

La Bataille des Livres (lit. the Battle of the Books) is a Swiss association aimed at encouraging reading in six French-speaking countries: Switzerland, Haiti, Canada, Senegal, Belgium and France. Set up in 1997 with classes in a handful of Genevan schools, the association targets pupils aged

between 8 and 12. Today, it numbers some 14,000 participants, including 6,000 in Switzerland in almost 300 classes in schools throughout the French-speaking areas of Switzerland.

The association's mission is to stimulate and nurture the fun and delights of reading among children. This is done through a variety of activities arranged for those schools registered in the scheme, based on selected

books divided into four series depending on reading ages. The association works to bring writers and authors together with their young French-speaking Swiss readers through two flagship activities: the authors' tour when twenty or so writers travel around to visit the schools throughout French-speaking Switzerland; writing workshops, with the possibility of the creative writing produced eventually being published. Thanks to its broad selection of French-language books from Europe, Africa and the Americas, the involvement of schools from these three continents and the choice of key themes such as diversity, ecology, friendship or disability, La Bataille des Livres opens a window wide onto the whole world to children living in French-speaking Switzerland. Above all, it turns them into avid and passionate readers.

[www.bataille-des-livres.ch](http://www.bataille-des-livres.ch)



## HEALTH CARE & THE DISABLED



### TRANSPORT HANDICAP (VAUD)

The Transport Handicap Vaud foundation, set up in 1986 in Lausanne in conjunction with Pro Infirmis, the Fondation de Béthanie and the Fondation de Plein Soleil, works to assist those with impaired mobility. With its 24/7 booking system, it offers a service of specialised transport for over 2,000 people with impaired mobility throughout the Canton of

Vaud. Its 38 vehicles undertook almost 72,000 trips and covered over one million kilometres in distance in 2014. They are available for people who cannot use public transport physically or only with great difficulty.

The Foundation's service makes a significant contribution to enhancing the quality of life of users, enabling them to retain their independence for such essential

everyday activities as going to the doctor or the physio, doing the shopping, not to mention maintaining those vital contacts in social and friendship networks, something all of us thrive on. It is this whole package provided by Transport Handicap that is so highly appreciated: the organisation takes care of all the pick-up and drop-off arrangements, shows great understanding of any issues, on top of obviously, providing its fleet of specially adapted vehicles.

[www.thvd.ch](http://www.thvd.ch)



## CULTURE

### PIANO FESTIVAL AT SAINT-URSANNE (JURA)

When it was first held in 2004, the Piano à Saint-Ursanne festival proved an overnight success. Since then, under the auspices of the Crescendo association, the Festival is held annually at the same time of year, in early

August, with a dozen or so concerts. The sheer beauty and outstanding acoustics of the cloisters of Saint-Ursanne's Romanesque-Gothic collegiate church, the venue for the concerts, endow this event in high summer with its unique, unforgettable charm. The music is played in a timeless setting, imbued with symbolism and culture.

Every summer, Saint-Ursanne welcomes a glittering array of pianists. These range from virtuosi of the concert-playing galaxy to the talented performers of the future. Over the years, such renowned names as Jean-Marc Luisada, Michel Dalberto, Maria João Pires and Alexei Volodin, to mention just a few, have lit up the cloisters with recitals that will last long in audience memories. The success of the Festival grows and prospers with every year that passes, its purpose being to offer new and many concert-goers from all walks of life a memorable and melodious experience where quality is most definitely preferred to quantity. Saint-Ursanne, decidedly the home of the piano.

[www.crescendo-jura.ch](http://www.crescendo-jura.ch)



### LA CITÉ DES MÉTIERS ET DE LA FORMATION (GENEVA)

In 1999, those in business and industrial circles realised there was a pressing need for a major initiative to further professional training. This led to the setting-up of the Cité des Métiers et de la Formation (lit. City of Professions and Training) organisation in Geneva, its mission being to foster professional training in all of its guises.

The first La Cité des Métiers et de la Formation trade-fair was held in 2001. Since then, the event has expanded to become the biggest of its kind throughout Switzerland. Rechristened “cité-métiers.ch, l’expo”, it is held once every three years at Palexpo in Geneva.

The cité-métiers.ch, l’expo trade-fair extends over 25,000m<sup>2</sup> of exhibition space and welcomed over 77,000 visitors when

last held in 2012. The aim is to offer not just young people, but adults as well, the opportunity to see many different types of jobs and professions in action, to chat to professionals, to focus their search and make career choices in a number of areas: applied arts, trade & commerce, construction, technology, hotel trade, health and social care, and nature and the environment. As part of the organisation’s determination to make this event accessible to all, entry to the trade-fair is free of charge.

Diaries at the ready: the next cité-métiers.ch, l’expo will take place from 3 to 8 November 2015.

[www.cite-metiers.ch](http://www.cite-metiers.ch)



### HÔTEL DES POSTES BUILDING AT LE LOCLE (NEUCHÂTEL)

From when it was first built in 1856 as a monument to the glories of the young Republic, the Hôtel des Postes in Le Locle provided local denizens with communal premises for social and political interaction.

This imposing building, measuring 42 metres by 18, located between the rue Marie-Anne-Calame and the rue Daniel-Jeanrichard, has also housed at various times the coaching offices, several local clubs, societies and associations, and the town’s first watchmaking school. The Cercle de l’Union Républicaine society was still using it as its home-base right up to 1974. That was when the post office was

relocated to new purpose-built premises, but the former Post House continues to be the venue for local associations and organisations that appreciate this vast and practical amenity right in the centre of the town.

This community vocation has lasted up until today, but the gradually decaying fabric of this venerable building led to much passionate debate in the town. The setting-up of a specific Foundation in 2009, followed by Le Locle’s inclusion on UNESCO’s list of World Heritage Sites, helped to underpin the restoration and renovation of this building, completed in 2015. Through Neuchâtel’s cantonal distributing body, Loterie Romande provided funding for refurbishing this building that will now provide a location for musicians, arts workshops and a youth centre.

[www.lelocle.ch](http://www.lelocle.ch)





## ENVIRONNEMENT



### PETITE CAUSE GRANDS EFFETS (FRIBOURG)

The Fondation Petite Cause Grands Effets (lit. Small Cause, Big Effects) provides information to the local population about environment issues via exhibitions and interactive entertainments. Based in Fribourg, the Foundation first saw the light of day in 2010. Its mission is geared towards

furthering sustainable development and heightening the awareness of future generations about the issue of sustainability. The unique qualities of this Foundation, with its original philosophy and innovative approach to getting its message across to the general public, can be gauged by looking at what it has achieved in recent years. It seeks to encourage everyone – households and businesses alike – to have

an impact by taking quite simple actions, conveying its message positively and never trying to shame or make anyone feel guilty.

The success of its “L'Oracle du Papillon” (lit. Butterfly Oracle) project is spreading non-stop. The idea behind this draws its inspiration from meteorologist Edward Lorenz's famous question: does the flap of a butterfly's wings in Brazil set off a tornado in Texas? This interactive art show, already seen by over 250,000 people, has been re-staged as part of another of the Foundation's projects, “Les Villages du Développement Durable” (lit. The Villages of Sustainability). These villages encourage visitors to consume products and services with low CO<sub>2</sub> emissions.

[www.big-effects.org](http://www.big-effects.org)



## IN SPORT

### LA PATROUILLE DES JEUNES (VERBIER)

La Patrouille des Jeunes was first held on 2 May 2014, and provided plenty of excitement and intense emotion. Just like their elders participating in the famous Patrouille des Glaciers ski/mountaineering race, almost

160 young ‘patrouilleurs’ aged between 15 and 20, set out in this very first running of the Patrouille des Jeunes from Les Ruinettes to head for the final destination of Verbier by way of the floor of the Col de la Chaux. Working in pairs, they showed great courage in braving the race conditions made particularly treacherous by non-stop

snow throughout the 12.5 kilometres of the race route as it climbed and descended through 550 metres. The immense joy of the participants as they crossed the finish-line, relieved and delighted to have completed the course, was the best reward both for organisers and for friends and families of those taking part, so proud of letting these young adventurers enjoy such a wonderful experience and live their dream.

Everything is now on course for the second running of the Patrouille des Jeunes in 2016. The main priority of this event is to encourage young people to be involved in a healthy, physical sporting exercise against the awe-inspiring backdrop of the Valais mountains whilst keeping them safe and promoting a life-enriching experience. Onwards and upwards...

[www.patrouilledesjeunes.ch](http://www.patrouilledesjeunes.ch)





### CLUB EN FAUTEUIL ROULANT DU JURA

Founded some 25 years ago in 1989, the Club en Fauteuil Roulant du Jura (CFRJ) runs and promotes sporting activities for its members in wheelchairs involving basketball, handbiking, tennis, table tennis and ski

weekends. The association also arranges social and cultural events to enable members to enjoy getting around, exchanging views and making fresh discoveries. It works to boost integration and social contact, enabling everyone, whether they have a disability or not, to take part in various activities and enjoy a good quality of life.

In 2014, the CFRJ organised its fourth Jura Indoors wheelchair tennis tournament at Delémont. This event, which has proved highly successful since it was first held, is international, attracting several dozens of players, both men and women, and has the equivalent ranking to an ATP 250 tournament. The competition was held for the fifth time in March 2015 and looks set to climb up the ranking ladder of wheelchair tennis events in the coming years. Attendance for the watching public is free, helping to promote those values most dear to the CFRJ.

[www.cfrjura.ch](http://www.cfrjura.ch)  
[www.juraindoors.com](http://www.juraindoors.com)



### FONDATION D'AIDE AUX SPORTIFS VAUDOIS (FASV)

The Fondation Fonds du sport vaudois manages and distributes the Canton of Vaud's allocation of Loterie Romande funding for sport in the canton. The Foundation supports in particular the Fondation d'aide aux sportifs vaudois (FASV), disbursing to it annually two francs for every franc that the FASV itself raises.

The FASV, accredited as a public-service organisation by the Vaud public authorities, has been granting annual bursaries since 1989 to scores of young high-performance Vaud sportsmen and sportswomen aged between 14 and 25. In order to be eligible for a grant, the athletes must be members of a Vaud-registered club and holders of a Swiss Olympic Card. They are also required to provide a vocational training programme or education course that they will be able to follow alongside practising their chosen sport.

"My 2013-2014 season was a very eventful one in terms of both sporting success and emotions, and part of that is thanks to the support provided by the FASV. The FASV's funding is very important. It enabled me to go to the USA to take part in four World Cup races." That personal testimony from Gaëtan Procureur, a telemark skier, perfectly encapsulates the purpose behind the FASV which, at present, provides funding to allow around 60 promising athletes to make progress in a wide variety of different sporting disciplines.

[www.sportifsvaudois.ch](http://www.sportifsvaudois.ch)



**2014**

Social Report

# The CEO's message

Since Loterie Romande was first set up as a company in 1937 for charitable causes, a sense of responsibility to society has remained central to its business model founded on ethics and transparency. As gambling is not a straightforward activity and must, above all, merely remain a fun or leisure diversion, Loterie Romande has, over the years, forged its policy of social responsibility, determined at all times to be exemplary and make progress, with its actions having a bearing on four fundamental cornerstones: community, the players, its staff and the environment.

This approach, both consistent and all-encompassing, is a coherent reflection of Loterie Romande's public-service mission and permeates all of the company's strategic and operational choices, made for the good of all its stakeholders. Starting with the community, Loterie Romande distributes all of its profits to good causes and remains resolutely committed to working to help neighbourhood and local business. When it comes to the players, it has cemented in place an extensive Responsible Gaming programme, matched by tangible efforts to counter addictive gambling. As for its employees, Loterie Romande's ambition is to marry professional excellence

with attractive working conditions. Lastly, it works to enhance the environment courtesy of its policy geared towards ensuring all of the company's activities fit squarely into a process of sustainability understood in its broadest sense.

The adoption, year after year, of new indicators and measures as part of the Global Reporting Initiative (GRI) bears witness to our determination to pursue initiatives in favour of sustainable development. There may still be plenty of work still to be done and shared, but we remain convinced Loterie Romande's strength of belief in social responsibility both creates value and cements its legitimacy. Our sincere gratitude is extended to all our employees, business partners and suppliers for their commitment and support.

*Jean-Luc Moner-Banet*  
CEO





# Priorities

## 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 2014

- ✓ Implement the new G4 Global Reporting Initiative (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

### CHALLENGES FOR 2015

- Renew certificates for compliance with Responsible Gaming principles and standards as laid down by European Lotteries (EL) and the World Lottery Association (WLA)

## 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 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

### CHALLENGES FOR 2015

- Put in place new measures, based on recommendations made following external experts' assessment of various game moderators



## 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 integration

### ACHIEVEMENTS IN 2014

- ✓ Oversee implementation of the three improvement plans based on findings from the satisfaction survey
- ① 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-management IT system

### CHALLENGES FOR 2015

- Implement a new worktime-management IT system
- Prepare submission to renew Friendly Work Space certification
- Manage the change connected with relocation of staff to the new Avenue de Provence premises
- Ensure Loterie Romande managers continue their ongoing training and development

## 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 2014

- ✓ Preliminary study for implementing a mobility plan for staff members
- ① Press ahead with campaigns to boost staff's environmental awareness

### CHALLENGES FOR 2015

- Set up a Committee and strategy for Sustainable Development
- Put in place an in-house communications platform relating to Sustainable Development
- Put a mobility plan in place

# A useful and socially cohesive model

## IN A FEW WORDS

An indispensable partner for thousands of institutions.



When Loterie Romande was founded to assist with meeting social-welfare needs that had escalated as a result of the 1930s Depression, it was based on a unique model built on social solidarity, its primary purpose being to allocate all of its profits for projects of benefit to the community as a whole. This unique model, rooted in ethics and transparency, has permeated all of the company's business activities.

Loterie Romande places considerable importance on its responsibilities towards the community courtesy of its privileged position as a lotteries operator with exclusive rights in its region. When carrying out its activities, it pursues a policy geared towards achieving the delicate balancing-act between expanding the business and

being socially responsible. This deliberate approach harks back to Loterie Romande's public-service mission and implies exemplary standards of responsibility to the public at large, with this determination translated, most notably, into implementing preventative measures to combat gambling addiction, and establishing a close dialogue with business partners, retailers and suppliers.

### INDISPENSABLE ROLE IN SOCIETY

By distributing 100% of its net profits to public-service projects, averaging more than CHF 500,000 every day, Loterie Romande is cementing 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, measured transparent, and socially responsible 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 and fosters innovativeness.

### PREVENTING AND COMBATING PROBLEM GAMBLING

As a leading light when it comes to preventing and combating excessive gambling, Loterie Romande constantly pursues its efforts in this sphere to ensure “gaming remains a game”. This simple principle lies at the very heart of all that Loterie Romande does in business and in the strict norms of conduct it imposes on itself, especially in marketing and sales:

- 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.

- Under no circumstances are games targeted specifically at children or vulnerable groups in society; protecting minors is one of Loterie Romande's priorities.
- No claims made in advertising focus solely on the chances of getting rich by gambling. Promotional messages are slanted towards aspects related to fun, dreams and entertainment.

These guidelines form reference points that must be accepted and complied with by all of Loterie Romande's business partners, retailers and suppliers.

#### TRAINED RETAILERS

A perfect example and vital component of Loterie Romande's commitment to social responsibility is its training of retailers and staff in sales outlets. All of its retailers, who number some 2,650, take compulsory training specifically on those games they distribute in their own outlets. These training courses are geared towards making them aware of the damaging repercussions of addictive gambling and encouraging them to take appropriate action. The various training programmes are regularly appraised by outside agencies so that they can be continually improved.

The purpose is to make retailers aware of their responsibilities as distributors of gambling products. As such, 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 are compelling: after the courses organised in 2014 for retailers with Loterie électronique game 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.

On these courses, protecting minors against the dangers associated with gambling is accorded a high level of importance, and this aspect is regularly reinforced. Specific training on this issue was organised in 2014 for retailers having LotoExpress and PMU on sale in their outlets.

#### FINANCING 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 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 issue and 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 against gambling addiction adopted in 2007 by CLASS (Conférence latine des affaires sociales et sanitaires).

#### A POLICY COMMITMENT GLOBE-WIDE

Gambling as an activity is regulated in most countries round the globe, the primary purpose of this being to stamp out risks associated with gambling addiction, money laundering and criminality. Regrettably, these risks have regrettably been mounting over the last few years as a result of the ever-expanding activities of illegal, mostly offshore-based, Internet gambling operators. Through international organisations like European Lotteries and the World Lottery Association, national public-service lottery companies work tirelessly to beat this scourge; they lobby political authorities about the 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 and developing best practice in the field of lotteries and sports betting. 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 which not only have the knock-on effect of diminishing funds available for allocation to good causes, but also leave the door wide open to addiction and dependency. This stance highlights the great importance Loterie Romande places on being able to offer the playing public a healthy, reliable and safe gambling environment.

# Preventing and combating addictive gambling

## IN A FEW WORDS

A preventative programme covering the whole of the games chain.

Internationally recognised certification that is continually being revalidated.

For more than 15 years, Loterie Romande, imbued with its vocation to be socially responsible, has pursued and developed an extensive Responsible Gaming programme designed to prevent and combat gambling to excess. It works closely with experts and scientists of world renown as well as with health-care specialists so a games setting that is healthy, reliable and secure can be provided for the population at large.

Loterie Romande's Responsible Gaming programme, launched on its own initiative in 1999, is a keystone 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. In other words, all stakeholders are involved, having their roles to play to live up to players' expectations in terms of innovativeness while, at the same time, protecting the most vulnerable against dangers associated with gambling addiction. Protecting minors forms a cornerstone of Loterie Romande's Responsible Gaming programme.

## EFFECTIVE AND RELEVANT MEASURES

As a ground-breaker in this field, Loterie Romande has worked in close collaboration with specialists in excessive gambling, including scientists and experts of world renown, to put in place an array of reliable and effective preventative tools. This approach covers several areas of intervention:

### Scientific research

- Exchange of information; consideration given to the recommendations from specialist researchers.
- 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.

### 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 électronique machines and all online games.
- Dissemination of precise and detailed information about risks associated with addictive gambling and assistance available if playing is turning into a problem.







“Addiction to gambling is a public-health issue, and the dangers involved in such dependency must be dealt with at all levels. Training those people from whom gamblers and players seek help and advice is a vital factor in the drive to prevent problem gambling. Such training in Switzerland is provided by specialist centres such as the Centre du jeu excessif and the Rien ne va plus Association.”

Olivier Simon, Consultant Doctor with CHUV's Community Psychiatry Department, Centre du jeu excessif

- Installation of technical and environmental moderators on Loterie électronique machines (not making their location comfortable, on-screen warning messages, etc.) and the online games platform (caps on losses, possibility of self-exclusion, etc.).

#### *Raising awareness among retailers 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 in sales outlets, with action being taken where deemed necessary.

#### **PROVIDING TARGETED INFORMATION**

On the advice of 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 forms of gambling are at greater risk of turning into gambling addicts in adulthood. For this reason Loterie Romande imposes, of its own volition, strict age limits for its games: no minors aged 16 or under are allowed to play. Loterie Romande is adamant about sticking rigidly with this ban which is clearly displayed on all scratch-card and lottery game tickets and grids offered in retail sales outlets. For other games, like the Loterie électronique machines, PMU or online games, the age limit is set even higher, at 18.

To ensure age limits are complied with, inspections are undertaken regularly by sales advisors (members of Loterie Romande's own staff) and by 'Mystery Shoppers' who are responsible for anonymously checking sales outlets, bars, cafés and restaurants. Each retailer with Loterie électronique equipment was visited at least six times in 2014. Sixteen retailers were issued with a formal warning and seven others had their contracts terminated. These measures demonstrate how effective the controls are.



## PREVENTION ON THE INTERNET

Launched in 2010, Loterie Romande's online gaming platform is fitted with the essential tools, which are constantly being upgraded, to enable players to moderate their online gambling. The aim is to help players to keep control over the sums of money they are staking and be aware of their losses as well as their gambling behaviour. Among these key moderators are the following:

- 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 caps on their losses (daily, weekly or monthly; these ceilings are compulsory for the range of virtual scratch-cards).

**0800 801 381**, anonymous free-phone number in Switzerland. Players in distress or their family and friends can seek expert help by dialling 0800 801 381. This Helpline number, run by the PILDJ (Intercantonal programme against gambling addiction), is featured widely on Loterie Romande's materials.

**[www.sos-jeu.ch](http://www.sos-jeu.ch)**



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.

## LOTIERIE ÉLECTRONIQUE

The 700 Loterie électronique machines installed throughout the 350 sales outlets in French-speaking Switzerland have always been subject to particularly stringent Responsible Gaming measures. 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; preventative warning messages scrolling directly across the gaming screen, etc. These moderators are regularly assessed by experts so that they can be constantly improved. Further information can be found on the

**[www.loterie-electronique.ch](http://www.loterie-electronique.ch)** Webpage.

## AN OVERHAUL OF 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 ([www.silabs.se](http://www.silabs.se)), a Swedish research agency unanimously acknowledged for its expert know-how in Responsible Gaming, this training programme 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 staff members and all retailers.

In 2014, the two programmes of interactive training courses were completely revamped. This provided Loterie Romande with the opportunity to renew the certification as regards Responsible Gaming of its own employees and the whole of its distribution network.

# Training and development

Loterie Romande, committed to keeping open lines of communication and pursuing a policy of enhancing well-being in conjunction with all of its staff, is striving constantly to meet new challenges in terms of its human resources. With this aim in mind, it pushes through innovative measures to develop professional excellence and encourage training.

Since it was founded in 1937, Loterie Romande has been evolving non-stop to develop games geared towards the future whilst adhering to a strict policy on social responsibility. From fewer than 30 employees in 1980 and 120 by 2000, Loterie Romande now has some 280 employment posts in a most varied range of areas (games design, IT, back-office services, etc.). This expansion in its workforce has been managed through formulation of an

HR policy fostering innovation and promoting a workplace environment that is both creative and stimulating.

## A TRAINING COMPANY

Loterie Romande is proud of being a training organisation. The threshold of having 11 apprentices was achieved in 2013, with three future IT specialists and eight business/commercial apprentices. In 2014, three Federal Vocational Education Training

## IN A FEW WORDS

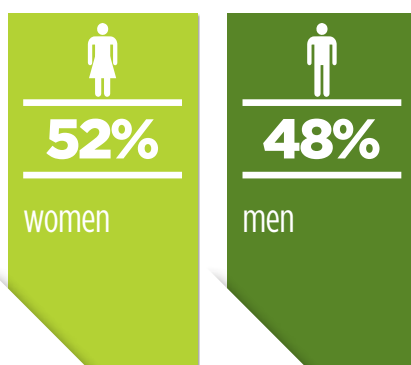
An HR policy encouraging innovation and diversity.







### Loterie Romande's employees



Staff numbers	<b>280</b> incl. 57 mobile ticket-sellers	<b>52%</b> women	<b>48%</b> men
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<b>237.38</b>	Full-time equivalent
<b>41%</b>	Percentage working part-time
<b>44 YEARS OLD</b>	Average age
<b>11</b>	Staff undergoing training (apprentices)
<b>4</b>	People being re-integrated into professional life
<b>5.03%</b>	Absenteeism rate (excluding training and maternity leave)
<b>8.9%</b>	Staff rotation (excluding those on fixed-term contracts)

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 November 2014, Loterie Romande took part in the Careers & Training Fair held in Lausanne, enabling thousands of school children and students to discover the broad diversity of jobs at the company.

#### START@LORO

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

#### PROFESSIONAL INTEGRATION

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 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.

#### PERSONNEL DEVELOPMENT

As enabling all members of staff to develop and acquire fresh knowledge ranks as a central concern for Loterie Romande, it has been formulating for several years now a programme of ongoing training schemes and has instigated different measures to encourage as many of its employees as feasible to take advantage of the opportunities available. Several new training schemes are regularly introduced, particularly connected to management of health and welfare at work and interpersonal communication.



6

young higher-education graduates are benefiting from start@loro



“The start@loro programme has provided me with the opportunity to train and gain experience as part of a stimulating team as well as considerably enrich my knowledge-base, which encourages me for my future career prospects.”

David Werlen, start@loro graduate trainee  
in Loterie Romande's Communications department

Specialised driving courses for those using vehicles for business purposes and management workshops for dealing with phone calls have also been provided. For longer-duration training courses, staff members can be granted financial support, and time spent training can be counted in lieu of working hours.

In 2014, 281 members of staff took part in the ongoing training programmes – that involved over 4,000 hours of lessons and courses all in all.

#### FRIENDLY WORK SPACE

Health and well-being at work are major topics of interest for Loterie Romande which places singular importance on being able to provide staff members with optimal working conditions that are as healthy as possible. Several initiatives have been implemented on this front:

- There is now a 'No Smoking' policy in force at all company premises;
- Fresh fruit is available free of charge in the staff cafeteria;
- A 20-minute seated massage by a qualified therapist is punctually 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.).

This array of measures, constantly reviewed and improved, highlights Loterie Romande's serious commitment to promoting health and well-being at work. This aim was formally recognised in 2013 with the award of the “Friendly Work Space” label by the Swiss Health Promotion Foundation. 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.

#### MAKING EVERYDAY LIFE THAT LITTLE BIT EASIER

In 2014, Loterie Romande launched two new initiatives aimed at making the everyday lives of its staff that little bit easier: a corporate concierge service and a social-welfare service.

The corporate concierge service offers staff a broad range of services at the workplace, with pricing matching going market rates. These various services offer employees the chance to save some time and arrange for several tiresome day-to-day chores to be taken care of (ironing, shopping, car washing, etc.).

Loterie Romande also offers an external and impartial service to help employees who might have run into some difficulties. This corporate social-welfare assistance is undertaken by fully qualified social-care workers who can advise employees who might be going through a difficult time in their lives, for example family troubles

(separation, divorce, problems with children, etc.), or experiencing other personal or private issues.

#### FAMILIES IN THE SPOTLIGHT

For a number of years now, Loterie Romande has opened its doors wide to children on the “Oser tous les métiers” (lit.: “Be bold and try all types of jobs”) day organised in conjunction with local schools. On 13 November 2014, around twelve pupils from Years 7 to 9 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 his cheerful elves, 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.



# Raising awareness for more effective action



Working with its suppliers and retailers, Loterie Romande strives to diminish its impact on the environment by implementing a wide range of tangible initiatives. These are promoted through campaigns to heighten staff awareness of the issues and bear testament to Loterie Romande's ever strengthening commitment to developing its business sustainably.

As a gambling operator, Loterie Romande strives, above all, to curb its impact on the environment caused by the volumes of paper it uses. Although, generally speaking, Loterie Romande's business is far from being a significant polluter, this does not prevent the company from taking crucial steps in a number of areas: energy saving; business travel; materials in its sales outlets; waste management.

In each of these areas, tangible measures are taken, relating to systematic paper recycling in offices or the collection of used batteries or electronic material. For several years now, an efficient procedure has been in place for sorting plastic waste as well as for special types of waste material (used solvents, aerosols, etc.). When it comes to travel for work purposes, Lausanne Métro multi-trip tickets are given to staff to encourage them to use public transport for travel between Loterie Romande's twin sites. All vehicles in Loterie Romande's fleet are fitted with particulate filters.

In a bid to encourage employees to adopt appropriate behaviours, numerous awareness-raising campaigns have been conducted within the company, including theme-based presentations on sustainable development, which continue to arouse lively interest.

#### **GETTING BUSINESS PARTNERS AND SUPPLIERS INVOLVED**

Loterie Romande places great significance on being able to pursue a comprehensive sustainability policy and getting all of its business partners, suppliers and sales outlets involved as well. To do 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 now systematically incorporates environmental-protection criteria in its tendering procedures. This principle extends along the full length of its game-production chain: from choices about supplies 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.

New avenues are constantly being explored, the aim being to take due account of the latest breakthroughs in sustainability. Purchasing policy and the design of materials used in sales outlets have come under the spotlight so as to reduce the company's environmental impact.

#### **NEW COMPANY PREMISES: A LARGE-SCALE PROJECT**

Loterie Romande has regularly conducted diagnostic assessments of the impact its business has on the environment. The

company's two existing sites were surveyed as thoroughly as possible by specialist outside consultants in 2011. All areas of Loterie Romande's business activity and departments were reviewed through a series of detailed questionnaires and searching 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 significant effects of remedial 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 significantly between 2012 and 2014.

All efforts and energies on sustainable development have been crystallised in the 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. Designed to meet the most exacting environmental standards, this new building will bring about real and significant improvements in terms of Loterie Romande's eco-friendliness. Steps taken in formulating a new mobility plan will further favour the use of Lausanne's public-transport network (contribution towards fares; free bikes; etc.).

#### **GRI - APPLYING G4-LEVEL CRITERIA**

Since March 2012, Loterie Romande has adopted the world-recognised Global Reporting Initiative (GRI) benchmark to boost awareness of its sustainability policy.

In both 2013 and 2014, Loterie Romande extended the framework of its GRI appraisal to cover a whole series of additional criteria and key performance indicators. As part of this Social Report, Loterie Romande has adopted the new G4 GRI guidelines.

This external recognition 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.

### **IN A FEW WORDS**

Sustainable-development criteria applied on a daily basis.



# Sustainable Development Report



equiterre, equitinéraire | © Barbey



## GENERAL STANDARD DISCLOSURES

### 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. For the full table:

**[www.loro.ch/publications](http://www.loro.ch/publications)**

### APPLICABILITY AND BASELINE DATA

For eight 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 2014 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.



## Strategy and analysis

G4-1

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

p. 37

## Profile of organisation

G4-3

Name of organisation

Société de la Loterie de la Suisse Romande

G4-4

Primary brands, products and/or services

pp. 14-16

G4-5

Location of organisation's headquarters

Lausanne (Switzerland)

G4-6

Number/name of countries in which the organisation operates

Switzerland

G4-7

Nature of organisation's ownership and legal status/form

Association

G4-8

Markets served

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

G4-9

Size/scale of organisation

pp. 3, 12-13, 46

G4-10

Total number of employees by employment contract and gender

### Total workforce:

– 280 employees (135 men and 145 women)

### By employment contract:

- 251 indefinite/permanent contracts (121 men and 130 women)
- 19 fixed-term contracts (12 men and 7 women), including apprentices
- 10 auxiliary staff (2 men and 8 women)
- 6 temporary staff (1 man and 5 women)
- 167 full-time contracts (117 men and 50 women)
- 113 part-time contracts (18 men and 95 women)

MATERIAL ASPECTS	DESCRIPTION	DIRECT ANSWER OR CROSS-REFERENCE TO PAGES IN THE ANNUAL REPORT AND SOCIAL REPORT 2014
<b>G4-11</b>	Percentage of total employees covered by collective labour agreements	Loterie Romande is not a signatory to any collective labour agreement (known in Switzerland as "Convention Collective de Travail"/CCT)
<b>G4-12</b>	Description of the organisation's supply chain	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.
<b>G4-13</b>	Significant changes during the reporting period regarding the organisation's size, structure, equity capital, or its supply chain	No significant change

## Commitments to external initiatives

<b>G4-14</b>	Report on whether and how the precautionary approach or principle is addressed by the organisation	pp. 37, 42-44
<b>G4-15</b>	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	pp. 26-27
<b>G4-16</b>	Memberships of associations (such as industry associations) and involvement in national or international advocacy organisations	pp. 23, 41

## Identified material aspects and boundaries

<b>G4-17</b>	Entities included in the organisation's consolidated financial statements	All of the company's entities are included in the consolidated financial statements.
<b>G4-18</b>	Process for defining the report content and the aspect boundaries/implementation of reporting principles for defining report content	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).

MATERIAL ASPECTS	DESCRIPTION	DIRECT ANSWER OR CROSS-REFERENCE TO PAGES IN THE ANNUAL REPORT AND SOCIAL REPORT 2014
<b>G4-19</b>	Material aspects identified in the process for defining report content	<p><b>Category – Economic:</b></p> <ul style="list-style-type: none"> <li>– Economic performance</li> <li>– Market presence</li> <li>– Indirect economic impacts</li> <li>– Procurement practices</li> </ul> <p><b>Category – Environmental:</b></p> <ul style="list-style-type: none"> <li>– Energy</li> </ul> <p><b>Category – Social:</b></p> <ul style="list-style-type: none"> <li>– <i>Labour practices and decent work:</i> employment, labour/management relations, occupational health &amp; safety, training &amp; education, diversity and equal opportunity, equal remuneration for women and men, grievance mechanisms as regards labour and employment practices</li> <li>– <i>Human rights:</i> non-discrimination</li> <li>– <i>Society:</i> Local communities, anti-corruption, public policy, compliance, grievance mechanisms as regards impact on society</li> <li>– <i>Product responsibility:</i> Customer health &amp; safety, product &amp; service labelling, marketing communications, customer privacy, compliance</li> </ul>
<b>G4-20</b>	For each material aspect, report on the aspect boundary within the organisation	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.
<b>G4-21</b>	For each material aspect, report on the aspect boundary outside the organisation	The material aspects apply to the whole of the company in the cantons of French-speaking Switzerland.
<b>G4-22</b>	Reasons for and effect of any restatements of information provided in previous reports	No restatements of information provided in previous reports
<b>G4-23</b>	Significant changes from previous reporting periods in the scope and aspect boundaries used in the report	No significant change

MATERIAL ASPECTS	DESCRIPTION	DIRECT ANSWER OR CROSS-REFERENCE TO PAGES IN THE ANNUAL REPORT AND SOCIAL REPORT 2014
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## Stakeholder engagement

<b>G4-24</b>	List of all stakeholder groups engaged by the organisation	Players, beneficiaries, employees, retailers, suppliers, authorities, public-interest groups. Detailed information on Loterie Romande's stakeholders is presented in the table of stakeholders on pp. 24-25 of the 2014 Annual Report and Social Report in the column headed "Stakeholders".
<b>G4-25</b>	Basis for identifying and selecting stakeholders with whom to engage	Loterie Romande works closely together with its main in-house and external stakeholders and engages with the main players who interact with the company.
<b>G4-26</b>	Organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Loterie Romande's approach to stakeholder engagement is described in detail in the table of stakeholders on pp. 24-25 of the 2014 Annual Report and Social Report in the column headed "Means of dialogue".
<b>G4-27</b>	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	The exhaustive list of key topics and concerns raised through stakeholder engagement is presented in the table of stakeholders on pp. 24-25 of the 2014 Annual Report and Social Report in the column headed "What is expected of Loterie Romande". Information on how Loterie Romande has responded to these expectations can be found in the column headed "Projects or programmes".

## Report profile

<b>G4-28</b>	Reporting period for information provided	Calendar year (01.01.2014-31.12.2014)
<b>G4-29</b>	Date of most recent previous report	May 2014
<b>G4-30</b>	Reporting cycle	Annual
<b>G4-31</b>	Contact point/person for questions regarding the report or its contents	Communications Department (rp@loro.ch) Publishing details p.56



## GRI content index

**G4-32**

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

pp. 50-55

## Assurance

**G4-33**

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

p. 50 and 2014 Financial Report (notes to 2014 Annual Report and Social Report) pages 18-19

## Governance

**G4-34**

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

pp. 8-11, 28-30

## Ethics and integrity

**G4-56**

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

pp. 2, 26-27, 42-44

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