

Annual Report and Social Report 2016





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de la Suisse Romande**
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Company with a public-service mission

Mission

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

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

Values

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

Trust and credibility:

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

Responsibility and transparency:

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

Innovation and creativity:

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

Loyalty and respect:

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

Commitment and reciprocity:

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

Cooperation and sharing:

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



Key facts & figures

Results

Gross gaming revenues (GGR)

CHF
398
million
+5.7%

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

2014	2015	2016
388	377	398

(in CHF million)

Net profit disbursed for the public good

CHF
216.8
million
+3.4%

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.

2014	2015	2016
209.9	209.5	216.8

(in CHF million)

Sales network and partners

Number of points of sale

2,600

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

2014	2015	2016
2,650	2,650	2,600

Commission fees paid to retailers

CHF
74.5
million

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

2014	2015	2016
71.9	70.5	74.5

(in CHF million)

Responsible Gaming

Contribution towards research and prevention (0.5% of GGR)

CHF
1.99
million

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

2014	2015	2016
1.94	1.88	1.99

(in CHF million)

Number of withdrawals and official warnings issued to retailers

16

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

2014	2015	2016
23	10	16

Number of retailers/employees who undertook annual compulsory training courses

385

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

2014	2015	2016
372	367	385

Human resources

Staff

282

including:
52 mobile sales vendors
10 undergoing training
5 being re-integrated into the workplace

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

2014	2015	2016
280	282	282

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

64%

play Loterie Romande's games

75%

regard Loterie Romande as a friendly organisation

84%

deem it to be trustworthy

Source: survey Barolara 2016

▶ ACTION SOCIALE

CULTURE ◀

100%

DES BÉNÉFICES DISTRIBUÉS À L'UTILITÉ PUBLIQUE



SOUTIEN NUMÉRO 1 DE L'UTILITÉ PUBLIQUE EN SUISSE ROMANDE.

#AVECLORO

▶ PATRIMOINE

SPORT ◀

1937 – 2017

Loterie Romande is celebrating its 80th birthday!



1937-2017 – Apart from rejoicing that Loterie Romande has reached such a ripe, old age, we should also be celebrating the success of a remarkable concept: operating a lottery company that is a guarantor of the probity and security of the games it offers the public; disbursing its profits in their entirety for the public good or benevolent causes, as they used to be known; bringing together as one in this project the five French-speaking cantons of that time, joined by the newly formed Jura in 1979. The ingredients of this success have been unmistakably identified.

That is not to say those eight decades of Loterie Romande's existence have been all smooth sailing in untroubled waters. Our Loterie Romande, faced with constant onslaught from those wanting to run gambling businesses for their own financial ends and battling against bureaucrats always seemingly looking to place obstacles to impede this impressively successful enterprise in French-speaking Switzerland, has been waging a never-ending fight against assailants – sometimes openly hostile, sometimes more surreptitious – to safeguard both its future and its uniqueness.

Happily, as a result of the outcome of a popular referendum initiative inspired by its own promptings, the cornerstone principles underpinning Loterie Romande have now been embedded in Article 106 of Switzerland's Federal Constitution. This Article forms the bedrock for the new Federal Gambling Act currently going through the Federal Parliament.

The Act itself will be followed by implementing ordinances for the new legislation. Without doubt, these will have a major impact on the business of lottery companies working for the good of the whole community.

All this will also keep the 26 cantonal executives and assemblies very busy, as, in their turn, they will need to update and amend their own laws on gambling. At an intercantonal level, a new convention will have to adapt and bring into force regulatory and supervisory bodies for lottery companies. This new convention will, however, have to abide by the Convention in force in French-speaking Switzerland since 1937 that has regulated and protected Loterie Romande as an organisation which, over the decades, has become a figurehead institution and principal benefactor in the half-dozen cantons of Western Switzerland.

In this new institutional landscape, Loterie Romande's long-term survival should be safeguarded even though the battles that it has been waging since its inception are likely, in future, to take on different and new forms. No longer able to launch attacks on its very existence, its opponents and detractors are likely to turn towards seeking to apply curbs and brakes to its operations.

To safeguard its future, Loterie Romande will need to draw on all the talents, abilities and determination of its loyal supporters, corporate bodies and the public in general.

Jean-Pierre Beuret
Loterie Romande's Chairman

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

Gross gaming revenues (GGR) posted an increase in 2016. What would you like to say about that?

The 5.7% rise in GGR has to be placed within the context of some quite extraordinary events during the course of 2016. First, the new format of Euro Millions was launched. Second, the special end-of-year “Millionnaires” scratch-card met with resounding success. But, topping both those, we saw in December 2016 the record jackpot on Swiss Loto totalling CHF 70 million up for grabs. All in all, our games right across the board, including horse-race and sports betting, fared well. It should also be remembered that, owing to the random nature of the calendar, 2016 happened to have an extra business week in it. All these factors combined helped Loterie Romande to enjoy a record year, with GGR coming close to hitting the heights of CHF 400 million. If, however, we step back a little to take a longer, broader view of things, we see that, over the last decade or so, Loterie Romande has been recording very slow growth or even flat revenues. That should be regarded as a success though considering the still expanding unlawful competition from online or mobile-phone gambling operators.

Have profits been tracking the same trajectory?

Profits also rose last year, which is excellent news for all those public-interest projects funded and backed by Loterie Romande. All in all, CHF 216.8 million was made available to the cantonal distributing bodies for sharing out. Profits increased a little less fast than GGR because of the General Assembly’s resolution, on a proposal tabled by the Board of Directors, to bolster equity capital by CHF 10 million, to be allocated to Loterie Romande’s free reserve. This is required for optimum management of the company’s finances over the long term, enabling us, in leaner years, to top up profits generated from operating games to ensure that sums paid out to public-interest projects are kept stable.

Which new games proved the most successful in 2016?

Generally speaking, the broad and comprehensive array of games offered by Loterie Romande is one of its greatest strengths. It encompasses the full gamut of forms of games – scratch-cards, draw-based games and sports/horse-race betting – all of which enjoyed sustained interest in 2016. The new-formula Euro Millions, launched in September, offers players new chances to win and matches the expectations of the playing public who are always keen on big prizes on offer.

The “Millionnaires” scratch-card, launched at the end of the year in the form of an advent calendar, surprised us by how successful it turned out to be. There is no denying that scratch-cards remain very popular, year in, year out, with the playing public. They made a handsome contribution towards making 2016 a vintage year.

In this “phygital” age, where the physical is being blended with the digital, are we heading for sales outlets becoming increasingly modern and connected?

After initially being seduced in the early 2000s by siren chants predicting the imminent demise of the bricks-and-mortar network eclipsed by the Internet, operators in the lottery industry have reverted to a rather more sensible stance. Undoubtedly, interactive channels – the Internet, smartphones and tablets – will continue to expand and, increasingly in future, become the media for selling lottery games to all generations of players, but the whole industry does now seem convinced of the need for physical points of sale to be allied with these ventures. Expanding the digital presence by cementing it into bricks-and-mortar networks is now being seen as the new ‘Holy Grail’. We are delighted for our dense and modern network of 2,600 sales outlets which are the primary points of local contact, forging trust and confidence between Loterie Romande and its public in the six cantons of French-speaking Switzerland.

Are there any major developments on the cards regarding the mobile and interactive games being offered?

Loterie Romande will be launching its new online gaming platform in 2017. This has been designed specifically to work optimally with smartphones and tablets, according to the “Mobile First” principle. This new platform will enable us to give greater satisfaction to players who are increasingly using mobile devices, while, at the same time, guaranteeing increased protection for the public against problem gambling. It will also give Loterie Romande a high-profile presence on the fast-developing mobile market. At the same time, we will, throughout the coming year, be working in close cooperation with Française des Jeux, France’s national lottery operator, to develop the new sports betting platform.

- The broad and comprehensive array of games offered by Loterie Romande is one of its greatest strengths.

○
Watch video to
learn more (French)



Loterie Romande's Board of Directors as of 1st January 2017



From left to right:
**Mr. Jean-Maurice Favre, Ms. Jacqueline Maurer-Mayor, Ms. Ruth Lüthi, Mr. Yann Barth,
Mr. Jean-Pierre Beuret (Chairman), Mr. Philippe Aegerter, Mr. André Simon-Vermot**

Loterie Romande's institutional organisation as of 1st January 2017

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

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

Godel Georges

Chairman

State Councillor

Finance Department, Fribourg

Leuba Philippe

Vice Chairman

State Councillor

Economy & Sport Department, Vaud

Cina Jean-Michel

State Councillor

Economy, Energy & Land Department, Valais

Karakash Jean-Nathanaël

State Councillor

Economy & Social Welfare Department, Neuchâtel

Longchamp François

State Councillor

Presidential Department, Geneva

Gerber Jacques

Minister

Economy & Health Department, Jura

Loterie Romande: General Assembly

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

Chairman

Beuret Jean-Pierre, Saignelégier

Assembly members

Vaud

Astolfi Marco, Puidoux

Deschenaux-Rochat Delphine, Lausanne

Fischer Pascale, Grandson

Jaquier Rémy, Yverdon-les-Bains

Maillefer Anne-Marie, Saint-Sulpice

Maurer-Mayor Jacqueline, Lausanne*

Pastori Jean-Pierre, Lausanne

Sordet Philippe, Lutry

Vullioud Edmond, Lausanne

Fribourg

Bäriswyl Henri, Cormagens

Lüthi Ruth, Fribourg*

Monney Jean-Paul, Dompierre

Thomet René, Villars-sur-Glâne

Valais

Favre Jean-Maurice, Vétroz*

Jirillo Grégoire, Sion

Tornay Jean-Maurice, Orsières

Valli-Ruppen Simone, Naters

Valterio Pierre, Vex

Neuchâtel

Dupasquier Corinne, Neuchâtel

Monnin Daniel, Neuchâtel

Simon-Vermot André, La Chaux-de-Fonds*

Geneva

Aegerter Philippe, Genève*

Favre Bernard, Genève

Grandjean-Kyburz Béatrice, Chêne-Bougeries

Maffia Aldo, Genève

Savioz Hari Chantal, Genève

Schneider Annelise, Charmey

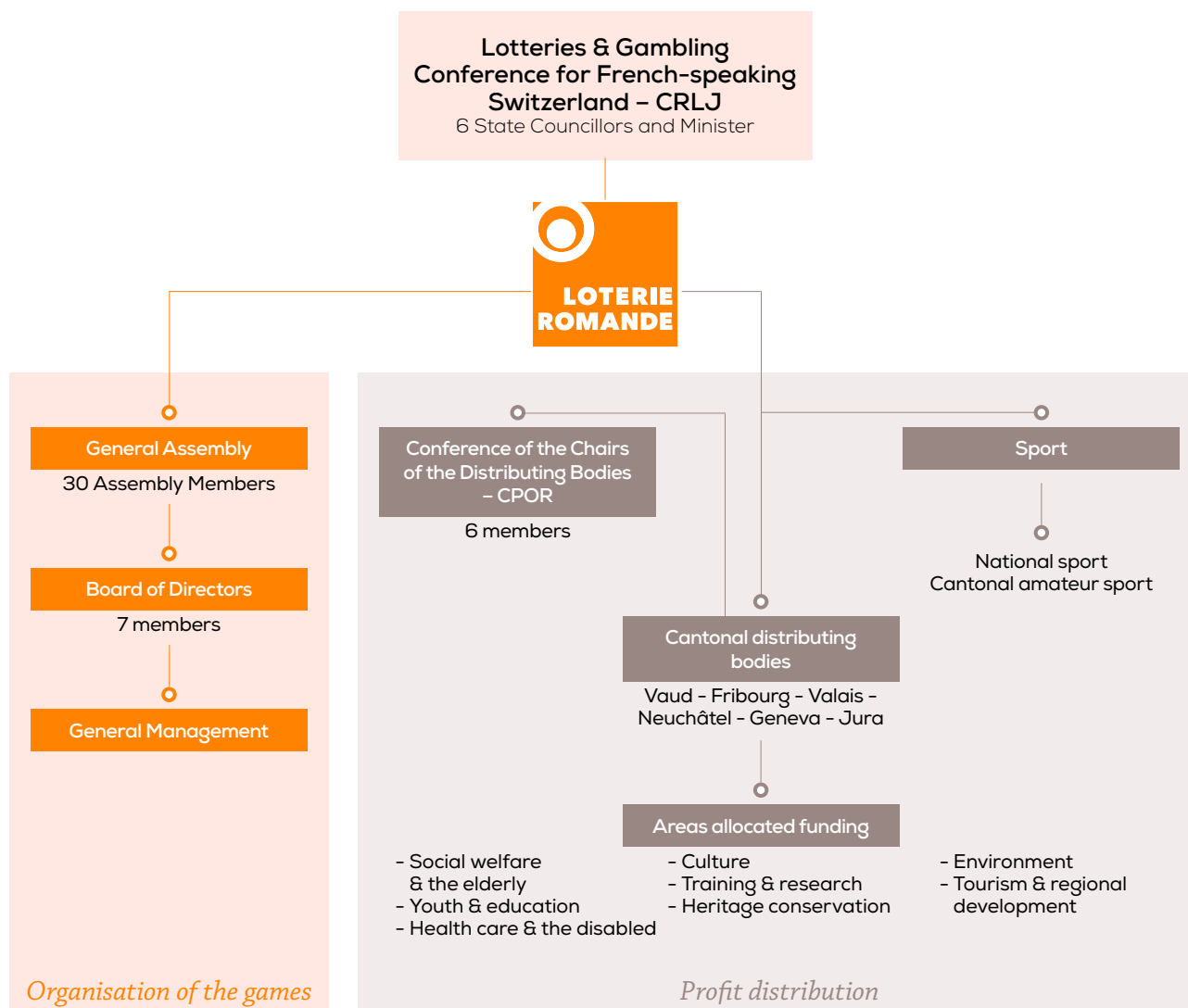
Jura

Barth Yann, Courroux*

Fleury Angela, Delémont

* Member of Board of Directors

Loterie Romande's institutional framework

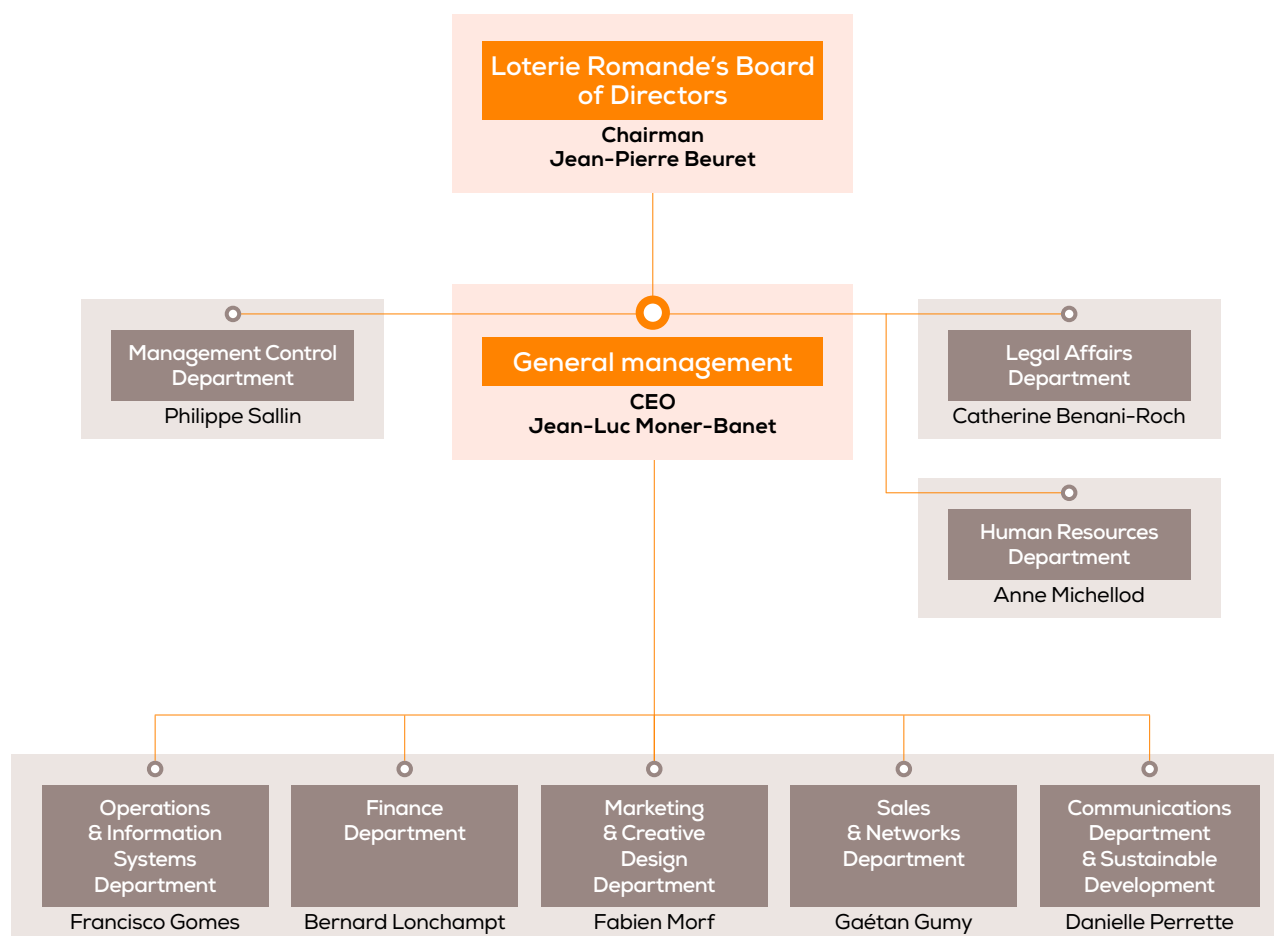


Regulation

The Swiss Lottery & Betting Board (Comlot) was set up 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 lotteries and betting market and to ensure games are offered in a transparent manner and with integrity throughout Switzerland. 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, Ametis Conseils SA



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 2016 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.



Gross gaming revenues and profits

2016 turned out to be an outstanding year for Loterie Romande. After a year of consolidation in 2015, gross gaming revenues registered an impressive increase in 2016, a year marked by a record jackpot prize on Swiss Loto. Although sales were on the rise, sound control being exerted over costs also helped deliver a boost to profits to be allocated for the public good.

GGR up

In 2016, gross gaming revenues (GGR), i.e. the amount of money staked less winnings paid out to players, totalled CHF 398 million, a rise of 5.7% on 2015 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, especially the record CHF 70 million prize on Swiss Loto, gave sales a boost and explains this growth, which was also fuelled by the success of scratch-cards.

It is worth adding that a series of innovations and promotional drives underpinned Loterie Romande's business across the full range of its games:

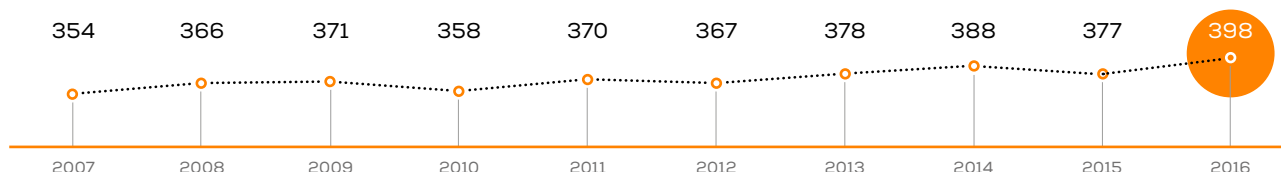
- the new format for Euro Millions with Swiss Win, launched in September 2016, has been offering higher and more frequent jackpot prizes, along with more opportunities to win;
- 30 new scratch-cards were launched on the market throughout 2016 – many were completely new, but there were also some bonus editions of already existing games;
- as for sports betting, the Euro 2016 football championship, coupled with the new app launched for mobile devices making it easier to place bets in sales outlets, gave the whole sector fresh impetus.



Over the decades since it was set up in 1937, Loterie Romande has become a figurehead institution and leading benefactor in the six cantons of French-speaking Switzerland.

Jean-Pierre Beuret
Loterie Romande's Chairman

Trend in gross gaming revenues (in CHF million)





CHF
216.8
million
disbursed
for good causes



By virtue of its public-service mission, Loterie Romande makes a decisive contribution to the furtherance of charity-based social, cultural and sporting activities. In this respect, it is vital to highlight the singular professionalism of all those who deploy their skills and talents on Loterie Romande's behalf.

Georges Godel

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

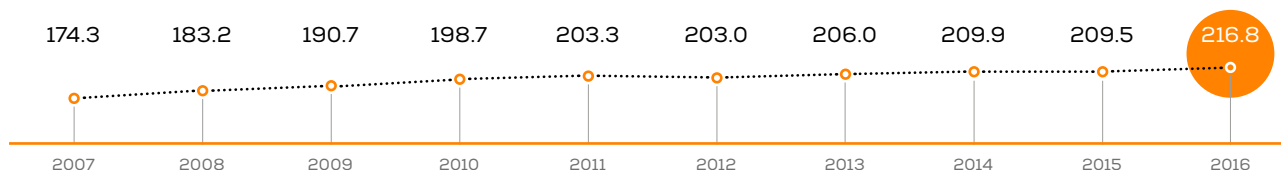
Net profit slightly up

Net profit generated in the 2016 business year, i.e. the sum to be disbursed for the public good, totalled CHF 216.8 million, a modest increase on 2015 levels (CHF 209.5 million). This outcome reflects the long-term strategies being implemented to maintain the high level of support provided to charitable, cultural, sporting and environmental projects throughout French-speaking Switzerland. These involve:

- 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 26.1% of GGR in 2016 (down from 27.8% in 2015).

In 2016, Loterie Romande was also able to reinforce its own equity capital by CHF 10 million, this being needed for optimal long-term management of the company's resources. This was approved by the General Assembly (see the Financial Report).

Trend in net profit (in CHF million)



Scratch-cards, draws and sports betting

New games, sizeable jackpots and major sporting events – all of these had an impact in 2016, helping boost the momentum of Loterie Romande's business operations.

CHF
398
million
GGR in 2016
(+5.7%)

Scratch-card games

Scratch-card games once again confirmed their uptrend in 2016, with their GGR rising by 6.1% y-o-y. On the back of the 2.9% growth recorded in 2015, this sector continues in fine shape.

The ongoing renewal of cards being offered, with many new scratch-cards being launched, has consistently 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 amusement.

Among the great successes in 2016 were several new games – Célébration, Dragon and Exotic – plus some older favourites, like Carton, Dico or Podium, which were given impressive relaunches.

Draw-based lottery games

Draw-based lottery games, the biggest generators of GGR, registered a 9.7% jump in turnover compared to 2015. This can be explained primarily by the record Swiss Loto jackpot prize of CHF 70 million in December, which gave sales a huge lift.

The new-format Euro Millions, launched on 27 September 2016, also gave this game's appeal a boost thanks to the new chances for players to win.

Among the other lottery-based games, LotoExpress continued to perform strongly, notching up an 8.9% rise in GGR. LotoExpress has been available for playing on the online gaming platform since January 2015, which has helped broaden the circle of players.



Advertising spot:
new-format Euro Millions
(French)





13,942
PMU races
in 2016

Loterie électronique

The Loterie électronique's 700 gaming machines located in 350 points of sale saw their revenues hold steady (up 1.1% y-o-y). This confirms the flattening-out in its business trend after over 16 years of being in operation, while also confirming the effectiveness of the various game moderators fitted to the machines to prevent and combat excessive gambling.

Sports betting

With the UEFA Euro 2016 football tournament, 2016 was a great year for sports betting, with GGR climbing by 17.2%. Sporttip and Totogoal sales were particularly lively during the course of the championship itself. This increase is encouraging, helping to cushion slightly the difficulties facing the whole of the betting industry caused by the presence of illegal online operators. Many of these view Switzerland as a very fertile ground to find new players, and many of their sites are very alluring to gamblers.

Another highlight in 2016 was the launch of the new mobile phone app, which makes it much easier for bets to be placed at points of sale and extends the reach of sports betting throughout the sales network.

PMU

After registering increases for three years running, horse-race betting saw its revenues decline in 2016 (-2.3%). This fall in GGR can be blamed on competition and the ever increasing rival attractions of sports betting. It can also be explained by changes affecting the sales network of bars, cafés and restaurants whose base of regular customers is shrinking and which are also being visited less frequently in general.

In contrast, the digital channel via www.loro.ch has continued to expand, with stakes rising 10%. The product offering for horse-race betting was further expanded in 2016, with almost 300 additional races.



Funding support from lottery companies is vital for Swiss sport. This permanent backing helps to bring on the next generation and encourage young people to stay actively involved in sport.

Magali di Marco
female triathlete, bronze medallist at the Sydney Olympics in 2000

International comparisons

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

		2012	2013	2014	2015	2016
Scratch-card games	Europe	2	2	2	2	1
	World	12	11	12	13	12
Draw-based lottery games	Europe	5	5	5	3	3
	World	10	7	8	5	6
Keno-type games	Europe	7	7	7	7	5
	World	14	14	15	15	13

For a game that is good for all

Everyone can play the way they like best. To respond to the new likes and habits of players, Loterie Romande pressed ahead in 2016 with its policy of modernising its sales network and training its retailers. Know-how, quality and innovation form the very core of this network.

2,600

retailers spread throughout the six cantons of French-speaking Switzerland, working out at an average density of one sales outlet for 800 inhabitants

Always listening

Every year, Loterie Romande conducts a survey designed to assess players' attitudes and how and what games they play. The 2016 survey, based on representative sampling of the population in French-speaking Switzerland, confirmed how well the company and its public-interest mission are known: 92% of those surveyed have heard of Loterie Romande, 84% consider it to be trustworthy, and 75% deem it to be friendly.

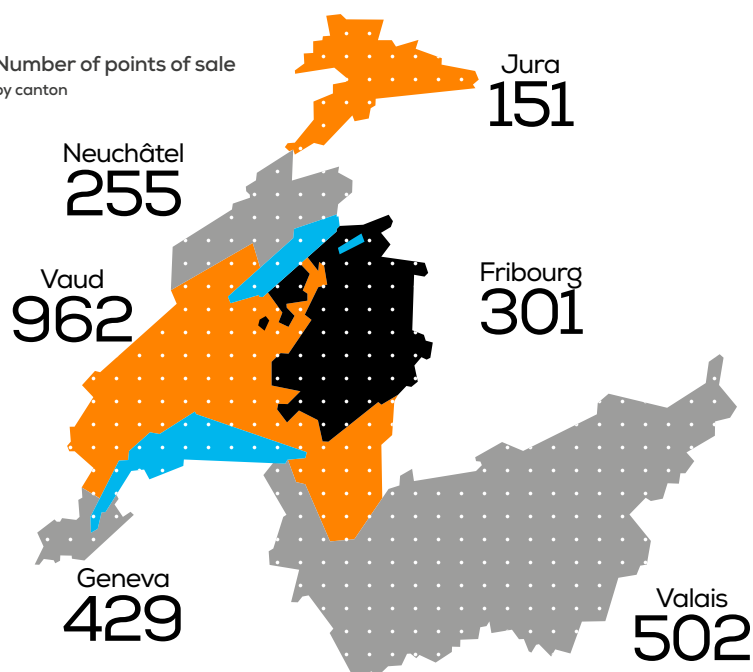
The findings bear testament to the very positive public image enjoyed by Loterie Romande. They also reflect the company's non-stop efforts to fulfil players' expectations by offering them a constantly diversified range of games.

Players and how they play

Over 60% of those living in French-speaking Switzerland tried their luck in a Loterie Romande game at some point in 2016. The biggest group of players (45%) are aged between 35 and 54. Then come the over-55s (37%) and those between 25 and 34 (12%). Although slightly more men play than women, all socio-professional categories feature among the playing base. Most of them (44%) have completed further-education courses (apprenticeships, vocational studies), with 39% having higher-education qualifications.

If we now look at the most popular games, the top favourite was the Tribolo scratch-card (62% of players), followed by Euro Millions (57%) and Swiss Loto (41%). 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.

Number of points of sale by canton



The physical network: a vital driving force

Loterie Romande's 2,600 sales outlets located among a population of two million inhabitants give the business a privileged place with the general public. This distribution network is also one of the most modern. The whole network has been equipped since 2014 with new multi-use terminals that are both user-friendly and advanced, providing each retailer with increased business opportunities.

The diversity among the various sales outlets is also an aspect worth 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. Seen another way, Loterie Romande places great emphasis on optimising its distribution network so that it can keep pace with shifting consumer habits while taking its retailers' interests into due consideration.



CHF
74.5
million

in sales
commission fees
paid to retailers

Direct backing for the local economy

All Loterie Romande sales outlets are remunerated by the company in the form of commission fees for distributing its games. These fees totalled 74.5 million francs in 2016, a sizeable sum being ploughed back into the local economy. Without these fees – which work out at, on average, CHF 28,000 a year for each point of sale – a good many small local businesses would struggle really hard to keep their heads above water, especially as fewer people are visiting kiosks or frequenting cafés and bars.

As such, 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. Rightly proud of its contribution, Loterie Romande will continue to place a high priority on its 'bricks-and-mortar' distribution network and working closely with all its business partners.

Digital channel

In order to keep pace with technological developments and cement links with a new generation of players, Loterie Romande has also expanded its range on digital channels, which complements games offered through its network of retailer outlets.

Loterie Romande's online platform of games includes the draw-based games Swiss Loto, Euro Millions, Trio Magic and Loto Express, around fifteen scratch-card games as well as sports and horse-race (PMU) betting/forecasting.

The facts and figures reveal how dynamic this online gaming platform is: 12% of grids played on Swiss Loto and 8% of Euro Millions grids are now being validated over the Internet. The online PMU offer has also met with considerable success.

A new app was launched in 2016 for mobile phones and tablets to make it easier for sports bets to be booked in sales outlets. This app provides a productive interaction between the digital channel and the physical network, and already accounts for 20% of sales.

The digital challenge

Expanding its Internet platform and range of games on mobile media is numbered, in Loterie Romande's eyes, among the crucial challenges, as the company is keen to halt players migrating towards offshore gambling sites that are illegal under Swiss law. Loterie Romande is fighting to ensure players' money stays in Switzerland and contributes towards the common good instead of being siphoned off into the coffers of private shareholders abroad.

Most illegal gambling and betting sites operate no controls and leave the door wide open for addictive habits to take hold, whereas Loterie Romande offers its playing public a completely reliable and secure platform, fitted with the most appropriate and effective fail-safe mechanisms to counter risks associated with addictive gambling.

Both the identities and ages of those playing are rigorously checked: only those aged over 18 and living in one of the six French-speaking cantons can register to play online. The possibility of limiting losses (compulsory for some games) and the option of self-exclusion feature among the array of gaming moderators installed on the platform.



Loterie Romande's new games always excite interest among my customers. I think being there and having a smile for everyone is what it's all about.

Céline Genoud

Au petit paradis kiosk,
Châtel-Saint-Denis

2016 – a year of high emotions

New games, new ways of playing. Last year, Loterie Romande launched a whole raft of new games, including on its digital channel. Draw-based lottery games were in brisk demand, with a record Swiss Loto jackpot prize and the new formula for the Euro Millions game.

Swiss Loto: 34 millionaires and a record jackpot

Thirty-four Swiss Loto players became millionaires in 2016. Seven lucky players scooped the jackpot prize, twenty-three won CHF 1 million by having six numbers correct (2nd prize tier) and, thanks to the extra Joker play, another four won a seven-figure prize. Last year ended on a real high though, with three winners sharing the record jackpot payout of CHF 70 million on 17 December: each prize-winner took home CHF 23.4 million.

For the record, the biggest ever single win in Swiss Loto history is CHF 48.6 million, won in August 2014. Since it was first drawn up to end-2016, this game has created 883 millionaires.

Euro Millions: new format

On 27 September 2016, the ten lottery companies, including Loterie Romande, in partnership for the Euro Millions game, successfully launched the new Euro Millions. The changes made boosted the appeal of the game, with bigger jackpots which would increase more quickly, the launch of a new nationwide game, "Swiss Win", Superdraws offering once or twice a year huge jackpots of over CHF 140 million, alongside special European Millionaire Maker draws enabling 25 winners to become millionaires.







Euro Millions indeed proved a winner for two lucky people in Switzerland as they took home over a million francs. Since the game was first drawn in 2004 up to end-2016, 46 players have become millionaires in Switzerland. Again for the record, the biggest ever win in Switzerland remains the CHF 115.5 million jackpot won on a ticket validated in the Canton of Valais in August 2013.

Scratch-cards: 24 brand-new games

On 20 September 2016, Loterie Romande launched **POP**, a game combined with an app of the same name, which means it can be played on a smartphone. This instant-win game, the first of its type in Europe, brings the virtual and real worlds together: the scratch-card is bought at the sales outlet and any prizes are also validated at points of sale. Through this new app-linked scratch-card game, Loterie Romande is being an innovative pioneer, meeting demand from some of its players who are increasingly connected.

Another key game launched last year was **Millionnaires**: this card, presented in the form of an advent calendar, offered players the chance to win a million francs a day between 1st and 24th December, along with a whole host of other prizes.

All in all, Loterie Romande launched 30 new scratch-card games in 2016. These included several bonus series for its flagship games, alongside a number of brand-new games, including: Célébration, Dragon, Miel d'Or, Puissance 3, La Cible and Exotic.

					
Prizes up to CHF 1 million	Prizes up to CHF 100,000.–	Prizes up to CHF 60,000.–	Prizes up to CHF 300,000.–	Prizes up to CHF 200,000.–	Prizes up to CHF 200,000.–
Many chances to win	The charm and mysteries of the Orient on a single ticket	A hive worth its weight in gold	A new fun, colourful numbers game	A card that "hits the bull's eye"	A mouth-watering fruit cocktail



#AvecLoRo – follow us on:



Broader digital range on offer

As part of its drive to meet the expectations of online players who are ever more keen on new gaming experiences, Loterie Romande pressed ahead in 2016 with expanding its offering of games on its www.loro.ch Internet platform. The digital range of instant-win games now encompasses 15 different scratch-card-type games.

As for sports betting, Loterie Romande launched a new SPORTTIP app for both iOS and Android smartphones in 2016. This clever, modern tool enables players to simplify the process of placing their bets in sales outlets and to keep a close eye on programmes and results at all times.

Digital communications

Throughout 2016, Loterie Romande pressed ahead with expanding its presence on social media by providing high-quality informative content focusing on organisations that are beneficiaries of Loterie Romande's funding contributions. A team of specialists have formulated plenty of fun infotainment and interactive content devised to be shared on the main social media networks. Several competitions have been organised, along with active-participation content enabling users to discover heritage sites in French-speaking Switzerland and learn about those organisations seeking to safeguard and preserve them.



All games offered by Loterie Romande are officially authorised and subject to ongoing supervision by Comlot from the standpoint of security and protection of the public.

Manuel Richard

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

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

With the Swiss Parliament putting the finishing touches to the new Gambling Act, could you just remind us what the underlying aims of this legislation are?

There are several objectives. The Act contains around 150 articles, which gives you some idea of the sheer breadth of matters being covered. The aim behind the draft bill is to bring together in a single piece of legislation all those legal provisions relating to the gambling industry as a whole, encompassing casinos, lottery games, sports betting, poker playing, online gaming and facets associated with social responsibility. The future law must, above all, implement the provisions of Article 106 of the Swiss Federal Constitution, approved by both the people and cantons of Switzerland in March 2012. Its purpose is to ensure the safe, secure and transparent running of gambling, guaranteeing that profits are allocated for public-interest projects and that the public is afforded suitable protection. In Loterie Romande's specific case, we are looking for the legislation to reconcile the modernity imposed by the demands of the 21st century with the need to offer players an attractive range of games in compliance with the precepts of social responsibility engineered into the DNA of Loterie Romande whose mission and very being is wholly dedicated to working for the common good.

Is there some threat to these aims being achieved?

The draft bill sent to Parliament is both consistent and well balanced. The bill, formulated with contributions from all relevant parties involved, appropriately fulfils the objectives of Article 106 of the Constitution. It ensures proper protection for the population against those dangers associated with gambling, while allowing gambling operators to adapt their offerings to keep pace with the changing face of society and advances in technology. Both chambers of the Swiss Parliament have rallied behind the core elements of the bill, a shining example of the ability of the Swiss to devise compromise solutions. Provisions set out in this law will be such as to ensure that profits generated from gambling are indeed allocated to public-interest projects and not diverted wholesale into the coffers of private gambling operators. They will also serve to cement that vital balance between, on the one hand, protecting players and, on the other, the need to guarantee games being offered legally are also attractive.

Following on from that, do you think protection of the playing public has been properly taken into account?

Protecting the population lies at the heart of the whole draft gambling legislation, be that for people gambling in casinos, playing the lottery, betting on sports events or even playing skill-based games. The new law will make it compulsory for all major gambling operators to put in place supportive social-welfare measures that take due account of the specific nature of the games, their potential risks and dangers, and the way in which they are played and sold. This new regulation will make it possible to adapt and, if needed, upgrade the degrees of protection depending on the risk factors involved. Looking at the whole package being proposed for this Gambling Act, the draft bill lays down requirements which will make Switzerland the lead to follow as a genuine ground-breaker in terms of protecting the population.

In reality, what does Loterie Romande do to protect minors?

For a good many years, almost 20 in fact, Loterie Romande has been implementing and developing a comprehensive array of social-responsibility and protective measures, in particular to safeguard minors and those who are vulnerable. This impressive range encompasses awareness-raising and training programmes for those retailers distributing our games, our own staff and, more generally speaking, all those who have some role to play in selling, promoting and designing the games. Of all the Responsible Gaming measures put in place by Loterie Romande, protecting young people is of paramount importance. On this score, all Loterie Romande stakeholders are involved and have their part to play in safeguarding not just minors, but also the whole of the adult population against the undesirable effects of gambling.

You have also been President of the World Lottery Association (WLA) since 2012. What key items feature high on the international agenda?

There are considerable similarities between those topics central to the international lottery and gambling community and those top of our agenda in Switzerland: the whole process of things moving online and 'going' digital, the diminishing appeal of traditional games in favour of betting on sport and poker games, the challenges of legislation and the need to strike that delicate balance between business viability and social responsibility. However, one of the major issues being tackled by the WLA over the last few years has been to devise certification processes and establish best practice with regard to security, probity, social responsibility and safeguarding the general public. Preserving the integrity of sport and sporting events is another area in which WLA has been particularly active. The WLA works very closely with the world's leading sports associations and bodies to clamp down on match-fixing.

Unfortunately, match-fixing is still grabbing the headlines. How can you combat this scourge?

The fight to beat this globalised threat which is endangering not just sport itself, but all business connected to sports betting, has been focused in particular on the coming into force of the Council of Europe Convention on the Manipulation of Sports Competitions, agreed at Macolin (Switzerland) on 18 September 2014. This convention – which we fervently hope will soon be ratified by Switzerland – should be seen as a major step down the road towards harmonising, on the international stage, the fight against match-fixing and the like. It lays down a legal framework which makes it feasible to implement appropriate measures and unite in pursuit of a common goal all those involved, i.e. governments, law-enforcement agencies, national and international sports bodies, spearheaded by the IOC and FIFA, along with sports betting operators who, like the lottery companies who are WLA members, have put structures in place to detect any match-fixing or manipulation of sporting events.



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



Ethics and transparency

Loterie Romande is committed to an ongoing and permanent 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 transparency lie at the very root of this in-depth and constructive two-way exchange of views.

In keeping with the principles of social responsibility espoused by it, Loterie Romande constantly seeks to involve all its stakeholders in its strategic and operational choices. This approach is not only founded on the values espoused by Loterie Romande, but is also aimed at improving the company's overall performance.

The main relevant players who interact with the company are presented in the accompanying table. 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.

Data protection

Since 2012, 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 and conducting internal auditing as regards data protection.



Stakeholders



Players

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



Beneficiaries

All net profit distributed via the appropriate distributing bodies



Staff

282 staff, including 52 mobile ticket-sellers



Retailers

2,600 retailers located throughout the six French-speaking cantons of Switzerland



Suppliers

External partners, suppliers of goods and services



Partners

Industry companies (Swisslos, Société du Sport-Toto) and associations (EL, WLA), other organisations active in the lottery sector



Authorities

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

Conference of Cantonal Directors with Responsibility for Lotteries (CDCM)

Swiss Lottery & Betting Board (Comlot)



Public-interest groups

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

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

Security, reliability and integrity

All of Loterie Romande's business operations are governed by its overall policy on security and social responsibility. Loterie Romande implements the most exacting standards on security and responsible gaming for the purpose of permanently guaranteeing players and all stakeholders that its games are operated with integrity, reliably and securely.



ISO 27001 – a label of quality

Since 2009, Loterie Romande has had official ISO 27001 certification. 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 2015. Regular interim audits are made in the intervening period.

Three key areas are assessed: integrity of transactions, financial security, and checking procedures. ISO 27001 bears witness to the equity and quality of games marketed.

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, and data in electronic or hard-copy forms. This tool makes it feasible to guarantee the probity and reliability of the games in conformity with Loterie Romande's ethical principles.

ICS – financial risk management

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

With its WLA-SCS:2012 certification, 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 111 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. Loterie Romande applies this methodology permanently, demonstrating that 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 stringent: those signing up to the standards must undergo a lengthy certification process, with compliance being reassessed for confirmation 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 2015.

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 and 2012, Loterie Romande was proud to have sustained this standard of excellence, confirmed during the recertification process conducted in 2015.

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, the Code is submitted to any new partner during the year: around one hundred suppliers have already signed up to it.



WORLD LOTTERY ASSOCIATION
CERTIFIED
WLA RESPONSIBLE GAMING
FRAMEWORK
LEVEL 4 / VALID UNTIL 2018

100% of net profits disbursed

All of Loterie Romande's net profits are distributed to thousands of organisations working for the good of the community, this profit-sharing being rooted in a model that is unique worldwide. Independent distributing bodies are responsible for allocating the funds in the half-dozen cantons of French-speaking Switzerland.

Over CHF 500,000.– each day

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 from this financial input.

How the profits are allocated is dictated by very precise criteria. After deduction of a share earmarked for ADEC (Association pour le développement de l'élevage et des courses; Association for the Promotion of Horse Breeding & Racing), the profits are shared out as follows:

- 5/6ths going to cantonal distributing bodies;
- 1/6th 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 2016, 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).

Intercantonal disbursements for French-speaking Switzerland

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



Loterie Romande supplies vital lifeblood to not-for-profit organisations. Its disbursements, allocated completely transparently, go each year to thousands of associations – some prestige names, others much less well known – that work to support all aspects of social welfare, culture, sport and the arts.

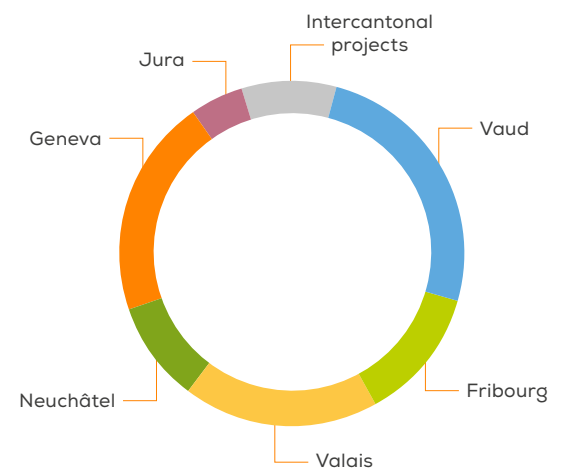
Jean-Paul Monney

Chair of the Conference
of the Chairs of the Distributing
Bodies (2016)

2016 disbursements to cantons

(in CHF)

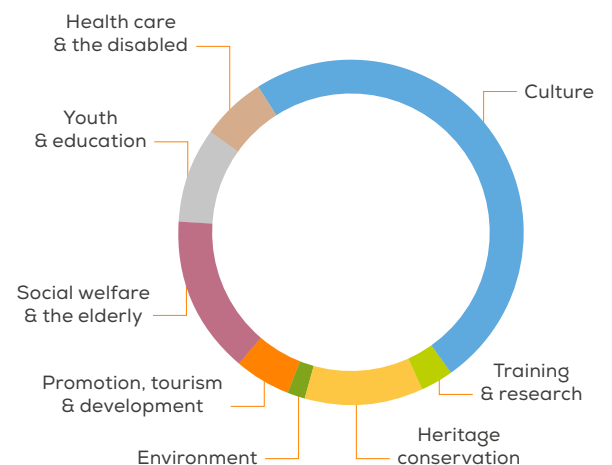
25%	Vaud	34,846,396
13%	Fribourg	17,316,651
18%	Valais	25,143,905
10%	Neuchâtel	13,302,310
21%	Geneva	28,579,210
4%	Jura	5,767,420
	Total for cantons	124,955,892
9%	Intercantonal projects	11,897,300
	TOTAL	136,853,192



Disbursements by sector made by distributing bodies in 2016

(in CHF)

15%	Social welfare & the elderly	20,110,251
9%	Youth & education	12,591,383
7%	Health care & the disabled	8,716,060
48%	Culture	66,764,794
3%	Training & research	3,942,000
11%	Heritage conservation	15,390,944
2%	Environment	2,337,760
5%	Promotion, tourism & development	7,000,000



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 reaffirms the dominant role played by Loterie Romande in these bodies' very existence. Its support and backing are even more crucial against the backdrop of funding provided by private companies or the public sector being scaled back.

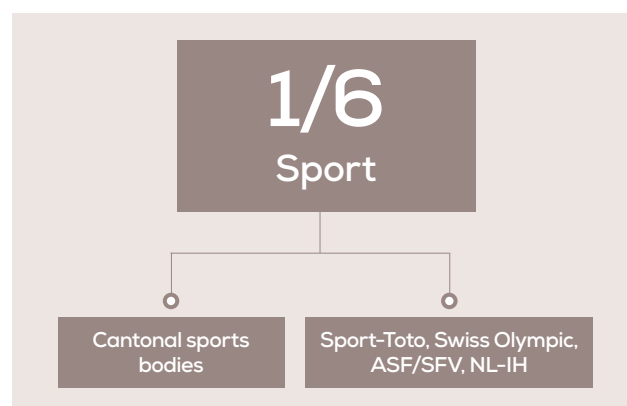
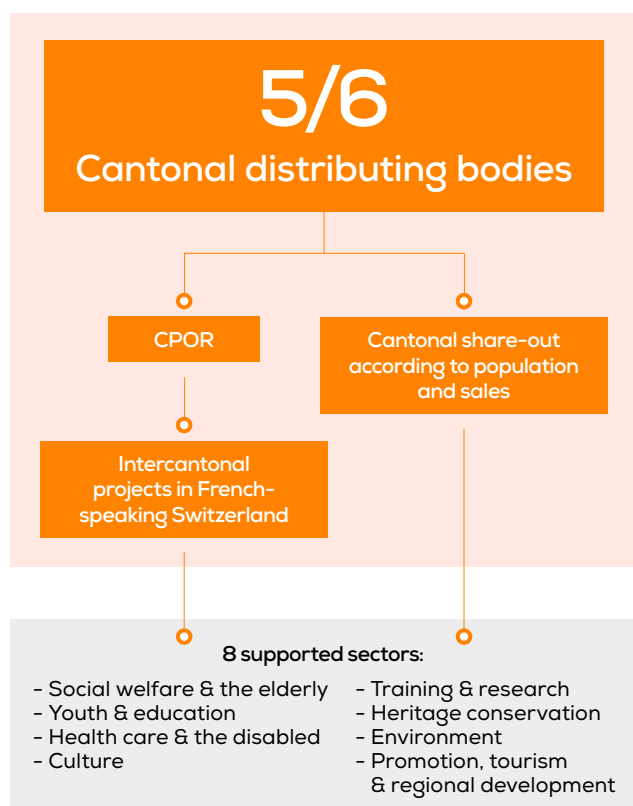
Amateur and elite-level sport

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

- The cantonal sports bodies which, in turn, help to finance amateur sport (infrastructure, next generation/grass-roots, local events).
- The Sport-Toto company, which, in turn, gives backing to Swiss Olympic, the Swiss Football Association and the National football and ice hockey leagues.

The chart below shows the breakdown of profits in 2016 after allocation of funding to ADEC (CHF 3.7 million).

Share-out of 2016 profits



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 contributions 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.

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 activities being supported.



Social welfare

LivrEchange, intercultural library (Fribourg)

LivrEchange is an intercultural library open to everyone interested in its activities. The purpose of this library, located in Fribourg's avenue du Midi, is to foster language and cultural diversity among all those living in the region no matter what age. It houses collections of books in over 240 languages and acts as facilitator for intercultural exchanges. It helps immigrants integrate themselves into the community, creating bridges between countries and cultures.

Users of the library can access its computers and its wide range of activities: fun activities and events for younger children and teenagers, practical language workshops in French and German, and, from time to time, exhibitions and films. A web of partnerships with other local bodies weaves ties of cooperation to ensure intercultural messages are disseminated. As a genuine forum of tolerance, LivrEchange keeps the spirit of both bilingualism and multilingualism alive as an everyday reality.

www.livrechange.ch

Youth & education

Hérisson sous gazon (Valais)

The Hérisson sous gazon festival, aimed at youngsters aged from 3 to 14, is both a fun, cultural get-together for children and their families in an atmosphere of discovery and creativity. This "Paléo for Kids", a reference to the famous Paléo rock festival, takes over 5,000m² of space in the heart of the village of Charrat.

This festival, first run in 2009, has always focused on two strands. The first are high-quality open-air shows and concerts, featuring singers, clowns, musicians and entertainers of all types. The second key element – the one that makes the Hérisson sous gazon festival unique and so popular – involves a series of workshops, most of them outside, in huge tents and marquees. What the festival offers is extensive, with almost fifty workshops covering a broad range of activities, from chemistry to cooking, or cycling, accordion-playing or 'freestyle airbag' fun.

Every June, the Hérisson sous gazon emerges from hibernation (hérisson is French for 'hedgehog') to entertain youngsters, encouraging them to have fun, be active, learn and dream.

www.herisson-sous-gazon.ch



Health care & the disabled

InterprètesLSFindépendantes (throughout French-speaking Switzerland)



Over and above their conventional interpreting role, interpreter members of the “InterprètesLSFindépendantes” association have been striving for several years to make cultural events more readily accessible to those who are hard of hearing in a spirit of providing equal opportunities for all.

In 2013, the “Sourds et culture” (lit. The Deaf & Culture) initiative was set up, its purpose being to provide signing for cultural productions. The main aim is to make culture accessible to the hearing-impaired by providing signed interpreting for plays, shows and story-telling events. At the same time, the association seeks to heighten the general hearing public’s awareness of the specific needs of those with impaired hearing.

To achieve its goals, the association works very closely with directors, producers, actors and theatre managements. Every year, several performances of shows and plays are translated into sign language and staged in a number of towns and cities in French-speaking Switzerland. Those who are hard of hearing can, therefore, take part and be involved just like everyone else attending these events. Since 2015, the association has also provided signed interpreting for concerts of French-speaking performers at the Montreux Jazz and Nyon Paléo festivals.

www.projet-sourds-culture.ch

Culture

Delémont’BD (Jura)

This event at the heart of Delémont’s historic centre is a celebration of all genres of cartoons, comic strips and graphic novels in the company of their creators. Since the Delémont’BD festival was first held in 2015, young and old have come together to enjoy a first-rate programme in the sort of friendly ambience so cherished by those living in the Jura region.

The third festival, to run from 9 to 11 June 2017, has a programme with something to suit everyone’s tastes. The activities and events have been devised for all ages, for those who know little about cartoons and comic strips, for families, as well as for the real devotees and expert fans.

The title of “Grand Trissou” as guest of honour this year will go to French comics artist and cartoonist Régis Loisel who follows in the footsteps of Zep and Milo Manara. Over fifty other Swiss and foreign authors and artists will be at the festival for book-signing and meet-the-author sessions. Alongside the ten official exhibitions and an area especially for children, ‘fringe’ exhibitions will also be sited in various places. Lastly, over 60 shows, films, installations and concerts have been organised to enliven your visit to the streets and alleys of old-town Delémont.



www.delemontbd.ch

Training & research

Capa'Cité (Neuchâtel)



The Capa'Cité association has one standout purpose: to assist young people in finding themselves a career and taking the first steps in their working life. Since 2006, Capa'Cité has organised a canton-wide, regional event, held every other year, but kept fresh and up-to-date thanks to constant innovation. All week long, 200 professions are presented alongside each other in city-centre pedestrian areas of one of the canton's two biggest towns, alternating between La Chaux-de-Fonds (in 2016) and Neuchâtel (in 2018). Taking place right in the heart of the civic and political hubs of these towns, the event is centred around six themed 'villages', plus another 'village' providing more general information. On each 'jobs' stand, apprentices, professionals and businesses present their professions in a fun, engaging and interactive way.

Although the target audience is essentially students coming to the end of their formal schooling, Capa'Cité is also aimed at teachers, parents, training firms and anyone who is looking for a job or a career switch.

The next Capa'Cité event will be held from 6 to 12 September 2018.

www.capacite.ch

Heritage projects & conservation

The Abbey Church of Payerne (Vaud)

The Abbey Church of Payerne, on which construction work started in the latter half of the eleventh century, is a Romanesque building of great significance in Switzerland. To this day, this magnificent church bears architectural witness to the grand monastic tradition of the Abbey of Cluny. During the Middle Ages, the priory at Payerne was of singular importance, with several dependent churches in the immediate vicinity and in places as far afield as Alsace to the north and the Gex region, near Geneva, to the south. In 1444, Antipope Felix V (Amadeus VIII, Duke of Savoy) raised the rank of Payerne Priory to an abbey, and it has retained that status which has cemented its world renown.

Opened to the general public since 1963, the church and its adjacent buildings today form an outstanding architectural complex in which religious services, concerts as well as art and historical exhibitions are regularly held. Visitors come to Payerne from near and far to discover and learn more about venerable site of Romanesque art.

Major restoration and conservation work on the buildings has been in progress since 2014.



www.abbatiale-payerne.ch



Environment

La Gavotte (Geneva)

La Gavotte, set up by a group of friends, is a working farm geared towards young and old yearning to experience the outdoor life. Farm animals – pigs, geese, goats and sheep – roam freely around. The purpose behind La Gavotte is to let children discover the animals by having direct contact with them.

Throughout the year, anyone can visit and wander around this picturesque and charming farm. Children can get close to and handle the usual farm animals as well as some rarer breeds, giving youngsters the opportunity gradually to get used to them. They can also go for fun pony rides which the farm has become famous for. The farm also organises residential camps during school holidays and concerts. Another original, all-inclusive, community-spirited activity provided by La Gavotte is its programme for children with various forms of disability.

After reaching the grand old age of thirty, La Gavotte is keen to modernise itself. Major renovation work is underway to improve things for both those staying at the farm and those just on day visits.

www.gavotte.ch

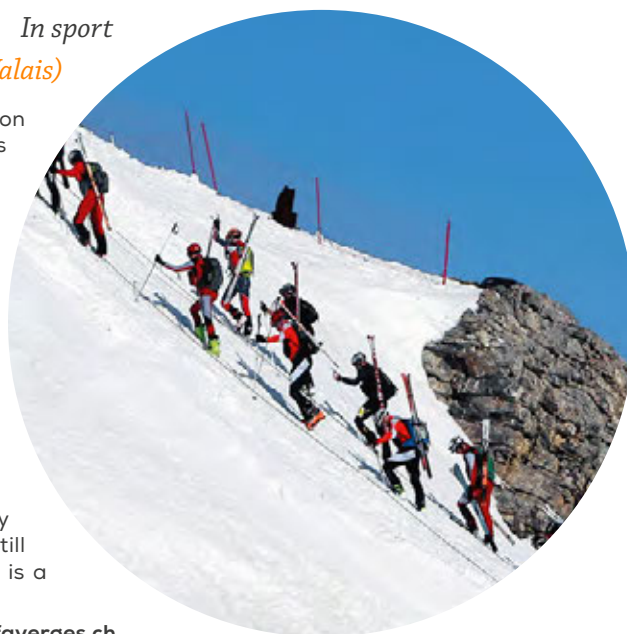
In sport

Le Défi des Faverges (Valais)

The most recent running of the Défi des Faverges took place on Saturday, 19 March 2016. This now famous mountain challenge has been run since 1996. At that time, the hybrid discipline of ski mountaineering was still very much in its infancy, and the event was really only for the most adventurous high-altitude enthusiasts. As the years have rolled by and distance trekking through snow has become increasingly popular, more and more people have enrolled in this event to savour this unique experience.

The particularly long course (30 kilometres and a net 2,850m gain in altitude) passes through some outstanding areas of mountain that still today are must-visit locations for high-altitude trekkers.

For reasons of safety, the challenge cannot be undertaken alone, but in roped teams of three, made up mostly of those with plenty of experience of being high up in the mountains. For many teams, just completing the Petit Défi with its shorter, but still demanding course (23km and a net 2,000m gain in altitude) is a considerable feat.



www.defidesfaverges.ch



In sport

SHC Rossemaison (Jura)

The date of 1st March 2016 will be remembered in the annals of SHC Rossemaison as the day when the Jura-based Ligue A inline hockey club took possession of its new sports hall, dubbed "Forum Biwi". Since then, players have been unable to disguise their joy and great motivation of being able to skate in such an arena, designed with the involvement of all club members.

SHC Rossemaison, set up in 1984, stands out for its sportsmanship and promotion of positive values. The inline skating hockey club has 400 members and 10 teams which, across the board, have won a grand total of 23 national and two European titles. SHC Rossemaison is also a pioneering training club, and its success is deeply rooted in the contributions from its volunteers.

In keeping with the club's spirit, inline hockey is, above all things, a game. As such, it should be a source of positive and meaningful experiences, a place to celebrate the joy of being together and belonging to a community enthused by a genuine spirit of fair play and sportsmanship.

www.shcrossemaison.ch

In sport

La Maison du Sport Vaudois

The Maison du Sport Vaudois (MSVd), located at Leysin, opened its doors on 1st June 2016 and ran its first Youth+Sport training courses alongside full-board residential sports camps arranged by sports clubs or schools. It is fully financed by the "Fonds du sport vaudois" Foundation, the body responsible for disbursing profits generated by Loterie Romande allocated for sport in the Canton of Vaud.

The Maison du Sport Vaudois is a modern complex with accommodation for 70 people in 20 two- or four-bedded rooms, all with en-suite toilet, sink and shower. It also has a kitchen, a large refectory seating 80, three fully-equipped teaching rooms and a games room. The MSVd has its own indoor sports hall (28m x 16m) as well as an outdoor multi-use sports and games area. The complex works very closely with Leysin's two sports centres so that the resort's various sports amenities can be made available to those in residence at the MSVd.

www.msvd.ch



Social Report 2016



The CEO's message



Loterie Romande's public-interest mission obliges the company to conduct itself in exemplary fashion in its dealings with the community at large. Social responsibility, in all of its many guises, lies at the very heart of this mission, permeating all the company's strategic and operational choices. Central to its business activities, Loterie Romande pursues a policy of social responsibility rooted deeply in ethics and transparency, influencing the company's action working on behalf of all of its stakeholders.

Starting with the community, Loterie Romande distributes all of its profits to public-interest projects and remains resolutely committed to working to help local neighbourhood businesses. When it comes to the players, it has cemented in place an extensive Responsible Gaming programme, matched by tangible efforts to counter and combat addictive gambling, and to safeguard minors. As for its employees, Loterie Romande's ambition is to marry professional excellence with attractive working conditions. Lastly, as regards the environment, this is exemplified by the new corporate premises, designed to meet the most appropriate eco-friendly standards.

Since 2007, in our Social Report, we have been not just informing you about our successes, but also highlighting the progress still to be made. The adoption, year after year, of new indicators and measures as part of the worldwide-recognised Global Reporting Initiative (GRI) benchmark bears witness to our determination, from top to bottom in our company, to implement tangible measures to foster sustainable development in its widest sense. There may still be plenty of work still to be done, especially on the environmental front, but we remain convinced Loterie Romande's approach both creates value and cements its legitimacy.

Our sincere gratitude is extended to all our employees, business partners and suppliers for their commitment and indispensable support.

Jean-Luc Moner-Banet
CEO

Priorities



Responsibility towards the community

General aims

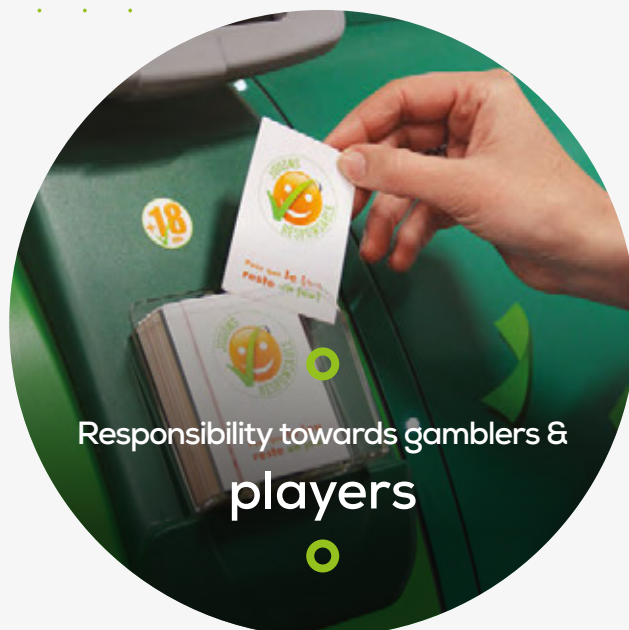
- Ensure sustainability of Loterie Romande's profits to be disbursed for good causes while also safeguarding vulnerable groups in society
- Integrate the concept of Corporate Social Responsibility (CSR) into everyday practice
- Maintain balance between expanding the business and social responsibility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

Achievements in 2016

- Strengthen Responsible Gaming training courses for employees and staff in sales outlets
- Reinforce checks in sales outlets

Challenges for 2017

- Strengthen training and upgrade tools for retailers to use for safeguarding minors



Responsibility towards gamblers & players

General aims

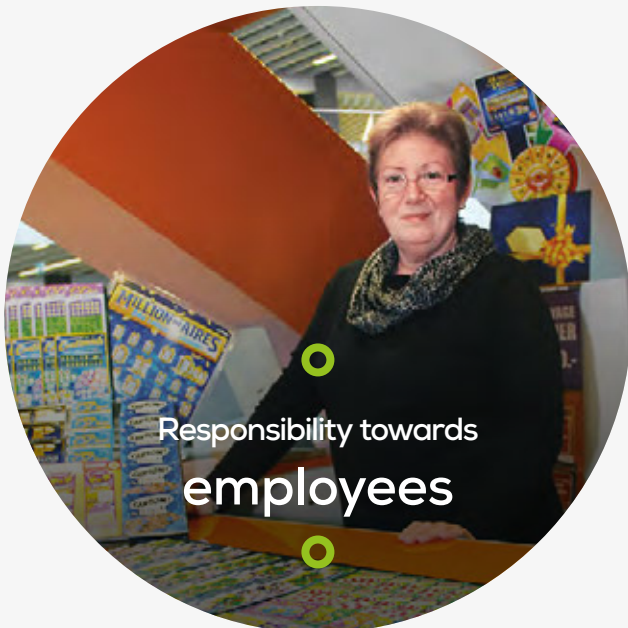
- Formulate a voluntary and effective Responsible Gaming policy founded on assessments by outside experts
- Encourage a mind-set (both in-house and externally) attuned to Responsible Gaming

Achievements in 2016

- Put in place new measures, based on recommendations made by external experts
- Renew Responsible Gaming leaflets and material available in Loterie Romande points of sale

Challenges for 2017

- Part-audit in connection with the re-awarding of European Lotteries' Responsible Gaming certification
- Installation of new Responsible Gaming moderators on Loterie électronique equipment



Responsibility towards employees

General aims

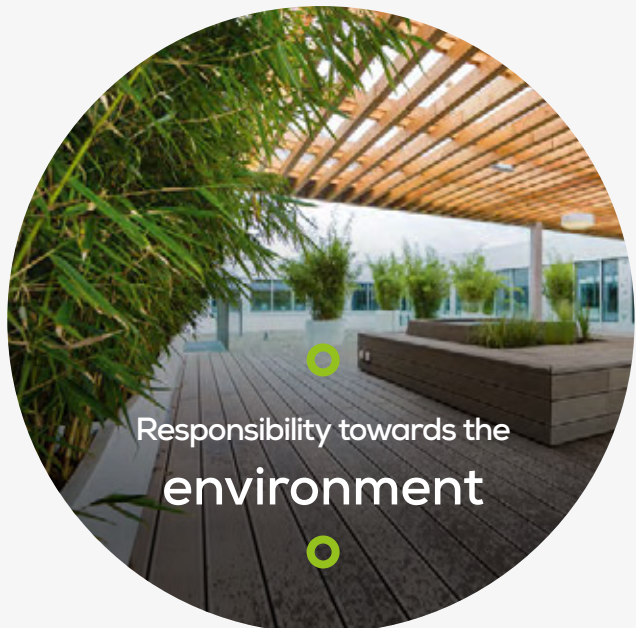
- Foster a social and participatory corporate culture within the company, furthering innovation
- Develop working relations grounded in mutual respect
- Enable all members of staff to develop and blossom in their careers
- Take a lead role in training and integration

Achievements in 2016

- Improve the visibility of Loterie Romande as an employer in its in-house and external means of communication
- Provide assistance and support to staff in managing change linked to the relocation
- Integrate into HR's roadmap strategic and operational targets relating to managing health issues at work, bolster their implementation and enhance communication on the topic of health in the workplace
- Conduct the 2016 satisfaction survey

Challenges for 2017

- Put in place an ongoing enhancement programme based on findings from the satisfaction survey and the "Friendly Work Space" audit
- Manage implementation of the enhancement programme in keeping with the timetable set, and provide information about results being achieved
- Improve the staff-appraisal system, in particular by formulating an online process, and give staff and managers training in how to use the new tool



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 2016

- Strengthen in-house communication and awareness of various aspects relating to sustainable development of the business
- Put in place a new waste-management policy

Challenges for 2017

- Develop the section covering the topic of sustainability on the Intranet space for staff use
- Cut back energy consumption on Loterie Romande's premises

● Achieved ○ ○ ○ Ongoing

A game that is good for all

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

In a few words

Social responsibility criteria applied appropriately

Fiercely driven by its public-interest purpose, Loterie Romande strives constantly to strike the delicate balance between expanding the business and being socially responsible. It places fundamental importance on undertaking all of its business operations in a measured, ethical and transparent way. This determined approach involves exhibiting exemplary responsibility in its dealings with the community through implementation of palpable measures to prevent and combat excessive gambling, as well as by forging relationships with its partners built on confidence and trust.



Dance workshop Joëlle Prince in Delémont

Key player in the economy and society

By distributing its net profits in their entirety to public-service projects, averaging more than CHF 500,000 every day, Loterie Romande provides vital support for around 3,000 social, cultural, sports and environmental institutions and organisations. 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 significant role of patronage has not at all impaired the company's viability as a going concern: quite the opposite. By building its business operations on a framework of ethical and socially responsible practices, Loterie Romande reinforces its legitimacy while also being innovative.

Preventing and combating addictive gambling

As a leading light when it comes to preventing and combating excessive gambling, Loterie Romande does its utmost to ensure "gaming remains a game". This commitment lies at the very heart of all that Loterie Romande does in business, especially in marketing and sales. For this purpose, stringent guidelines have been laid down and adhered to, especially when it comes to safeguarding minors:

- From initial design to the drafting of promotional messages, all games to be offered are checked in advance for compliance with social-responsibility criteria.
- Under no circumstances are games targeted specifically at children or vulnerable groups in society.
- No claims made in advertising focus solely on the chances of getting rich by gambling. Advertising and promotions 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 and suppliers.

Training of its 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 Loterie Romande retailers, some 2,600 in all, take compulsory training courses geared towards making them aware of the damaging repercussions of addictive gambling and encouraging them to take appropriate action. These training programmes are run by expert outside agencies and are subject to regular reviews and assessment so that they can be continually upgraded.

The purpose is to make retailers, both managers and their staff, aware of their responsibilities as distributors of gambling products. 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.

On these courses, protecting minors against the dangers associated with gambling is accorded a high level of importance, and this aspect is regularly reinforced. In 2016, special information cards on safeguarding young people were distributed to retailers with Loterie électronique equipment to help them check the ages of those playing.

Financing the prevention programme

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, 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 by the cantonal authorities on gross gaming revenues generated by Switzerland's two lottery operators – Swisslos and Loterie Romande.

This levy raises 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 which aims to harmonise the six French-speaking cantons' efforts to prevent and combat problem gambling. The levy ensures that considerable financial means are built up to implement large-scale projects in prevention, treatment and research.

A policy commitment globe-wide

Gambling as an activity is regulated in most countries round the globe, the primary purpose being to stamp out risks associated with gambling addiction, money laundering and criminality. Over the last few years, these risks have been mounting as a result of the ever-expanding activities of illegal, mostly offshore-based, Internet gambling operators. Through international organisations like European Lotteries and the World Lottery Association, national lottery companies have swung into action and been lobbying 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 all initiatives taken to combat these illegal product offerings 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 offering the playing public a healthy, reliable and safe gambling environment.

Demander une pièce d'identité, c'est protéger les mineurs!

Année de naissance	Année en cours			
	2016	2017	2018	2019
1998	?	✓	✓	✓
1999	18	?	✓	✓
2000	18	18	?	✓
2001	18	18	18	?

Calculez l'âge!

Cette carte vous facilite la tâche pour calculer rapidement l'âge d'un jeune à partir d'une pièce d'identité.

✓ + 18 ans
18 ans dans l'année. Contrôlez le mois de naissance!

Preventing and combating problem gambling

Loterie Romande has been a pioneer in devising and implementing a comprehensive Responsible Gaming programme. This programme, formulated in cooperation with health-care researchers and experts, is founded on implementation of tangible measures and has met the most exacting international certification standards.

In a few words

Promotion of a healthy, reliable and safe gambling environment

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.

Safeguarding minors and those who are vulnerable in society is central to the very many measures put in place.

Effective and appropriate measures

Loterie Romande has worked in close collaboration with specialists in gambling addiction, including scientists and experts of world renown, to put in place an array of reliable and effective preventative tools, especially in the following areas:

Scientific research

- Exchange of information and consideration given to the recommendations from specialist researchers.
- Active cooperation with specialist outside bodies, such as SiLabs in Stockholm.

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.
- Distribution of information cards on safeguarding young people.
- Technical and environmental moderators installed on Loterie électronique machines and the online games platform.





Training of retailers and partners

- Compulsory training of all retailers and staff members, 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 help centres.
- Regular and systematic monitoring of the implementation of the required Responsible Gaming guidelines in sales outlets, with action being taken where deemed necessary.

The principle of 'informed choice'

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 capable of providing this information appropriately to players, i.e. their customers. 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. This explains why Loterie Romande imposes, of its own volition, strict age limits for its games: no minors aged 16 or under are allowed to play. This ban 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 these age limits and Responsible Gaming guidelines are properly complied with, inspections are undertaken regularly by sales advisors and by 'Mystery Shoppers' who are responsible for anonymously checking sales outlets (bars, cafés or restaurants). Each retailer with Loterie électronique equipment was visited at least five times in 2016. Fourteen retailers were issued with a formal warning, and two others had their contracts terminated. PMU and LotoExpress outlets were likewise inspected and checked.

In 2016, special information cards on safeguarding young people were distributed to all retailers with Loterie électronique equipment to help them check the ages of those playing and to ask to see identity papers. This information card makes it easy to work out quickly the age of any young person from their identity papers. Information cards are also available for the players themselves.



0800 801 381, 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 features widely on Loterie Romande's materials.

www.sos-jeu.ch





Loterie 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:

- minors banned from playing;
- slowed scratching speed;
- no credit cards or bank notes accepted;
- impossible to feed in more than CHF 50.-;
- lack of comfort in front of the machine;
- warning messages scrolling across the screen;
- terminals located in places where they can be supervised;
- Responsible Gaming Charter and leaflet displayed;
- etc.

All these moderators are regularly assessed by experts so that they can be constantly improved. Recommendations made as part of a study conducted by Professor Mark Griffiths (Nottingham Trent University) will be followed up with new measures being installed during the course of 2017.

Prevention on the Internet

Since it was launched in 2010, Loterie Romande's online gaming platform has been fitted with essential tools 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. These moderators are constantly being upgraded. They include:

- compulsory registration, restricted exclusively to individuals aged over 18 years and resident in one of the six French-speaking Swiss cantons;
- stringent checks on age and place of residence when a gaming account is opened (players are required to provide a copy of their identity papers);
- possibility for all users to set caps on their daily, weekly or monthly losses; these ceilings are compulsory for the range of scratch-cards and LotoExpress.

The Internet 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.

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), 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 concludes with a test leading to a certificate being awarded to those who pass, a compulsory requirement for all staff members and all retailers. In 2016, 241 managers and staff of new sales points undertook this interactive training course.

Responsible
Gaming Policy
(French)



Responsible, dynamic approach

Committed to a policy geared towards innovation and a first-rate working environment, Loterie Romande constantly strives to respond to new challenges as they arise with regard to human resources. Training and diversity are central concerns in its resolve to encourage the spirit of initiative and professional excellence.

In a few words

An HR policy
focused on diversity
and well-being
in the workplace

Loterie Romande now has some 282 employment posts, compared to 26 in 1980 and 120 in 2000. This expansion in its workforce, in a whole host of quite disparate areas, ranging from games design to IT and back-office services, is reinforced by a business development model promoting a culture of creativity and staff involvement.

A training company

Loterie Romande is proud of being a training organisation. A group of ten apprentices is being permanently trained up, comprising three future IT specialists and seven business/commercial apprentices. In 2016, four Federal Vocational Education Training Certificate courses were passed by company employees, with Loterie Romande placing singular importance on enabling and assisting young people to take their first steps along their career paths. In November 2016, 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, Loterie Romande has instituted a programme geared towards helping young people to enter the professional world: start@loro enables young higher-education and university graduates to make a start on their chosen careers with Loterie Romande. Nine people, working in the fields of legal affairs, marketing, PR/communications, IT, HR, sales and archives/records, are already benefiting from this programme which enables the company to ensure it will benefit from the next generation of managers of the highest calibre and to enable young graduates to make a great start to their working lives.

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 collaborative venture developed with Formation IPT ('Integration for All') has proved highly positive. This aims to offer in-service placements to people on invalidity benefits or to job-seekers. In 2016, Loterie Romande, working with this organisation, welcomed five people on such internships for professional integration.



Loterie Romande
is a dynamic and motivating
company. The responsibilities
I am given encourage me
to learn and improve.

Salomé Jaquier
graduate intern
in the Human Resources
Department

Personal staff development

So as to enable all members of staff to develop and acquire fresh knowledge, Loterie Romande has been formulating for several years now a programme of ongoing training schemes, encouraging 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.

In 2016, 187 members of staff took part in the ongoing training programmes – that involved over 3,600 hours of lessons and courses all in all. For longer-duration training courses, staff members can be granted financial support, and time spent training can be counted in lieu of working hours.

The Swiss Health Promotion Foundation label

Health and well-being at work are major topics of interest for Loterie Romande which has devised several major initiatives to be able to provide its staff members with optimal working conditions that are as healthy as possible.

- The offices have been refurbished and redesigned with input from expert consultants in ergonomics.
- The new staff restaurant offers a wide menu choice in a pleasant setting, including a terrace.
- Fresh fruit is available free of charge in the staff cafeterias.
- A 20-minute seated massage by a qualified therapist is offered to all staff.
- Employees are offered the opportunity to have a comprehensive health check-up by an accredited practitioner free of charge and anonymously.

Loterie Romande's commitment to health and well-being at work was formally recognised in 2013 with the award of the "Friendly Work Space" label by the Swiss Health Promotion Foundation. This distinction, re-awarded in 2016, bears testament to Loterie Romande's effective management of health-related issues at the company and the particular attention paid to how work is organised and its social responsibility.

Satisfaction survey

In October 2016, all Loterie Romande's staff were consulted in a survey using an online questionnaire focusing on a variety of topics, such as jobs and responsibilities they are entrusted with, training opportunities, workplace environment and atmosphere, management standards, and health at work.

The survey had a resoundingly successful outcome: 86% of staff took part, with positive findings. 90% of respondents declared that they were very satisfied or satisfied with their working conditions; 91% said that they would recommend Loterie Romande as an employer. The company's image, the nature of the work and working hours, working regulations, staff appraisal by team managers, communication and information were major areas where average satisfaction levels were very high.



Encouraging 'soft mobility'

In March 2016, Loterie Romande brought all of its operations together onto a single site at avenue de Provence in Lausanne. In tandem with this relocation, a mobility plan was put in place. This involved not only sorting out the allocation of car park places, but also putting forward a range of 'soft mobility' measures and incentives to use public transport. The range of information on this subject has been broadened, and employees who have tended to use their cars to come to work have been encouraged to look into other eco-friendlier transport options.

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 10 November 2016, eleven pupils accompanied their parents 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 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.

Loterie Romande's employees



Staff numbers

282

(incl. 52 mobile ticket-sellers)

51%
women

49%
men

237.5

42%

45 years old

10

5

3.75%

5.32%

Full-time equivalent

Percentage working part-time

Average age

Staff undergoing training (apprentices)

People being re-integrated into professional life

Absenteeism rate (excluding training and maternity leave)

Staff rotation (excluding those on fixed-term contracts)

Action for sustainable development

Working together with its partners and suppliers, Loterie Romande takes a range of tangible initiatives to further its sustainable development. The aim is to lessen the company's environmental impact as well as to instil sustainability criteria into all its decision-making processes.

In a few words
Sustainable-development criteria applied on a daily basis

As a gambling and sports betting operator, Loterie Romande strives, as a top priority, to curb its impact on the environment caused by the volumes of paper it uses. In keeping with its policy on sustainability, it also takes action in several other areas: energy savings; business trips and travel for work; mobility plan for staff; point-of-sale materials; waste management.

In each of these areas, tangible measures that are constantly being improved or reinforced are taken, relating particularly to systematic paper recycling in offices and the collection of used batteries or electronic material. For several years, an efficient procedure has also been in place for sorting plastic waste as well as for special types of waste materials such as used solvents, aerosols, etc. When it comes to travel for work purposes, Lausanne Métro travel cards are given to staff to encourage them to use public transport. 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, using the Loterie Romande intranet which has a whole section dedicated to sustainable development.

Getting business partners and suppliers involved

Loterie Romande places great significance on pursuing 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 it can itself apply and require others to apply the best standards of sustainability practice to the process of producing and distributing its games, from start to finish.

Loterie Romande systematically incorporates environmental-protection criteria into its tendering procedures. This principle extends along the full length of its production chain: from choices about supplies to waste management and transport matters. For instance, Loterie Romande requires printing firms to use FSC paper for all types of publication, irrespective of whether these are management reports, publicity or advertising material or magazines for retailers.

In step with the overarching approach being pursued by Loterie Romande, new avenues are constantly being explored to be proactive and take account of the latest breakthroughs in sustainability. Although, owing to the very nature of its business, the company continues to place emphasis on paper and waste management, it is also focusing on other more complex processes. Purchasing policy and the design of point-of-sale materials have come under the spotlight with a view to reducing the company's environmental impact.

The company's new premises

All Loterie Romande's efforts made as part of the drive to develop the business sustainably have been crystallised unmistakably in the construction of its new head office building. These new premises, located in Lausanne's avenue de Provence, have, since March 2016, brought all of Loterie Romande's employees together under one roof in a building designed in compliance with the highest environmental standards.

Work to add a new floor in the attic space and renovation to refurbish the already existing fabric of the building were undertaken by local contractors, and the project made it



Fribourg hiking association (association fribourgeoise de randonnée pédestre)

possible to make tangible environment-friendly improvements. Apart from aspects related to the building materials used, measures aimed at producing a significant impact in a number of areas (lighting, heating, air conditioning, water consumption, office design and equipment, etc.) have been put in place.

In parallel, a staff mobility plan has made provision for more incentives to use public transport, including making a contribution towards part-paying for season tickets or buying electric bikes.

“Cœur à Cœur” campaign

To combat poverty and social deprivation as part of the “Cœur à Cœur” (lit.: “Heart to Heart”) fundraising campaign undertaken by the Swiss Solidarity charity and RTS, the Swiss-French TV public-service broadcaster, staff at Loterie Romande threw themselves into the challenge of climbing the equivalent of the world’s second highest mountain peak, K2, on the China-Pakistan border.

To climb the equivalent of K2’s 8,611 metres, over one hundred employees took it in turns to climb the stairs of the two-storey corporate HQ over two days. The set of stairs had to be climbed one thousand times (51 steps, each 17cm high), a feat accomplished with consummate ease. All in all, 1,730 ‘ascents’ were completed, some 88,230 steps in all. Loterie Romande had pledged to contribute 10 centimes for every step in this charity fund-raiser, but in the end it decided to raise the total sum handed over to Swiss Solidarity to CHF 10,000.–.

GRI – applying the new standards

Since March 2012, Loterie Romande has adopted the world-recognised Global Reporting Initiative (GRI) benchmark to boost awareness of its sustainability policy. For this year’s Social Report, Loterie Romande has adopted the new GRI standards, which make it feasible to monitor the company’s environmental and social track record more extensively.

The full table, which doubles as a Sustainable Development Report, is available on the

www.loro.ch/publications

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