

CORPORATE SOCIAL RESPONSIBILITY

A Guiding Framework:
Our promise to be a responsible, accountable corporation.



INTRODUCTION:

Corporate social responsibility has become a priority for organizations as people have become increasingly aware of the impact that corporate decisions have on society and the environment. Public expectation for transparency and accountability requires that SaskGaming is committed to contributing to the communities in which it operates.

This document outlines a guiding framework or blueprint that communicates our philosophy and our principles for moving forward. Programs and policies will be aligned with the principles outlined in this document.

OUR VISION:

We are the number one entertainment choice in our markets.

OUR MISSION:

We offer outstanding casino gaming and entertainment for our guests in a socially responsible manner, generating quality employment, economic benefit to the community, and profit for Saskatchewan people in partnership with First Nations.

OUR VALUES:

- **Diversity.** We embrace diverse backgrounds. Together we respect our shared responsibilities to our guests, communities and each other.
- **Integrity.** We are honest, fair and honour our commitments to our stakeholders and community. We accept responsibility for our actions, both personally and professionally.
- **Passion.** We achieve our goals with enthusiasm, and we share in the fun experience we provide for our guests.
- **Creativity.** We seek new ways to continuously improve our products, processes, skills and knowledge.

OUR SIX GUIDING PRINCIPLES:

SaskGaming's Corporate Social Responsibility Framework is founded upon the following six guiding principles of responsible corporate citizenship:

- 1. Responsible Gambling.** We provide gambling in a socially responsible manner.
- 2. Security and Integrity.** We ensure the safety of our employees and patrons.
- 3. Our Employees.** We ensure our employees are treated fairly and with dignity, and that diversity is embraced in the workplace.
- 4. Community Support.** We enhance the quality of life for Saskatchewan people through support, volunteerism and sponsorship of worthwhile events and organizations.
- 5. Sustainable Future.** We conduct business ethically and meet regulatory requirements, supporting Indigenous business growth and a sustainable environment.
- 6. Stakeholder Relationships.** We proactively build successful relationships and partnerships with our stakeholders to ensure we continue to balance their social and economic needs.

We believe that by adhering to these guiding principles, we will maximize the Corporation's contribution to society. As such, we incorporate these principles into everything we do at SaskGaming, from our day-to-day business to our long-term strategic priorities.

OUR GOALS:

SaskGaming has established four goals that guide the way we do business: Guest Experience, Employee Experience, Responsible Corporation and Financial Sustainability. The following describes how we incorporate social responsibility considerations into our decision-making and actions under each of those goals.

GOAL 1: GUEST EXPERIENCE

What This Means to Us:

SaskGaming is committed to take our service delivery to the next level in order to engage and entertain our current and future guests, and generate revenue growth.

Directions:

- **We are here to serve.** We are passionate in providing excellent service to each other and to our guests, and we are innovative in seeking new ways of accomplishing our goals. We demonstrate service excellence with our guests and with each other.
- **Support safety and security in our community.** We are the first responders to incidents at our casinos and follow documentation and protocol. Tracking and reporting methods are followed to ensure facts are readily available to support legal requirements of the corporation.
- **Protect privacy rights and personal information.** SaskGaming protects any and all personal and financial information that may be gathered in the course of doing business. We are committed to full compliance with *The Freedom of Information and Protection of Privacy Act*.
- **Responsible gambling is part of the total guest experience.** We want our guests to have an enjoyable experience in our casinos, and that means making informed choices about play. Our responsible gambling program integrates people and culture, guest relations, community support, policy and technology to deliver a well-supported program.
- **We support our guests' decision not to gamble.** From time to time, a guest may request additional help. We provide a referral to an external health care organization. We also support the guest's decision to voluntarily self-exclude and will take measures to prevent them from entering our properties.

What We're Doing:

- **Guest experience excellence.** Our Guest Service Strategy describes the experience that we want all guests to receive when they enter our properties. Through the strategy, all employees receive in-depth training on techniques they can use to deliver an "Always Entertaining" experience to our guests each time they visit us.

- **Safety on premises.** We want our guests to feel safe when they visit Casinos Regina and Moose Jaw, whether they are on the gaming floor, in the Casino Regina Show Lounge or our restaurants, or in our parking areas. SaskGaming has highly-trained Security staff, including Peace Officers, and advanced surveillance technology in place at Casinos Regina and Moose Jaw. We constantly scan both properties for unacceptable behaviour or criminal activity. We have detailed emergency preparedness plans in place to protect our guests as well as our staff in the event of various emergency situations. We also provide information to our guests so they are aware of the services that we provide for their safety.
- **First responder training.** Staff who may find themselves in a position to act as first responders in a medical emergency are provided with First Aid and CPR certification training. Employees learn how to deal with a variety of potential emergency situations, including bleeding, head and neck injuries, bone, muscle and joint injuries, medical conditions, environmental emergencies, choking situations, respiratory distress, and cardiac arrest. Staff are also trained to use the Automated Defibrillation Devices which are on site at Casinos Regina and Moose Jaw.
- **Protecting personal information.** We have detailed policies and procedures in place regarding the collection, use, disclosure and overall protection of any personal information that is collected during the course of our business operations. Staff receive training to familiarize them with *The Freedom of Information and Protection of Privacy Act* and *The Health Information and Protection Act* and how they apply to our day-to-day work. SaskGaming has designated a Chief Privacy Officer who is tasked with monitoring corporate compliance with privacy legislation and regulations.
- **GameSense.** GameSense is an internationally recognized responsible gambling program. It combines responsible play education with information on the risks associated with gambling. The program includes GameSense Information Centres (GSIC) and mandatory training for all SaskGaming employees. GSIC are staffed by the Manager of Responsible Gambling or are self-service interactive kiosks. The centres provide information and education to players in an open, approachable environment, to help guests make informed gambling decisions.
- **Voluntary self-exclusion.** SaskGaming's voluntary self-exclusion program allows individuals who request assistance to ban themselves from the casinos for a specified period of time. A voluntary self-exclusion can be requested at any time from our Manager of Responsible Gambling, Operational Shift Managers or Floor Security Shift Managers. The voluntary self-exclusion program applies to all Casinos Regina and Moose Jaw properties, including the Casino Regina Show Lounge and off-site events hosted by SaskGaming, as well as to all other casinos in Saskatchewan. Individuals who activate a voluntary self-exclusion are removed from our direct mailing lists, so they will not receive any marketing materials from us.

GOAL 2: EMPLOYEE EXPERIENCE

What This Means to Us:

We offer an excellent employee experience to a diverse workforce where careers can begin and grow.

Directions:

- **Pride in diversity.** As a diverse employer, we support the workforce targets set by the Saskatchewan Human Rights Commission. SaskGaming leads all Saskatchewan Crown corporations with over 40 per cent Indigenous representation in its workforce. We also boast of a workforce where 17 per cent are visible minorities and four per cent are people with disabilities.
- **Build leaders for the future.** We look to the future to ensure we are building leaders for tomorrow so that the organization's workforce needs are met, and so that our employees can see a future at SaskGaming and in the province of Saskatchewan.
- **Celebrate success.** We support our employees in the achievement of their objectives by ensuring each person has a clear description of what is expected and what success looks like. We provide mentoring, coaching and development opportunities so that our employees can experience success. We recognize success and celebrate our accomplishments.
- **Practice self-responsibility and integrity.** Each one of us is accountable for our actions and our results. We uphold the corporation's Code of Business Conduct and Ethics Policy in everything we do. We demonstrate integrity in our decisions and actions. We treat each other with respect and consider the impact of our actions on each other.
- **Provide a healthy and safe environment.** Occupational Health and Safety best practices are incorporated into our workplace activities. We also promote healthy living choices among our employees.

What We're Doing:

- **Workplace diversity.** SaskGaming has a number of policies in place that support workplace diversity, with a focus on Indigenous representation. We closely monitor recruitment, selection, exit processes and strategies in an effort to sustain positive net hires of Indigenous people and have designated certain external hires as Indigenous. We also develop formal partnerships with community agencies, training centres, post-secondary institutions, and

communities in order to strengthen our recruitment of First Nations and Métis candidates. SaskGaming's Indigenous Employees Network helps ensure SaskGaming is welcoming and supportive to the recruitment and retention of Indigenous people. In addition, we have been very successful in recruiting and retaining members of visible minority groups, people with disabilities, and women in underrepresented occupations. The corporation and the Public Service Alliance of Canada (PSAC), the Retail, Wholesale, and Department Store Union (RWDSU), and the International Alliance of Theatrical Stage Employees (IATSE) have established a Joint Union-Management Representative Workforce Committee to develop and implement a Representative Workforce Plan. All employees are required to complete diversity and inclusion training in order to promote greater understanding of the strengths and contributions members of different social-cultural groups make in our workplaces. Representative workforce reports are submitted to SaskGaming's Board of Directors for review annually and are part of executive management's annual performance review.

- **Respectful workplaces.** All SaskGaming employees are required to complete respectful workplace training, which focuses on essential skills for developing effective working relationships and constructive methods of resolving conflict. The corporation has a detailed Harassment Prevention Policy in place to maintain and strengthen a harassment-free workplace through education, awareness and compliance with legislated obligations.
- **Employee learning and development.** Our learning and development program provides access to comprehensive training opportunities, including specialized "in-house" programs and external courses offered by accredited educational institutions. Our Core Learning program consists of training modules which are mandatory for all employees, and specifically designed to prepare them for success in our unique business environment. In addition to providing basic job-related training, we also support opportunities for our employees to develop new skills they can use to meet their personal goals, grow their careers, and assume leadership roles in the community. We utilize a Corporate Learning System approach where each employee has a development plan, and the learning system supports employee needs.
- **Rewards and recognition.** SaskGaming has developed a uniquely flexible employee recognition program to reward and celebrate our employees' achievements and contributions. Managers and supervisors are provided with an annual rewards and recognition budget to be spent as they deem appropriate. This allows them the freedom to develop rewards and recognition programs that are tailored to their employees' interests and generate genuine excitement amongst their staff. The corporation provides the managers and supervisors with step-by-step guidelines that help them develop an appropriate program that works for them.
- **Employee satisfaction.** We measure employee satisfaction on a bi-annual basis using the National Business Research Institute's Employee Satisfaction Survey. The findings from the survey allow us to identify the root causes of job

issues that are directly tied to our corporate performance. By doing so, we can target improvements that will have the maximum impact in workplace. This forms the basis of a continuous improvement process where we listen to our employees, take action on the issues that need to be addressed, and then go back to our employees to determine the effectiveness of our efforts and identify any new or outstanding concerns. Our Employee Satisfaction Action Committee is responsible for the implementation of SaskGaming's employee satisfaction action plan and meets regularly to ensure continued improvement and success in this area.

- **Ethical conduct.** SaskGaming has a Code of Business Conduct and Ethics Policy that all employees are required to abide by. We work with an independent service that provides an anonymous, 24-hour hotline and a website that employees can use to confidentially report any suspected legal and/or ethical violations. Employees can also make a formal disclosure under *The Public Interest Disclosure Act* to either a designated officer within the corporation or directly to Saskatchewan's Public Interest Disclosure Commissioner.
- **Employee health and safety.** Our Occupational Health and Safety Policy clearly defines the roles and responsibilities of the corporation, managers, employees, unions and our Human Resources department. We complete an in-depth hazard analysis for each employee position, and we have a safety incident reporting system in place to handle the documentation, follow-up and reporting of all incidents. We also have a formalized "Return to Work" program that is designed to help injured or ill employees return to their job in a timely and safe manner, and an Occupational Health and Safety Committee.
- **Attendance support.** SaskGaming has a program that supports employee well-being and regular attendance at work. Through prevention, early intervention and individual case management, we believe that absences can be minimized in a positive, supportive and co-operative manner.

GOAL 3: RESPONSIBLE CORPORATION

What This Means to Us:

We demonstrate good corporate citizenship by supporting our guests, employees and communities.

Directions:

- **Build guest awareness so they make informed choices.** SaskGaming's GameSense program provides critical information to players so the house advantage is clear to them when making the choice to gamble.
- **Our employees are trained and knowledgeable.** Employees participate in mandatory problem gambling awareness training which includes how to identify signs of difficulty so that we can provide guests with relevant and important information about the game and the casino environment.
- **Support Indigenous businesses.** We are committed to helping Indigenous businesses grow and prosper as part of our procurement practices.
- **Build strong relationships.** Our Community Relations program allows us to partner on projects which add lasting value for our communities. We support community organizations and events that contribute to community development, education and recruitment, health and medicine, social programs, education, arts, culture and sports. Our community investment dollars are dedicated to enriching the lives of people of Saskatchewan. We donate our time and resources and foster partnerships in the business and corporate community to create a meaningful impact.
- **Encouraging employee volunteers.** Volunteering enriches the lives of those people who give and those who receive, and represents a vital contribution to our communities and society as a whole. We encourage our employees to donate their time and talents to make a difference in their communities with two programs that provide funds to non-profit and charitable organizations for volunteer work conducted by our employees.

What We're Doing:

- **Responsible gambling information and awareness.** We provide our guests with a variety of educational and awareness-building materials (including brochures, electronic signage, posters, messaging on ATMs and slot machines, and more) and make responsible gambling information available on the Casinos

Regina and Moose Jaw websites. SaskGaming also runs advertising campaigns in order to build public awareness of responsible gambling issues.

- **Staff training.** All staff are provided with mandatory training on how to identify “red flag” gambling behaviours – observable cues which indicate that an individual may be experiencing a problem with their gambling. If our staff observe an individual exhibiting such behaviours they notify our senior floor managers. Floor managers also receive advance training on responsible gambling, as well as suicide intervention training.
- **GameSense Information Centres (GSIC).** SaskGaming has GSIC on the gaming floor at both Casinos Regina and Moose Jaw. The GSIC are a place where staff and customers can get information on issues related to gaming and problem gambling. The information provided in the GSIC includes the cost of playing the various games offered in the casinos, explanations of randomness and house advantage, tips on budgeting time and money, a slot tutorial and a self-assessment quiz. Staff can also provide information on SaskGaming’s self-exclusion program and health services that are available in the community.
- **Disentitlement of Winnings.** SaskGaming has a disentitlement of winnings policy to help deter voluntarily self-excluded individuals from gambling at Casinos Regina and Moose Jaw. The purpose of the policy is to remove the temptation to gamble by denying excluded individuals the opportunity to win. All funds withheld through disentitlement of winnings are directed to our Community Relations program which disburses the funds to groups, projects and events in Saskatchewan.
- **Responsible service of alcohol.** Employees in service roles receive training in the responsible service of alcohol. This includes the legal responsibilities and liabilities of serving alcohol, including identifying intoxication and handling situations involving minors, as well as discontinuing or refusing service and/or sale of alcohol.
- **Responsible marketing.** SaskGaming has detailed policies and guidelines in place regarding the responsible marketing of our services. This includes ensuring that our marketing practices comply with all relevant legislation, does not depict or address minors, strives to mitigate the personal harm that guests may experience as a result of problems with gambling, and reflects the values of our community.
- **Procurement practices.** Subject to requirements for fair and competitive bidding, the corporation’s procurement processes are designed to facilitate opportunities for Indigenous people and businesses to provide goods and services. SaskGaming’s procurement opportunities are available for viewing online at sasktenders.gov.sk.ca.
- **Community relations.** SaskGaming provides sponsorships and donations to dozens of charities, community projects, causes and events each year. We make

it a priority to support initiatives that have an impact on the communities of Regina and Moose Jaw, that positively influence the lives of Indigenous people, and that support improved education and pre-employment training for Indigenous people who reside near our core communities. We dedicate a portion of total sponsorship expenditures to initiatives that are directed towards Indigenous people, organizations or programs. We also provide scholarships for Saskatchewan post-secondary students, with a portion of these scholarships designated for Indigenous applicants.

- **Encouraging volunteerism.** Through our Dollars for Do-Gooders Program, when an employee dedicates eight hours of their personal time to an eligible registered charity, SaskGaming will provide a cash donation up to a maximum of \$250 per charity. We also have an Employee Match Program, where groups of employees who are working together to fundraise on behalf of a charity can receive a donation of up to \$500 from the corporation.

GOAL 4: FINANCIAL SUSTAINABILITY

What This Means to Us:

We demonstrate good governance, integrity and sound management practices to ensure the long-term sustainability of the corporation.

Directions:

- **Protect our staff, guests, property and corporate assets.** Large amounts of currency move through our casinos and although we operate in an environment of trust, it is necessary to have our security team fully trained to detect any potential misconduct of patrons or employees. Security maintains order on the casino floor and responds to criminal and/or suspicious activities. We investigate all patron and staff occurrences and we are first responders in all medical emergencies. We investigate and report all incidences surrounding ethical conduct.
- **Ensure games are fair and honest.** At SaskGaming, new game development always includes independent testing and verification of gaming integrity. Our games meet provincial standards.
- **Employ open and transparent business practices.** We walk the talk by delivering on our promises. We tell the people of Saskatchewan where the money comes from and where it goes.
- **Conduct business ethically and meet regulatory requirements.** We investigate all incidents to ensure compliance with regulatory standards. We adhere to standards regarding the responsible service of alcohol and prohibiting minors from entering our properties. We readily co-operate with local authorities to assist in solving crimes.
- **Operate in a well-regulated environment.** The gaming industry is one of the most scrutinized businesses in North America. SaskGaming meets statutory requirements.
- **Protect the Corporation.** We uphold our legal obligations as defined by *The Saskatchewan Gaming Corporation Act* and the associated *Saskatchewan Gaming Corporation Casino Amendment Regulations, 2006*. Inherent to the gaming industry is the risk associated with persons exhibiting a problem with gaming and the impact on society. A risk-based approach helps us proactively address exposure to possible loss or damage. Monitoring and predicting outcomes ensures we can control, rather than react.

What We're Doing:

- **Employee registration.** All gaming employees in the Province of Saskatchewan are required to obtain a valid Certificate of Registration through the Saskatchewan Liquor and Gaming Authority's Registration Program. In order to be registered, employees must satisfy established good character criteria. Gaming employees are required to renew their Certificate of Registration at least every three years.
- **Trained Security personnel.** Our front-line Security staff are trained in the most up-to-date tactics and techniques. Before they step onto the gaming floor, they have to complete our rigorous Floor Security Training School. Those in management positions are also eligible to receive training at the Saskatchewan Police College, and are required to obtain certification from ASIS International.
- **Working with law enforcement.** We stay in frequent contact with local, provincial and federal law enforcement agencies. We record and report any instances of suspected criminal behaviour, and share information with law enforcement agencies throughout the province as necessary for the prevention of crime.
- **Transparent financial reporting.** SaskGaming publishes consolidated financial statements on a quarterly basis, and discloses consolidated financial statements for each fiscal year in its Annual Report. All financial statements are prepared according to International Financial Reporting Standards. The consolidated financial statements included in the Annual Report are audited by an independent auditor. Our quarterly reports and the Annual Report are made available to the public on our websites. We also report any losses of public money, which is made available to the public each quarter via the Crown Investment Corporation of Saskatchewan's Crown sector report on losses.
- **Regulatory compliance.** Casinos Regina and Moose Jaw operate under the regulatory authority of the Saskatchewan Liquor and Gaming Authority. SaskGaming must also operate in accordance with statutory provisions established under Section 207 of the *Criminal Code of Canada* and *The Alcohol and Gaming Regulation Act, 1997*. *The Saskatchewan Gaming Corporation Casino Amendment Regulations, 2006*, govern the day-to-day operating practices at Casinos Regina and Moose Jaw. SaskGaming is also subject to *The Financial Administration Act*, *The Tabling of Documents Act*, *The Crown Corporations Act*, *The Freedom of Information and Protection of Privacy Act*, and *The Heritage Property Act*. SaskGaming has detailed policies and procedures in place in order to ensure compliance with all regulatory standards, and also has a compliance officer on staff who is tasked with making sure that we meet our obligations.
- **Protecting against money laundering and terrorist financing.** The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) is an independent agency reporting to the federal Minister of Finance that is mandated to facilitate the detection, prevention and deterrence of money laundering,

terrorist activity financing and other threats to the security of Canada. All Canadian casinos are required to report suspicious, and certain other, transactions to FINTRAC. SaskGaming has detailed policies and procedures that employees follow to record and report such transactions, and designated staff are required to complete an online training program designed to reinforce and improve their knowledge of FINTRAC's reporting requirements. We also have a compliance officer on staff who is tasked with ensuring that we meet our obligations under *The Proceeds of Crime (Money Laundering) and Terrorist Financing Act*.

- **Enterprise Risk and Opportunities Management.** Through our Enterprise Risk and Opportunities Management Program, SaskGaming proactively identifies and documents risks to the corporation and develops appropriate mitigation plans. The risks are continuously monitored, and are reviewed by senior management and the Board of Directors on a regular basis.
- **Business Continuity Planning.** SaskGaming has established detailed business continuity plans for both Casinos Regina and Moose Jaw, which document the processes and procedures that will be used to protect our patrons, our employees and the corporation's assets in the event of an emergency. Each plan is tested on an annual basis.
- **A coordinated approach to responsible gambling.** SaskGaming adopted the world-renowned GameSense responsible gambling program in 2013. SaskGaming also collaborates with provincial and national organizations that are working together to research and implement best practices in responsible gambling. Since 2013, Casinos Regina and Moose Jaw have been accredited through the Responsible Gambling Council (RGC) of Canada's RG Check Program. The RGC is an independent non-profit organization dedicated to problem gambling prevention.