




2020



The year  
in review



World Lottery  
Association



The public health emergency in 2020 has obliged us to rethink many of our practices and to accelerate transformations that have been underway for quite some time.

We will learn the lessons of this period, and will emerge stronger than ever.

Rebecca Paul Hargrove

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# Resilience in a world of uncertainty

Message from the  
WLA President

**Rebecca Paul  
Hargrove**



**I would like to begin by thanking the members of the WLA for their continued trust, electing me to a second term as president of this great organization. It is truly an honor to serve. Members can count on my continued efforts to promote and protect the interests of the global lottery and sports betting industries and the beneficiaries we serve.**

The human toll of the global pandemic is staggering, and my thoughts and prayers are with all the lottery staff and their families and friends who have been personally affected. The social and economic crisis we are facing will impact everybody's lives for years to come, having forced us to rethink many of the behaviors we used to take for granted.

As we all adapted and adjusted, many of our members around the world took additional steps to care for their constituents, going above and beyond their usual charitable endeavors to help to make a difference in the fight against COVID-19. Join me in thanking them for their dedication. Their sense of solidarity and pragmatism reflect positively on all lotteries.

## Today's consumers are increasingly aware of an organization's impact in society

So where do we go from here? Today's consumers are increasingly aware of an organization's impact in society,

and more than ever their discretionary spending decisions are driven by social conscience. It is incumbent on us in the lottery industry not only to continue telling the story of how our efforts benefit our respective good causes, but also to ingrain social responsibility into our policies and processes.

Our record of integrity and transparency, our commitment to diversity and inclusion, and our mission to raise funds for good causes will all help to build strong relationships with current and potential players, securing our future in a crowded marketplace.

On a personal level, and as the founder and chair of the Women in Lottery Leadership initiative, I am proud to support strengthening diversity in our industry. On behalf of the WLA and with all of our members, I will continue this effort with energy and determination.

The technological advances of the last quarter century, and the prevalence of online information and gaming opportunities, make it more important than ever for our members to differentiate themselves from their competitors. The increasing availability of sports betting in the United States is a case in point. Players are more likely to participate if they know games are operated fairly and securely. The WLA is proud to support the Global Lottery Monitoring System (GLMS), which has just opened an operational hub in North America, in its efforts

to protect the integrity of sports around the world. As we address the challenges and opportunities of this sector, this is another area in which WLA members in one region can benefit from the experiences of operators in another region.

Our global industry is constantly tested to stay innovative and creative. Members can be assured the WLA understands its key role in sharing ideas and best practices among members. It is a fast-changing and increasingly uncertain environment for lotteries, and the WLA stands ready to help its members demonstrate the agility needed to stay relevant.

The COVID-19 crisis in 2020 forced us to move most of our live events and seminars online, and to imagine new formats for the learning opportunities we will offer our members in 2021. I would like to take this opportunity to thank the WLA staff for stepping up to this unprecedented challenge. Planning is going ahead for the World Lottery Summit, which will now take place in 2022, and I remain optimistic that we will have a chance to meet again in person in the not-too-distant future!

Despite the logistical obstacles and economic pain our members have suffered, they have demonstrated an extraordinary level of grit, resilience and determination. In many ways, the situation has been a full-scale stress test for their business continuity plans. I know they will persevere, as all of us must, quite simply because the good causes we support will continue to need us. Indeed, when a degree of normalcy returns and our states and countries begin to understand the full cost of this devastating pandemic, they may need us more than ever.

The public health emergency has obliged us to rethink many of our practices and to accelerate transformations that have been underway for quite some time. We will learn the lessons of this period, and I firmly believe that we will emerge stronger than ever.

*Rebecca Paul Hargrove*  
WLA President

# Holding the line in trying times

**The COVID-19 pandemic wreaked havoc on the world in 2020, but the global lottery community held strong through these difficult times. Together with our members and our partners from the five regional associations, the WLA kept a close watch on the course of the pandemic around the world to determine how lotteries and sports betting operators were affected, and shared information about the measures that might help our members to cope with the unprecedented situation.**

The WLA's operations were also seriously affected by the public health restrictions. To keep our teams safe, we arranged for almost all of our staff to work from home as soon as the first lockdown was imposed. Despite the remote working arrangements, the WLA's ongoing projects, including the digital version of the WLA Global Lottery Data Compendium and the new WLA website, continued on track and should see the light of day in the first few weeks of 2021.

**Webinars could become a permanent feature to complement live seminars as soon as they become possible again.**

In the first quarter of the year, the WLA Academy was forced to replace the remainder of its schedule of live events with online webinars, which were very well attended. The new webinar format will remain in place until further notice, and could become a permanent feature of the education program to complement live seminars as soon as they become possible again. The 2020 World Lottery Summit, which was to take place in Vancouver, Canada, in October, was postponed until 2022. In agreement with co-hosts NASPL and the British Columbia Lottery Corporation (BCLC), the 2022 event will also be held in Vancouver.

The Executive Committee continued to meet regularly throughout the year via videoconference. The WLA's biennial

General Meeting, which was to take place during the World Lottery Summit, was conducted through a system of on-line, write-in ballots. The system enabled members to elect the new Executive Committee, approve new members, and conduct the Association's statutory business despite the lack of a physical meeting. The WLA also decided to offer its members a 50% reduction in their membership fees as a sign of our solidarity during the pandemic.

The WLA Committees continued to move ahead in their respective areas of expertise. In October, the Security and Risk Management (SRMC) released the latest iteration of the WLA Security Control Standard, together with a new set of guidelines and a new framework that will help lotteries in every region of the world to achieve certification in a more incremental fashion if they wish. The SRMC also began expanding the scope of their work to encompass Enterprise Risk Management. As reliance on IT infrastructures has grown, so too has the need for WLA members to have a strategy for managing risks proactively, increasing the likelihood that their operations can continue to achieve their core objectives, come what may. The Sports Betting Integrity Committee also made progress in its various projects and continued to build ties with other stakeholders in the sports industry, including GLMS, while the Corporate Social Responsibility and Illegal Lotteries and Betting Committees pursued a number of new initiatives to help members consolidate public trust in the State-authorized lottery and sports betting sector.

2020 also marked an important milestone in the WLA's history, with the relocation of our headquarters in Basel to the Swiss sister-city of Lausanne, where our permanent new offices will be on the premises of Loterie Romande. The move will provide our staff with direct insight into the day-to-day realities of a lottery operator, and it will bring us closer to GLMS and EL, which also have offices on Loterie Romande's premises.

Foreword by the WLA  
Executive Director

**Luca Esposito**



I would like to take this opportunity to thank Swisslos for their generosity in providing the WLA with its Basel offices and related services since it was founded in 1999.

**Together, we have held the line as a united force in the face of adversity.**

Throughout this first year of the pandemic, lotteries and the WLA itself learned a lot about resilience and the importance of our business continuity plans. We saw clear evidence of the adaptability of our staff and the determination of our members to continue to innovate for our players and stakeholders, come what may. Together, we have held the line as a united force in the face of adversity. I am proud to be part of this amazing industry and to serve as Executive Director of the WLA, and I look forward to a better year for all of us in 2021.

*Luca Esposito*  
WLA Executive Director

# WLA General Meeting 2020

**The WLA General Meeting 2020 was originally scheduled for October 2020 in Vancouver, Canada, within the framework of the World Lottery Summit 2020. Owing to COVID-19 restrictions, the World Lottery Summit was postponed until 2022 and the General Meeting could not therefore be organized as a live event.** However, the by-laws state that WLA members can approve or adopt proposed measures, ratify member applications, and elect members of the WLA Executive Committee by write-in ballot.

The documentation needed for the write-in ballot procedure was distributed to members in September. The deadline for the submission of write-in

ballots was set for October 2, 2020. As per the WLA by-laws, the members were given 15 working days to submit their ballots and were duly informed of the results by the end of October.

## A number of key decisions were taken by write-in ballots

A number of key decisions were made in this way. In particular, the 2018 General Meeting minutes were unanimously approved, as were the 2018 and 2019 audited financial statements and 2021-2022 budgets. The appointment of the Association's auditors was approved with the required majority.

The 2020 Executive Committee elections were also held by write-in ballot (see pages 7-9), and seven new lottery operators were granted membership of the WLA (see below). The required majority of members also set their seal of approval on the latest iteration of the WLA Security Control Standard (see page 12).




## New members approved in 2020

The WLA membership unanimously accepted several new Lottery Members by write-in ballot, and a number of applications for associate membership were approved by the Executive Committee during the year.

## New Lottery Members

	<b>Donghang Lottery Co., Ltd.</b> South Korea		<b>German Tote Service- und Beteiligungs GmbH (Wettstar.de)</b> Germany
	<b>The Barbados Lottery</b>		<b>Leeward Islands Lottery Holding Company</b> Jamaica
	<b>New Mexico Lottery Authority</b> USA		<b>Pari Mutuel Urbain (PMU)</b> France
	<b>TheLot</b> Your Rhode Island Lottery USA		<b>Sans Girişim Ortak Girişimi</b> Turkey

## New Associate Members

	<b>Szrek2Solutions LLS</b> USA
	<b>Bede Gaming</b> United Kingdom
	<b>Novomatic AG</b> Austria

# WLA Executive Committee

The WLA Executive Committee met four times in 2020, once in Marrakesh, Morocco, in February, and three times by videoconference in April, June, and November.

## Key changes in 2020

**Luis Gama** stepped down as Executive Director of Dirección Nacional de Loterías y Quinielas de Montevideo, Uruguay, and consequently left the WLA Executive Committee as the CIBELAE representative. The vacancy was filled in July 2020 by **Ricardo Berois**, Director of Dirección Nacional

de Loterías y Quinielas de Montevideo, Uruguay.

**Gilson César Braga** stepped down as Vice President and Superintendent of Lotteries at Caixa Econômica Federal, Brazil, in February 2020 and consequently left the WLA Executive Committee. The vacancy was filled in July 2020 by **Omar Galdurralde**, President of ALEA, Argentina.

**Fabio Cairolí**, Chairman and CEO of Lottomatica, moved up to become IGT's CEO of Global Lottery in July 2020. As a consequence, he left the WLA

Executive Committee to devote his time to new challenges. The vacancy was filled by **Francesco Parola**, Senior Vice President, Lottery Operations at Lottomatica, Italy.

## Current line-up

Rebecca Paul Hargrove was unanimously elected for a second term as WLA President and will serve until 2022. The seven elected members were also selected by the WLA membership. The current line-up of the WLA Executive Committee is as follows:



**WLA President**  
**Rebecca Paul Hargrove**

President and CEO  
Tennessee Education Lottery Corporation  
United States



**WLA Senior Vice President**  
**Nigel Railton**

CEO  
Camelot UK Lotteries Limited /  
The National Lottery  
United Kingdom



**WLA Vice President**  
**Richard Cheung**

Executive Director, Customer  
and Marketing  
HKJC Lotteries Limited  
Hong Kong, China

## Elected members

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**Omar Galdurralde**

President of ALEA (Association of State Lotteries in Argentina)  
Argentina



**Jannie Haek**

CEO, Nationale Loterij  
Belgium



**Andreas Kötter**

CEO, Westdeutsche Lotterie GmbH & Co. OHG  
Germany



**Stéphane Pallez**

President and CEO,  
La Française des Jeux (FDJ)  
France



**Francesco Parola**

Senior Vice President, Italy  
Lottery Operations, Lottomatica  
Italy



## Members appointed by the regional associations

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### **Jesús Huerta Almendro**

President and CEO, Sociedad Estatal Loterías y Apuestas del Estado  
Spain  
*(representing the European Lotteries)*



### **Lynne Roiter**

President and CEO, Loto-Québec Canada  
*(representing the North American Association of State and Provincial Lotteries)*



### **Younes El Mechrafi**

General Director, La Marocaine des Jeux et des Sports  
Morocco  
*(representing the African Lottery Association)*

## Immediate Past President

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### **Sue van der Merwe**

Managing Director of Lotteries and Keno, Tabcorp  
Australia  
*(representing the Asia Pacific Lottery Association)*



### **Ricardo Berois**

Director, Dirección de Loterías y Quinielas  
Uruguay  
*(representing the Corporación Iberoamericana de Loterías y Apuestas del Estado)*



### **Jean-Luc Moner-Banet**

General Director, Société de la Loterie de la Suisse Romande  
Switzerland

# The WLA at a glance

## Profile

The WLA was formed in August 1999 through the union of AILE (International State Lotteries Association) and Intertoto (International Association of Toto and Lotto Organizations). WLA Lottery Members are organizations licensed or otherwise authorized to conduct lotteries or sports betting operations in a jurisdiction domiciled in a state recognized by the United Nations. The majority of their net revenues must be dedicated to funding education, sports, culture, social programs, community projects, and other good causes in their respective jurisdictions.

WLA Associate Members are suppliers of goods and services to lottery or sports betting organizations whose business practices conform to the aims and objectives of the WLA. Associate Members include suppliers of online and offline systems, terminals, printers, video lottery terminals, special papers, vending machines, dispensers and drawing machines, telecommunications organizations, ticket printers, game designers, marketing and advertising specialists, consultants, auditors, trade magazines, and interactive gaming specialists.

The annual budget of the World Lottery Association remained constant at approximately CHF 3 million (USD 3.03 million), financed by membership subscriptions, the Contributor program, and any surpluses from seminars and the biennial convention.

## Mission and objectives

The mission of the World Lottery Association is to advance the interests of its members as the recognized global authority on the state-authorized lottery sector, uphold the highest ethical principles, and support members in achieving their vision for their own communities.

The WLA's core objectives are to create opportunities for learning and information sharing among members, establish global standards of best practice and ethical conduct, and provide a united voice, together with the regional associations, so that members can convey consistent messages to their stakeholders.

## Governance

The 13-member Executive Committee is the governing body of the WLA. Eight of the Executive Committee members, including the President, are elected by the delegates of the WLA's biennial General Meeting. In case of a vacancy during the two-year term, the Executive Committee appoints a member from the same region as that of the departing Executive Committee member. The five other Executive Committee members are appointed by the five regional lottery associations: ALA (Africa), APLA (Asia Pacific), CIBELAE (Latin America, Spain, and Portugal), EL (Europe), and NASPL (North America). The Senior Vice President and Vice President of the Association are appointed by the WLA Executive Committee. The Executive Director of the Association reports to the WLA Executive Committee and is based in Lausanne with four staff members. The WLA also has an office in Montreal, Canada, consisting of a General Secretary with one staff member.

## Key figures

The number of WLA Lottery Members and Associate Members has varied very little over the years. As recorded in the 2020 edition of the Global Lottery Data Compendium, the membership stood at 152 Lottery Members and 79 Associate Members, compared with 146 Lottery Members and 60 Associate Members when the WLA was founded in 1999. WLA Lottery Members generated a cumulative total of USD 312.4 billion in 2019, of which USD 85.7 billion was returned to good causes.

Of the WLA's 79 Associate Members, eight participate in the WLA Contributor program. At the end of 2020, there were four Platinum Contributors and four Gold Contributors.

## Key figures

152

Lottery Members

## The WLA Platinum Contributors are:



79

Associate Members

\$312.4  
billion

Revenues generated by  
WLA Lottery Members  
in 2019 (USD)\*

\$85.7  
billion

Amount returned to  
good causes by WLA  
Lottery Members in  
2019 (USD)\*

\* Based on figures provided by 93% of the WLA membership as published in the 2020 edition of the WLA Global Lottery Data Compendium. The sales figures for 2019 are 1% higher than for 2018; money to good causes rose by 0.4% over the same period.

The WLA Gold  
Contributors are:

**POLLARD**  
banknote limited

**SG**  
SCIENTIFIC GAMES

 **AGTech**  
www.agtech.com

**JUMBO**

**carmanah**  
signs  
A DIVISION OF  
STRATACACHE

 **SKILROCK**  
TECHNOLOGIES

# WLA Committees

There are currently five WLA Committees: the Security and Risk Management Committee, the Corporate Social Responsibility Committee, the Betting Integrity on Sports & Horse Racing Committee,

the Illegal Lotteries and Betting Committee, and the Audit Committee. Committee chairs report to the WLA Executive Committee and are invited to participate actively in WLA Executive Committee proceedings.

## WLA Security and Risk Management Committee

In 2020, the WLA Security and Risk Management Committee (SRMC) released the latest iteration of the WLA Security Control Standard (WLA-SCS:2020), and an updated set of guidelines for lotteries and auditors, during a well-attended security webinar in October.

WLA-SCS:2020 includes new controls for lottery technology suppliers, cloud hosting of lottery gaming systems, applications security, and individual privacy protection. It also incorporates new controls to bring the standard into line with the latest cybersecurity requirements, and two new sets of controls for lottery technology suppliers and multi-jurisdictional games.

One of the key innovations of WLA-SCS:2020 is a new two-level certification framework, known as Framework 2020. Lotteries that want to take a more step-by-step approach to security and risk assurance can now achieve Level 1 certification without being certified to the ISO/IEC 27001 standard for Information Security Management Systems, while Level 2 requires ISO/IEC 27001 and is applicable to both lottery members and associate members. In order to promote broader adoption of the WLA standard in the United States, the SRMC collaborated with the Multi-State Lottery Association (MUSL) in the development of Level 1. The Missouri Lottery and the Tennessee Education Lottery Corporation became the first U.S. lotteries to apply for Level 1 certification under the new framework; the Colorado Lottery followed suit shortly thereafter.

At the end of 2020, a total of 77 member lotteries, representing about 51% of the lottery membership, and 29 associate members, representing about 37% of the associate membership, were certified to the WLA Security Control Standard (WLA-SCS).

In light of COVID-19 travel restrictions, the Committee relaxed the requirements for conducting WLA-SCS certification audits from July 2020. Under these temporary arrangements, annual audits can be conducted remotely, or postponed for up to 12 months pending a new recertification assessment.

Also in 2020, the SRMC conducted an Enterprise Risk Management survey of around 80 WLA lottery members to offer a broad view of risk perception and crisis preparedness in the lottery sector, and to assess the impact of the COVID-19 crisis on lottery leaders and risk managers.



Chair of the Security and Risk Management Committee

**Dato Lawrence Lim Swee Lin**

CEO, Magnum Corporation, Malaysia

### Policy Group

**Luca Esposito**, WLA Executive Director

**Hansjörg Höltekemeier**, CEO, DKL B and DKL B-Stiftung, Germany



## Technical Working Group

**Carlos Bachmaier**, Corporate Risk Manager, Sociedad Estatal Loterías y Apuestas del Estado, Spain

**Swan Swan Beh**, CIO, Magnum Corporation, Malaysia

**David Boda**, Head of Information Security, Camelot UK Lotteries, UK

**Giuliano Giuseppe Boggiali**, Compliance & Risk Management, Lottomatica, Italy

**Itamar de Carvalho Pereira**, Technical Assessor, Ministry of Finance, Brazil

**Hongfang Dong**, Deputy Director, China Sports Lottery Administration Center, China

**Gunnar Ewald**, Head of Internal Audit, LOTTO Hamburg, Germany

**Diego González Quinteros**, IT Manager, Banca de Quinielas de Montevideo, Uruguay

**Pascal Gervais**, CSO, Société de la Loterie de la Suisse Romande, Switzerland

**Driss Hamdoune**, Secretary General, La Marocaine des Jeux et des Sports, Morocco

**Pablo Iglesias**, Group CISO, La Française des Jeux (FDJ), France

**Neil Kellar**, CIO & Business Operations, Camelot UK Lotteries, UK

**Trond Laupstad**, Head of Security and Quality/CSO, Norsk Tipping, Norway

**Fabien Marechal**, Senior Information Security Officer, La Française des Jeux (FDJ), France

**Dawid Müller**, Legal, Compliance & Gaming Integrity Executive, Gidani, South Africa

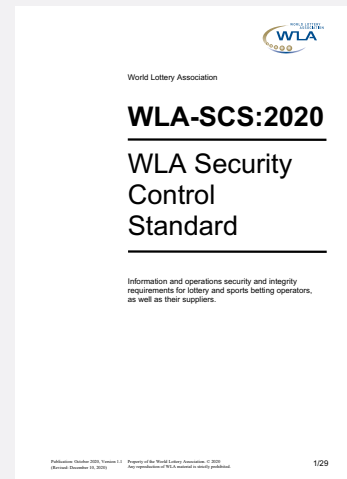
**Robert Nitz**, Director of Information Security, Multi-State Lottery Association, USA

**Jan Seuri**, CISO, Veikkaus, Finland

**Anton Stiglic**, Senior Corporate Director of IT Governance, Loto-Québec, Canada



Guide to Certification for the WLA Security Control Standard



WLA-SCS:2020 standard documentation



Certificate Level 1



Certificate Level 2

## WLA Corporate Social Responsibility Committee

The WLA Corporate Social Responsibility Committee manages the WLA's responsible gaming policy and continuous development of the WLA Responsible Gaming Framework (WLA-RGF), overseeing member accreditation in line with the recommendations of the Independent Assessment Panel, and lending guidance to the WLA Responsible Gaming Working Group.

At the end of 2020, a total of 93 member lotteries, representing about 60% of the WLA membership and more than 90% of revenues, were certified to the WLA-RGF at level 2 or higher.

### Responsible Gaming Working Group

The WLA Responsible Gaming Working Group continued to play its role in assisting both the WLA Corporate Responsibility Committee and the Independent Assessment Panel with the evolution and maintenance of the WLA's responsible gaming program.

#### Chair of the Responsible Gaming Working Group

**Alison Gardner**, Camelot UK Lotteries, United Kingdom

### Independent Assessment Panel

The Independent Assessment Panel evaluates individual certification submissions by Lottery Members. The sustainability expert Anne Pattberg continued to serve as chair of the panel in 2020, alongside Robert Ladouceur of Canada, an acclaimed researcher into problem gaming prevention and treatment, and lottery veteran Henry Chan, formerly of the Hong Kong Jockey Club, who continued to bring an important Asian perspective on responsible gaming issues.

Eight WLA associate members had also achieved WLA-RGF certification (up from five in 2019).

In July 2020, the working group conducted a survey of WLA members to build a clearer understanding of how lotteries prioritize their CSR initiatives. The survey results indicated that perceptions of CSR go well beyond a strict definition of responsible gaming, and provide the WLA with a roadmap for a more holistic program to take CSR to the next level industry-wide.



Chair of the Corporate Social Responsibility Committee

**Lynne Roiter**  
President and CEO,  
Loto-Québec,  
Canada

### Policy Group

**Chris Lyman**, New Zealand Lottery, New Zealand

**Sarah Taylor**, Hoosier Lottery, USA

**Alison Gardner**, Camelot UK Lotteries, United Kingdom

### Members (representatives of regional lottery associations)

**Sandra Conde Gomez de Freitas**, Banca de Cubierta Colectiva de Quinielas de Montevideo, Uruguay

**Stefania Colombo**, Lottomatica S.p.A., Italy

**Kathryn Haworth**, Lotto NZ, New Zealand

**Sanaa Kabbaj**, La Marocaine des Jeux et des Sports, Morocco

**Tay Boon Khai**, Singapore Pools, Singapore

**Vincent Perrotin**, La Française des Jeux (FDJ), France

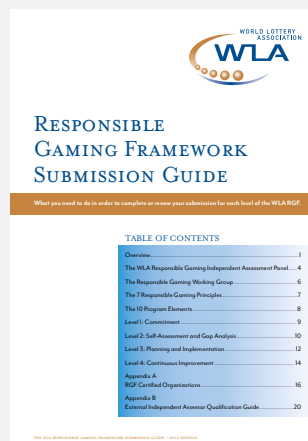
**Lou Ann Russell**, Tennessee Education Lottery Corporation, USA

**Brian Uy**, Hong Kong Jockey Club, Hong Kong, China

### WLA Project Coordinator

**Mélissa Azam**, WLA Montreal Office, Canada

Responsible Gaming Framework Submission Guide & Certificate of Accreditation



## Sports Betting Integrity Committee

**Set up in 2018, the Sports Betting Integrity Committee (SBIC) is dedicated to furthering the interests of WLA members that provide sports betting, and to preserving the integrity of sport by leading the fight against match fixing and illegal betting. The SBIC complements the work of the operations team from the Global Lottery Monitoring System (GLMS) in Lausanne, which acts as the Committee's technical advisory group and is responsible for executing its strategy.**

GLMS opened its third hub in May 2020 at the premises of Loto-Québec, Canada, to monitor sports betting activity in North America and complement the activities of the existing hubs in Europe and Asia. Beyond the core objective of detecting suspicious betting activities, the success of the fight against the manipulation of sports competitions hinges on education, prevention, and information sharing. Partnership with other stakeholders, including IOC, UEFA, FIFA, TIU, ESIC, Europol, and Interpol, is also key to

gaining an additional perspective and to monitoring policy and regulatory developments at national, EU, and international levels.

The SBIC worked with GLMS and European Lotteries in 2020 to organize a joint GLMS/WLA/EL sports integrity webinar over three days in June, with over 200 speakers and participants from around the world, from China to the US.

The scope of the SBIC was also expanded in 2020 to include horse racing, and the Committee began drawing up a common action plan including subjects such as illegal betting, responsible gaming, and data privacy. A frame of reference is being developed around horse racing to promote best practice and capitalize on the experience of WLA members with wagering on horse racing as part of their portfolio. To reflect this expansion, the SBIC changed its name to the Betting Integrity on Sports & Horse Racing Committee at the end of 2020.



**Chair of the Sports Betting Integrity Committee**

**Jean-Luc Moner-Banet**

Director General, Société de la Loterie de la Suisse Romande Switzerland

### Policy Group for Betting Integrity on Sports\*

**Younes El Mechrafi**, La Marocaine des Jeux et des Sports, Morocco

**Ludovico Calvi**, GLMS President

**Luca Esposito**, WLA Executive Director

**Gordon Medenica**, Maryland Lottery and Gaming Control Agency

\* A separate policy group for betting integrity on horse racing is currently being formed.

### Technical Advisory Group

**GLMS**



## Illegal Lotteries and Betting Committee

**Operational since 2019, the Illegal Lotteries and Betting Committee (ILBC) reviews the tools and resources available to help member lotteries combat illegal gaming in their jurisdictions.**

In 2020, the Committee launched a database of known illegal lottery and betting operations, with a particular focus on bet-on-lottery schemes and courier services, and produced a set of detailed fact sheets for over 30 countries, which

were published on the WLA website in October. Members have been requested to update and amend the fact sheets if required. The ILBC also worked with GLMS to create a comprehensive database of known illegal sports betting activities.

Steps were also taken in 2020 to establish a framework for analyzing Internet payment methods and associated risks for WLA members. The Committee also started to formally monitor developments

in the small but expanding niche of blockchain lotteries and crypto-currencies specially developed for the gaming sector.

The ILBC continued to work closely with the Illegal Gambling task force at European Lotteries (EL), and made plans for a webinar in the first quarter of 2021 to present the Committee's work and its relevance to WLA members and associate members.



**Chair of the Illegal Lotteries and Betting Committee**

**Andreas Kötter**  
CEO, Westdeutsche Lotterie GmbH & Co. OHG  
Germany

### Policy Group

**Lynne Roiter**, Loto-Québec, Canada

**Sue van der Merwe**, Tatts Group, Australia

**May Scheve Reardon**, Missouri Lottery, USA

**Luca Esposito**, WLA Executive Director

### Expert Group

**Dominic Gourgues**, Corporate Director of Legal Affairs and Regulatory Compliance, Loto-Québec, Canada

**Bret Toyne**, Executive Director at Multi-State Lottery Association (MUSL), USA

**Callum Mulvihill**, General Manager Finance and Commercial – Lotteries and Keno, Tabcorp, Australia

**Lucile Goulard**, Head of International Relations, La Française des Jeux (FDJ), France

**Lamia Jassab**, Special Advisor to the General Manager, La Marocaine des Jeux et des Sports (MDJS), Morocco

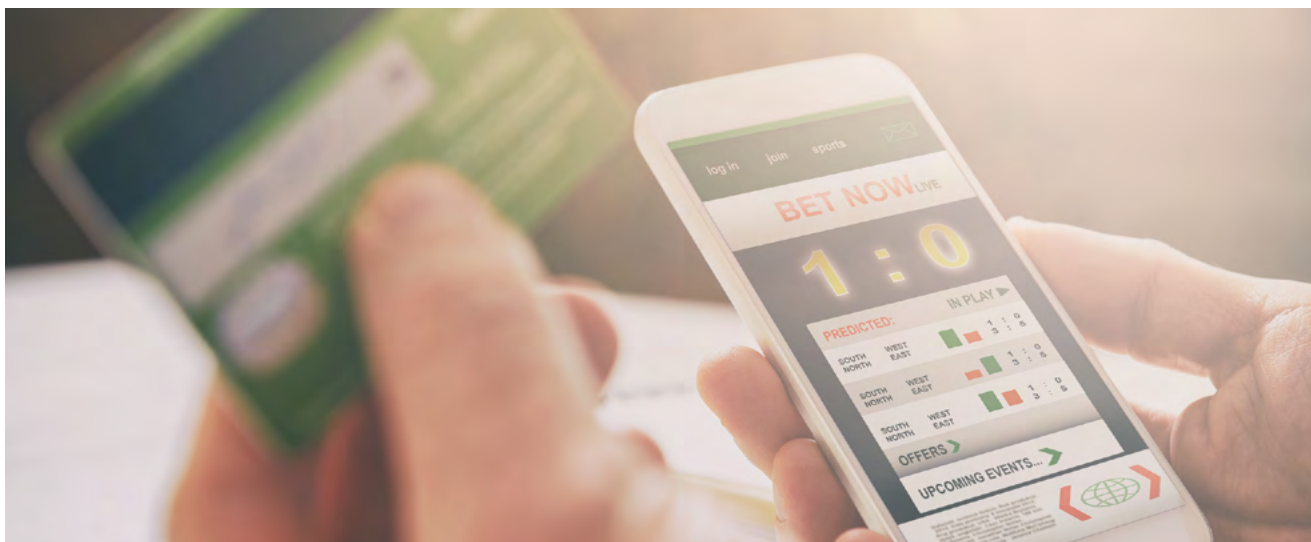
**Douglas Robinson**, Senior Manager, Due Diligence and Research, Security and Integrity, Beijing HKJC Technology Development Limited, Hong Kong, China

**Brian Uy**, General Manager, Beijing HKJC Technology Development Limited, Hong Kong, China

**Daniela Kunze**, Legal Expert, Westdeutsche Lotterie GmbH & Co. OHG (WestLotto), Germany

**Cassandra Matilde Fernandes**, Legal and Projects Manager, Global Lottery Monitoring System (GLMS), Switzerland

**Gabriela Castro Pedrosa**, National Manager, Caixa Econômica Federal, Brazil





## Global Lottery Monitoring System (GLMS)

The GLMS operations team issues an alert each time an irregular betting pattern, such as sudden or unexpected odds changes, is detected. An alert leads to thorough consultation with GLMS members, as well as an in-depth investigation of the possible reasons for the irregularity. When the irregularity cannot be justified on objective grounds, GLMS issues a report. Over the year 2020, GLMS reported 126 matches to its partners, out of approximately 162 alerts generated. These included football matches, but also basketball, tennis, badminton, volleyball, eSports, and ice hockey games. Key facts and figures about the results of the GLMS monitoring and intelligence work are issued quarterly, and compiled once a year in an annual intelligence monitoring report.

GLMS continued to expand in 2020, opening a new hub in Canada with two full-time analysts, and further developing its legal services. The association continued to contribute to policy-making and standard-setting initiatives, and stepped up its involvement in the IntegriSport, IntegriBall, and KCOOS+ projects. IntegriSport aims to raise awareness among local law enforcement and judiciary authorities of all aspects of the manipulation of sports competitions,

while IntegriBall is aimed at protecting grassroots footballers from match-fixing threats. KCOOS+ (Keep Crime Out Of Sports) is a Council of Europe project set up to implement the tools developed by the Network of National Platforms (Group of Copenhagen) to accompany legislative, institutional, and professional actors wishing to align themselves with the objectives and values of the Macolin Convention.

In 2020, GLMS was admitted as an observer to the Macolin Convention statutory committee, one of only three observers, alongside the International Olympic Committee and Interpol. As an observer, GLMS will be able to participate in the statutory committee's discussions, in particular with respect to the conditions to be met by sports betting operators in the exchange of information within national platforms.

The GLMS statutes were updated in 2020 to include the status of Regulating Member for lotteries. In October, Tennessee Lottery Education Corporation, which has offered sports betting licenses since mid-2020 but is not a sports betting operator itself, became the association's first Regulating Member from the United States.

### GLMS Executive Committee Elected members

**Ludovico Calvi**, Lottomatica, Italy (President)

**Younes El Mechrafi**, La Marocaine des Jeux et des Sports, Morocco

**Ilho Lee**, KTOTO, Korea

**Lori Sullivan**, Ontario Lottery and Gaming Corporation, Canada

### Members appointed by EL or WLA (GLMS founding members)

**Rupert Bolingbroke**, Hong Kong Jockey Club, Hong Kong, China (Vice President)

**Niels Erik Folmann**, Danske Spil, Denmark

**Fabian Garcia**, La Banca, Uruguay

**Gilles Maillet**, La Française des Jeux (FDJ), France

## Audit Committee

The Audit Committee establishes the audit mandate and meets with an external auditor to obtain their report on a yearly basis. In 2020, based on a competitive Request for Proposals, it was decided to retain Ernst & Young as the WLA's external auditors for the fiscal years 2020-2021.



### Chair of the Audit Committee

**Younes El Mechrafi**  
General Director,  
La Marocaine des Jeux et des Sports  
Morocco

### Members

**Roger Fasnacht**, Interkantonale Landeslotterie, Swisslos, Switzerland

**Rose Hudson**, Louisiana Lottery Corporation, USA

**Luca Esposito**, WLA Executive Director

# Continuing education

**The 2020 seminar program was seriously disrupted by COVID-19. The first two seminars of the year were live events, but all the remaining WLA Academy fixtures were organized as online webinars. Almost all WLA seminars are organized in cooperation with the regional lottery associations.**

## 2020 seminar program

In 2020, these joint educational events included the traditional EL/WLA marketing seminar, which was held live in London at the start of the year. Titled “It’s all about the player”, the two-day program addressed issues such as player engagement, navigating the customer journey, trust, and customer-centered innovation. It was attended by 165 people.

The second live event was an Innovation & Responsible Gaming Seminar organized with the African Lottery Association (ALA) in Abidjan, Côte d’Ivoire, to coincide with the 50th anniversary of the West African country’s national lottery LONACI. The seminar was titled “Innovation and Sustainable Development” and focused on developing the ALA’s sustainable development action plan. Panel sessions included a discussion of how to promote the lottery industry through social responsibility and collaboration with innovative and impactful start-ups. Another panel session focused on the promotion of women in leadership positions in African lotteries, with a specific focus on the Women in Lottery Leadership initiative. The seminar attracted some 80 participants.

The first webinar of the year was the GLMS/EL/WLA Sports Integrity Seminar in June, which was attended by more than 300 people. The webinar addressed issues such as the fight against criminal aspects of sports manipulation, with speakers from Interpol, Europol, and the Australian Intelligence Commission, and included sessions on sports betting in North America, the attraction of digital offerings in a

lockdown, and more broadly the “new normal” to which the entire sports movement and all the stakeholders in the sports betting sector will need to adapt after a crisis that had seen the sports ecosystem grind to a halt.

The WLA/EL Responsible Gaming seminar was also held as a webinar over five days in September. Topics ranged from the repercussions of the COVID-19 crisis to online advertising, diversity and inclusion, research and guidance on lower-risk gambling, and the environmental dimension of corporate social responsibility.

Two webinars were held in collaboration with CIBELAE in the last quarter of 2020. The first webinar, taking place on September 10, covered responsible gaming and outlined key aspects of the WLA Responsible Gaming Framework. The second webinar, on security and risk management, took place on September 18 and provided Latin American lotteries with a comprehensive presentation of the WLA Security Control Standard.

In October, the four-day Security and Integrity webinar attracted more than 190 participants. The program included keynotes and discussions about the latest security challenges, such as player authentication and identification, and enterprise risk management. One of the main objectives of the webinar was to introduce WLA-SCS:2020, the latest iteration of the WLA’s Security Control Standard.

Following up on the introduction of WLA-SCS:2020 and the new certification framework, an Open Forum was organized at the start of December for lottery security personnel and WLA-approved auditors. Six members of the WLA Security and Risk Management Committee were on hand to answer questions and clarify any remaining uncertainties about the recent changes to the WLA’s security program. More than 170 people took part in this online question-and-answer session.





## Full line-up of 2020 live seminars and online events

Date	Topic	Location	Organizers
February 5-7	<b>Marketing: It's all about the player!</b>	<b>London</b> , United Kingdom	EL/WLA
March 3-5, 2020	<b>Innovation &amp; Responsible Gaming</b>	<b>Abidjan</b> , Côte d'Ivoire	ALA/WLA
June 23-25	<b>Sports Integrity</b>	online	GLMS/EL/WLA
September 10	<b>Responsible Gaming</b>	online	CIBELAE/WLA
September 18	<b>Security and Risk Management</b>	online	CIBELAE/WLA
September 21-25	<b>Responsible Gaming and CSR</b>	online	EL/WLA
October 5-8	<b>Security and Integrity</b>	online	EL/WLA
December 1	<b>Open Forum on WLA Security Program</b>	online	WLA

### 2021 seminar program

Owing to the continued pandemic lockdown, the majority of the WLA's educational events for 2021 will be held online. With a hopeful look toward the future, a few live events have been tentatively scheduled in the months to come. Among these will be a seminar on Corporate Social Responsibility and Responsible Gaming, scheduled from November 17–19, 2021 in cooperation with CIBELAE and Caixa Econômica Federal in Rio de Janeiro, Brazil. The WLA will also be taking an active part in the 11th EL Congress from May 31 – June 2, 2021 in Sibenik, Croatia. Other WLA events were still in the planning stages as this publication went to press.

### Lottery 101

In 2019 the WLA began work on Lottery 101, a comprehensive educational

program for newcomers to the lottery industry. The program provides lottery directors and other high-level lottery executives that are new to the industry with an extensive overview of modern lottery operations. Lottery 101 was set to begin in 2020, but was postponed because of the public health crisis. Once on track, Lottery 101 will be organized in full cooperation with the regional associations, and will take place each time in a different region of the world. The first Lottery 101 seminar is tentatively planned for the fourth quarter of 2021.

### WLA scholarship program

The WLA scholarship program was launched in 2013 to encourage lottery professionals around the world to participate as speakers and delegates at WLA seminars, offering them the chance to take part in educational events that they may not be able to attend otherwise,

and allowing other delegates to benefit from their experiences.

Since the program began in 2013, more than 130 people have taken part either as speakers or participants. With the COVID-19 pandemic lockdown forcing the postponement or cancelation of many of the WLA's live events in 2020, the full potential of the WLA scholarship program could not be realized. When the public health situation permits, the WLA plans to continue providing scholarships for members around the globe.

### World Lottery Summit

The biennial World Lottery Summit (WLS) was due to take place in Vancouver, Canada, in October 2020. In view of the public health crisis, the WLA and co-hosts NASPL and the British Columbia Lottery Corporation (BCLC) agreed in April to postpone the event until 2022. The preparations for WLS 2020 in Vancouver were already well under way, and owing to the positive response from members to the choice of host city, the host organizations elected to retain Vancouver as the venue for WLS 2022.

As well as providing an opportunity for leaders from lotteries and lottery suppliers to interact and do business, WLA 2022 will serve as a valuable platform for presenting the best practices and innovations that have helped the global lottery community to weather the pandemic. The crisis has had a significant impact on the global lottery community, with outcomes varying based on the level of lockdowns, infection rates, local legislation, and other factors. WLA 2022 therefore promises to be one of the most important events in the history of the WLA.



**WORLD LOTTERY  
SUMMIT 2022  
VANCOUVER**



## Schedule of events for 2021

Q1	Q2	Q3	Q4
<p><b>WLA</b> <b>Virtual Contributors Call</b> February 5</p> <p><b>WLA</b> <b>Webinar – Unauthorized Lottery and Sports Betting Operations</b> March 16</p> <p><b>WLA/EL</b> <b>Sports Betting Webinar – From Pandemic to Opportunities</b> March 25-26</p>	<p><b>WLA/CIBELAE</b> <b>Webinar – Security and the Digital Transformation of Lotteries</b> April 14-15</p> <p><b>WLA/EL</b> <b>Marketing Webinar</b> May 4-5</p> <p><b>WLA/APLA</b> <b>Webinar – Lotteries Beyond COVID-19</b> May 18-20</p> <p><b>WLA/ALA</b> <b>Webinar (TBC)</b></p> <p><b>WLA/EL</b> <b>Webinar – Unauthorized Lotteries</b> April/May (date TBC)</p>	<p><b>WLA/EL</b> <b>Webinar CSR, Responsible Gaming</b> September (date TBC)</p> <p><b>WLA/NASPL/MUSL</b> <b>Security Webinar (TBC)</b></p> <p><b>WLA</b> <b>Webinar – WLA-SCS Technical Platform for Auditors and WLA Members (TBC)</b></p>	<p><b>WLA/CIBELAE</b> <b>Responsible Gaming/ Corporate Social Responsibility Seminar</b> November 17-19 Rio de Janeiro, Brazil (hosted by Caixa Econômica Federal)</p> <p><b>WLA</b> <b>Virtual Contributors Event (TBC)</b></p> <p><b>WLA/EL</b> <b>Security Webinar for Europe (TBC)</b></p> <p><i>TBC: to be confirmed</i></p>



# Information and communication

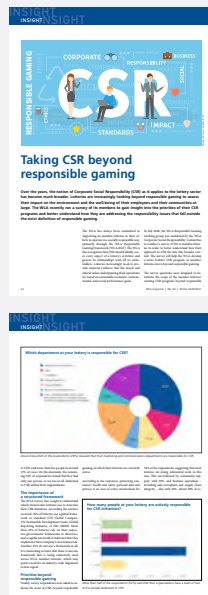
## Print magazine

The **WLA magazine** is published two to three times yearly with a print run of 2,200 copies. Issues are mailed to all WLA Lottery Members and Associate Members and are distributed at all major WLA events. In solidarity with the WLA membership during the COVID-19 pandemic crisis, the WLA reduced membership fees by 50%. As a result, the WLA Executive Committee decided to suspend printing of the WLA magazine for 2020 to reduce costs until the end of the year. The WLA magazine was therefore only published in PDF format. With the COVID-19 pandemic raging across the globe for the better part

of 2020, issues of the magazine focused largely on the crisis and the impact it was having on the global lottery industry. Articles featured the views of ten prominent lottery leaders on the current and lasting effects of the pandemic, and highlighted the community services that WLA member lotteries were providing to alleviate its adverse effects in their respective communities. Other stories in the WLA magazine included a piece about the Florida Lottery's responsible gaming initiatives, and an article on the World Pool project supported by the Hong Kong Jockey Club to promote comingled horse betting pools and promote healthy development of the

worldwide sports and horse betting industry. The launch of the new version of the WLA Security Control Standard, the results of recent membership surveys, and a major feature on GLMS were covered in the issue of the magazine published just before year's end 2020.

## WLA magazine





WLA website

## Online presence

### WLA website

The WLA website ([www.world-lotteries.org](http://www.world-lotteries.org)) underwent a complete revamp and was relaunched just prior to the publication of this report. The new WLA website features a simplified menu structure to facilitate navigation, and content has been reorganized to ensure that visitors can find what they need in a few clicks. The fresh, modern look-and-feel of the website illustrates the continuing digital transformation of the WLA's communications and information resources. The secure website interfaces optimally with the WLA's databases and with other WLA digital platforms that are currently in development.

The WLA website is constantly updated with lottery news, details about WLA

events and member services, links, and discussion papers. Website content is in English, with key documents such as the WLA by-laws also available in the WLA's other official languages (French, German, and Spanish). Registered members can also access and download a range of guides and other documents not available to the public, such as the WLA Global Lottery Data Compendium.

### WLA Blog

The website also publishes the WLA Blog, an online journal that has become the front-line vehicle for WLA communications. To ensure that important information reaches the membership in a timely manner, many articles are published first on the WLA Blog, then aggregated later for the WLA magazine. In 2020, topics included responsible gaming, sports integrity, IT security,



combating illegal gaming, and of course the COVID-19 crisis. In particular, the WLA Blog featured guest articles from members of the Security and Risk Management Committee and was instrumental in supporting the adoption of WLA-SCS:2020.

Blog articles are promoted in the WLA's social media channels in order to increase traffic to the WLA website.

WLA Blog



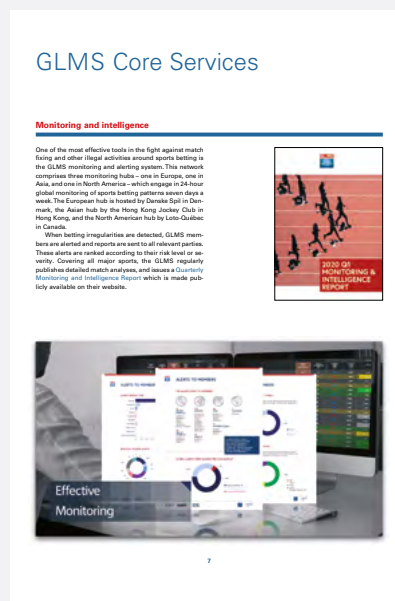
## WLA News Update



### WLA News Update

Launched in March 2020, the WLA News Update is sent out once or twice a week to provide members with an aggregate of links to industry-specific articles from around the globe. The WLA News Update serves to consolidate third-party information that might be beneficial to members, and present it in a concise, easy-to-use

format. Themes include responsible gaming, cyber-security, sports integrity, and other areas of relevance to the lottery and sports betting industry. The WLA News Update has been well received by the members, and proved particularly useful for sharing timely information on how the COVID-19 crisis was affecting the lottery and sports betting sectors globally.



### GLMS promotional brochure

With the support of the WLA, GLMS produced a promotional brochure outlining its history, mission, and vision. The presentation also explains GLMS's core services, and informs stakeholders and the general public about its role in protecting the integrity of sports. The brochure was published July and is available in PDF format for downloading from the GLMS website.





**Lottery data collection and analysis**

**WLA Quarterly Lottery Sales Indicator**

The WLA collects and compiles quarterly lottery sales data from around 35 WLA member lotteries representing approximately 60% of global sales. The data is aggregated in the WLA Quarterly Lottery Sales Indicator to provide lotteries, suppliers, and the general public with a snapshot of global and regional sales trends. In 2020, it proved to be a valuable indicator of the impact of the pandemic on lottery and sports betting operators. It also broadened its coverage to encompass related areas, such as key developments in casino operations. The WLA Quarterly Lottery Sales Indicator is publicized on the WLA Blog and continued to be quoted in a range of industry publications.

**WLA Global Lottery Data Compendium**

The WLA published the first edition of the WLA Global Lottery Data Compendium in October 2014, responding to strong demand from WLA members and external stakeholders for timely and accurate data on the state of the lottery industry worldwide. The Compendium includes key performance indicators such as sales revenues, gross gaming revenues, and money returned

to good causes. It helps to promote the role that WLA member lotteries play globally in raising funds for society, and provides valuable business intelligence for WLA Associate Members. It remains the most authoritative and accurate account of the global lottery industry available today.

All the information is sourced directly from WLA Lottery Members and WLA Associate Members, with every effort taken to ensure the correctness and completeness of the collated data. The indicators are carefully selected to assure compliance with international competition laws. For the 2020 edition of the Compendium, 93% of WLA Member Lotteries contributed data.

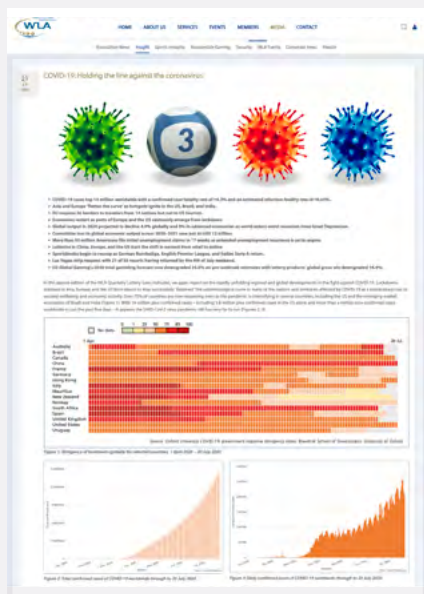
**eCompendium**

The 2019 Compendium was the final edition to feature individual member and supplier entries in hard copy. Work on a digital version, known as the eCompendium, began in late 2019 and will be finished in the first quarter of 2021. The digital version will include individual member and supplier entries, as well as aggregated data and analytics. Future print editions will present findings and a comprehensive analysis of the data, while the individual member

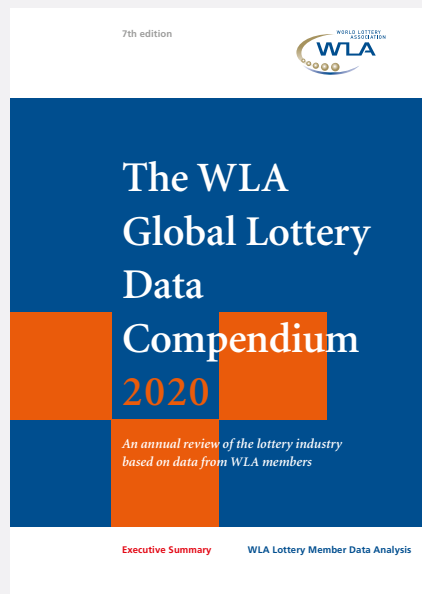
and supplier entries will remain online. The new eCompendium will facilitate real-time access to the latest figures and allow members to enter their information online to expedite the data collection process. Additional functionalities, such as user-driven visualization and analysis of aggregated global and regional data, will be added later.

**External promotion of the WLA**

The WLA Executive Director, Luca Esposito, had a number of opportunities to promote the work of the WLA in 2020. He participated in a panel discussion on the evolution of the lottery sector as part of the Sports Betting Community's (SBC) Digital Summit in September. At Public Gaming Research Institute's (PGRI) virtual conference in December, he participated in a round-table discussion with WLA President Rebecca Paul Hargrove and WLA Secretary General Lynne Roiter about the state of the global lottery sector in the wake of the COVID-19 pandemic. The Executive Director also provided a comprehensive interview for PGRI's magazine on how the global lottery community has coped with the pandemic and how the crisis has strengthened the bond between the WLA and its members.



WLA Quarterly Lottery Sales Indicator



WLA Global Lottery Data Compendium

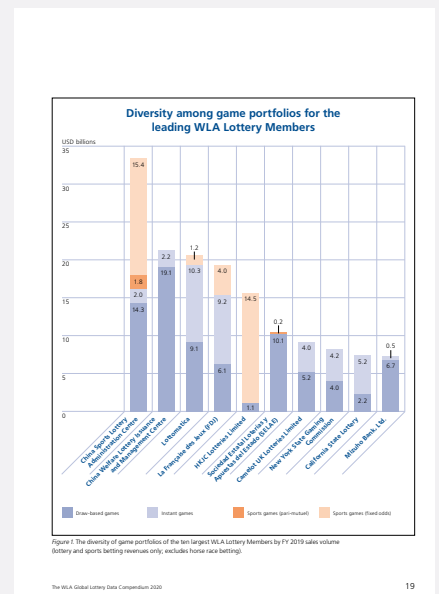


Figure 7 The diversity of game portfolios of the ten largest WLA Lottery Members by FY 2019 sales volume (lottery and sports betting revenues only, excludes horse race betting).

# The WLA moves to Lausanne

WLA headquarters had been located in Basel since the Association was founded in 1999, occupying a building owned by Swisslos and relying on them for various infrastructure needs. The WLA moved its headquarters to Lausanne in May 2020.

The move to Lausanne came at a very important time in the evolution of the lottery and sports betting sectors. As sports betting has gained in popularity around the globe, it has become an increasingly important source of revenues for state lotteries. For this reason, maintaining the integrity of sports has become vital for the global lottery community in its quest to raise money for good causes.

Lausanne is an important hub for international sports and is home to many international sports federations, including the International Olympic Committee (IOC), and to European Lotteries (EL) and the Global Lottery Monitoring System (GLMS).

As of the first quarter of 2021, the WLA will permanently occupy offices on the premises of Loterie Romande, immersing the WLA staff in an operational environment and providing them with valuable insights into the day-to-day realities of a lottery business. Above all, the move will help the WLA to build an even closer relationship with GLMS and further develop synergies with European Lotteries. Both these organizations also have their offices at Loterie Romande.

Loterie Romande took over the accounting and HR functions for the WLA in 2020 and will support the infrastructure needs of the WLA once the association is installed on the premises of Loterie Romande. The WLA is extremely grateful Swisslos for their two decades of support, and thanks Loterie Romande for their assistance going forward.

Former address

**The World Lottery Association**

Lange Gasse 20  
PO Box  
4002 Basel  
Switzerland  
[www.world-lotteries.org](http://www.world-lotteries.org)

New address

(as of March 1, 2021)

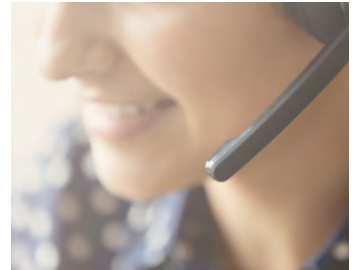
**The World Lottery Association**

Avenue de Provence 14  
Case postale 6744  
1002 Lausanne  
Switzerland  
[www.world-lotteries.org](http://www.world-lotteries.org)





2020 highlights





World Lottery Association  
**The year in review 2020**

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