



A Year of Connection & Impact

RGC

Responsible
Gambling
Council

**2025 – 26
Impact Report**

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2024–29 Strategic Priorities

We are proud to share our progress in year two of our five-year strategic plan, *Paving the Way with Purpose*. This year, our focus on connection has driven our work across all three strategic priorities. Every highlight in this report demonstrates how uniting people and systems advances our long-term goals.



Prevention Leadership and Impact

Employ our prevention leadership and human-centred design to increase the positive impact that we have on players and communities globally.

Prevention works best when it meets people where they are. Our programs are grounded in human-centred design, listening closely to players, families, and communities so our prevention programs reflect their realities rather than our assumptions. That work spans the full spectrum of people affected by gambling, from people who gamble in regulated venues and online, to those exposed to gambling through everyday life, to youth, young adults, families, and people with lived and living experience of gambling harm. Youth and young adults are a priority population for RGC, as are ethnocultural communities that face a higher risk of harm. Through PlaySmart Centres, youth and community education, partnerships with sports leagues that shape how fans engage with betting, and collaborations with player- and community-serving organizations, we extend our reach to more people in more places, making prevention more relevant, more inclusive, and more effective.



Strategic Innovation and Excellence

Bolster RGC's sustainability through the expansion of global relationships, innovation and commercialized product offerings, and high-quality knowledge creation.

Our impact grows when our knowledge travels. We deepen relationships across regulators, operators, treatment providers, and research communities, strengthening the cross-sectoral connections that move responsible gambling forward. Through RG Check, our accreditation program, and Advisory Services, we work with operators and regulators to build, implement, and strengthen responsible gambling programs against RGC standards, bringing our expertise into new markets around the world. We share evidence and thought leadership through Discovery and our research and continue to advance new and evolving program offerings. By connecting systems and stakeholders, we are building the influence and long-term sustainability we need to keep delivering.



Organizational Sustainability and Capacity

Continue building a high-performing organization that is committed to equity, diversity, inclusion, accessibility and anti-racism, and dedicated to the well-being and success of our team.

The connections we build with the world depend on the strength of the connections within our own organization. This year we continued to invest in an inclusive, high-performing culture, advancing our commitment to equity, diversity, inclusion, accessibility, and anti-racism as a core part of who we are. We strengthened our governance, processes, and team capabilities so that our people are supported to do their best work. A healthy, well-supported organization is the foundation for everything we achieve for players and communities.

A Year of Connection and Impact



In 2025–26, we entered the second year of our strategic plan, *Paving the Way with Purpose*, and it was a year worth celebrating. We reached more people, in more places, through more channels than ever before, and we did it by leaning into what has always set us apart: connection. This year we also gave that idea a name, articulating our first formal Theory of Change, which confirmed what our teams and partners have long practiced. Trust-based relationships with players, communities, and the organizations shaping the gambling landscape are how prevention becomes real.

Our impact was both measurable and meaningful. PlaySmart Advisors continued to meet players where they are across Ontario, and the Virtual PlaySmart Centre extended our reach beyond physical venues. With core funding from the Ontario Ministry of Health, our prevention campaigns reached millions of Canadians across general and ethnocultural audiences, while our programs continued to influence practice nationally and internationally. *The Randomizer* returned to post-secondary campuses, *Beyond the Game* high school training module expanded into French, and a new program, *Games, Bets and Reality Checks*, was piloted in Ontario high school classrooms for the first time.

Our work to connect responsible gambling systems globally reached new milestones. The Alberta iGaming Corporation announced RG Check accreditation would be mandatory for all operators entering Alberta’s regulated iGaming market, a landmark step that builds on the Ontario model. The year also marks RG Check’s 15th anniversary, reflecting a program that has grown from a Canadian standard into a globally recognized benchmark. Our Advisory Services team worked with partners on four continents, and our newly launched Research and Knowledge Mobilization Strategy gives us a shared, evidence-informed direction.

In May 2025, Discovery brought 304 delegates from more than 10 countries together for three days of dialogue, with 89% saying they attended because of the topics and content. Discovery is where all of this work converges.

To our staff, our Board, our funders and our community partners: thank you. Your expertise, guidance, and trust make every result in this report real. A special thank you to Jim Engel and Simo Dragicevic, who completed their Board terms this year, for their contributions to our mission.

Two years into our plan, the clearest lesson is this: progress follows connection. Behind every number in this report is a person who now has better information, stronger support, or safer surroundings because of the relationships we’ve built. That is why we do this work, and why we look forward to deepening those connections in the year ahead.

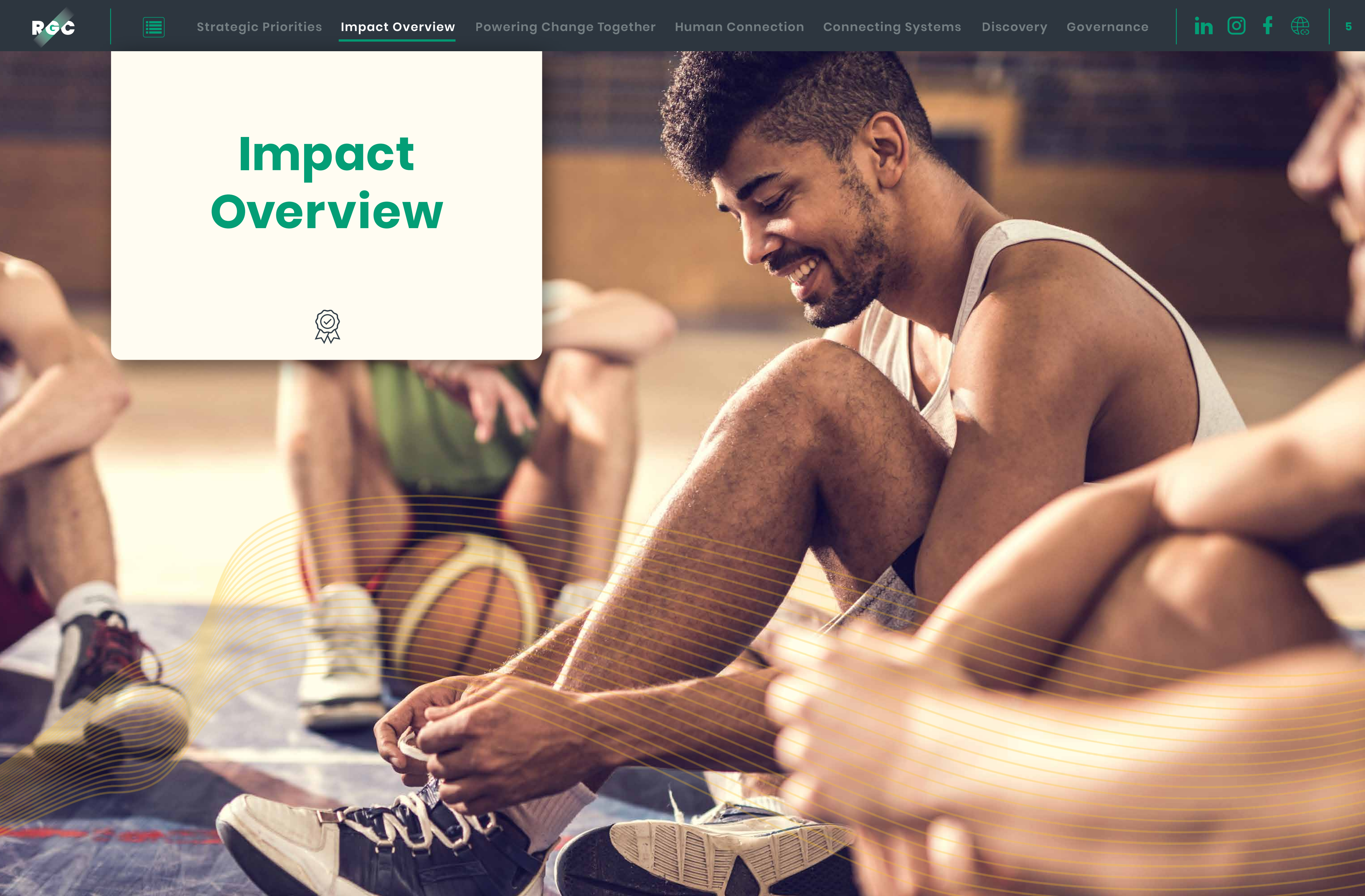


Sarah McCarthy
Chief Executive Officer



Bev Mehmel
Board Chair

Impact Overview



Next Generation

Impact at a Glance

Youth

New multi-year youth strategy strengthens foundations for preventing gambling-related harm among young people.

90k



Parents & Caregivers

Clicks to Parent/Caregiver information and support hub on responsiblegambling.org

91%

of the 135 youth who participated in a risk awareness training pilot reported a better understanding of gambling risks and harms.

Young Adults

Pilot peer-to-peer program co-designed with young adults.

100% of peer facilitators and **94%** of young adult participants reported that this workshop taught them practical strategies to minimize gambling harms.

4,000+

Post-secondary students reached via on-campus activation

90%

Of survey respondents reported a better understanding that sports knowledge does not guarantee gambling wins.

Population

Impact at a Glance

PlaySmart Centre

675 K+

Connections with players, patrons, and venue staff across Ontario through interactions, events, and virtual services providing information, tools, and support.

90%

Agree that PlaySmart Centre's interactive demonstrations like *Behind the Spin* make learning about gambling more engaging and memorable.

**Empowering
Casino Staff**

"I feel much more equipped to approach players and answer questions."

Supported by PlaySmart Centre training and resources.

Community Outreach & Ethnocultural Activities

Addressing increased gambling activity during cultural celebrations, we connected with diverse communities through culturally relevant messaging and trusted channels:

5.5 M+

Impressions via Diwali Campaign

4.3 M+

Impressions via Lunar New Year Campaign

36

Organizations engaged across two regional roundtables to shape ethnocultural harm prevention work.

97%

Of participants reported that these events helped them better understand the scope of gambling and gambling related harm in Ontario, and feedback responses suggested strong readiness to act.

Awareness Media

495 M

Estimated Reach with *Illusion of control* messaging via MLSE Games

121 M

Reached with safer play messaging during Super Bowl LIX & **1.14M reached** during Stanley Cup Playoffs

1.49 M

Individuals reached through Caribbean Vibrations TV, media, and in person through Caribbean Vibrations Festival

7,215

Clicks connecting people to support and self-assessment tools

1,800+

Individuals reached through in-person activations at South Asian places of worship and faith-based cultural events

Global Impact at a Glance

Discovery

51%

Growth in delegate attendance from 2025 to 2026

89%

In 2025 said they attended because of the topics and content

84%

In 2026 said Discovery enabled meaningful connections

Bringing
Together People,
Communities
&
Organizations

Research & Knowledge Mobilization

Launched RGC's first organization-wide Research and Knowledge Mobilization Strategy.

Completed year one of a 5-year longitudinal Canadian sports betting study.

Early findings underscore the need for early harm prevention and education.

RG Check

65

Total RG Check accreditations across 8 jurisdictions in FY2026 for both land-based (41) and iGaming (24) sites.

Advisory Services

Partnered with the Ottawa Senators to equip 50+ staff with training and tools to recognize risks, engage fans responsibly, and connect with those who may need support.

Advanced the global evolution of responsible gambling practices through a fourth independent review for Australia's largest pub operator, extending nearly a decade of continuous improvement work.

Worked alongside a leading integrated resort operator in Cambodia to build a company-wide responsible gambling program from the ground up, embedding player protection across leadership, policy, training, and customer-facing operations.

Powering Change Together



Connected by People, United by Purpose: Powering Change Together

Behind every program, accreditation, and research finding at RGC is a simple conviction: gambling should never come at a human cost. That belief shapes who we are, who we work with, and what we stand for.

We are an independent, non-profit organization with more than 40 years of experience in gambling harm prevention. We are researchers, educators, advisors, and advocates. And we are part of a much wider network: governments, operators, gaming manufacturers, leagues, treatment providers, educators, community partners, allied health professionals, and, most importantly, the players and families at the centre of everything we do.

What unites us across that network is purpose. The vision, mission, and beliefs on this page are the foundation we return to in every decision we make.

Beliefs

We exist to ensure that gambling safeguards are in place to promote the well-being of people and communities. We influence positive change and advance responsible gambling.

Vision

A world where gambling never comes at a human cost.

Mission

We unite people and organizations to minimize gambling's human impact by driving knowledge, dialogue, and action.

Our Core Values

Humanity

We believe in human dignity and respect. We're driven to build a positive future for everyone. We apply our knowledge to the creation of conditions that promote positive behavioural change. We embrace individual and community differences and are committed to being inclusive, equitable, and respectful in all of our work.

Courage

We believe it takes courage to make real change in the world. We appreciate the confidence in others, and we are never afraid to offer honest, evidence-informed perspectives, even if they conflict with conventional wisdom.

Integrity

We strive to meet the highest standards of professionalism and impartiality. We hold ourselves responsible for all that we do.

Ingenuity

We are inventive, resourceful, curious, and inquisitive by nature. As the world keeps changing, we are always on the lookout for new ways to turn knowledge into action.



Our Theory of Change

Trust, dialogue, and collaboration are the mechanisms through which learning, system change, and impact happen. Meaningful change comes through relationships and the connections between them, not through any part acting in isolation. Across all our programs, we keep human well-being and sustainability at the centre. This framework aligns our work across every part of the sector, but at its heart, it's about people. Together, we're building a world where gambling never comes at a human cost.



Individuals

Ask anyone at RGC why the work matters, and the answer usually starts with a person. A player deciding to set a limit. A parent looking for the right words. A community leader stepping up to help. This year, we put language to something our staff and partners have long practiced: the belief that connection is what makes prevention real. Our formal Theory of Change is the articulation of that belief, and it's the lens for everything that follows in this report.

Our approach leads with connection across every level of the sector.



Communities

With individuals, we build direct, trust-based relationships, reaching people who gamble, young people navigating a world where betting is everywhere, people with lived experience of gambling harm, and the family members, friends, and colleagues affected by it.

With communities, we partner with the organizations and intermediaries that already hold trust on the ground: community organizations like food banks and libraries, businesses like bars and lottery retailers, and sports leagues that shape how fans engage with betting.



Institutions

With institutions, we work alongside public health and treatment providers, researchers, media, law enforcement, financial institutions, and post-secondary institutions, often through training, evidence sharing, and capacity building.



Industry

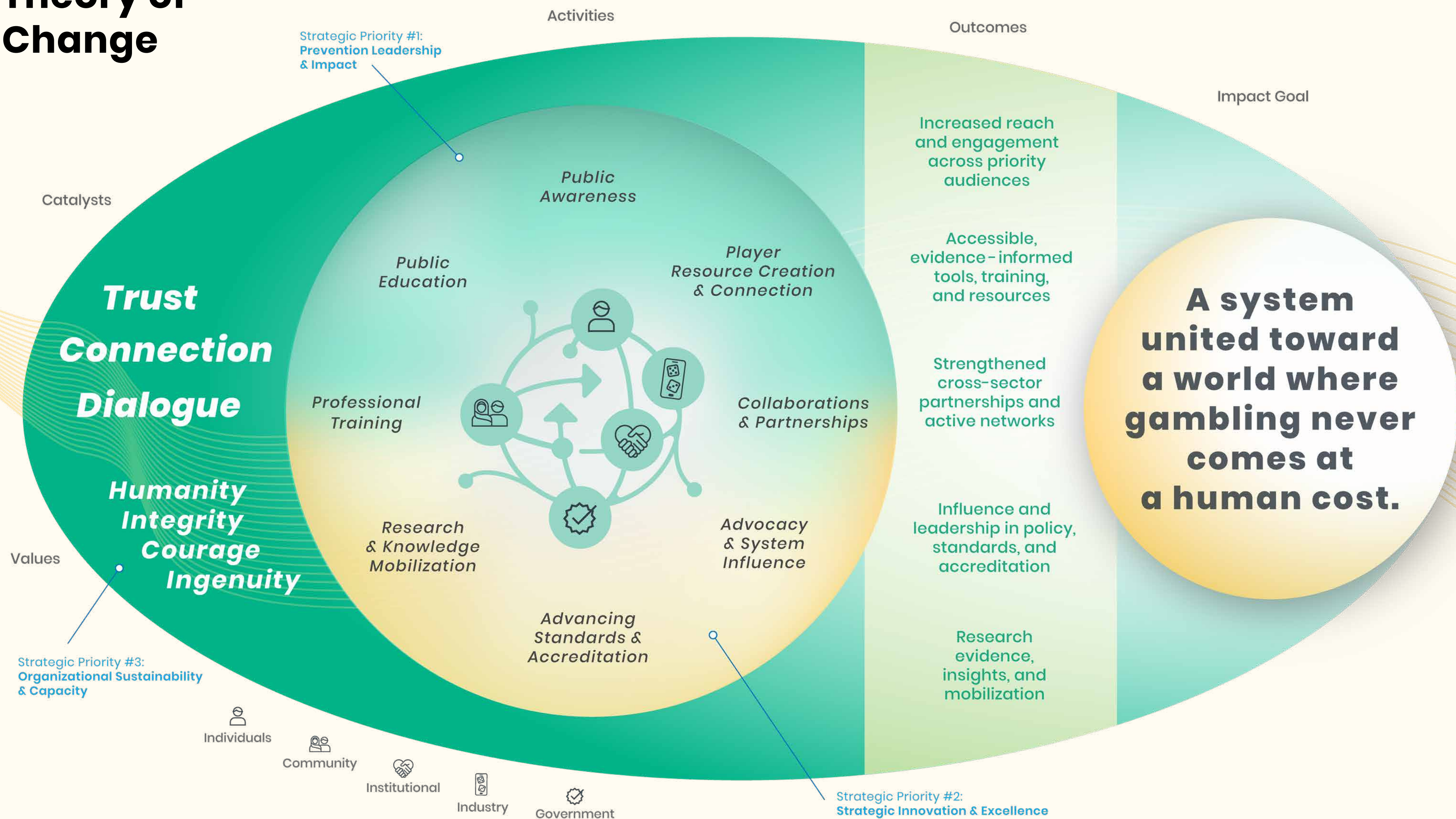
With industry, we engage operators, regulators, suppliers, and vendors to share evidence-informed strategies for harm prevention and to set standards through programs like RG Check.



Government

With government, we work with policymakers and decision-makers to ensure that the policies and frameworks shaping gambling in Canada are grounded in evidence and centred on the people they affect.

Theory of Change



Championing EDIAA

We are dedicated to fostering Equity, Diversity, Inclusion, Accessibility, and Anti-Racism (EDIAA) across all aspects of our organization. Our commitment to fostering a fair and inclusive workplace, which values diversity and encourages respect and dignity for all beliefs and ideas, is built on an organizational culture that embraces the ongoing importance of this work.



In 2025–26, we:

- Engaged a variety of guest speakers on topics related to Black History Month, Pride, Mental Health, and National Day for Truth and Reconciliation.
- Encouraged sharing and engagement through our “Humanity in Action: Embracing Inclusion” Teams channel.
- Supported three active Employee Resource Groups (ERGs): Mental Health Awareness, focused on highlighting resources and encouraging dialogue; Cultural Celebrations, dedicated to recognizing, sharing, and celebrating the rich diversity of cultures at RGC; and the AI RG Working Group, focused on advancing responsible gambling and player protection using AI in our work.
- Expanded our reach through community ethnocultural-specific programming and regional roundtables that brought together cross-sectoral partners and community partners to raise awareness and increase learning.
- Leveraged internal research data to further inform community programming.
- Focused Board recruitment on diverse backgrounds and experience in Canada and internationally.
- Staffed PlaySmart Centres with team members who reflect the diversity of Ontario’s communities and communicate in multiple languages, allowing them to better connect with both visitors and employees at casinos and charitable gaming venues.
- Integrated the newly created Board culture manual to reflect how we collaborate, engage, and build relationships with one another.
- Shared the staff culture manual during the recruitment process to reinforce our values.
- Revised EDIAA Key Performance Indicators to provide clearer benchmarks for guiding future initiatives.

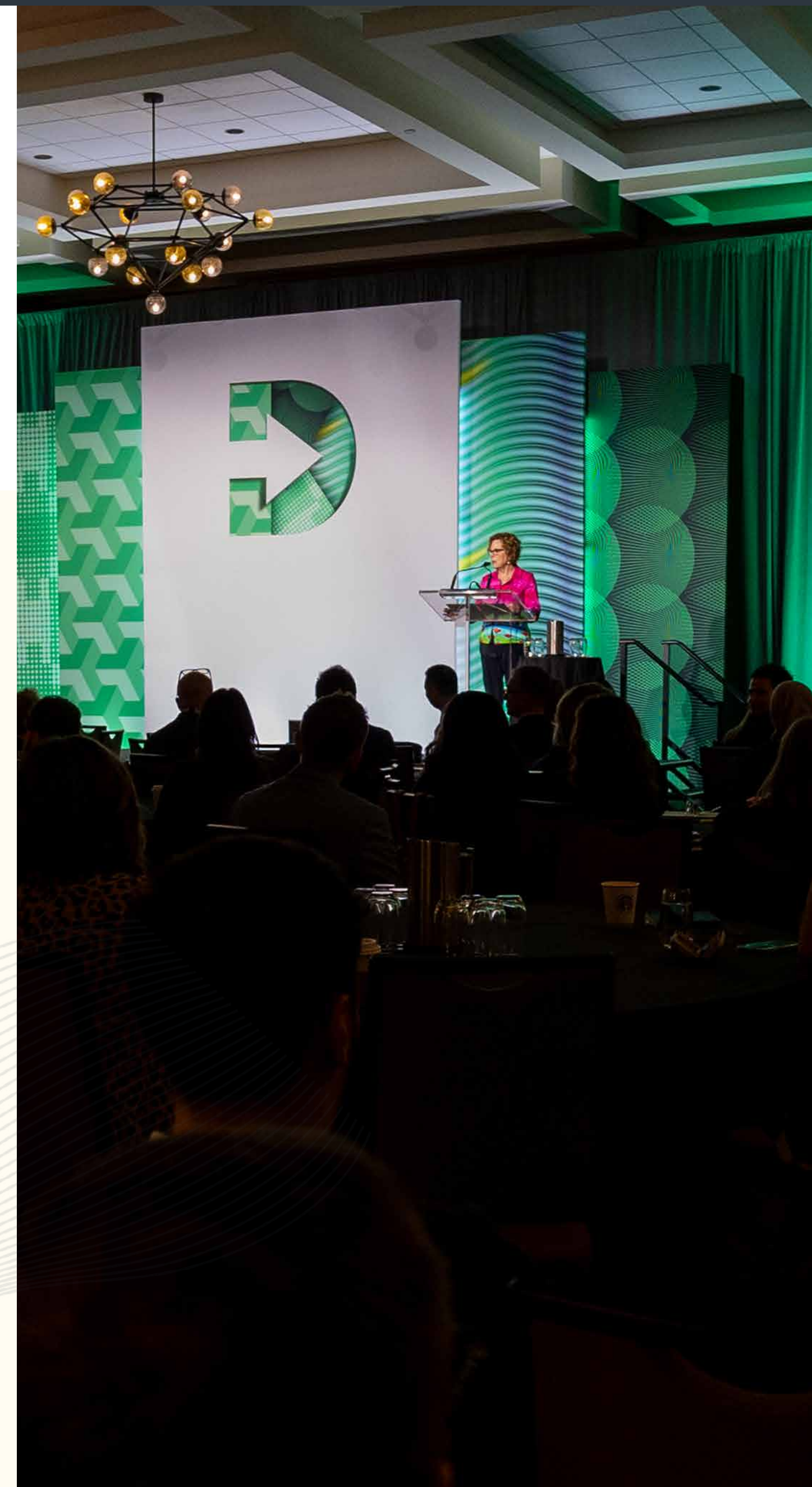
Built on Evidence, Grounded in Connection

We are leading the way in gambling harm prevention in Canada and globally. As an independent and respected non-profit organization with more than 40 years of experience, we're committed to promoting safer gambling culture and practices through a 360-degree approach: working with everyone connected to the gambling ecosystem, from regulators and operators to treatment providers, researchers, community organizations, and the players and families they serve. Every recommendation, program, and partnership is grounded in evidence.

That evidence shapes every part of our work. Our globally recognized RG Check accreditation program sets the standard for operator practices. Our advisory and consultation services help governments and industry raise the bar. Our community and

public education initiatives reach people where they live, learn, and gather. And through PlaySmart Centres, we meet players directly and support behavioural change in the moment. Across all of it, the connections we build, informed by evidence, are what drive impact.

We work with stakeholders around the world, including governments, operators, and people with lived experience. Increasingly, we're engaging and mobilizing community partners, educators, and allied health professionals. These connections are grounded in our commitment to neutrality and independence, which is foundational to our mission. We aim to be purposeful in our research and recommendations to reduce the risks associated with gambling and to provide information and support to those in need.



The Human Connection



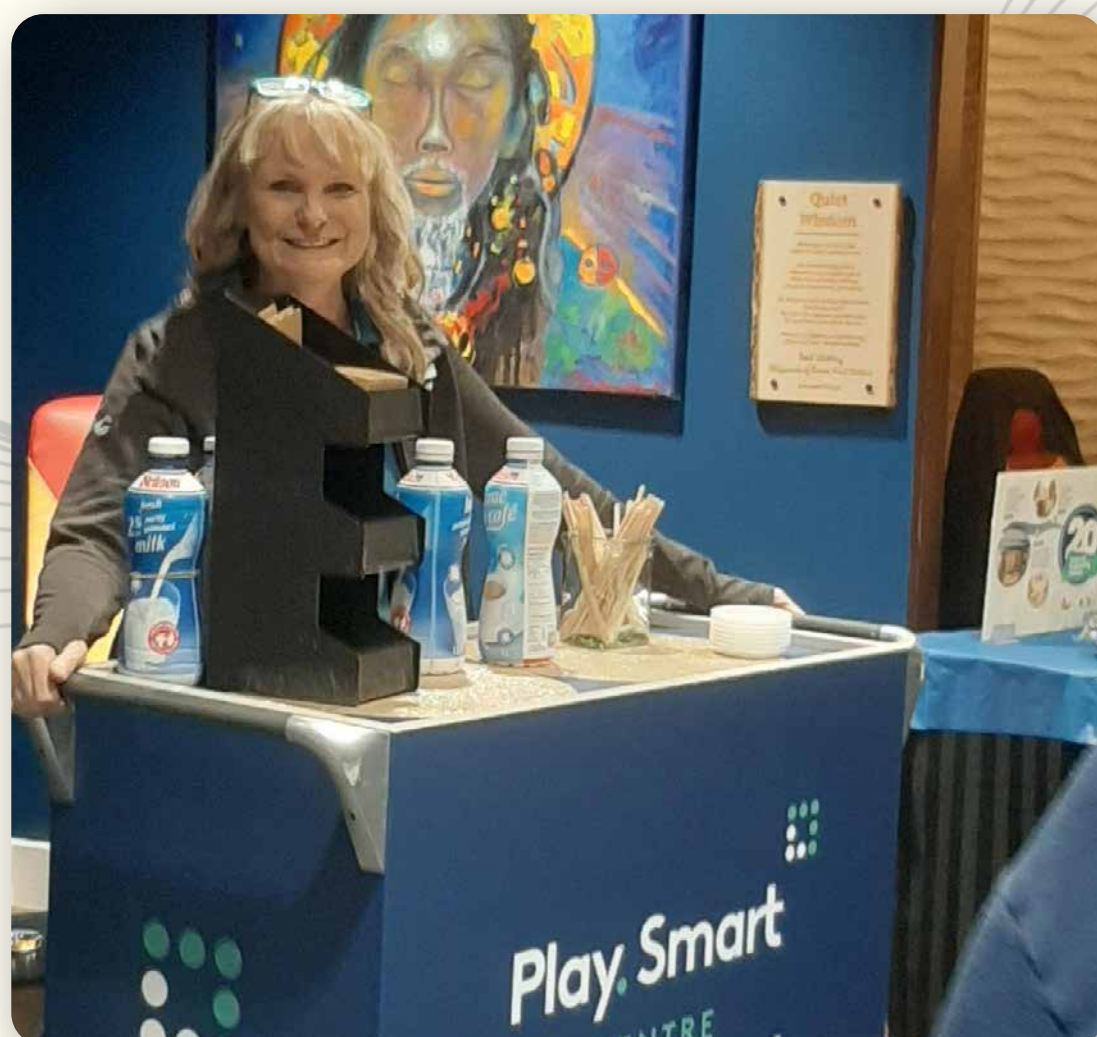
Prevention Education in Action

In 2025-26, we reached more people than ever, with a growing focus on youth and young adults. Core funding from the Ontario Ministry of Health powered campaigns and digital tools that connected with players directly, and funding from Ontario Lottery and Gaming Corporation (OLG) supported PlaySmart Advisors meeting people face-to-face at PlaySmart Centres, while community organizations helped families and educators recognize risk and connect people to support.



PlaySmart Centres: Meeting Players Where They Are

We proudly operate PlaySmart Centres (PSC) on behalf of Ontario Lottery and Gaming Corporation, located at casinos and Charitable Bingo and Gaming Centres across the province. Every day, PlaySmart Advisors meet players. They share the knowledge and tools that help keep players informed and their experience fun, and they are ready to listen, provide immediate support, and connect people to resources in their community whenever play begins to feel difficult to manage. This year, those connections grew in every direction: more players reached, more conversations had, and a new educational experience that brought the realities of gambling to life on the gaming floor.



Connecting with Players

526k

Connections with players and patrons, through PlaySmart Centres this year

1,230

Successful Check-in Calls supporting players post self-exclusion across Ontario casinos, Charitable Bingo and Gaming, and OLG.ca

Connecting with Venue Staff

42k+

Connections with venue staff through PlaySmart Centres this year

781

Boost Your Knowledge sessions delivered to reinforce safer gambling knowledge with venue staff



PlaySmart Centres (cont.)

Behind the Spin: A New Way to Show How the Game Works

Each quarter, PlaySmart Centres (PSC) feature a new Educational Event spotlighting a different topic to support player education. *Behind the Spin*, launched in October 2025, is the latest in this series: an interactive educational experience delivered by PlaySmart Advisors using a mobile electronic cabinet that resembles a slot machine at casinos or a Tap 'N Play machine at charitable gaming locations but is designed to educate.

Participants take part in a three-reel cabinet experience and are guided through a behind-the-scenes demonstration that reveals how outcomes are determined purely by chance. The experience strengthens statistical literacy, challenges common gambling myths with relatable examples, and encourages critical reflection on play, all in a format that participants consistently describe as engaging, informative, and memorable.



Virtual PlaySmart & Check-In Calls

Two service offerings extend PlaySmart's support to players by phone, shaped to what each person needs. Through the Virtual PlaySmart Centre, players can access the same trusted help found at our in-person locations. Trained PlaySmart Advisors guide flexible, private conversations in response to each caller, providing information, safer-play strategies, and connections to community resources. The Check-In Call service extends that same support to players registered in MyPlayBreak or other self-exclusion programs who have opted in, with PlaySmart Advisors proactively reaching out to see how participants are doing and offer encouragement throughout their break.

To deepen these conversations, we developed a customized training for a select group of Advisors focused on language, tone, and trauma-informed practices, equipping them to adapt to each person's circumstances and build genuine connections during phone-based interactions. Together, these approaches create warmer, more sustained connections for people navigating self-exclusion.

Behind the Spin: First-Year Impact

186

Events delivered at casino and charitable gaming locations across Ontario

28,084

Reached between October 2025 and January 2026

Casino Locations

145 – events
25,585 – visitors

Charitable Gaming

41 – events
2,499 – visitors

90%

Slot Machine

94%

Tap'N Play

Learned that time spent at a machine does not change the likelihood of future outcomes

90%

Of respondents agreed that interactive demonstrations like *Behind the Spin* make learning about gambling more engaging and memorable

71%

Of respondents reported that PSC services met their needs very or extremely well

Boost Your Knowledge: Building Capacity in Venue Staff

Boost Your Knowledge (BYK) is a comprehensive, continuous learning program designed and produced by us to strengthen the capacity of frontline staff and reinforce formal training. Built by our team on principles of reinforcement and workplace learning, *BYK* moves beyond classroom settings by integrating short, practical, and peer-led activities directly into day-to-day operations. It enables staff to consistently apply responsible gambling concepts and grow their confidence in real player interactions. Each quarter, we develop content around a specific theme so that knowledge remains fresh and relevant, and we track participation to support program evaluation and continuous improvement. *BYK* is tailored for diverse operational teams, including Casino Staff, OLG Prize Centre Staff, OLG Customer Support Call Centre Staff, and Charitable Gaming Staff.

Boost Your Knowledge to a PlaySmart Centre

87%

Of staff report feeling confident responding to players with signs of problem gambling

89%

Of staff report feeling confident referring players to the PlaySmart Centre

Culturally Responsive Harm Prevention: Supporting Communities During Times of Celebration

Ethnocultural prevention awareness connects us with communities during culturally significant celebrations and local gatherings, raising awareness of gambling harms and opening pathways to support. Because stigma and shame remain significant barriers to seeking help directly, our programs reach people through trusted cultural channels and extend the conversation beyond the individual to family members, friends, and affected others who often play the most important role in recognizing risk and connecting loved ones to support.

Lunar New Year Campaign Impact

To deepen our cultural connection during the Lunar New Year, we worked alongside Chinese-language media outlets like Sing Tao to share information and resources across Meta, YouTube, and other online video platforms. This outreach delivered 4.3 million impressions and achieved our strongest campaign performance for this audience since 2025.

Lunar New Year

4.3M+

Impressions delivered during Lunar New Year celebrations

53K

Clicks connected people to in language prevention information and supports.

Diwali Campaign Impact

We partnered with South Asian communities during Diwali, the Festival of lights to raise awareness of how to recognize when gambling behaviours may become harmful through a series of video messages. This targeted outreach connected with 2 million people and delivered more than 5.5 million impressions. The campaign generated highly engaged connections; 91 percent of viewers watched the messages to completion.

Diwali Campaign

2M

People reached during the Diwali celebration period

5.5M+

Impressions delivered through culturally relevant channels

991K+

Completed video views connecting people with culturally relevant problem gambling messaging



Watch Lunar New Year,
Plan before you play



Watch This Diwali, Choose Light

Meeting Communities Where They Gather

Community Outreach

Our community outreach starts with relationships. We work with non-profits and ethnocultural communities in Canada to raise awareness of gambling harms and help people find prevention resources when they need them. That work looks different in every community. Sometimes it means culturally responsive prevention awareness campaigns that meet people where they already gather. Sometimes it means sitting down with local organizations to understand what stigma sounds like in a particular community, and what kind of message will create a meaningful impact. What stays constant is the goal: making sure prevention reaches the people it's meant for, in a way that feels like it was made for them.

1,800+

Individuals reached through in-person activations at South Asian places of worship and faith-based cultural events

Train the Trainer model: recruited from within the community, building capacity, to implement engagement activities

Connect activities content was translated and delivered in four languages



1.49M

People in Caribbean communities reached through TV, media, and activations



Caribbean Communities

Through our ongoing partnership with Caribbean Vibrations TV and in-person activations at the Caribbean Vibrations Festival in Toronto, we continued to build direct, trusting relationships within Black and Caribbean communities. The collaboration created space for open, culturally grounded conversations about gambling harm, working to reduce stigma and normalize help-seeking. A live sports bar interview filmed during a major sporting event captured community voices in real time.

Big Game Strategy: Meeting Betting Intent at Its Peak

Sports betting doesn't happen in the abstract. It happens in the roar of a stadium, the group chat lighting up after a goal, the sudden pull to double down when a team is behind. Our Big Game Strategy is built for those moments.

The strategy places prevention messaging in front of bettors during some of the biggest events on the sporting calendar, including the Super Bowl, and March Madness. These are the moments when betting activity spikes, emotions run hottest, and the pull to chase a loss or raise a stake is strongest. They are also the moments when a well-timed message can land hardest.

By showing up where bettors already are, on social media feeds, and within the communities that carry these events, we connect harm prevention to the culture of sport itself. Broad public reach is paired with targeted outreach to groups facing higher risk, including young adults and ethnocultural communities. The result is a conversation about preventing gambling harm that feels natural, timely, and built for the people it is meant to reach.

14.2M

Impressions delivered

19

Ethnocultural media

279

Broadcast PR spots delivered

\$56.7M

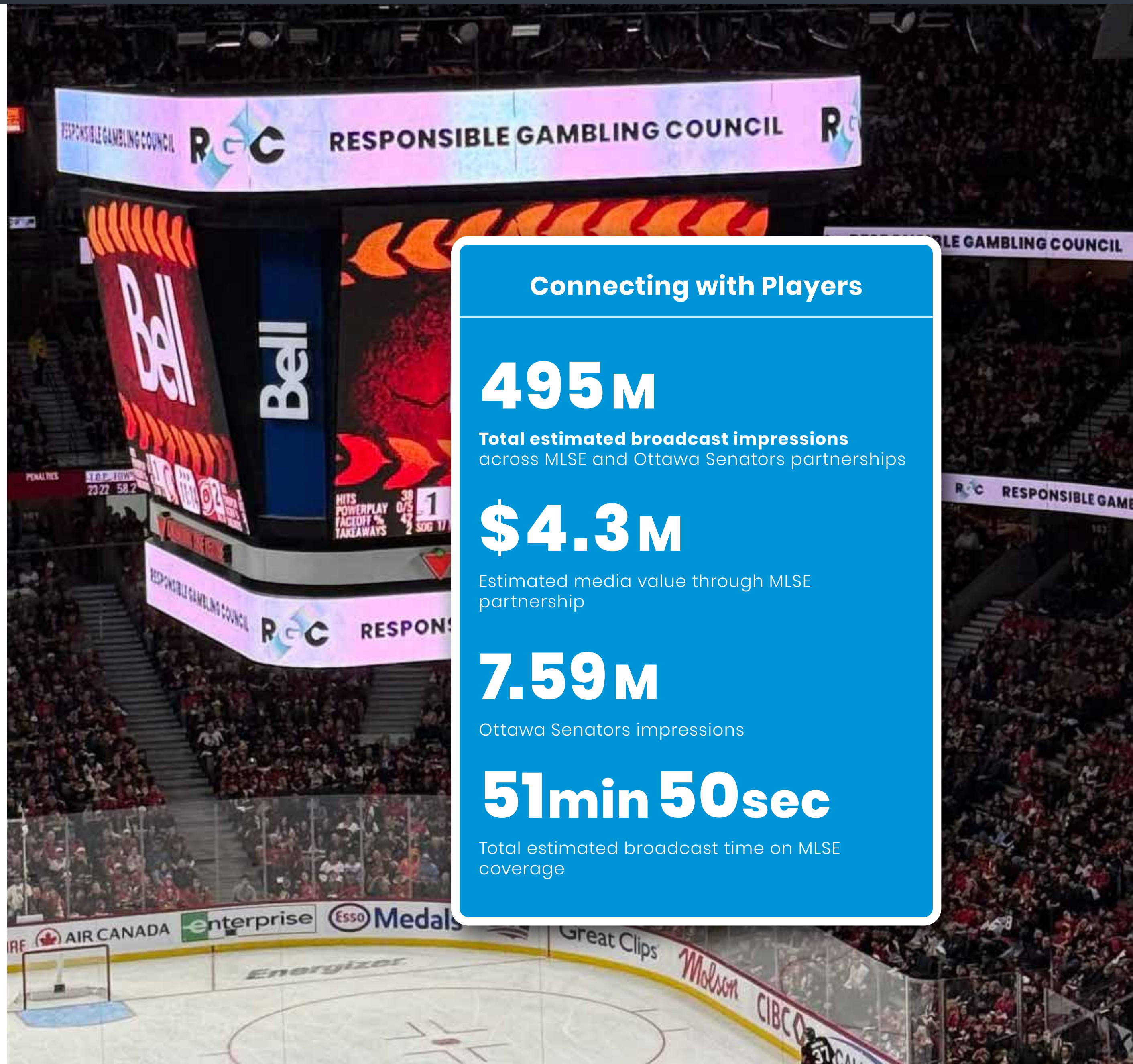
In bonus media value

46,187

Total clicks

Sports Partnerships: Prevention Inside the Game

We continued our strategic partnership with Maple Leaf Sports and Entertainment, embedding harm prevention messaging into the live sports experience at moments of peak gambling activity. A new partnership with the Ottawa Senators, launched in January 2025, extended this approach into the nation's capital. Beyond the impressions they generate, these partnerships embed safer-play norms within sports culture itself, building awareness that carries well past any individual game.



Connecting with Players

495M

Total estimated broadcast impressions across MLSE and Ottawa Senators partnerships

\$4.3M

Estimated media value through MLSE partnership

7.59M

Ottawa Senators impressions

51min 50sec

Total estimated broadcast time on MLSE coverage

Equipping Parents & Caregivers

Preventing underage gambling requires supporting the people beyond young people themselves. Recognizing this critical need, we launched targeted digital outreach that equips parents, caregivers, and key authorities with the knowledge needed to spot the early signs of gambling in youth. Our goal is simple: to open vital conversations at the family level. Grounded in insights from our own youth research, this educational initiative builds a powerful protective capacity right within your home.



Get Resources for
Parents & Caregivers



17M

Impressions delivered

159k

Clicks across Meta, Google, and TikTok

Prevention: A Multi-Year Youth Strategy Takes Shape

Our youth prevention approach is built for the long term. In FY24–25, an evidence-informed foundation was established through a literature review, stakeholder engagement, youth digital diaries, and a quantitative survey. This year, RGC and Greo Evidence Insights worked together to co-develop a measurable harm prevention strategy for high school students, pairing our prevention expertise with Greo’s research rigour to ground the next phase of programming in both evidence and stakeholder voice.

In FY26–27, that strategy moves into operationalization and scale.

Youth Webinar: Building Sector Capacity

Our Research and Preventions teams presented key findings from our youth research study through a dedicated thought leadership webinar, Valuable Insights for Fostering Wellness and Harm Prevention: A Webinar on Youth Gambling. The session presented results from a multi-method research initiative that combined literature reviews, stakeholder mapping, a quantitative study, and youth digital diaries. Centring the digital diaries grounded the findings in the everyday realities and perspectives of youth themselves.

Youth Webinar

404+

Registered

350+

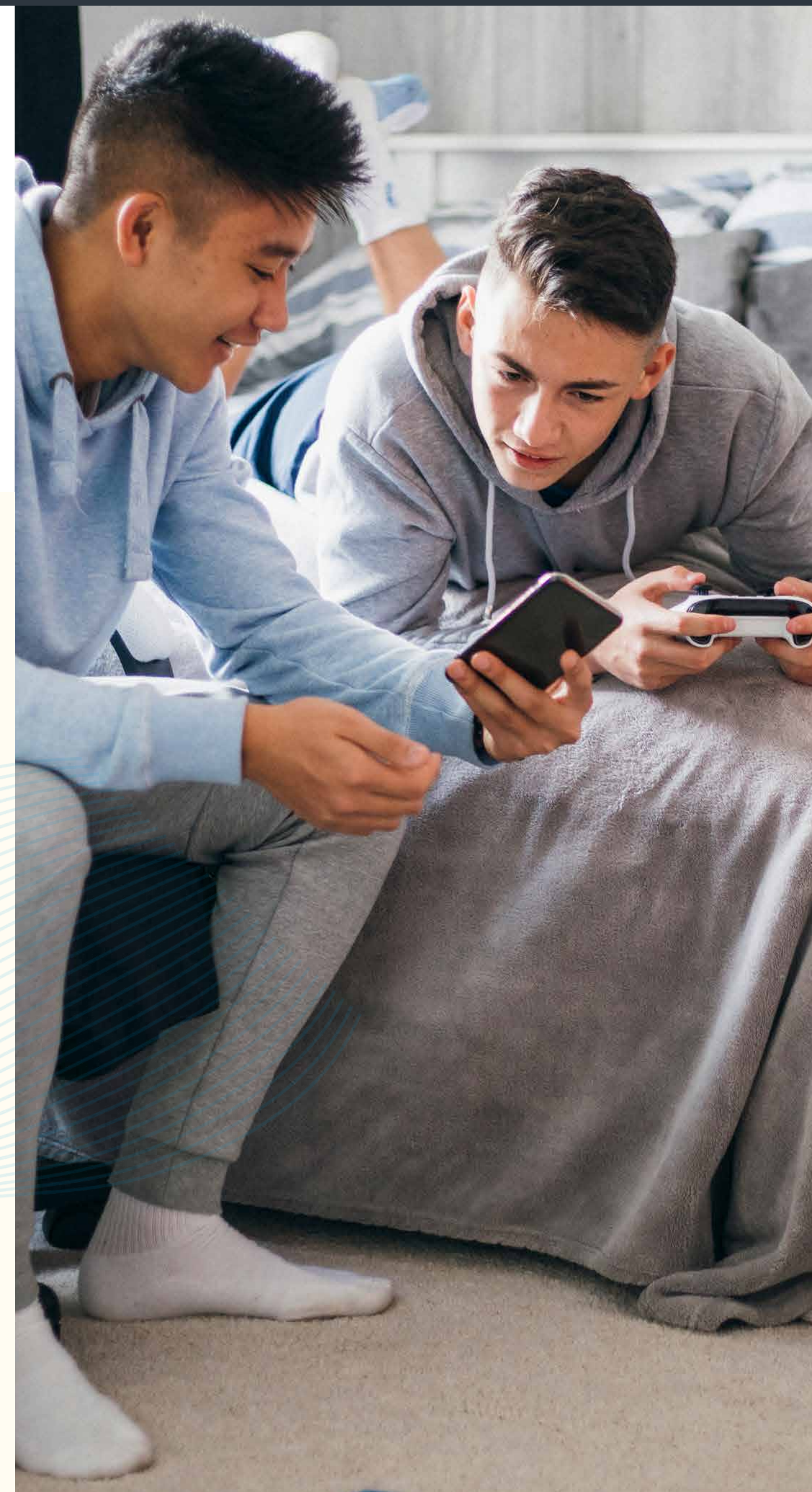
Attended or viewed

90%

Reported improved understanding of current youth gambling harm prevention needs

94%

Said the webinar encouraged them to prioritize youth gambling harm prevention



Safeguarding the Next Generation

Young people today are navigating a world in which gambling-like mechanics are embedded in video games, and sports betting marketing is a constant presence in sports culture. Reaching them requires showing up early, speaking their language, and building the capacity of the adults and peers around them to maintain a protective layer as young people grow up in an increasingly connected world.

In 2025-26, we expanded our youth and young adult prevention work more significantly than any prior year.



Beyond the Game: Empowering Student-Athletes

Beyond the Game is an interactive, coach-led training module that equips high school student-athletes with knowledge of gambling risks and practical strategies to avoid harm.

Following a six-school pilot in FY24-25, where 100% of participating facilitators said they would recommend the program, the module was opened more broadly this year. Since December 2025, 28 organizations and schools have accessed the training, signalling strong early interest in student athlete-focused prevention. The design is intentional: by equipping coaches to lead these conversations, the program is built to grow prevention capacity within youth sports that outlasts any single delivery.



Get Beyond the Game

100%

Of pilot facilitators recommend this program

28

Organizations and schools have accessed the training since December 2025

Pilot results indicate strong learning outcomes for student participants.

Plan to apply risk strategies learned

92%

Likely to help a friend access support

79%

Gained knowledge on accessing help

76%

Games, Bets & Reality Checks: A Second Module Takes Shape

Building on the important strategy of providing educators and coaches with evidence-informed resources, we advanced a second high school training module this year: *Games, Bets & Reality Checks*. Designed as a facilitated classroom session led by educators, the module uses case studies, small-group discussion, and reflection to help students recognize how video gaming, marketing, and advertising can shape gambling behaviour. Along the way, students strengthen critical thinking, build skills to recognize and avoid gambling-related risks, and connect with age-appropriate supports. Following a pilot with high school students, we are refining the content based on participant feedback and preparing to rollout the resource to secondary schools across Ontario and throughout Canada.



100%

Of facilitators agree the session was well received and engaging

88%

Of participants reported learning practical ways to limit risk

Pilot results indicate strong learning outcomes for student participants.

Better understanding of gambling risks and why students may be at higher risk

91%

Feel at least somewhat confident using strategies they learned to reduce gambling-related harms

94%

Books Before Bets: New Peer-Led Campus Education

Books Before Bets is a new pilot post-secondary peer education initiative, co-designed with student collaborators and university peer education specialists to test and refine an approach that authentically reflects the realities of campus life. The program empowers post-secondary students to recognize warning signs, understand the unique gambling risks young adults are facing, and become aware of campus and community supports. By equipping peer facilitators to deliver the program themselves, *Books Before Bets* builds prevention capacity within student communities that persists well beyond any single session.

"Our relationship with [the staff] was 100% genuine, 100% trusting ... We were definitely valued and respected throughout the process."

Student co-designer



100%

Of campus staff are very likely to continue offering the workshop

100%

Of peer facilitators say the program taught practical strategies to minimize gambling harm

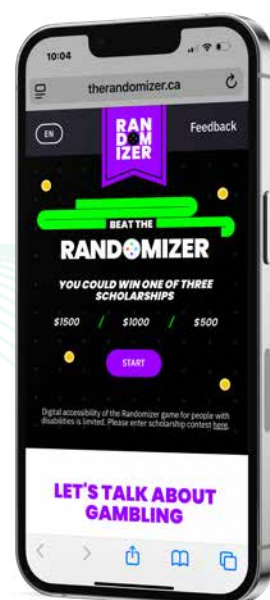
94%

Of student participants were overall satisfied with the program

The Randomizer: Building Capacity on Campus

(Year Three)

The Randomizer continued its campus-by-campus mission to challenge the illusion of control in sports betting and online gambling. The program's peer-to-peer model means its impact extends beyond the students who participate directly: 81 per cent say they are likely to share what they learned with a friend, roommate, or family member, building a grassroots prevention network within student communities across Ontario.



Play The Randomizer

Student reaction after having experienced and interacted with *The Randomizer*.

90%

Understand that sports knowledge does not guarantee a win

81%

Will share learnings with a friend, roommate, or family member

32

Campuses across Ontario

39

On-campus activations

4,000+

In-person participants

412K

Emails delivered to students through Scholarships Canada

Amplifying our Mission

Our prevention awareness and education efforts layer harm prevention into the everyday spaces where Canadians live, scroll, watch, and cheer. In 2025–26, that meant showing up during the moments when gambling activity and messaging are most prevalent: during live sports, at major cultural celebrations, and on the digital platforms where younger audiences increasingly live, connect, and engage. Our public education strategy provides a critical balance to industry advertising and turns everyday audiences into active messengers who carry safer-play conversations into their own networks.

23.8M

Digital ad views across theScore, TikTok, YouTube, Twitch, Pelmorex

495M

Estimated broadcast impressions through sports partnerships

7.59M

Ottawa Senators impressions since launch (January 2025)

4.3M

In-kind media value through MLSE partnership

Our awareness strategy reaches audiences across the gambling spectrum and beyond, from broad public education through The Randoms PSA to focused intervention for higher-risk young adults and embeds prevention directly into the live sports experience through major franchise partnerships.

Direct Support: Always There When Needed

This program connects people to harm prevention support and self-assessment tools at the exact moment they search for help on Google. Behaviour change is non-linear: when someone is looking for answers for themselves or a loved one, help is one click away. Engagement data confirms the work is reaching people with genuine intent. Users stay on the landing page 2.5 times longer than the site average.

7,215

Clicks from April 2025 to March 2026

6,420

Clicks to support resources

795

Clicks to the self-assessment tool

2.5x

Longer users stay on page vs. site average

23.8M

Ad views on digital platforms including theScore, TikTok, YouTube, Twitch, Pelmorex



Nationally broadcast across: CTV, Global, CBC, CP24, and other major Canadian networks

The Randoms: Still in the Game

The Randoms PSA campaign continued to offer a meaningful counterpoint across high-volume gambling advertising environments. Targeting young adult males, with a focus on culturally relevant and high gambling sports, The Randoms promotes an engaging and destigmatizing invitation to reflect on the influence of chance in sports betting and iGaming. The campaign was extended to air across Ottawa Senators games, layering in active messengers to develop awareness for randomness in gambling at times of high intent.

Cost2Play: Making the Cost of Play Visible

We launched *Cost2Play*, an interactive digital tool that helps players reflect objectively on the true financial cost of gambling across bet size, play time, and game type. Grounded in evidence that personalized spending feedback motivates players to rethink habits, *Cost2Play* is the first in a planned suite of digital resources designed to support players across the gambling continuum, with expansion to iGaming and sports betting planned for the next fiscal year.



Explore Cost2Play

Building Awareness of Gambling Costs:

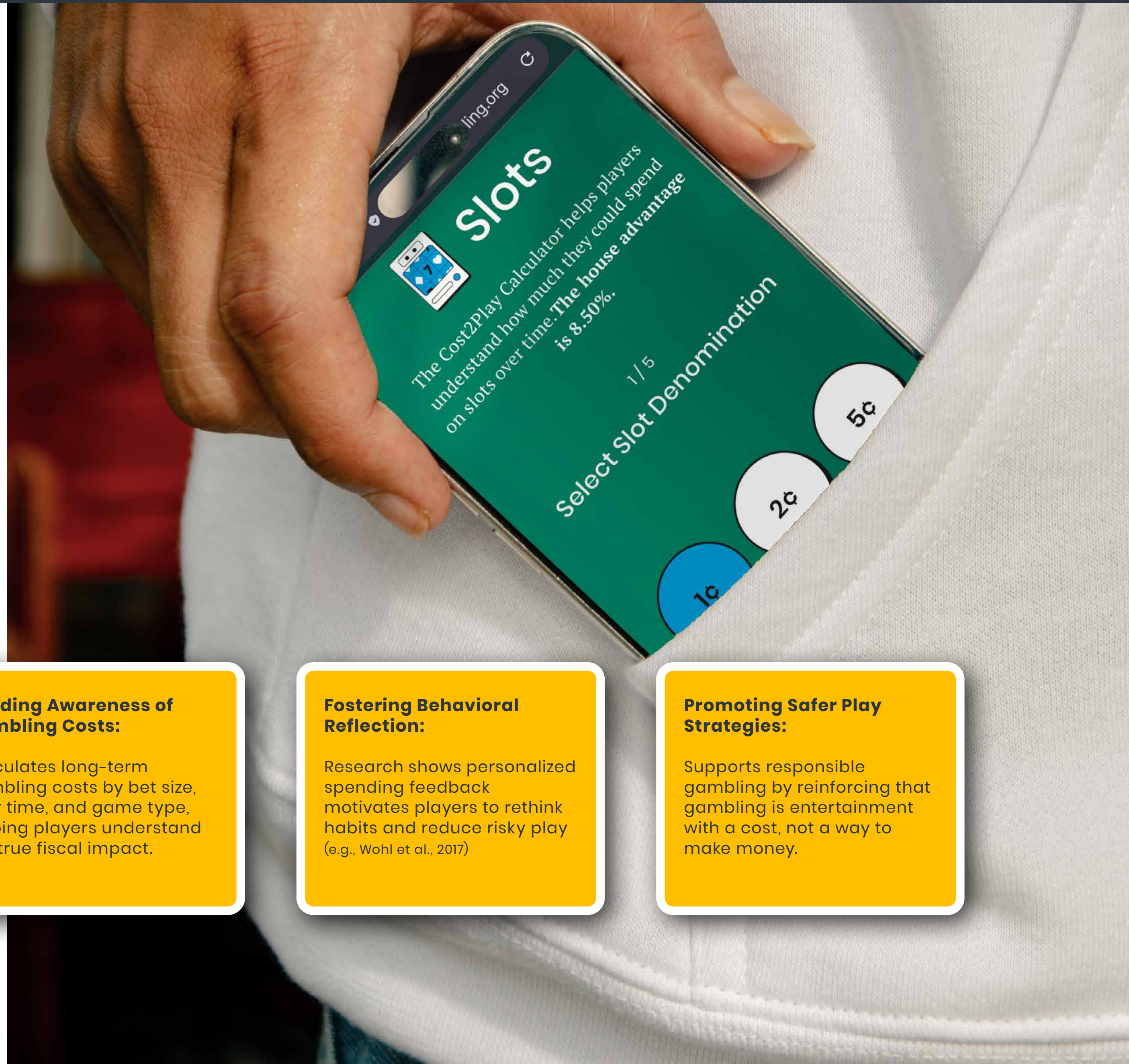
Calculates long-term gambling costs by bet size, play time, and game type, helping players understand the true fiscal impact.

Fostering Behavioral Reflection:

Research shows personalized spending feedback motivates players to rethink habits and reduce risky play (e.g., Wohl et al., 2017)

Promoting Safer Play Strategies:

Supports responsible gambling by reinforcing that gambling is entertainment with a cost, not a way to make money.



Connecting Systems



Research and Knowledge Mobilization: Building the Evidence Base

Behind every prevention message, every accreditation, and every advisory engagement is a body of evidence. Our Research and Knowledge Mobilization team leads the organization's research strategy and ensures insights reach the right audiences in meaningful, accessible ways.

In 2025-26, the team took an important organizational step forward by launching our first organization-wide Research and Knowledge Mobilization Strategy.

Connecting Global Leaders to Advance Player Protection

Progress happens when people, ideas, and systems come together around a shared goal. As a founding member of the *Better Gambling Forum (BGF)*, we've helped bring together leaders from public health, academia, government, and industry to strengthen player protection worldwide. From our seat on the Forum's steering

committee, we helped shape the Responsible Gambling Practice and Policy Pillars (RG3P) Framework, which gives the sector a common language for the policies, programs, and practices that prevent harm and support player well-being.

The Forum shows what connection looks like in practice: it brings different perspectives into the same room, aligns approaches across jurisdictions, and builds working relationships between organizations that might not otherwise cross paths. Through Forum-linked engagements at the United Nations General Assembly, G7 discussions, international conferences, and industry forums, we shared what we've learned in Canada and brought back insights from partners abroad. That exchange has strengthened the collective push toward safer gambling environments and reinforced our place in the global conversation on harm prevention.



[View the RG3P Framework](#)



Understanding the Risk: Year One Sports Betting Study Findings

We completed the first year of our multi-year sports betting study. Our deep dive involved extensive evidence reviews, regulatory analyses, and a massive cross-Canada player survey, all designed to build a comprehensive picture of how, why, and with what risks people engage in sports betting across Canada.

Our key findings reveal a critical gap: while most players strongly support responsible gambling principles and see betting as entertainment, their stated beliefs do not always match their protective behavior. Too often, players rely on personal judgment rather than formal tools, and they rarely use these tools until

risk is already high. Furthermore, in-play betting and complex formats are linked to greater risks, and emotional coping; betting to manage stress or negative feelings is far more common among bettors. These findings underscore an urgent need for proactive, evidence-informed prevention that reaches players earlier in their gambling journey.

Year two survey data collection begins in November. A new Sports Betting Knowledge Mobilization Hub on our website will bring findings and best practice syntheses together in one place.

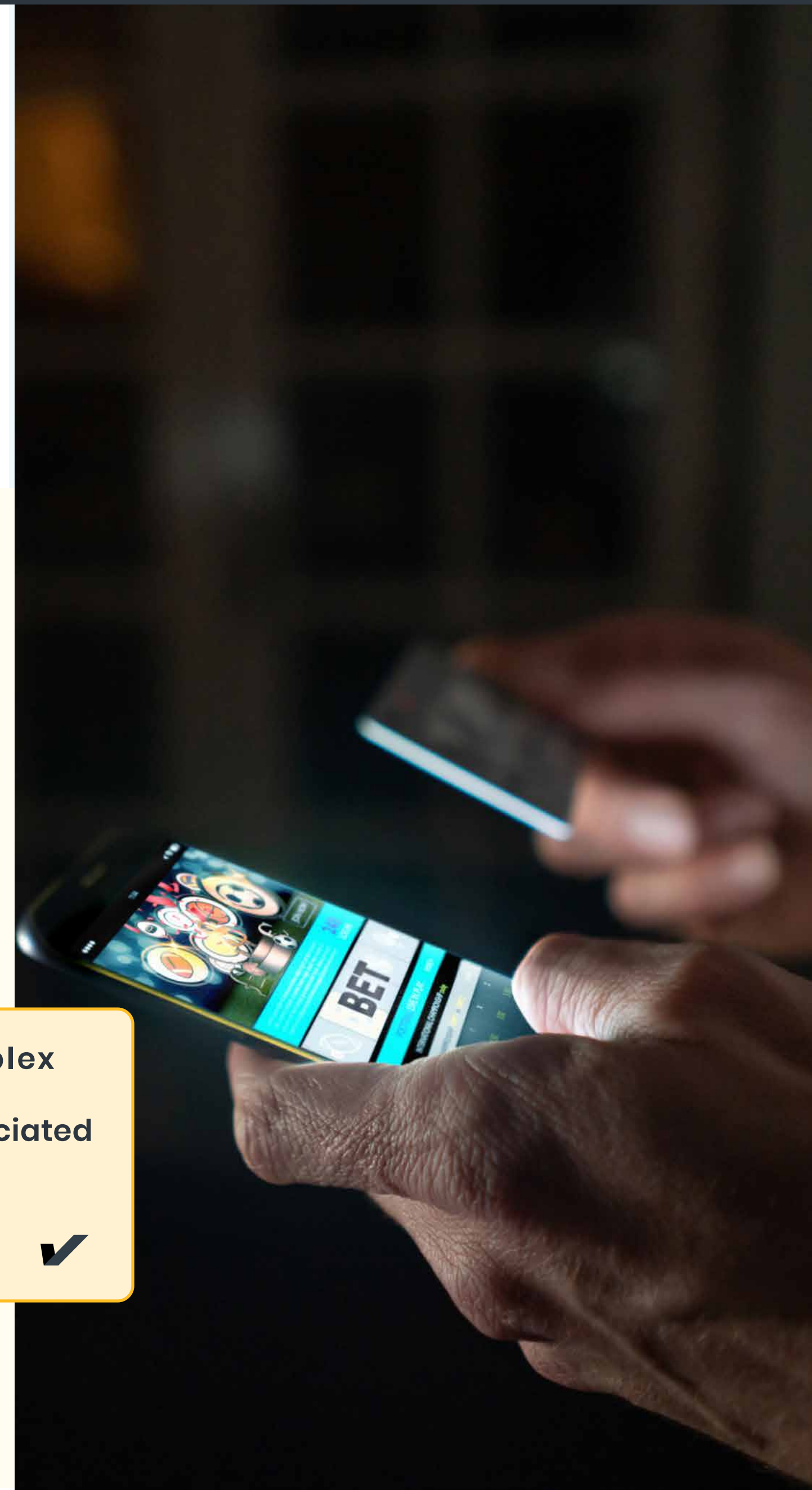
**Gap identified /
Between players'
stated RG beliefs and
their actual protective
behaviours**



**Tool use rises only after
risk is already elevated
/ Underscoring the
need for earlier
intervention**



**In-play and complex
betting formats.
More strongly associated
with higher risk**



Advisory Services: From Evidence to Practice

Our Advisory Services connect organizations at every stage of responsible gambling maturity with the expertise and evidence they need to build safer environments for players. In 2025-26, that work spanned four countries and a broad range of client types, from a leading operator in Australia's hospitality sector, to an operator building its first responsible gambling program in Cambodia, to a professional sports franchise in Canada's capital.



[Explore Advisory Services](#)



Global reach of Countries Advisory Services through projects and services delivered internationally. Countries represented: Canada, USA, Jamaica, Bermuda, United Kingdom, Italy, Cambodia, Singapore, Japan, Australia, Tanzania.

Advisory Services: Global Reach, Local Impact

Australian Leisure and Hospitality Group (ALH) | Australia

We completed the fourth review of ALH's responsible gambling program, extending a trusted partnership that has spanned nearly a decade. Since 2018, ALH – Australia's largest pub operator – has repeatedly engaged us as its independent advisor to evaluate, benchmark, and strengthen responsible gambling practices across one of the country's largest gaming venue networks. Over five months, the team conducted a comprehensive review involving on-site assessments at 24 venues, 237 staff surveys, 2,061 customer surveys, and in-depth interviews with 32 venue staff and 11 corporate leaders. The result was a comprehensive benchmark against international best practices and a strategic roadmap for the continued evolution of ALH's responsible gambling program. This longstanding collaboration reflects a shared commitment to continuous improvement and demonstrates the value of sustained, evidence-based partnerships in advancing responsible gambling outcomes at scale.

Resorts World Sentosa | Singapore

As part of its commitment to continuous improvement and responsible gambling leadership, Resorts World Sentosa engaged our Advisory Services to develop and deliver a tailored *Emerging Trends* seminar for its senior management and Responsible Gambling Independent Advisory Panel. Drawing on our global work with operators, regulators, and governments, the seminar highlights emerging technologies, innovative player protection initiatives, and evolving best practices from jurisdictions around the world. This engagement demonstrates how our Advisory Services' international reach and specialized expertise help clients remain at the forefront of responsible gambling innovation and preparedness.

NFL Foundation: Play it Safe (Post-Secondary Student-Athletes)

In response to the rapidly evolving sports betting landscape, Advisory Services expanded our post-secondary student-athlete education program from a successful pilot to a national initiative reaching institutions across Canada. Following initial delivery to over 100 student-athletes, the program was enhanced with new content and a powerful lived experience video featuring a former student-athlete impacted by gambling-related harm, providing participants with a firsthand account of the risks that can emerge within their own communities. The program was subsequently delivered to student-athletes at 17 post-secondary institutions nationwide, positioning us as a leader in helping the post-secondary sports sector proactively address gambling-related harms through education, awareness, and prevention.

17

Canadian post-secondary schools in train-the-trainer sessions

100+

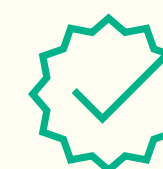
Student-athletes in the *Play it Safe* pilot program

NagaWorld | Cambodia

NagaWorld demonstrated a strong commitment to player wellbeing by partnering with our Advisory Services to build a comprehensive responsible gambling program from the ground up—going beyond regulatory requirements to establish a proactive framework for harm prevention. Advisory Services worked alongside organizational leaders to shape program strategy, develop foundational policies and player-facing resources, deliver executive training to strengthen leadership commitment, and create a mandatory eLearning program for all current and future employees. By embedding responsible gambling throughout the organization—from executive leadership to frontline operations—this engagement established a strong foundation for long-term player protection and demonstrates the transformative impact of proactive, partnership-driven approaches to player wellbeing.

Boost Your Knowledge Content for OLG

Following the successful revitalization of OLG's PlaySmart training curriculum, Advisory Services continues to partner with OLG to deliver an innovative, multi-year reinforcement strategy that extends learning well beyond the classroom. Through the *Boost Your Knowledge* initiative, employees and service providers across OLG's diverse lines of business receive ongoing opportunities to refresh, apply, and strengthen safer gambling skills through targeted learning activities and practical workplace resources. This engagement reflects a shared commitment to continuous improvement and demonstrates how sustained investment in employee capability can help embed safer gambling principles throughout an organization, creating lasting impact for both staff and players.



ROGA Responsible Gambling Tools Study

Working with the Responsible Online Gaming Association, we completed a study on responsible gambling tool use and adoption among gamblers in New Jersey and Virginia. The findings reveal a persistent gap between intention and behaviour: many players set informal gambling limits, but formal adoption of operator-provided tools remains low.

The most commonly used tools are spending limits and information about games. Younger gamblers (ages 18-29) are more likely to use operator-provided tools, while older gamblers tend toward self-managed strategies. Key barriers to adoption include stigma (many recreational gamblers associate RG tools with problem gambling), lack of awareness (25-35 per cent of participants were unaware of available tools), and perceived relevance. These findings carry direct implications for how operators communicate, present, and promote tools to players.

25–35%

Of players were unaware RG tools existed

**Low tool adoption /
Despite many players
setting informal
gambling limits**

**Top barrier / Stigma:
recreational gamblers
associate RG tools with
problem gambling**



RG Check: Setting the Global Standard

When we launched the first third-party accreditation for responsible gambling operators 15 years ago, it was a novel idea. Today, it's a global standard. In 2026, RG Check marked the 15th anniversary of its first accreditation and the 10th anniversary of its first international accreditation, two milestones that trace a journey from a Canadian innovation to a globally recognized benchmark.



Explore RG Check
Accreditation

15 years

Since RGC's first RG Check accreditation

10 years

Since RGC's first international accreditation



FY26 Global Accreditations

Advancing Standards: The Updated RG Index

Every RG Check accreditation is underpinned by the RG Index, the living evidence base that defines what best practice looks like across responsible gambling programs. Updated in FY25 and now being applied across FY26 accreditations, the Index covers leadership and commitment, training, player engagement, marketing, self-exclusion tools, data use, and more. It ensures that RG Check evolves with the sector rather than simply reflecting where the sector has been.

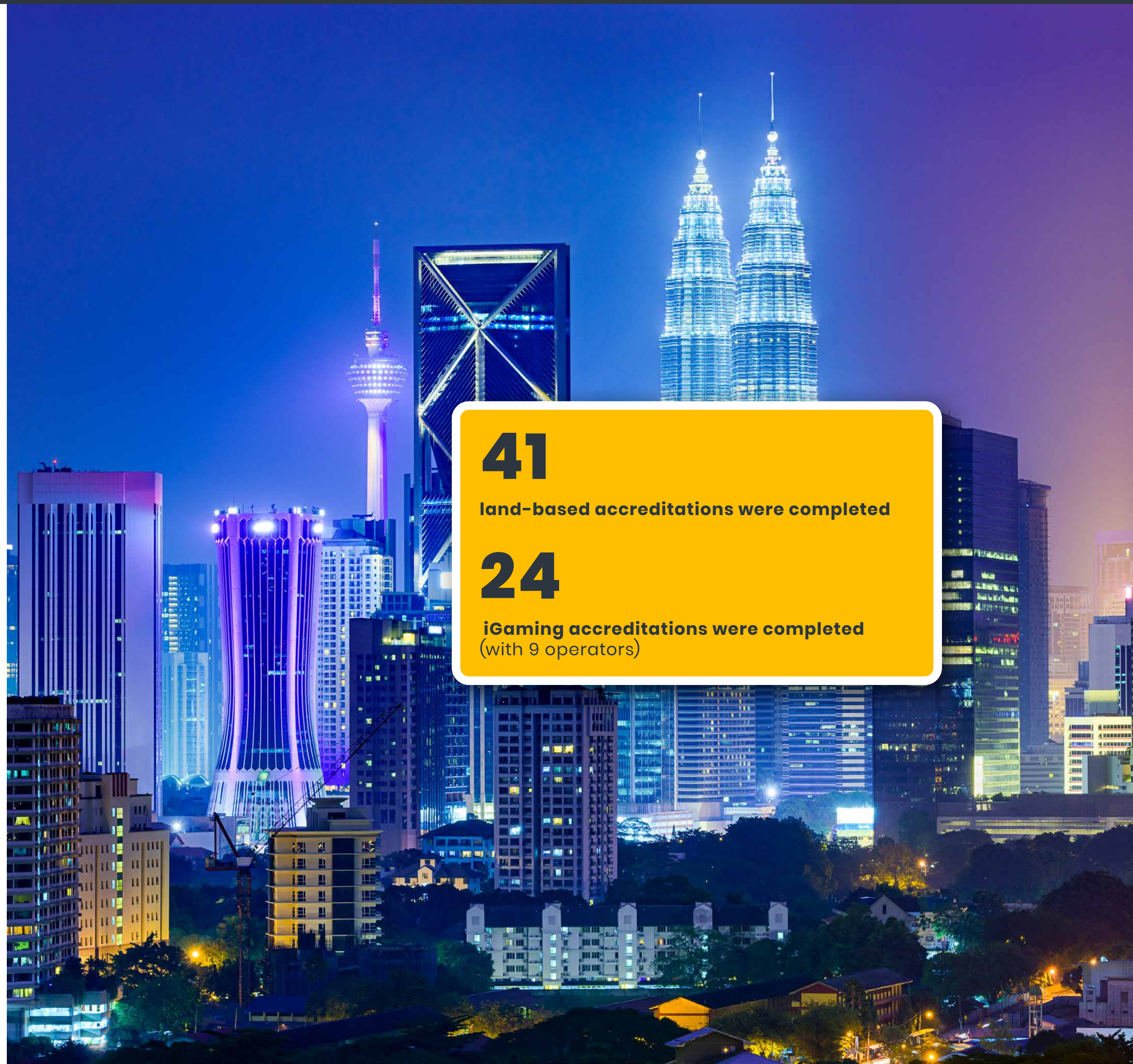
Our partnership with ROGA, which represents 90% of the legal U.S. sports betting industry by handle, will bring our evidence-based accreditation expertise to a new and growing regulated landscape. Building on years of experience with RG Check, we will help develop and manage an independent certification program for online operators, advancing responsible gambling standards across the United States market.

41

land-based accreditations were completed

24

iGaming accreditations were completed
(with 9 operators)



Protecting Albertans through Global Standards

The most significant RG Check development of 2025-26 is also the clearest signal yet that evidence-informed accreditation is becoming central to Canadian gambling regulation. Alberta iGaming Corporation has partnered with us to make RG Check accreditation a mandatory requirement for all iGaming sites entering Alberta's new regulated market. This builds on the RG Check requirements in Ontario to ensure that every regulated operator meets our evidence-based standards and supports a potential national approach to player protection.



Discovery



Discovery: Connection in Action

Discovery is where connection stops being a value and becomes practice.

It is the moment each year when researchers, regulators, operators, treatment providers, community partners, and people with lived experience gather in the same place to do the hard work of advancing progress together. Every relationship formed, every assumption challenged, and every commitment made is the 360-degree connection in practice.



[Learn more about Discovery](#)



Discovery: Bringing Every Voice to the Table

Discovery 2025

Held in Toronto in May 2025 under the theme “Smart Growth, Shared Responsibility: Gambling’s Next Era,” Discovery 2025 convened over 300 delegates for three days of dialogue across policy, public health, emerging technologies, and social equity. The conference’s defining feature was the breadth and balance of voices in the room: operators, regulators, treatment providers, researchers, government, community organizations, and a notable cohort of speakers with lived experience shaping the conversation in equal measure.

Evolutionary biologist, Dan Riskin, opened with a keynote on thriving alongside AI, drawing on the traits that make groups most resilient to change. From there, programming took up some of the sector’s most consequential questions: how normalization and sports betting are reshaping a generation, a preview of Canada’s new responsible gambling advertising code, the gap between RG tool access and meaningful use, and the realities of doing this work in First Nations communities where trust takes time and one-size-fits-all does not apply.

A through-line across the week was practical: how to take what is known and make it land with the people it is meant to serve. Eighty-nine per cent of survey respondents said they came for the topics and content, and attendee feedback pointed repeatedly to the value of hearing directly from speakers with lived experience alongside researchers, regulators, and operators.



304

Delegates from 10 countries

85%

From Canada



72% Attended in person



28% Attended virtually

89%

Said they attended because of the topics and content

6

Lived-experience speakers featured across the program

“The lived experience of speakers was extremely important and compelling. Both with youth and sports betting related and Indigenous speakers.”

Discovery 2025 attendee

Discovery 2026

Discovery 2026 built on the momentum of 2025, growing in both scale and geographic reach. Delegates came from 13 countries across five continents, and the event continued to demonstrate its role as the sector’s most important annual convening. Eighty-four per cent of attendees said Discovery enabled meaningful connections they could not have made anywhere else.

453

Delegates from 13 countries: Canada, United States, Singapore, Slovakia, Australia, United Kingdom, South Africa, Jamaica, Cyprus, Bulgaria, Philippines, Italy, Gibraltar

89%

Of attendees satisfied with the event

84%

Say Discovery enabled meaningful connections

“Durable solutions require diverse voices at the table,”

Harry Gousopoulos, Vice Chair, Executive Director of Tribunals Ontario

Governance



Governance

The Responsible Gambling Council (RGC) operates independently under the legal authority of two non-profit corporations, each with its own Board of Directors. Board members bring expertise from the global gambling industry, public policy, community services, responsible gambling, and mental health and addictions treatment, and include individuals with lived experience of gambling problems.

The Responsible Gambling Council of Canada (RGCC) is the legal entity for research and evaluation activities in all jurisdictions, the annual Discovery Conference, and program and service delivery outside of Ontario. It is incorporated under the Canada Corporations Act and holds charitable status from the Canada Revenue Agency.

The Responsible Gambling Council (Ontario) (RGCO) delivers programs and services in Ontario funded through the Ministry of Health and operates PlaySmart Centres with funding from the Ontario Lottery and Gaming Corporation (OLG). It is incorporated under the Ontario Corporations Act and holds charitable status from the Canada Revenue Agency.



RGCC & RGC(O) Board of Directors

Bev Mehmel

Board Chair, RGCC and RGC(O)

Yvon Lemire

Past Chair, RGCC and RGC(O)

Harry Gousopoulos

Board Vice Chair and Chair, HR Committee, RGCC and RGC(O)

Shaila Mehta

Treasurer and Chair Finance & Audit Committee, RGCC and RGC(O)

Wan-Pen Sun

Secretary, RGCC and RGC(O)

Dan Shimski

Board Member RGCC and Chair, Governance & Nominations Committee

Stacy Shaw

Board Member RGCC and Vice Chair, Governance & Nominations Committee

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Board Member RGCC

Al Watson

Board Member RGCC

Christine Rhodes

Board Member RGCO and Vice Chair, Finance & Audit Committee

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Chief Executive Officer

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Elaine McDougall

Senior Vice President, Strategy and Programs

Tracy Parker

Senior Vice President, Accreditation, Advisory and Insights

Lorelle Muller Lumsden

Vice President, PlaySmart Centres

Robin Wilner

Director, People and Culture

Arlene Youkanna

Executive Administrator & Liaison to the Board

Executive Team

RGC 2025–26 Financial Impact Snapshot

Executive Summary

In FY2025–26, RGC generated approximately \$18.7M in total revenue across Ontario, Canada, and international markets. Funding remains anchored in public-sector partnerships with the Ontario Ministry of Health and the Ontario Lottery and Gaming Corporation, complemented by client-funded programs, accreditations, and Discovery Conference revenues.

A combined surplus of ~\$150K and \$2.3M in unrestricted reserves reflect disciplined cost management, allowing RGC to continue investing in prevention programs and services with confidence.



View financial statements for the year ending March 31, 2026



RGCC



RGC

Scale of Impact

Combined RGCO + RGCC Results

- **\$18.7M total annual revenue**
- RGC delivered expanded impact across provincial, regional, and international markets in FY2025–26.

Funding Model

- **\$15.5M – RGCO (Ontario)**
 - \$6.2M Ministry of Health
 - \$9.3M PlaySmart Centres (OLG-supported)
- **\$3.2M – RGCC (Canada)**
 - Client-funded program delivery and accreditations
 - Discovery Conference sponsorships and registration
- Public-sector funding anchors the model, with client-funded programs and Discovery adding revenue diversity.

Financial Performance

- **Near break-even operations**
 - RGCO non-operating surplus: **\$56K**
 - RGCC operating surplus: **\$94K**
- A modest, combined surplus reflects disciplined cost management.

Capacity & Resilience

- **\$2.3M total unrestricted reserves**
 - RGCO: \$0.5M
 - RGCC: \$1.8M
- Reserves provide a stable base for operations and strategic investment.

Efficiency

- **9.7% administration cost ratio**
- Reflects strong cost discipline, with funds directed to program delivery.

How RGC is Funded

The Responsible Gambling Council operates through two non-profit corporations, the Responsible Gambling Council of Canada (RGCC) and the Responsible Gambling Council (Ontario) (RGCO). RGCO is registered and incorporated under the Ontario Corporations Act (OCA) and RGCC is registered and incorporated under the Canada Not-for-profit Corporations Act (CNCA). Both are registered charities (RGCC Registration # 893355362 RR 0001, RGCO registration # 106846462 RR 0001), with one unified Board of Directors. In the year ended March 31, 2026, combined revenue for the two organizations totaled approximately \$18.7 million.

The majority of our revenue comes from two sources: Ontario government funding through the [Ministry of Health](#) supports our prevention education programs, and funding from the [Ontario Lottery and Gaming Corporation \(OLG\)](#), a provincial Crown agency, supports the operation of OLG's PlaySmart Centres. Additional revenue comes from fees charged to industry for RG Check accreditations, fee-for-service Advisory Services engagements to support organizations with their RG initiatives, independently funded RG research projects, and sponsorship and registration for our annual Discovery conference.

Who We Answer To

As a registered charity, we are accountable to the Canada Revenue Agency, the OCA, the CNCA, our Board of Directors and the people and communities we serve. RGC is evidence-based, has strong governance processes, and is committed to transparency and financial stewardship. The financial statements of both RGC non-profit corporations are audited each year by an independent accounting firm.

Funding Considerations

We review prospective funders against legal, ethical, conflict of interest, mission alignment, and reputational criteria, applied in proportion to the size and nature of the relationship. RGC retains control of its methods, findings, accreditation decisions and recommendations. Funding does not give any funder the right to shape our conclusions, receive preferential treatment, or stop us from speaking on matters within our mandate.

Connections That Last

The connections made this year did not happen by accident. They happened because people across sectors, geographies, and disciplines chose to come together around a shared conviction: gambling should never come at a human cost.

Prevention is a long-term commitment, built person by person, community by community, and partnership by partnership. The evidence base is stronger. The networks are wider. The programs are more tailored, more trusted, and more capable of reaching the people who need them.

We are two years into our five-year plan. The work ahead includes deepening our research base, ensuring all Canadians have access to prevention education and resources, sustaining the trusted, in-person support of our PlaySmart Centres, and continuing to build the community connections that make prevention genuine.





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ResponsibleGambling.org

