

# 2024-25 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



Available in alternate formats upon request.

# LAND ACKNOWLEDGEMENT

Manitoba Liquor & Lotteries benefits from being on the original territories of the Anishinaabeg, Anishininewuk, Dakota Oyate, Denesuline and Nehethowuk Nations, lands now known as Treaties One through Five – and the homeland of the Red River Métis.

We acknowledge northern Manitoba includes lands that were and are the ancestral lands of the Inuit.

We commit to respecting the Treaties made on these territories while acknowledging the harms of the past and moving forward in partnership with Indigenous communities and a spirit of reconciliation.

While we acknowledge that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, these words will accompany actions invested in building a future and community better for all.



*Photo by Buddy Prince, a member of Brokenhead Ojibway Nation.*

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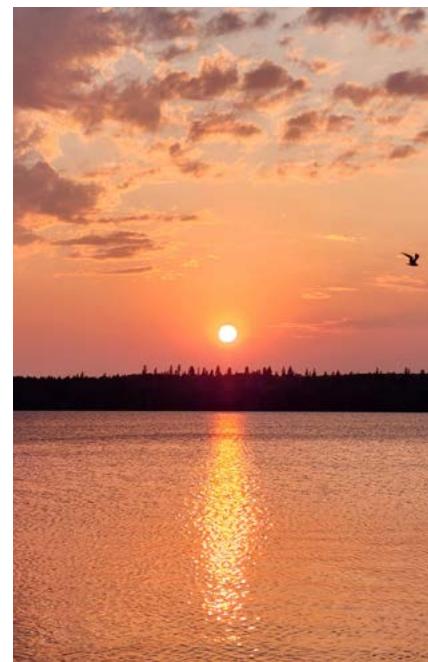
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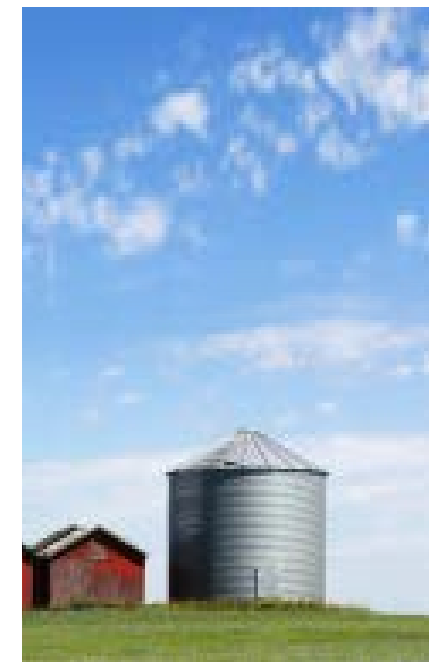
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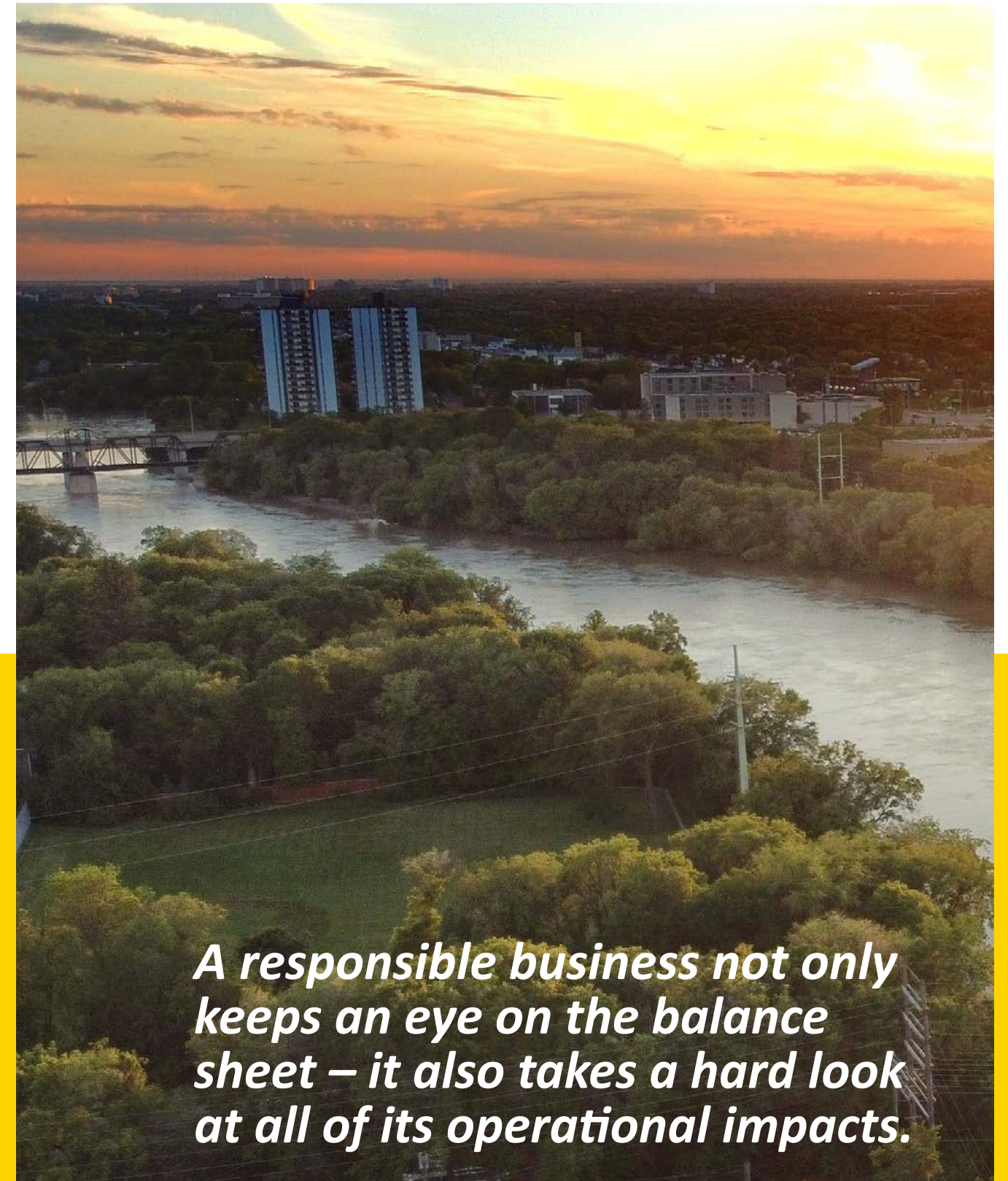
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# INTRODUCTION

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*A responsible business not only keeps an eye on the balance sheet – it also takes a hard look at all of its operational impacts.*

# MESSAGE FROM OUR LEADER



As a Crown corporation, Manitoba Liquor & Lotteries (MBLL) operates for the social and economic well-being of Manitobans. We contribute hundreds of millions of dollars in revenue back to the Province of Manitoba to support important programs such as education, health care, and infrastructure. Our business activities additionally generate millions in profits for local business partners. But a responsible business not only keeps an eye on the balance sheet – it also takes a hard look at all of its operational impacts.

We recognize that the products and services we offer can lead to harms for some people. In allocating 2% of our anticipated net income to social responsibility programs, we fund and collaborate with expert agencies in harm minimization, fetal alcohol spectrum disorder prevention, and addictions treatment.

Our operations create direct and indirect greenhouse gas (GHG) emissions. Recent reductions in our fuel consumption for fleet vehicles and in our purchases of paper products are some of the lasting improvements made in our third year of a ten-year carbon-reduction strategy on the path to achieving net-zero emissions by 2050.

Physical effects of climate change are a critical threat to our business and our business partners. Extreme weather and climate change can impact our suppliers, transportation, assets, operations, and employee health and safety. MBLL must be resourceful and innovative in the face of climate change, which we talk more about in this year's report.

In responding to our challenges, we strive to be an exceptional employer. Employees can build their careers with MBLL and follow through on their own good ideas to improve processes. Those aspiring to lead can complete in-house training to prepare them to take on greater responsibilities.

We are also proud to partner with community groups helping Manitobans thrive through arts and culture, sports and recreation, socially progressive projects, and in many more ways. MBLL employees are the heartbeat of our community-building efforts, committing their time and talents to volunteer and raise funds for the causes that matter to them.

In fact, this environmental, social, and governance (ESG) report is a tribute to the everyday efforts of MBLL employees. They embody our approach to ESG with integrity, leadership, and the will to do good together for Manitobans. ■

***“This report is a tribute to the everyday efforts of MBLL employees.”***

*Gerry Sul, President & CEO*

# OUR APPROACH TO ESG

## **TRANSPARENT AND ACCOUNTABLE**

MBLL's purpose is to enrich the lives of Manitobans. Our approach to ESG helps us accomplish this.

Since 2018, we've collected annual sustainability data to report on our most critical economic, environmental, social, and governance impacts. We've built strong business partnerships, engaged with communities across the province, informed Manitobans how to use our products and services in a responsible manner, provided healthy workplaces and career opportunities for employees, and taken action to reduce our environmental footprint. These are not only responsibilities; they are foundational aspects of a sustainable business.

In fall 2024 we conducted a materiality assessment exercise that identified more than 40 new Global Reporting Initiative (GRI) disclosures relevant to our organization. During this exercise we placed extra emphasis on those material disclosures that were consistent with our corporate goals.

While MBLL does not have a standalone ESG policy, ESG is an important consideration in our policies and in our operational and financial decisions. Management and employees all share in the responsibility to operate our business in a sustainable manner.

Just as we are happy to report measurable progress in meeting or exceeding our ESG goals and standards, we are also transparent when results have not met expectations. ■

## **DIRECTION**

MBLL reports with reference to the GRI standards that are widely used around the world. GRI standards align with the newly released International Financial Reporting Standards (IFRS) S1 and S2, which address financial- and climate-related disclosures respectively. These new standards aim to bridge the gap between sustainability initiatives and financial reporting. This ensures businesses provide decision-useful information to the market and communicate their sustainability-related risks and opportunities.

This current report provides our non-financial material GRI disclosures and responds to the IFRS S2 climate-related disclosure covering our fiscal year ending March 31, 2025, unless otherwise stated. MBLL will incorporate IFRS S1 disclosures in the 2025-26 ESG report. All content is grounded in our recent ESG materiality assessment. For audited financial disclosures, see our [2024-25 Annual Report](#). ■

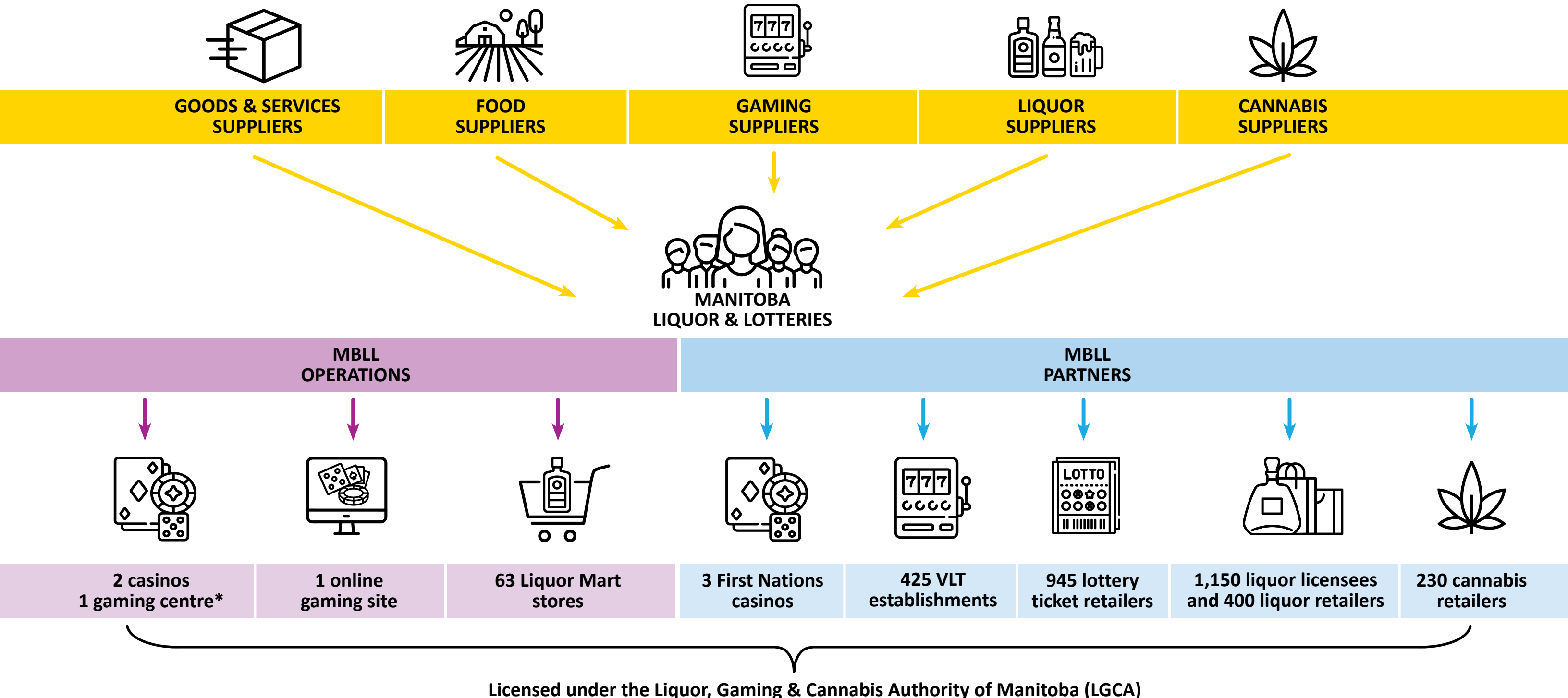
## **NEAR- AND LONG-TERM TARGETS**

Our long-term commitment to ESG reporting enables us to accurately measure our performance over time. [Past reports are available on mbll.ca](#).

MBLL adheres to an environmental sustainability policy. Since 2021 we have pursued a near-term carbon reduction strategy that has targeted a 43% reduction in GHG emissions by 2032. We are developing a roadmap to net-zero emissions by 2050.

As we evolve our ESG program, we will perform a gap analysis as well as stakeholder mapping to determine goals and targets for the next three to five years. This will be an opportunity to identify ESG risks and opportunities. ■

# OUR BUSINESS



# HIGHLIGHTS

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# OUR PEOPLE, OUR COMMUNITIES

## TREE-PLANTING PROJECTS GROW FOOD AND COMMUNITY ENGAGEMENT

Last year, MBLL contributed \$75,000 to Tree Canada and their Edible Trees and Tremendous Communities programs. This support adds to the contributions Liquor Mart customers are making when they bring re-usable carriers and bags to shop, reducing the harvesting of trees for paper packaging. [See Reusable Brewcase, Brewbag lessen environmental impact of paper packaging.](#) The funds supported tree-planting projects in four Manitoba communities with 460 new trees going into the ground, all told. A fifth project funded by MBLL's contribution will take place later in 2025.

In Flin Flon, three trees and seven haskap (honeyberry) shrubs were planted in the town's Community Garden. The additional trees not only helped to enhance a nearby seniors' residence, but also create a small food forest. Nineteen volunteers contributed to the effort, which not only beautifies the area but also fosters sustainability and strengthens community connections.

Meanwhile, the City of Selkirk used the funds to plant apple and plum trees, improving the community's access to natural food while also increasing its urban tree canopy. The project site

features well-maintained turfgrass, optimal sunlight, and wind protection.

A planting project at Henteleff Park in southeast Winnipeg brought some 75 volunteers with gloves and shovels, ready to dig in. MBLL staff were on hand with drinks, food, and a tent giving shelter from the sun, while a local fiddler fittingly played Métis music as the land on which the park sits was once Métis owned. This project introduces trees and shrubs growable in southern Manitoba, many traditionally used by the Indigenous community as well as cultivars developed by the nursery industry for food production. ■



## UPDATES TO THE LAND ACKNOWLEDGEMENT

In 2021, MBLL introduced its first land acknowledgement. This year we updated our statement to both reflect the reclamation of traditional Indigenous names and acknowledge the Inuit and their ancestral lands of Northern Manitoba. We recognize that using traditional Indigenous names in our land acknowledgement and daily conversations honours and respects the sovereignty of Indigenous peoples and their nations and is a vital part of reconciliation. The updated land acknowledgement is displayed at all corporate office locations, in our casinos and on our websites ([mbll.ca](#), [LiquorMarts.ca](#), and [CasinosOfWinnipeg.com](#)). An audio version plays twice a day in all Manitoba Liquor Marts. ■

## HELPING MANITOBBANS THRIVE:

To promote quality of life across Manitoba, MBLL provides support for special events as well as registered not for profit and charitable organizations delivering programming or services to Manitobans in the areas of arts, culture, sport, health, sustainability, diversity, as well as a variety of social causes. Implementation of diversity, equity and inclusion is factored into our considerations. ■

## Community Support

- 409 community organizations
- Over \$4 million in support

MBLL contributed **\$75,000** to Tree Canada and their  
Edible Trees and Tremendous Communities programs

## ASSET DONATION PROGRAM MUSIC TO RECIPIENTS' EARS

MBLL often donates used equipment from its businesses to charitable and non-profit organizations through its Asset Donation program. Recently, seven Manitoba organizations received a welcomed gift of gently used musical instruments and equipment no longer needed for Casinos of Winnipeg stages.

"The Asset Donation program offers valuable equipment that our theatre isn't always able to replace on a regular basis," said Heidi Struck, the director of development at Royal Manitoba Theatre Centre. "We're grateful for this type of support because it means we can continue to deliver high quality theatre for Manitobans. MBLL has been an incredible partner of Royal MTC and a strong supporter of the arts and culture sector for decades."

Royal MTC's portion of the musical equipment donation was valued at \$69,400. In total, MBLL donated \$169,190 in musical instruments and equipment including unique items such as drum kits, snare drums, congas, drum shields, guitar amplifiers, wireless microphones and in-ear monitors, instrument stands, and assorted cables.

"We are so pleased to have the opportunity to find several organizations that can make use of this donation," said Kari DeGroot, MBLL's manager of community support. "We hope this equipment will help these groups do what they do best, which is what MBLL Good Together strives to achieve."

Life's Journey Inc. is a non-profit social services agency operating in Winnipeg, Brandon, and Steinbach. It offers support to people with diverse abilities, including Fetal Alcohol Spectrum Disorder, along with their families and communities.

"Music is a powerful tool for healing with the people we support," said Peter Robillon, drop-in coordinator at Life's Journey Inc. "There are many people with past trauma who will benefit from playing an instrument and maybe even showcasing their talent."

Life's Journey Inc. received three conga drums, four timbale drums, and a set of bongos with a combined value of \$2,900.

In addition to Royal MTC and Life's Journey Inc., musical equipment was also donated to five other recipients: Brandon University School of Music, École Communautaire Aurèle-Lemoine, Rainbow Stage, West End Cultural Centre, and the Winnipeg Symphony Orchestra. ■

*Life's Journey Inc.  
received three conga  
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## MBLL'S COMMITMENT TO VOLUNTEERISM

MBLL believes in supporting and strengthening our communities. Through our corporate commitment to volunteerism, employees are encouraged to become involved and make an impact on our province. Whether it's a company or employee-initiated project, there are so many unique ways for employees to get involved and give back.

Corporate driven volunteer activities are often connected to an existing sponsorship or relationship with a community, non-profit, or charitable organization. Employee-driven initiatives are personal volunteer activities by MBLL employees in support of a non-profit, charitable organization, or community group.

Whether volunteering at a community festival, supporting a non-profit in achieving its mission, or organizing a fundraiser for a cause close to their heart, our employees are known for generously contributing their time to enhance quality of life across the province.

Joanne Roach, a Liquor Mart customer service clerk, regularly volunteers at many organizations and events including the Winnipeg Football Club (Blue Bombers), Festival du Voyageur, Jazz Winnipeg, Assiniboine Park Conservatory, Dalnavert Museum and Visitors' Centre, Pride Winnipeg, Siloam Mission, Rainbow Stage, and more.

Joanne first became a volunteer with Festival du Voyageur where she was able to bring new meaning to an already-treasured experience she had shared with her husband. She enjoys the personal interactions and building genuine connections.

"I get a lot of satisfaction in being able to help people and connect with people," said Joanne. "Every single time you volunteer somewhere there is a memory that you take away with you."

Thanks to Joanne, and our many employees who volunteer thousands of hours every year, MBLL is making a meaningful difference in the lives of Manitobans. ■



*"I get a lot of satisfaction in being able to help people."  
Joanne Roach, Liquor Mart Customer Service Clerk*



# ENVIRONMENTAL SUSTAINABILITY

## GROWING THE FAIR TRADE MINDSET

When MBLL employees booted up their computers last October they were greeted with a photo of a coffee plant bearing coffee beans. It was all part of an internal promotion to educate our employees that, as an officially designated Fairtrade Canada workplace, MBLL serves Fairtrade certified coffee in its lunchrooms and restaurants, and also offers a large selection of certified Fairtrade wines in our Liquor Marts.

While this promotion may have kept fair trade front and centre for staff in October, MBLL is a Fair Trade Workplace all year long. Globally, the fair trade movement supports better work conditions and prices for farmers in the global south, and the Fairtrade Canada Workplace designation identifies companies that promote and purchase products that meet international Fairtrade standards.

With approximately 3,000 employees, MBLL is the largest Fair Trade Workplace in Canada, a distinction it has held since 2019. While we lead through our actions, we also lead by sharing our knowledge with others to undertake this rigorous but achievable designation. Recently this included presenting our story as part of the Manitoba Council for International Cooperation's webinar Fair Trade Workplaces: Sustainability in Action (January 2025). Speaker Donna Dagg, MBLL's program manager for environmental sustainability, described MBLL's fair trade journey – from arriving at the decision to pursue the Fairtrade Canada designation to reporting the data and engaging staff to better understand the importance of fair trade. ■



DONNA DAGG, Program Manager, Environmental Sustainability

## THAT'S A WRAP ON A SHRINK WRAP PROBLEM

Knowing they have the power to make a change for the better, MBLL employees recently led the charge in launching a new program that allows rural Liquor Marts to recycle plastic wrap used to secure the pallets of liquor they receive.

In rural areas of the province, options to collect and divert plastic waste to recycling facilities are limited. Employees at a cluster of stores expressed concern about sending this material to landfill and requested the same opportunity to recycle as their Winnipeg counterparts who have already been recycling plastic wrap for some time now.

Our distribution centre in Winnipeg came up with a solution. Through conversations with the transportation company that delivers liquor to our rural stores, a process emerged. Employees now collect the shrink wrap and have it hauled back directly to a recovery facility in Winnipeg. Since the trucks are already returning to the city, they create no additional GHG emissions. From the recovery facility the shrink wrap then goes to a recycler to become recycled plastic.

As a result of this collaborative effort, MBLL now collects and diverts for recycling most shrink wrap associated with our Liquor Marts and distribution centre operations, keeping the plastic collected in circulation longer and reducing the need for new plastic to be produced. ■

*Employees have the power to  
make a change for the better.*



CRAIG REMPEL, Distribution Centre Manager

## INNOVATING TO KEEP CARBON UNDERGROUND

MBLL has partnered with Manitoba Habitat Conservancy on a unique project to offset carbon emissions related to the production of food served in our casino restaurants.

According to the World Resources Institute, meat and dairy is responsible for 11% to 20% of global greenhouse gas emissions and more than 30% of global methane emissions. In addition, meat and dairy production also has significant impacts on water quality, biodiversity, animal well-being, and more.

“We’ve long measured direct carbon emissions across our operations, such as those related to the fuel we use,” said Donna Dagg, manager of sustainability with MBLL. “But there are also indirect emission sources we can influence to help reduce global emissions. One is the production of fish and meat we purchase for our casino restaurants.”

MBLL contributed over \$72,000 to the Manitoba Habitat Conservancy’s Grassland Stewardship program, which helps livestock producers use beneficial management practices for sustainable grassland and pasture grazing. MBLL supports the efforts of farmers and organizations like Manitoba Habitat Conservancy in the emerging field.

“While the program benefits wildlife and biodiversity, MBLL’s priority to keep carbon in the ground is a program-first,” said Stephen Carlyle, the conservancy’s CEO. “We’re always open to new partnerships. This was a novel one. It’s the first time we’ve done something specifically to mitigate carbon emissions.”

The conservancy works with landowners to conserve and restore habitat on their property. MBLL funded

several kilometres of fencing for bison on adjacent farms near Souris. Perimeter fencing allows for rotational grazing, which lets native grasslands rest and put down healthier root systems. The bison also help the grasslands by punching down the turf with their sharp hooves, spreading manure that acts as a natural fertilizer for the pasture. This all helps keep carbon in the ground that would otherwise be released into the atmosphere.

“What I like about this partnership,” said Carlyle, “is we’re both built to serve Manitobans. We’re two local organizations working collaboratively to support the environment in our own backyard.” ■



## REUSABLE BREWCASE, BREWBAG LESSEN ENVIRONMENTAL IMPACT OF PAPER PACKAGING

Our Liquor Operations division is reducing the use of paper packaging at Liquor Mart stores. Paper requires a lot of natural resources to produce and has a remarkably high carbon footprint due to its energy-intensive production cycle. In 2022, Liquor Marts began phasing out single-use paper bags, encouraging customers to bring their own reusable bags or purchase them in-store.

“Paper packaging is one of our biggest opportunities to reduce GHG emissions,” said retail stores director Cheryl Adams-Farrell. “Customers want to do their part when they shop.”

In fact, the GHG emissions from paper packaging are down more than 83%, from 1,138.5 tonnes in 2017 to just 191.62 in 2024. Building on the success of the bring-your-own-bag program (promoted as BYOB), we launched a reuse me program for our Brewcase – a collapsible cardboard beer carrier – on Earth Day 2024. The program urges customers to bring back and reuse these 12-pack cardboard carriers available in-store.

“This program will further reduce GHG emissions and save natural resources,” Adams-Farrell added. “If all customers reuse their carrier just once a year, this will save about 1,000 mature trees from being harvested to create new carriers.”

The launch of the carrier reuse program coincided with a \$75,000 donation to Tree Canada. The funds supported tree planting in several Manitoba communities. See [Tree Planting Projects Grow Food And Community Engagement](#).

Liquor Marts also recently introduced the sale of its Brewbag – a reusable bag with pockets to securely hold bottles and cans – allowing customers to contribute to a healthier environment in another tangible way. ■

# reuse me

Your Liquor Mart Brewcase is made to be reused.

Bring it back and help preserve the mature trees needed to make new carriers.

We’re donating \$75,000 to Tree Canada planting projects in Manitoba communities.



“Paper packaging is one of our biggest opportunities to reduce GHG emissions.”

Cheryl Adams-Farrell,  
Director, Retail Stores

“We’re two local organizations working collaboratively to support the environment in our own backyard.”

# EMPLOYEE DEVELOPMENT

## FUELING REWARDING CAREERS

MBLL provides support to employees ready to take the lead, develop new skills, or simply be their best for their current role.

“If employees want to develop themselves, we likely have a program to support their aspirations,” said Amanda Michaluk, the corporation’s organizational development manager, who’s been with MBLL for 17 years.

“I’ve had great opportunities in the organization myself. I went from being an individual contributor to becoming a leader two years ago. We have a passion for helping our people grow. We want talented employees to stay with MBLL because they are flourishing.”

Employees can register for a wide range of development courses available on MBLL’s training calendar – everything from critical thinking and time management to interview preparation and strategies for challenging conversations. With more than 95 sessions on the calendar last year, employees had flexibility to schedule sessions when it was convenient for them.

Our store management development training program is for employees who show interest and potential for running a Liquor Mart. The program includes courses on customer service, inventory management, workplace health and safety, marketing and merchandising, labour relations, and more. Through a partnership with the University of Manitoba, learners finish with a certificate in applied management. Participants learn to manage teams, plan strategically, and solve problems in a retail environment.

The company’s emphasis on development includes the Emerging Leaders program. It’s a 15-course program in which participants develop their personal, interpersonal, and strategic skills to grow effectively into leadership roles.

The program led to new perspectives for recent graduate Stacey Toyne, a Casinos of Winnipeg player services shift supervisor.

“I would definitely recommend this program,” said Toyne. “I have been in the casino for 25 years and found it fascinating listening to employees from other areas of the company. I had taken a few of the courses before but it was interesting to see how much I had grown as a supervisor from the first time taking them to revisiting them. Life events change how you see and react to things and Emerging Leaders showed me that.”

For Maria Marinelli, a marketing manager, Emerging Leaders has been helpful in many ways.

“The program helped guide me through my first experiences managing people directly, especially in a remote setting. It also helped me embrace feedback from my team and colleagues and make a transition from team member to team leader. As a manager your goal needs to be helping others succeed. Another program highlight was the courses dealing with mental health. In a post-pandemic and hybrid-work world, mental health concerns can be both more prevalent and less visible. I found these courses really helped me to develop ways to check in with my team and keep mental health top of mind for all of us.” ■

*“The Emerging Leaders program helped guide me through my first experiences managing people directly.”*

*Maria Marinelli, Marketing Manager*

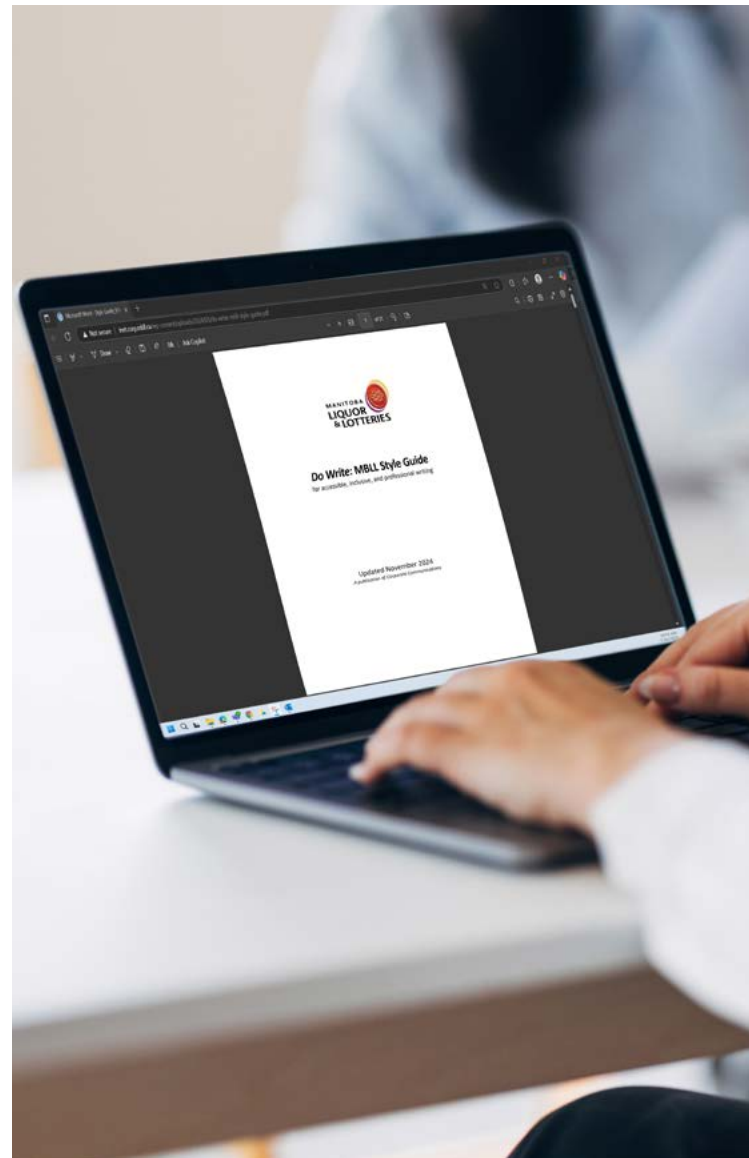
# OUR CUSTOMERS AND SUPPLIERS

## DO WRITE FOR ACCESSIBILITY

The Province of Manitoba's Accessibility Standard for Information and Communication took effect for public sector organizations on May 1, 2024.

MBLL has long taken action to improve accessibility for customers and employees. The Do Write: MBLL Style Guide is a new resource helping MBLL build an internal culture of accessibility. We launched this document in spring 2024. Available on our intranet, it helps staff communicate with accessibility in mind. The guide includes best practices and tips for communicating for accessibility, including how to use plain language, the look and size of text, and how to properly title hyperlinks.

A 90-minute workshop complements the guide. More than 130 staff across MBLL departments, worksites, and levels of responsibility have taken part in Do Write sessions. Participants discuss the content with presenters and ask questions. Often this leads to new insights and a greater understanding of accessibility for everyone in the room. Our next step is to build on the workshop to offer a virtual training session across our retail network, as mandatory employee training. ■



*MBLL has long taken action to improve accessibility for customers and employees.*

## INFORMED GAMBLING TAKES ROOT AND GROWS ITS BRAND

In late 2022, we established a new “made in Manitoba” Informed Gambling program aimed at serving the needs of casino, VLT, lottery, and PlayNow patrons. Built on a strong history of delivering “firsts” in responsible gambling, our Informed Gambling program helps customers focus on elements of play they can control so they are more likely to have a positive experience. To this end, players have access to information on how gambling works, how to lower their risk, and other topics. Tools like a cost-of-play calculator are also available.

Both Winnipeg casinos have Informed Gambling Centres staffed by knowledgeable and well-trained advisors who are available to answer questions, as well as provide information about confidential support services and the Voluntary Self-Exclusion program.

In April 2025, as part of building our Informed Gambling brand and highlighting resources MBLL makes available to Manitoba players, the first multi-channel ad campaign was launched which exposed common gambling myths by reframing them in familiar settings.

This ad and others drove home the campaign’s overarching theme: gambling logic isn’t logical, in any situation. The ad creative shows just how odd gambling myths sound when they are dropped into an everyday situation.

While the campaign focused mainly on debunking gambling logic, it also included positive messages that urge players to consider their gambling habits and to make good choices: “Taking a break looks good on you.” and “Ask yourself, what type of gambler are you?”

“We wanted the campaign to connect with players in a humorous way and to remind them that strategies and myths don’t impact the randomness of gambling outcomes,” says Carin Davidson, a social responsibility consultant at MBLL. “We hope it has built trust with our brand and encouraged players to visit MBLL’s [InformedGambling.ca](https://informedgambling.ca) site or one of our Informed Gambling Centres where they can learn about game plans for managing their gambling.” ■



**Gambling logic isn't logical in any situation.**

**INFORMED  
GAMBLING**

Control how you play at  
[informedgambling.ca](https://informedgambling.ca)



## SETTING THE BASELINE FOR BETTER BUYING

In 2024, MBLL purchased \$67 million in goods and services, including office supplies, marketing services, and more. Jeff Wiebe, director of corporate procurement, talks about MBLL's evolving approach to this essential business activity.

**Q:** How has MBLL tackled procurement in the past?

**A:** It was previously all about dollars – low price wins. Now it's more about best value. Price still matters but we're also looking to have a positive impact on environmental, social, and economic factors within our community. We've adapted our policies and procedures to reflect this, and now evaluate supplier proposals based on supplier diversity, environmental impact, accessibility requirements and community benefit for example.

**Q:** What are you hearing from suppliers?

**A:** We put out a diversity survey last November. Among respondents, 4.6% were diverse businesses\* representing \$2.8 million, or 4.2%

of our annual spending. That's now our baseline. Our goal over the next three years is to have 10% of our supplier base and annual spend be representative of diverse businesses.

**Q:** How will the Corporate Procurement team meet that goal?

**A:** We're at the grassroots level, face-to-face, in-person. We don't have a lot of diverse suppliers that we haven't met in person. We are a small team that see procurement as an opportunity to have a positive impact on the lives of people, because the goods and services that we purchase make a material difference in the ability for these diverse businesses to thrive in our community. It's not just about buying office supplies and marketing services; it's about creating social change. ■

*\*A diverse business is classified as one that must be at least 51% owned, managed, and controlled by equity-deserving people, including Indigenous persons, women, visible minorities (racialized persons), persons with disabilities, or persons of the 2SLGBTQ+ community.*

**Corporate Procurement measures success by the way we touch the lives of people.**

We are committed to this through a creative, customer focused approach towards environmental, social, and economic prosperity that not only fosters collaboration but makes people feel cared for because who they are and what they do matters.



JEFF WIEBE, Director, Corporate Procurement



**Overall customer satisfaction**  
**Liquor Marts: 93%**  
**Casinos of Winnipeg: 68%**

## CHECKING IN WITH OUR CUSTOMERS

MBLL regularly surveys its customers to gain insights into their experiences and preferences, as well as identify areas where we can improve.

Many of our surveys have evolved over time alongside our lines of business and now serve as a valuable historical reference. A casino customer satisfaction study that began as an in-person exit interview touching on what guests enjoyed on their visit, as well as cleanliness, friendliness of staff, and their perception of safety, is now conducted online. Onsite facilitators invite casino guests to provide their email addresses, enabling them to complete the survey later at their convenience. Another survey helps us to better understand the gaming habits of Manitobans.

We also regularly conduct surveys of our Liquor Mart customers to gauge their satisfaction. In these surveys, customers are asked about their shopping experience and things that may impact it, such as controlled entrances. Controlled entrances have proven effective at dramatically improving the shopping and working environment for both customers and employees. In surveys, the majority of Liquor Mart customers continue to support the use of this security measure and indicate they feel safer because of it.

While select studies include key performance indicators that are shared in MBLL's annual report, our executive management committee and board of directors are keenly interested in all the survey

results, as they help inform our priorities, serving as a guide for MBLL as we continue striving to enrich the lives of Manitobans.

We are committed to ensuring our products are sold responsibly. In order to assess regulatory and social responsibility compliance, as well as customer service excellence, MBLL conducts mystery shops at our Liquor Marts, rural liquor vendors, and Liquor Mart home delivery service.

Social responsibility mystery shops assess how often a customer's ID is being requested and properly verified when an individual appearing under the age of 25 attempts to enter a Liquor Mart or makes a purchase at the point of sale or through home delivery. In addition, these shops ensure social responsibility signage and messaging at our stores is visible to customers.

Customer service shops involve an undercover patron entering a Liquor Mart and rating their experience including how they were greeted, the help they received, and overall store cleanliness. Results are shared with the store to ensure continuous improvement.

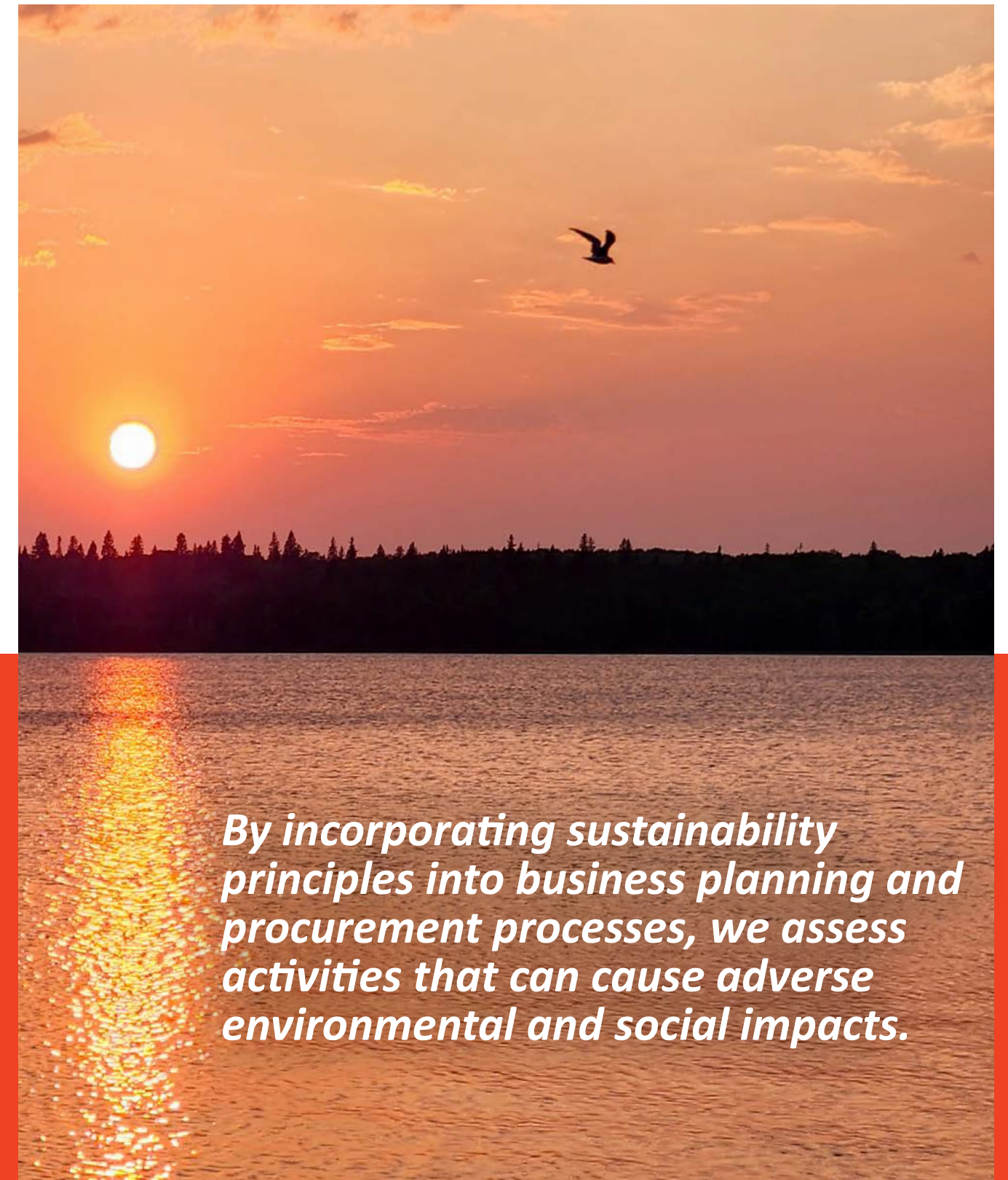
The rural liquor vendor mystery shops combine both customer service and identification-check accuracy.

Regularly measuring performance is essential for our long-term business success, which in turn secures our ability to return our profits to the Province of Manitoba to support programs and initiatives that benefit all Manitobans. ■

# GENERAL DISCLOSURES

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*By incorporating sustainability principles into business planning and procurement processes, we assess activities that can cause adverse environmental and social impacts.*

# GRI 2 GENERAL DISCLOSURES STANDARDS SERIES

## 1 THE ORGANIZATION AND ITS REPORTING PRACTICES

### 2-1 Organizational details

MBLL is a Crown corporation of the Province of Manitoba operating solely within Canada. We distribute and sell liquor, provide gaming and entertainment experiences, and source and distribute non-medical cannabis to retailers in the province, all in a socially responsible manner.

Our head office is located at:  
A - 1555 Buffalo Place  
Winnipeg, Manitoba

[All other corporate offices](#)

### 2-2 Entities included in the organization's sustainability reporting

Our consolidated financial statements are submitted to the Province of Manitoba and filed on public record through our annual reports which list two entities: the Manitoba Liquor and Lotteries Corporation and MLC Holdings Inc. This ESG report applies to only the Manitoba Liquor and Lotteries Corporation (MBLL).

MLC Holdings Inc. is a controlled entity established to purchase certain capital assets for lease to MBLL at cost. The management and oversight of MLC Holdings Inc. is consolidated within MBLL's operations. MBLL's board reviews and approves capital purchases through the annual business planning and budget process.

### 2-3 Reporting period, frequency and contact point

This report covers our operations for the 2024-25 fiscal year starting on April 1, 2024, and ended on March 31, 2025. This is our eighth ESG report, covering business activities including liquor, cannabis, and gaming. This year, all environmental data are reported for fiscal year, instead of calendar year to align non-financial data with financial data.

By incorporating sustainability principles into business planning and procurement processes, we assess activities that can cause adverse environmental and social impacts. We then develop strategies to mitigate these impacts. This includes measuring and reporting on key environmental metrics.

A corporate code of conduct plus departmental policies help define our precautionary approach. *The Climate and Green Plan Act* (Manitoba) also supports the precautionary approach and lays down the foundation for a low carbon government. As a Crown corporation, we ensure our sustainable efforts include the vision and strategies set out in the Act.

Publication date is October 2025.  
Contact us by phone 1-800-265-3912 or [online](#).

### 2-4 Restatements of information

There was an error in the 2023-24 ESG Report regarding our board diversity and equity numbers in 405-1 Diversity of governance bodies and employees. Correct figures are:

- 1 (not 0) from a racialized group
- 1 (not 0) with a disability

### 2-5 External assurance

We are reporting our ESG progress with reference to the Global Reporting Initiative (GRI) Consolidated Set of Standards 2021. We have also integrated the International Financial Reporting Standards (IFRS) S2 climate-related disclosures. IFRS S2 references are indicated in this GRI index. We have included additional responses to disclosures that are specific to our sector and reflect metrics we use to measure our continued progress.

MBLL has elected not to have this report, or its data, assured externally and does not at this time have an ESG policy.

The information in this report has been closely reviewed by internal subject matter experts and senior leaders, including our Executive Management Committee, with oversight from our board of directors.

Various data is reported to regulatory authorities.

We engaged Ernst & Young (EY) to perform the financial statement audit. They reviewed the corporation's internal controls to the extent that they considered necessary and reported their findings to management and the Board of Directors.

## 2 ACTIVITIES AND WORKERS

### 2-6 Activities, value chain and other business relationships

We are a provincial Crown corporation that contributes to the general revenue of the Province of Manitoba through the sale of liquor, gaming, and cannabis.

Our profits go to the Province of Manitoba's general revenue and support priority programming in areas like health care, education, social and community services.

We commit 2% of anticipated annual net income towards promoting responsible gambling, responsible liquor and cannabis consumption, and research and treatment programs.

MBLL, along with other private businesses that make, distribute, provide or sell liquor, gaming and cannabis in Manitoba must obtain one or more licences from the Liquor, Gaming and Cannabis Authority of Manitoba (LGCA), who regulates these activities.

#### Gambling

We directly operate two casinos with restaurants, entertainment, and banquet facilities:

- 1,054 electronic gaming machines, 20 electronic table games, and 12 gaming tables at Club Regent Casino
- 1,097 electronic gaming machines, 20 electronic table games, and 14 gaming tables at McPhillips Station Casino

We operate the network of 6,675 video lottery terminals (VLTs) found at 333 private licensed establishments, Assiniboia Downs, 54 legions, and 37 First Nations sites. We also supply gaming equipment and oversight to Shark Club Gaming Centre and 3 First Nations casinos: Aseneskak Casino, South Beach Casino, and Sand Hills Casino.

We provide online gaming to Manitoba players through PlayNow.com. Manitoba's website is managed under agreement with the British Columbia Lottery Corporation (BCLC), the developer of the platform. Serving 160,755 players from Manitoba on PlayNow.com, the site offers casino-style games, bingo, head-to-head interprovincial poker, sports betting, and lottery sales.

We distribute and sell lottery tickets as a member of the Western Canada Lottery Corporation (WCLC) and, by extension, the Interprovincial Lottery Corporation (ILC). We are the exclusive supplier of breakopen tickets and bingo paper in Manitoba. We distribute and sell WCLC products through our network of 945 privately-owned lottery ticket retailers.

#### Liquor

As the province's sole legal distributor of liquor, and thus one of the largest single buyers of liquor in the world, we wholesale liquor from more than 50 countries. As a retailer, we directly operate 63 Liquor Marts throughout the province offering 3,700 different liquor products to 9 million customers.

MBLL distributes liquor to a variety of retail partners across Manitoba including:

- 1,150+ licensees who sell liquor on-premises
- 220+ privately owned beer vendors
- 160+ privately owned rural liquor vendors
- 8 privately owned specialty wine stores
- 3 privately owned duty-free stores

#### Cannabis

We source and distribute non-medical cannabis from 153 Canadian producers to 229 private retailers in Manitoba. In our province cannabis products are shipped directly from producers to retailers or through one of Manitoba's licensed distributors.

2 ACTIVITIES AND WORKERS *(continued)*

2-7 Employees

MBLL provides employment to 3,093 active employees in Manitoba. This includes members of the executive team, management, and employees on leave, but does not include those on contract. The number of employees has increased by 35 since 2023-24.

EMPLOYEE STATUS

| Category     | Number of Employees |
|--------------|---------------------|
| Casual       | 324                 |
| Full Time    | 1,543               |
| Part Time    | 1,215               |
| Term*        | 11                  |
| <b>TOTAL</b> | <b>3,093</b>        |

EMPLOYEE RESPONSIBILITY LEVEL

| Role                | Number of Employees |
|---------------------|---------------------|
| Management          | 432                 |
| Frontline Employees | 2,661               |
| <b>TOTAL</b>        | <b>3,093</b>        |

\* Term employees include jobs like seasonal retail workers, co-ops, and summer students as of March 31, 2025. This number does not include the large number of seasonal hires during the holiday and summer seasons which fluctuates throughout the year.

For a breakdown by gender [refer to 405-1 Diversity of governance bodies and employees.](#)

EMPLOYEE WORK LOCATIONS

| Community          | Number of Employees |
|--------------------|---------------------|
| Beausejour         | 7                   |
| Brandon            | 81                  |
| Carman             | 9                   |
| Dauphin            | 14                  |
| Flin Flon          | 15                  |
| Gimli              | 12                  |
| Killarney          | 6                   |
| Lac du Bonnet      | 9                   |
| Minnedosa          | 6                   |
| Morden             | 7                   |
| Morris             | 45                  |
| Neepawa            | 7                   |
| Pine Falls         | 7                   |
| Portage la Prairie | 26                  |
| Roblin             | 5                   |
| Russell            | 5                   |
| Selkirk            | 21                  |
| Steinbach          | 21                  |
| Stonewall          | 14                  |
| Swan River         | 7                   |
| The Pas            | 11                  |
| Thompson           | 24                  |
| Virden             | 6                   |
| Winkler            | 10                  |
| Winnipeg           | 2,718               |
| <b>TOTAL</b>       | <b>3,093</b>        |

2-8 Workers who are not employees

Typically, MBLL enters into agreements with contractors to provide services on a time and materials or lump sum basis where the contractor controls and supervises the work being done based on the agreed upon scope of work. In these arrangements, MBLL does not directly control or supervise the work being done. Examples of this would be janitorial cleaning (operational) and conducting a system upgrade or implementation (project).

However, MBLL does have agreements in place to contract for information technology resources when specialized expertise or additional capacity is required to meet project or operational demands. The work is controlled by MBLL and the workers are directly supervised by MBLL. In 2024-25, MBLL engaged with 135 individuals in these roles.

3 GOVERNANCE

2-9 Governance structure and composition

The highest governance body is the board of directors, consisting of at least six and not more than ten members.

Each board member is appointed for a term not exceeding five years. A board member continues to hold office until they are re-appointed, the appointment is revoked, or a successor is appointed.

The following committees of the board are responsible for managing the organization’s impacts on the economy, environment and people, as outlined in their terms of reference: the Audit and Finance Committee, the Human Resources and Compensation Committee, and the Strategy Planning and Governance Committee.

Board of directors and their competencies relevant to the impacts of the organization:

Chair

Jeff Traeger is a president and CEO in the labour industry.

Vice Chair and Chair of the Strategy, Planning and Governance Committee

Tim Comack is a vice president in housing development and urban development. He has a bachelor of arts and master’s degree in project management.

Chair of the Audit and Finance Committee

Tannis Mindell is a former deputy minister and worked in the administrative, governance, and financial industry.

Chair of the Human Resources Committee

Sarah Pinsent is a counsellor with a master’s degree in social work.

Directors

Michelle Cameron is an owner, founder, president, and entrepreneur and serves on several advisory committees.

Josiane Kroll is a senior instructor at the University of Manitoba and has a doctorate in computer sciences and information technology.

Sara Penner is a vice president and an accounting professional.

Doug Ramsey works at the University of Brandon faculty, with a background in rural and community development research.

Christine Van Cauwenberghe is a lawyer, accountant, and chief officer with a financial planning background. (Outgoing June 24, 2024)

For board diversity [see 405-1 Diversity of governance bodies and employees.](#)

The management structure at MBLL is overseen by the board.

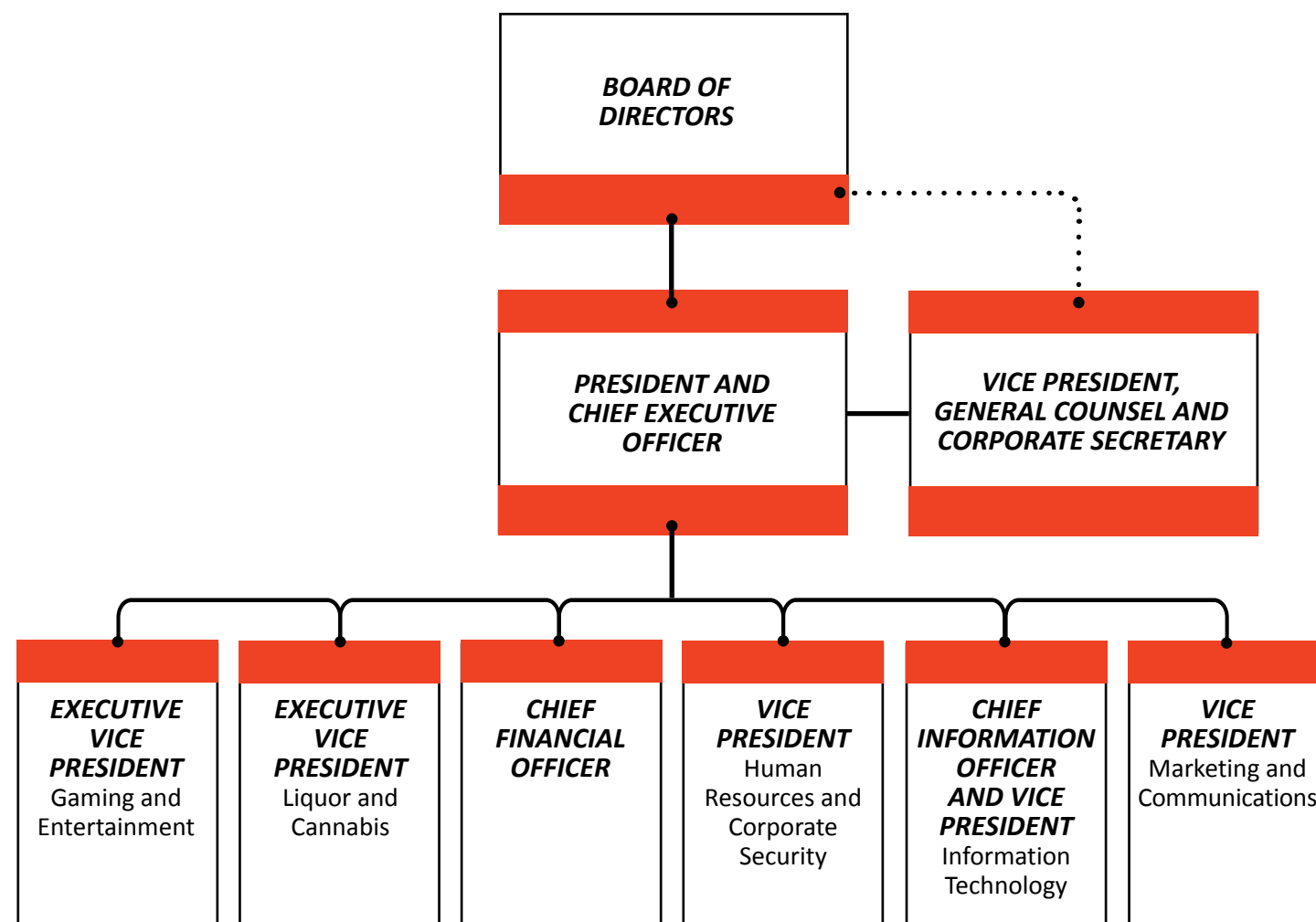


### 3 GOVERNANCE *(continued)*

#### 2-9 Governance structure and composition

##### Executive Management Committee:

Gerry Sul - President and CEO  
 James Anastasio – Executive Vice President, Gaming and Entertainment  
 Tracey Bremner – Vice President, Human Resources and Corporate Security  
 Robert Holmberg – Executive Vice President, Liquor and Cannabis Operations  
 Danielle Rice – Vice President, Marketing and Communications  
 Dan Ryall – Vice President, General Counsel and Corporate Secretary  
 Ian Urquhart – Chief Financial Officer  
 Munna Zaman – Chief Information Officer and Vice President, Information Technology Services



#### 2-10 Nomination and selection of the highest governance body

The board is appointed by the lieutenant governor in council as recommended by the minister responsible for MBLL. Applications for board consideration are accepted through the [Government of Manitoba website](#). The president and CEO is appointed as an ex officio, non-voting member of the board. The board may establish any committees it considers necessary in addition to the three mandatory committees required by legislation.

Further information on the competency requirements of the board is described on the [Government of Manitoba website](#).

For board diversity [see 405-1 Diversity of governance bodies and employees](#).

#### 2-11 Chair of the highest governance body

The lieutenant governor in council designates one member of the board as the chair, and another member as the vice chair. Members of the board are not members of the organization's Executive Management Committee.

#### 2-12 Role of the highest governance body in overseeing the management of impacts

[The Crown Corporations Governance and Accountability Act](#) (Manitoba) provides expectations and requirements of Crown boards including duties, manner of holding public meetings, reporting lines, restrictions on membership, powers, committees, conflicts of interest, and other specifics.

MBLL's overall policy direction comes from the Government of Manitoba, as elected by Manitobans. The board acts as the link between the corporation and the government and ensures that MBLL's activities, policies, initiatives and outcomes are aligned with government policy and direction.

The minister responsible for MBLL outlines the priorities for the corporation in a mandate letter to the board chair. Mandate letters are used to communicate priorities when there is a new government, when new goals are introduced, or if policy changes significantly. Mandate letters are not provided on a particular or regular cadence, and the corporation continues to follow its most recent mandate letter until a new one is issued. The most recent mandate letter is used to guide MBLL's overall strategy for the board.

The board must inform the minister of all business transacted at board meetings and provide any material supporting decisions made at meetings as part of its accountability to government. The various board committees provide oversight on topics and are responsible for updating the board on progress for priorities and activities. These committees are a way for the board to gain assurance of the effectiveness of MBLL's management body, and confidence in Executive Management Committee recommendations.

An annual report and annual public meeting are legislative requirements and are ways we engage with the public to demonstrate progress and outcomes from the mandate letter. All financial and annual reports are publicly posted on our website. These reports are developed by Executive Management Committee and approved by the board and government before being made public.

The board meets with industry stakeholders including the LGCA board on an annual basis, and with various retail partners and suppliers upon request.

The [responsibilities of a Crown board](#) can be found on the Government of Manitoba website.

[The Manitoba Liquor and Lotteries Corporation Act](#) (Manitoba).

3 GOVERNANCE *(continued)*

2-13 Delegation of responsibility for managing impacts

This response supports IFRS S2 disclosure

The board and its committees are governed by terms of reference that include focus on the corporation’s impacts on the economy, environment, and people.

The president and CEO has overall responsibility to manage our impacts on the economy, environment and people, and is supported by departments and subject matter experts within the organization. This includes the Corporate Accountability and Integrity Division which oversees programs and reporting related to climate related risks and opportunities, and social responsibility programs and reporting, which reflect some of the corporation’s impacts on economy and people.

2-14 Role of the highest governance body in sustainability reporting

The board and its committees are governed by terms of reference that include focus on the organization’s impacts on the environment and sustainability reporting.

The board of directors has established a strategy, planning and governance committee, the mandate of which is oversight and monitoring of MBLL’s corporate governance, strategic plan, ESG initiatives, enterprise risk management, business continuity management, and corporate policy in order to gain reasonable assurance on behalf of the board of directors that effective management processes are in place and functioning in these areas.

MBLL underwent a materiality assessment exercise in 2024-25 and identified more than 40 new material topics for this 2024-25 ESG report. The findings and material topics were reviewed and approved by the Executive Management Committee. The vice president, general counsel and corporate secretary is responsible for reviewing and approving sustainability reporting as per MBLL’s sustainable development policy. The board is not responsible for reviewing and approving the reported information.

The Strategy Planning and Governance Committee oversees the MBLL ESG program and provides updates to the board.

2-15 Conflicts of interest

Board members must review and sign adherence to MBLL’s conflict of interest policy annually and declare any material interests at any time that may be or may appear to be conflicts.

Our [code of conduct](#) covers conflicts of interest and applies to employees, including officers, and the board. Conflicts of interest may be reviewed by legal counsel and if necessary are disclosed to stakeholders.

2-16 Communication of critical concerns

The following regularly scheduled board and committee meeting agenda items are one of the mechanisms by which concerns are brought to the attention of the board:

- Quarterly fraud awareness and the annual fraud summary report
- Quarterly CFO reports
- Updates on labour disputes
- Quarterly reports on grievances and labour relations
- Quarterly committee/board dashboard reports
- President and CEO reports

The president and CEO’s board report includes an overview of any significant ongoing litigation. Lawsuits and grievances undergo a materiality review before involving the board. Items may be brought to the attention of the board due to reputational or political considerations.

In response to [The Public Interest Disclosure \(Whistleblower Protection\) Act](#) (Manitoba), MBLL has a whistleblower protection policy that establishes a process whereby employees can report serious and significant wrongdoings observed in the workplace without fear of reprisal. A designated officer conveys these reports to the president and CEO, who in turn reports to the board. There were no disclosures for this past fiscal year.

The total number and nature of critical concerns communicated are considered confidential.

2-17 Collective knowledge of the highest governance body

This response supports IFRS S2 disclosure

MBLL has a policy that focuses on setting the long-term strategy and direction for the organization, which includes governance, risk management, financial oversight, and strategic planning. Requirements for the board’s collective knowledge are determined by its strategy, planning and governance committee, as described in Disclosure 2-14, while delegation of responsibility for managing impacts is as described in Disclosure 2-13.

The vice president, general counsel and corporate secretary, who oversees the Corporate Accountability and Integrity Division, and the chief financial officer are responsible for ensuring the correct skills and competencies are available to oversee strategies to respond to climate-related risks and opportunities within the corporation, as well as for ensuring progress towards stated carbon reduction targets.

2-18 Evaluation of the performance of the highest governance body

Criteria used to assess or evaluate board members are defined and used by the provincial government and are not typically disclosed publicly or to MBLL. Further information on the [process used to appoint board members is described on the Government of Manitoba website](#).

The board has processes in place for self-evaluation. This includes an annual survey of board members, the results of which are used as an input for the board to promote continuous improvement.

The organization periodically undertakes a competencies analysis and creates a skills matrix, which can be used to make recommendations on board committee composition and is shared with government as information only.

The board may retain independent experts to assist with their performance evaluation.

2-19 Remuneration policies

[Remuneration for MBLL’s highest governance body, the board of directors](#), is in the form of fixed pay, which is determined by the provincial government through an order-in-council.

Remuneration for senior executives is in the form of fixed pay (base salary). Bonus, variable, and incentive pay are not offered. Retirement benefits (pension) are the same as for all eligible MBLL employees. Within six months after the end of each fiscal year, MBLL must disclose to the public in accordance with [The Public Sector Compensation Disclosure Act \(Manitoba\)](#) the amount of compensation it provides in the fiscal year to its employees whose compensation is \$75,000 or more.

2-20 Process to determine remuneration

Remuneration and remuneration policies are developed with the support of independent remuneration consultants and are influenced by a range of factors including collective bargaining, labour market trends, and provincial government policies.

Changes to remuneration and remuneration policies are reviewed and approved by the Public Sector Compensation Committee, an independent body appointed by the Province of Manitoba.

MBLL ratified collective bargaining agreements, which included remuneration components, with all seven bargaining units within the past two fiscal years. With the support of an external consulting firm, MBLL completed an out-of-scope compensation program review during the 2024-25 reporting year to increase attraction and retention of employees.

2-21 Annual total compensation ratio

This information is not calculated by MBLL. Compensation for our highest-paid employees is disclosed in our [Schedule of Compensation report](#).

## 4 STRATEGY, POLICIES, AND PRACTICES

### 2-22 Statement on sustainable development strategy

This response supports IFRS S2 disclosure

MBLL’s vice-president, general counsel and corporate secretary oversees our ESG department with two project resource teams developing the ESG program.

[See Message from our Leader.](#)

[See Our Approach to ESG.](#)

### 2-23 Policy commitments

[MBLL has a code of conduct for all employees, executives, and members of the board.](#) It is approved and signed by the president and CEO and sets behaviour expectations and principles for conducting business in areas including workplace safety and health, ethics and integrity, labour, environment, anti-corruption, human rights, privacy and criminal code.

The code of conduct references *Canada’s Truth and Reconciliation Commission Calls to Action* and the *United Nations Declaration of the Rights of Indigenous Peoples*. Training is provided to all employees upon hire to ensure awareness of the code. Periodic reminders and campaigns are conducted internally by human resources to maintain and improve awareness.

Several mechanisms are available for individuals to seek advice or raise concerns related to conduct. [Some further information on how allegations of discrimination are handled is described under 406-1.](#)

Human rights grievances are directed to the legal department which operates under the supervision of the vice president, general counsel and corporate secretary.

MBLL is subject to [The Human Rights Code \(Manitoba\)](#) which references the *Universal Declaration of Human Rights* and the *Canadian Charter of Rights and Freedoms*. Individuals have the right to file a complaint with the Manitoba Human Rights Commission if they believe they have been discriminated against.

### 2-24 Embedding policy commitments

Robust employee development, leadership development, position profiles and performance management programs and a code of conduct are in place to ensure awareness and adherence to expected business conduct standards.

The Executive Management Committee regularly reviews and updates organization strategies as well as annual business initiatives. Policies and procedures are reviewed and audited on a regular basis.

Social and sustainability procurement criteria continue to evolve. Where possible, certifications and external standards (e.g. ISO, Fairtrade, B Corp, OEKO-TEX STANDARD 100, and FSC) factor into bid criteria. Information, forms, and more are provided to business partners across our lines of business on [mbllpartners.ca](#).

### 2-25 Processes to remediate negative impacts

[See 2-12 Role of the highest governance body in overseeing the management of impacts](#)

See 2-26 Mechanisms for seeking advice and raising concerns

See 2-27 Compliance with laws and regulations

[See 2-29 Approach to stakeholder engagement](#)

### 2-26 Mechanisms for seeking advice and raising concerns

MBLL maintains a comprehensive employee code of conduct and a separate supplier code of conduct. Both documents set clear expectations for ethical behaviour and compliance and include several mechanisms (or avenues) for how concerns can be reported.

Training is provided to all new employees on our employee code of conduct and also our respectful workplace policy. Employees are encouraged to speak to their manager or another trusted leader first. Where this is not an option, MBLL has a workplace tipline that is monitored by the labour relations team for concerns about inappropriate or illegal activities, or unfair treatment. Where the concern relates to discrimination or harassment, employees may make a respectful workplace disclosure where concerns will be reviewed and addressed.

The corporation also adheres to [The Public Interest Disclosure \(Whistleblower Protection\) Act](#) (Manitoba) and maintains a whistleblower protection policy to provide a formal process for disclosing concerns about significant and serious wrongdoings to the vice-president, general counsel and corporate secretary who acts as the designated officer. Whistleblower disclosures are included in our annual reports.

Partners can access [information on doing business with the corporation](#), including the Supplier Code of Conduct. Email addresses and phone lines have been created for different categories of commercial customers to provide information or concerns. In addition, MBLL hosts public consultations for each business line.

MBLL values feedback from customers, including recommendations and concerns, and has several methods for customers to engage with the organization. [Contact Us](#) is a web-based system available in English and French for customers and the public to raise concerns or seek information. Accessibility concerns can be emailed directly to MBLL as indicated [on our accessibility webpage](#). MBLL hosts annual public meetings to share information and receive questions. Employees in customer-facing roles are trained to provide customer service and to escalate concerns where appropriate. Leaders to whom concerns are brought or escalated will address, direct, or further escalate based on their role and training.

The board’s Strategy, Planning, and Governance Committee provides assurance that related management processes are in place and functioning effectively.

### 2-27 Compliance with laws and regulations

There were no significant instances of non-compliance with laws and regulations and no fines paid during the 2024-25 fiscal year.

### 2-28 Membership associations

We are members of various industry bodies. Here are some of our key affiliations where we hold a position, participate in projects, sit on committees, provide funding, or find strategic value:

- Asper School of Business Associates
- BOMA Manitoba
- Business Chambers
  - Indigenous Chamber of Commerce
  - Manitoba Chambers of Commerce
  - St. Boniface Francophone Chamber of Commerce
  - Winnipeg Chamber of Commerce
  - Other local chambers of commerce
- Canadian Lottery Coalition
- Canadian Research Insights Council
- Civil Service Superannuation Board
- Fish Forward
- Gaming Security Professionals of Canada
- Gartner Canada
- Interprovincial Lottery Corporation (ILC)
- ILC Canadian Responsible Gambling Association
- Institute of Internal Auditors Winnipeg Chapter
- Manitoba Restaurant and Foodservices Association
- Multi-Material Stewardship Manitoba
- Retail Council of Canada
- Social Responsibility Committee (CALJ-SR for Canadian liquor jurisdictions)
- The Partnership (for Canadian gambling organizations)
- Western Canada Lottery Corporation (WCLC)
- Winnipeg Construction Association

This list is not meant to be exhaustive.

## 5 STAKEHOLDER ENGAGEMENT

### 2-29 Approach to stakeholder engagement

#### The Government of Manitoba

MBLL's responsibility to The Province of Manitoba is outlined in *The Manitoba Liquor and Lotteries Corporation Act* and *The Crown Corporations Governance and Accountability Act*. The Province of Manitoba engages with the corporation through mandate letters and ongoing communication through established channels.

#### Local communities and customers

Engagement with local communities and with customers is provided through annual public meetings, satisfaction surveys, public and consumer opinion surveys, focus groups, communication channels such as Contact Us, and employee volunteers at community events and festivals.

#### Business partners

Engagement with business partners is established through many of the resources available on [mbllpartners.ca](http://mbllpartners.ca) and through dedicated teams of personnel whose role it is to manage specific business relationships. Examples include the general manager of commercial gaming, and the director of liquor and cannabis commercial partners, along with more specific roles reporting to these leaders. Issues are managed with escalation as appropriate up to and including our president and CEO. Partner satisfaction surveys are also conducted on a regular basis.

#### Employees

An employee engagement survey is conducted every two years which provides the opportunity for executive management to identify strengths and areas for improvement. The most recent survey had an 83% participation rate, higher than the benchmark of 77%.

#### Indigenous communities

We introduced our ReconciliACTION roadmap in 2024, a living document created to guide the organization on our journey of reconciliation with Indigenous communities through a series of goals and actions. It was created in consultation and through coordinated efforts of many internal and external people, including the shared knowledge and perspectives from elders, knowledge keepers, and Indigenous employees and community leaders. The roadmap is led by our Indigenous relations advisor and the Indigenous Advisory Circle, alongside the president and CEO and the vice president of human resources, with input from the Diversity Equity and Inclusion's Truth and Reconciliation subcommittee.

The president and CEO co-chairs the Indigenous Advisory Circle:

- Gerry Sul – Co-chair
- Kevin Chief – Co-chair
- Nikki Komaksiutiksak
- Jamie Dumont
- Verna Demontigny
- Trevor LaForte
- Alan Greyeyes
- Gina Smoke

### 2-30 Collective bargaining agreements

88% of employees are represented by five unions under seven collective agreements. All collective agreements were ratified between May 2023 and February 2024.

The next collective bargaining agreement is set to expire in March 2026. Our objective is to ensure the agreements we reach with the unions that represent our employees are fair and meet the objectives of our business.

MBLL determines working conditions and terms of employment for the remaining 12% of employees who are not covered by collective bargaining agreements.

*Our profits go to the  
Province of Manitoba's  
general revenue and support  
priority programming in  
areas like:*

- *health care*
- *education*
- *social services*
- *community services*

# ECONOMIC

## IN THIS SECTION

**24-25** Economic performance

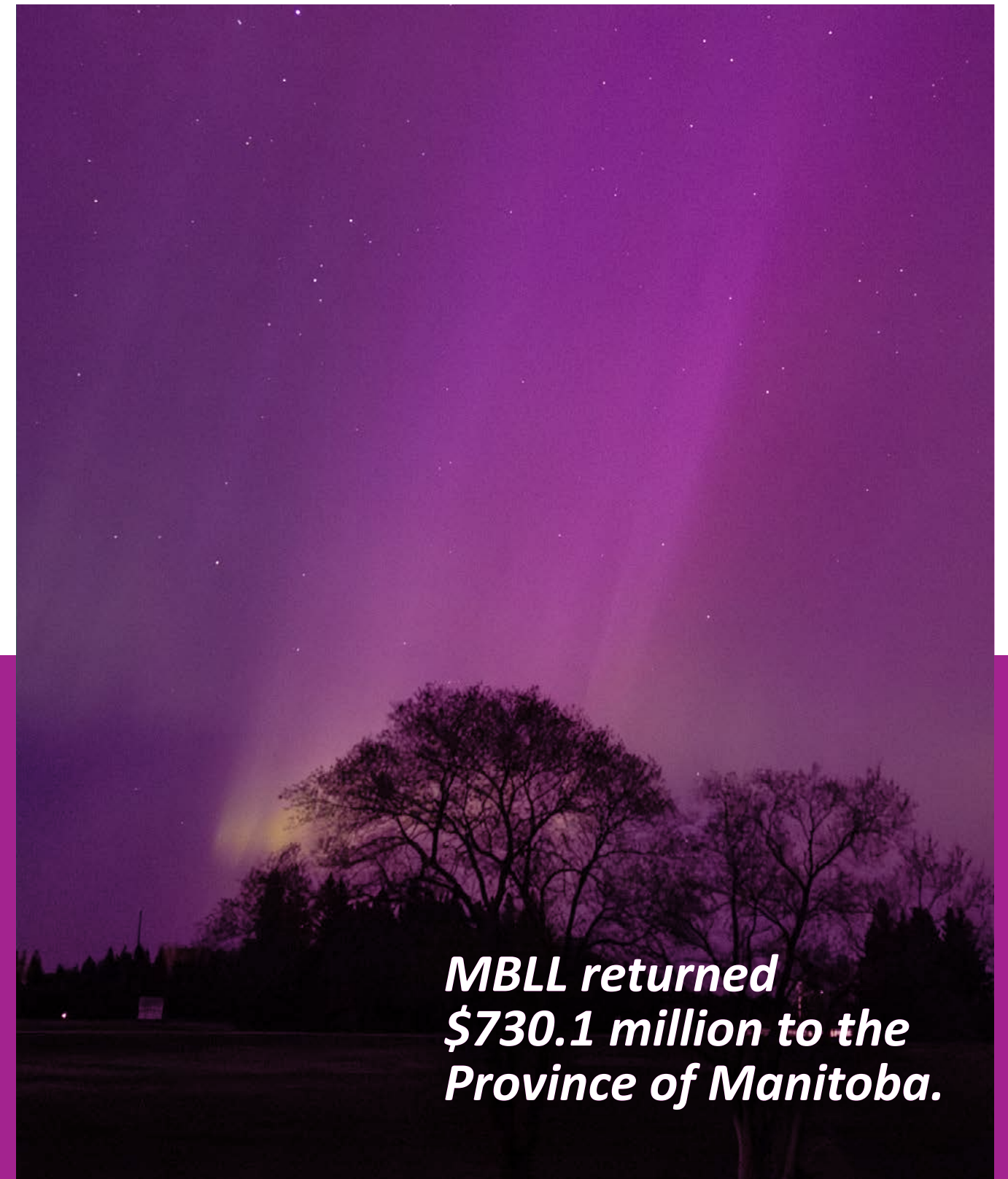
**25** Market presence

**25** Indirect economic impacts

**25** Procurement practices

**26** Anti-corruption

**26** Anti-competitive behaviour



***MBLL returned  
\$730.1 million to the  
Province of Manitoba.***

# GRI 200 ECONOMIC STANDARD SERIES

## 201 ECONOMIC PERFORMANCE

### 201-1 Direct economic value generated and distributed

\$1,735.9 million – Revenue  
 \$178.7 million – Employee benefits  
 \$807.5 million – Payments to government  
 \$234.4 million – Payments to partners  
 \$515.3 million – Net operating and other costs

#### \$0 – Economic value retained

Economic value distributed is defined in the GRI Standards – Disclosure 201-1. This is not a financial statement.

See our [2024-25 Annual Report](#)

#### Payments to government

##### Federal

\$47.2 million – Customs and Excise duties  
 \$10.0 million – Goods and Services Tax  
 \$3.0 million – Lottery federal payment

##### Provincial

\$730.1 million – Allocation of net income and comprehensive income  
 \$10.7 million – Interest expense on long-term debt

##### Municipal

\$6.5 million – Grants in lieu of taxes

#### Payments to partners

\$100.5 million – Manitoba hotel and restaurant industry (VLT sites, beer vendors, liquor-licensed restaurants and lounges)  
 \$62.5 million – First Nations (VLT sites)  
     o First Nations communities are provided 85% of net win from VLTs on their respective lands as a contribution to promote sustainable, social, and economic benefits and opportunities, while 5% is provided for hosting the VLTs.  
 \$25.8 million – Private liquor retailers (specialty wine stores, liquor vendors)  
 \$19.0 million – Lottery retailers  
 \$14.3 million – Social responsibility partners:  
     o \$9.4 million – To 32 community partners working in harm minimization, fetal alcohol spectrum disorder (FASD) prevention, and treatment and support, including Shared Health’s delivery of addiction services throughout Manitoba  
     o \$49.0 thousand – To the University of Manitoba for research related to FASD  
 \$5.1 million – To LGCA through annual licence fees for employees, electronic gaming devices, and retail liquor locations  
     Additional amounts are directed to be paid under *The Liquor, Gaming, and Cannabis Control Act (Manitoba)*.  
 \$4.2 million – To 409 community programs:  
     o \$3.6 million – Community sponsorships  
     o \$0.6 million – Other community funding  
         • \$530.0 thousand – To First Nations sports associations  
         • \$41.2 thousand – To [employee charity programs](#)  
 \$3.0 million – Veterans’ organizations (VLT sites)  
 \$147.5 thousand – Environmental partners  
 MBLL contributes to the community in several other ways:  
     o 160 employees contributed 11,593 volunteer hours with 55 organizations during the year.  
     o Employees contributed \$59.0 thousand through payroll deduction to the Annual Workplace Giving campaign.  
     o 29 organizations received used asset donations.  
     o \$141.8 thousand collected for charitable organizations through coin boxes at Liquor Marts and Casinos of Winnipeg.

Overall, 435 organizations were supported through MBLL’s funding and other contributions.

See [Management Discussion and Analysis in the 2024-25 Annual Report](#) for analysis of all financial results.

#### Public opinion

60% of Manitobans value MBLL’s economic contributions to the Province of Manitoba.  
 53% of Manitobans value our contributions to community events

### 201-2 Financial implications and other risks and opportunities due to climate change

This response supports IFRS S2 disclosure

Based on an assessment of our potential exposure to local and global climate hazards, physical and transition risk statements were developed and assessed to determine corporate vulnerability to the expected climate impacts.

Climate related physical risks statements are risks associated with the tangible effects of climate change such as extreme weather events and prolonged heat waves. Transition risks result from the relative uncertainty associated with the global shift towards a more sustainable and lower carbon economy, such as carbon disclosure requirements and upgrading to renewable energy.

Physical risk statements:

- Key supplier outputs may be negatively impacted by climate change and extreme weather events.
- Transportation infrastructure that MBLL relies on may be unavailable due to climate change and extreme weather events.
- Utility infrastructure (e.g., electricity, internet, water) supporting MBLL operations may be damaged and disrupted or restricted due to climate change and severe weather events.
- MBLL facilities may be damaged and inaccessible due to climate change and extreme weather events.
- Employee health and safety (e.g., heat stress, mental health) may be at risk due to climate change and extreme weather events.

Transition risk statements:

- New legislation and changes to existing regulations related to climate change may be introduced that impact MBLL.
- Capital directed to low carbon initiatives at MBLL may impact availability of capital for other corporate initiatives.
- Capital investments may be directed to sub-optimal solutions if desired technology is not reaching the market in a timely manner.
- Service providers and vendors may not be aligned with MBLL needs and expectations for achieving low carbon emissions.
- Equipment in use may no longer be supported and parts no longer available due to industry transitioning to new technology resulting in stranded assets within MBLL.
- Real or perceived view that MBLL is not moving quickly enough to reduce its own carbon emissions.
- MBLL’s energy intensive operations may experience higher costs associated with overall demand for green energy sources in the province.

Directors and managers across all lines of business plus Corporate Property Services Division (responsible for buildings) assess the risk statements every three years. Financial, environmental, reputational, legislative and labour considerations associated with each risk statements are assessed qualitatively and quantitatively using the corporation’s risk assessment methodology scoring for inherent risk, residual risk, and risk tolerance, and provides insights into process improvements currently underway or needed for mitigation.

Six risk statements deemed significant or severe, likely or almost certain by corporate lines of business or the Corporate Property Services Division in the most recent assessment (2023) are:

1. Transportation infrastructure that MBLL relies on may be unavailable due to climate change and extreme weather events. – Liquor Operations, Gaming Operations, Corporate Property Services
2. Employee health and safety (e.g., heat stress, mental health) may be at risk due to climate change and extreme weather events – Liquor Operations, Gaming Operations
3. New legislation and changes to existing regulations related to climate change may be introduced that impact MBLL – Gaming Operations, Corporate property Services
4. Service providers and vendors may not be aligned with MBLL needs and expectations for achieving low carbon emissions. – Gaming Operations
5. Utility infrastructure (e.g., electricity, internet, water) supporting MBLL operations may be damaged and disrupted or restricted due to climate change and severe weather events – Corporate Property Services
6. Capital investments may be directed to sub-optimal solutions if desired technology is not reaching the market in a timely manner – Liquor Operations, Corporate Property Services

MBLL considered the climate-related risks in financial terms. The risks do not currently have a financially material impact on the corporation.

While the risks are not material from a financial perspective, mitigation activities to advance climate resilience are undertaken through adjustments to corporate operational and financial processes.

- Risks with short-term management horizons are integrated into departmental, operational, and process changes.
- Medium-term horizons risks are managed through corporate strategic and business planning processes. The annual strategic and business managed process includes a SWOT analysis to identify various internal and external environment factors that can impact the achievement of the organization’s goals and objectives. Medium-term risks identified as critical through the SWOT analysis are prioritized and addressed within the departmental business planning process and must be addressed within every business initiative put forward.
- Long-term horizon risks, beyond ten years, are assessed through annual situational analysis exercises conducted at MBLL, to determine government policy, global and technology climate risk trends, and periodic climate related risk assessments.

The results of the risk assessment are reviewed by our Central Strategy Team and the Insights and Planning Committee. The resulting situational and SWOT analysis for the corporation are provided to the Executive Management Committee for review and to provide strategic direction for corporate business and strategic plans, both of which require approval by MBL's board of directors and the Province of Manitoba.

The climate risk assessment was conducted by defined operations so qualitative and quantitative financial impacts by area could be determined and mitigation and adaptation prioritized using operational controls, strategic planning and business planning processes.

The current cost of actions to manage risk has been minimal. Operational controls have been implemented to mitigate short term climate risks.

A long-term strategy to transition to net-zero emission by 2050 is underway. The costs, benefits and timing of actions associated with the plan are being determined.

### 201-3 Defined benefit plan obligations and other retirement plans

In accordance with the provisions of *The Civil Service Superannuation Act (CSSA)* (Manitoba), employees are eligible for pension benefits. Plan members must contribute to the multi-employer Civil Service Superannuation Fund at prescribed rates for defined benefits, while MBLL must match employee contributions.

For further detail, refer to our annual report, note to consolidated financial statements 2(o).

## 202 MARKET PRESENCE

### 202-1 Ratios of standard entry level wage by gender compared to local minimum wage

The minimum wage in Manitoba is \$15.80 per hour, as of October 1, 2024, and will increase to \$16.00 per hour on October 1, 2025. To be competitive, MBLL currently pays all employees above minimum wage.

### 202-2 Proportion of senior management hired from the local community

100% of executive management were hired from Manitoba.

## 203 INDIRECT ECONOMIC IMPACTS

### 203-2 Significant indirect economic impacts

#### Supply chain:

- Jobs supported for suppliers of liquor, gaming, food, goods and services, and cannabis.
- Jobs supported for businesses related to MBLL's operations and maintenance of facilities, which can include construction or renovation.

#### Distribution chain partners:

- Jobs supported for more than 3,300 private businesses in Manitoba that sell liquor, gaming, or cannabis.
- Additional revenue to help make small businesses more viable and increase economic activity in those communities. This includes hotels, restaurants, bars/lounges, lottery ticket retailers, specialty wine stores, and rural liquor retailers.

#### Product use:

- Our products have risks and can lead to harms for some people. These negative indirect impacts can include financial issues, health issues or addictions which can lead to unemployment, homelessness and crime. MBLL has various policies, standards and programs to help minimize these harms and provides funds for related programs and services.

## 204 PROCUREMENT PRACTICES

### 204-1 Proportion of spending on local suppliers

The provincial and federal governments have made procurement commitments under several trade agreements. These agreements ensure interprovincial access to opportunities for suppliers. As a Crown corporation, we comply with the agreements and did not apply local supplier preferences in procurements.

Our determination of local is based on whether the company is headquartered in Manitoba.

#### Food:

Casino restaurants, a significant component of casino hospitality services, support several customer trends including offering local food. To ensure customer satisfaction, contracted food suppliers are requested to locally source at least 25% of food spend (excluding non-dairy beverages), which means the food is made from at least 85% local ingredients, and where all processing and packaging activities are in Manitoba.

25.4% of food purchased by casino restaurants was locally sourced.

#### Lottery paper:

100% of the lottery paper we purchase is from a local supplier.

#### Cannabis:

100% of the cannabis we source is Canadian.

#### Corporate goods and services, and gaming equipment:

48.7% of total spend through Corporate Procurement is with Canadian companies, 17.9% of which are Manitobans companies. These totals are not inclusive of total spend.

*100% of the  
lottery paper we  
purchase is from a  
Manitoba supplier.*

## 205 ANTI-CORRUPTION\*

Reported numbers for 205 Anti-corruption are for the 2024 calendar year.

### 205-1 Operations assessed for risks related to corruption

Money laundering is the process where the identity of money obtained from criminal activity is concealed in order to make it look legitimate.

The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) is the federal government agency responsible for the detection and prevention of money laundering and terrorist financing activities in Canada and abroad. FINTRAC has specific information collection and reporting obligations that casinos must fulfill to help combat money laundering and terrorist financing in Canada. As MBLL is the sole casino and gaming reporting entity to FINTRAC for the province, we are required to report on Club Regent Casino and McPhillips Station Casino; First Nation casinos (South Beach Casino & Resort, Sand Hills Casino, and Aseneskak Casino); Shark Club Gaming Centre, VLT sites with greater than 50 terminals, and online gaming (PlayNow.com).

### 205-2 Communication and training about anti-corruption policies and procedures

At MBLL, we know we are an important element in combatting money laundering and are diligent in our reporting to FINTRAC.

MBLL's Anti-Money Laundering (AML) program is led by our Corporate Security team. The program employs a designated chief AML compliance officer and maintains specific internal policies and procedures, risk registers, and AML compliance training for management and staff working at the casinos as well as other employees who support the program.

Over the course of a year, MBLL prepares and submits reports to FINTRAC that include large cash transaction reports, casino disbursement reports, and suspicious transaction reports. Our first line of detection for anti-money laundering is our employees, who are required to take annual mandatory training that teaches them what to look for and what to report. We also employ trained surveillance technicians and leading-edge surveillance technology to observe gaming activity in our casinos.

In addition to reporting, MBLL is required to do risk assessments and has an obligation to share information with FINTRAC, and when requested, with our partners in law enforcement.

The AML program undergoes both routine internal audits and is periodically audited by FINTRAC. To ensure reporting entities remain compliant with their obligations under the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* (Canada), FINTRAC will levy administrative monetary penalties for instances of non-compliance. MBLL is extremely proud of our strong compliance regime and has never received any administrative monetary penalties from FINTRAC.

6,901 reports submitted to FINTRAC (includes all types and all reporting sites)  
542 MBLL employees completed anti-money laundering training

### 205-3 Confirmed incidents of corruption and actions taken

It is ultimately the result of investigations by FINTRAC and/or law enforcement that determines and confirms when an incident of money laundering has occurred.

MBLL takes seriously our duty to detect, identify, and report suspicious activities to FINTRAC and law enforcement. Under our obligations to the provincial *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*, and as determined by FINTRAC's defined indicators, MBLL submits Suspicious Transaction Reports when there are reasonable grounds to suspect that a financial transaction that occurs, or is attempted, is related to a money laundering offence.

527 Suspicious Transaction Reports submitted to FINTRAC

## 206 ANTI-COMPETITIVE BEHAVIOR

### 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices

Pursuant to *The Manitoba Liquor and Lotteries Corporation Act*, MBLL has the exclusive authority to sell liquor in Manitoba and to bring liquor into Manitoba for sale in Manitoba; to conduct and manage lottery schemes for the government within Manitoba in accordance with the *Criminal Code*; and to source and distribute non-medical cannabis to private retailers in Manitoba.

There were no legal actions begun in 2024-25 for anti-competitive behaviour, anti-trust, or monopoly practices in which MBLL was identified as a participant.

**60%** of Manitobans value MBLL's economic contributions to the Province of Manitoba.

**53%** of Manitobans value our contributions to community events.

# ENVIRONMENTAL

## IN THIS SECTION

**28** Energy

**28-29** Emissions

**30-31** Waste



***MBLL was the first Manitoba Crown corporation to complete a Climate Vulnerability Risk Assessment.***

# GRI 300 ENVIRONMENTAL STANDARD SERIES

## 302 ENERGY

### 302-1 Energy consumption within the organization

| Building-related consumption | 2024-25<br>GJ   | Fleet vehicle fuel consumption                     | 2024-25<br>GJ     |
|------------------------------|-----------------|----------------------------------------------------|-------------------|
| Natural gas                  | 58,239          | Gasoline                                           | 6,753 (197,478 L) |
| Propane                      | 252             | Diesel                                             | 129.9 (3,331 L)   |
| Electricity                  | 127,528         | Ethanol                                            | 463.0 (21,942 L)  |
| Diesel for generators        | 316.6 (8,117 L) | Biodiesel                                          | 5.6 (175.3 L)     |
| Maintenance equipment gas    | 41.9 (1,225 L)  | <b>TOTAL FOR FLEET</b>                             | <b>7,352</b>      |
| Maintenance equipment diesel | 261.5 (6,705 L) | <b>TOTAL CONSUMPTION<br/>(BUILDINGS AND FLEET)</b> | <b>189,974</b>    |
| <b>TOTAL FOR BUILDINGS</b>   | <b>186,639</b>  |                                                    |                   |

- Over 70% of the corporate electrical consumption is associated with electronic gaming operations at Club Regent and McPhillips Station Casinos.
- Diesel for back-up generators and maintenance equipment fuel data is obtained from fuel consumption invoices.
- Fleet fuel consumption data is collected through GEOTAB, a fleet telematics system.
- Building-related heating and cooling data is generated through ENERGY STAR® Portfolio Manager.
- Gasoline, diesel and ethanol related fuel consumption is converted to GJ using the Government of Canada, National Energy Board online energy conversion tables.

The total floor area associated with the building portfolio was 103,170 m².

Our corporate fleet in fiscal 2024-25 had 87 vehicles made up of light-duty vehicles used for lottery ticket distribution and video lotto terminal maintenance, and a few heavy-duty service trucks for warehouse distribution activities. Within the fleet are six electric and two hybrid vehicles.

### 302-4 Reduction of energy consumption

We measure reductions in energy consumption using intensity-based targets for building-related heating, cooling and operations, and absolute targets for fleet fuel consumption.

#### Buildings:

Energy intensity targets are benchmarked using ENERGY STAR® Portfolio Manager (all figures in GJ/m² (weather-normalized, source)). Building-related energy consumption includes electricity, natural gas and propane use. Calendar year 2012 was selected as the base year due to completeness of data for all buildings.

| Building                         | Address                            | 2012 base year<br>GJ/m² | 2024-25<br>GJ/m² |
|----------------------------------|------------------------------------|-------------------------|------------------|
| Casinos                          | 1425 Regent Avenue West, Winnipeg  | 7.00                    | 5.10             |
|                                  | 484 McPhillips Street, Winnipeg    | 6.99                    | 5.06             |
| Corporate office with warehouses | 1390 Pacific Avenue, Winnipeg      | 1.94                    | 1.51             |
|                                  | 2 Wagon Trail, Morris              | 1.41                    | 1.28             |
|                                  | 1000 King Edward Street, Winnipeg* | N/A*                    | 1.64             |
| Corporate offices                | 830 Empress Street, Winnipeg       | 4.24                    | N/A*             |
|                                  | 1555 Buffalo Place, Winnipeg       | 1.49                    | N/A*             |
|                                  | 223 Main Street, Morris            | 3.52                    | 1.75             |
| Liquor Marts                     | Average of all locations           | 2.10 (44 stores)        | 1.81 (49 stores) |

MBLL continues to conduct energy use monitoring, to determine options to improve the efficiency of buildings through renovations, preventive maintenance, equipment upgrades and optimization (e.g. adding sensors/controls).

\*The 1000 King Edward Street location was not part of the MBLL portfolio in 2012. The Empress Street location was sold in 2023 and is no longer included in the portfolio. 1555 Buffalo Place was sold and is now a leased asset and MBLL does not receive energy use data.

#### Fleet Vehicles:

Calendar year 2015 was selected as the base year. Installation of telematics in 2015 allowed accurate tracking and monitoring of consumption.

|              | 2015 base year<br>Litres | 2024-25<br>Litres |
|--------------|--------------------------|-------------------|
| Gasoline     | 333,106                  | 197,478           |
| Diesel       | 10,194                   | 3,331             |
| Ethanol      | 30,944                   | 21,942            |
| Biodiesel    | 204                      | 175               |
| <b>TOTAL</b> | <b>374,448</b>           | <b>222,926</b>    |

Reductions in fuel consumption were largely attributed to ongoing efforts to encourage fleet vehicle operators to reduce idling time and driving speed. MBLL has six electric and two hybrid vehicles in its fleet and plans to increase its electric fleet.

In preparation for EV vehicles, a bank of ten level-two charging stations were installed at 1390 Pacific Avenue.

## 305 EMISSIONS

### 305-1 Direct (Scope 1) GHG emissions

This response supports IFRS S2 disclosure

The selected approach for consolidating GHG emissions by MBLL is operational control. Gases included in the carbon dioxide equivalent (CO<sub>2</sub>e) are carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>), and hydrofluorocarbons (HFCs). We use 2017 as our base year to reflect when the corporate GHG hot spot analysis was completed and used to create MBLL's 2022-32 Carbon Reduction Strategy.

| Scope 1 - Direct emissions |                              | Tonnes CO <sub>2</sub> e<br>2017 base year | Tonnes CO <sub>2</sub> e<br>2024-25 |
|----------------------------|------------------------------|--------------------------------------------|-------------------------------------|
| Stationary combustion      | Natural gas                  | 2,084.5                                    | 1,506.0                             |
|                            | Propane                      | 38.3                                       | 15.4                                |
|                            | Diesel for backup generators | 37.2                                       | 32.5                                |
|                            | Maintenance fuel             | 20.2                                       | 31.4                                |
| Mobile combustion          | Fleet                        | 1,162.4                                    | 767.7                               |
| Fugitive emissions         | Refrigerants                 | 70.4                                       | 47.9                                |
| <b>TOTAL SCOPE 1</b>       |                              | <b>3,412.9</b>                             | <b>2,400.8</b>                      |

#### Methodologies:

- [Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition](#)
- Emission factors for natural gas and propane sourced from ENERGY STAR® Portfolio Manager/ Natural Resources Canada.
- Fleet fuel calculations are based on the Global Logistics Emissions Council Framework for Logistics Emissions. Emission factors for fleet and maintenance fuel usage were obtained using the 2022 GREET model, selecting fuel sourced from Alberta oil sands.
- Global warming potentials (GWP) for refrigerants are obtained from the [Greenhouse Gas Protocol GWP Values sheet – AR5 column and manufacturer specifications sheets](#).

305 EMISSIONS *(continued)*

305-2 Energy indirect (Scope 2) GHG emissions

This response supports IFRS S2 disclosure

| Scope 2 - Indirect emissions | Tonnes CO <sub>2</sub> e<br>2017 base year | Tonnes CO <sub>2</sub> e<br>2024-25 |
|------------------------------|--------------------------------------------|-------------------------------------|
| Electricity use              | 51.5                                       | 64.8                                |
| <b>TOTAL SCOPE 2</b>         | <b>51.5</b>                                | <b>64.8</b>                         |

- Methodologies – [Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition](#).
- Base year recalculation was conducted for Scope 2 in 2019 due to the recommendation from the Provincial Low Carbon Government Office to no longer use ENERGY STAR® Portfolio Manager’s emission factors and instead use Manitoba Hydro’s yearly published emission factor. Manitoba Hydro’s emission factor does not account for transmission and distribution losses.

305-3 Other indirect (Scope 3) GHG emissions

This response supports IFRS S2 disclosure

Scope 3 emissions are calculated on an annual basis (calendar year).

The selected approach for consolidating GHG emissions by MBLL is operational control. Through operational control, MBLL has an opportunity to manage or influence these emissions.

| Scope 3 - Upstream and downstream emissions |                                                                             | Tonnes CO <sub>2</sub> e<br>2017<br>base year | Tonnes CO <sub>2</sub> e<br>2024<br>calendar year |
|---------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------|
| Cat. 1                                      | Purchasing goods and services                                               |                                               |                                                   |
|                                             | Paper products                                                              | 7,672.5                                       | 4,794.0                                           |
| Cat. 4                                      | Upstream transportation and distribution                                    |                                               |                                                   |
|                                             | Animal-based proteins                                                       | 1,230.8                                       | 627.0                                             |
| Cat. 4                                      | Upstream transportation and distribution                                    |                                               |                                                   |
|                                             | Distribution to Liquor Marts and commercial customers                       | 648.4                                         | 970.0                                             |
| Cat. 4                                      | Upstream transportation and distribution                                    |                                               |                                                   |
|                                             | Distribution to lottery retailers and account customers                     | 17.6                                          | 11.7                                              |
| Cat. 5                                      | Waste generated in operations (landfilled waste from buildings)             | 240.5                                         | 229.0                                             |
| Cat. 6                                      | Business travel (employee vehicle and air travel)                           | 160.0                                         | 103.9                                             |
| Cat. 8                                      | Upstream leased assets                                                      | 760.0                                         | 1,427.1                                           |
| Cat. 9                                      | Liquor Mart home delivery (Estimated. Delivery introduced after base year.) | N/A                                           | 18.3                                              |
| Cat. 12                                     | End-of-life treatment of sold products (landfilled paper products)          | 127.0                                         | 55.31                                             |
| <b>TOTAL SCOPE 3</b>                        |                                                                             | <b>10,856.8</b>                               | <b>8,235.6</b>                                    |

Notes for 305-3

Methodologies and guidance for calculating Scope 3 emissions are based on World Resource Institute Technical Guidance for Scope 3 emissions.

Emission Factors

- The Environmental Paper Network’s paper calculator was used to calculate emissions associated with purchasing paper products.
- Emissions associated with the purchase of animal-based proteins were calculated using the CleanMetrics food carbon emissions calculator.
- Solid waste emissions were calculated using the EPA WARM model v16 2023 (solid waste emissions not available using Environment Canada’s GHG emissions calculator).
- Landfill gas recovery with flare selected through the model for current inventory year.
- Air travel emissions calculated using the International Civil Aviation Organization calculator include assumed stopovers for that flight (when direct flights are not available). Emissions calculated are based on one passenger round trip.
- Employee vehicle travel fuel consumption was estimated based on Statistics Canada’s 2009 Canadian Vehicle survey.
- Transportation carrier distance data and Smartway carrier emissions ranking data (Natural Resources Canada) or DHL International’s carbon calculator, which is in part based on the GLEC Framework, were used to estimate Scope 3 emissions.
- Liquor distribution was moved from an owned facility (Buffalo Place) with operational control, to a leased building (1000 King Edward Street) with limited operational control. The King Edward distribution facility was added to the inventory as a Category 8 upstream leased asset in 2023.

A base year recalculation was conducted in 2024-25 to reflect the addition of purchased paper associated with the use of slot machines at MBLL-owned casinos and the machines associated with video lottery terminals in Manitoba.

A base year recalculation was conducted in 2019 to reflect the inclusion of additional material emission including the purchase of animal-based proteins for casino restaurants (Cat. 1) and with the distribution of MBLL products to all channels (Cat. 4).

305-5 Reduction of GHG emissions

This response supports IFRS S2 disclosure

We have achieved a 21% GHG reduction in comparison to base year 2017.

|                           | Tonnes CO <sub>2</sub> e |
|---------------------------|--------------------------|
| Base year 2017            | 14,353                   |
| F25 - absolute reductions | 3,110                    |
| <b>TOTAL REDUCTION</b>    | <b>21%</b>               |

Emissions reductions associated with intended programs:

- Scope 3, Cat. 1, Purchasing Goods and Services, Paper Products: Reduction in use of single-use paper packaging (carrier and kraft bag) in Liquor Mart stores, transitioning customers to reusable bags and carriers, to date reduced CO<sub>2</sub>e emissions by 1,713 tonnes. Scope 3, Cat. 1. Purchasing Goods and Services, Paper Products: Work with vendor to make modifications to the size, paper type and % recycle content of Breakopen and Scratch&Win tickets – 1,005 Metric tons CO<sub>2</sub>e
- Scope 1, Mobile Combustion, Fleet Vehicles: A fleet driver no-idling mandate, removal of casino shuttle buses and transitioning to electric and hybrid vehicles reduced emissions by 394 tonnes.

Corporate Property Services has completed building envelope condition audits for owned buildings. These assessments help find thermal anomalies within the building envelope caused by missing insulation and air infiltration. The audits will help determine the energy efficiency upgrades needed, and support future budgeting for such work. Tightening the envelop of owned buildings to advance energy-use efficiency is a component of our carbon reduction strategy.

The transition to an all-electric fleet has been slower than anticipated. To support the transition, we completed the installation of ten new charging stations at 1390 Pacific Avenue to accommodate future fleet vehicle purchases.

Base year rationale: Base year 2017 selected to be in-line with the base year within the Province of Manitoba’s Climate and Green Plan.

306 WASTE

306-1 Waste generation and significant waste-related impacts

MBLL manages waste materials from its commercial gaming and liquor activities and supports the downstream management of packaging waste associated with the retail sale of liquor, cannabis and lottery products.

Significant waste-related impacts associated with operations include:

- Liquor packaging (corrugated cardboard and shrink wrap) associated with liquor purchasing and distribution
- Electronics, associated with business functions, electronic gaming devices and security equipment
- Food related waste associated with casino restaurants
- End of life management of purchased assets
- Construction and renovation related building material

As a steward under Manitoba’s *Packaging and Printed Paper Stewardship Regulation*, MBLL supports the management of retail packaging of products sold to residential customers.

306-2 Waste by type and disposal method

MBLL promotes circularity by diverting materials from landfill through recycling and organic waste programs, conducting audits to identify and implement waste reduction strategies, and regularly updates requirements for the procurement of goods and services to include new standards and best practices.

Key initiatives include:

- Hotel beer vendor support: Funding is provided to vendors to support the collection of beer containers through a refundable deposit system. In 2025, MBLL provided \$3.86 million in support.
- Retail packaging stewardship: As a steward under *Manitoba’s Packaging and Printed Paper Stewardship Regulation*, MBLL funds the recovery and recycling of liquor and cannabis containers, lottery materials, marketing and other packaging through Multi-Material Stewardship Manitoba (MMSM). In calendar year 2024, MBLL contributed approximately \$2.2 million to MMSM.
- Commercial waste management: Contracted services manage municipal solid waste, cardboard, and co-mingled recyclables from casinos, Liquor Marts, warehouse locations, and offices.
- Liquor distribution centre and Winnipeg Liquor Marts recycling: cardboard and shrink wrap are collected and sent to a recovery facility and sold to recyclers.
- Organic waste diversion: Casinos collect all kitchen and plate waste from food operations for composting and through vendor services send organics to a commercial composting facility.
- Asset disposal: End of life electronics, uniforms, furniture and more are donated, recycled in whole or in part, or sent to the landfill as the last resort.
- Electronic waste: Spent electronics are processes through Manitoba’s Recycle My Electronics program. Gaming equipment not included in this program is handled by a licensed recycler.
- Metal recycling: A significant amount of metal associated with the disposal of assets is sent to contracted metal recyclers.
- Specialized recycling: Additional recyclers are contracted for lightbulbs, batteries, and other materials.
- Construction waste management: Updated requirements in 2025 ensure project managers and contractors identify, track and divert renovation and demolition waste wherever possible.

306-3, 306-4 Waste generated and diverted

The total weight of waste generation associated with organizational activities is noted below. It has been estimated using a combination of vendor-supplied actual weight data and estimated weight based on bin sizes and type of material collected in the bins. The data does not include construction-related waste management. Waste associated with the disposal of end of life purchased assets are either deposited directly into collection bins on site or hauled directly to landfill. Waste generated is broken out by organizational activities and downstream (residential waste).

There are several single stream collection programs, materials are collected and diverted to recycling in support of the circular economy. MBLL operates both as a distributor, retailer and service provider which results in waste and recyclables from our corporate sites and in the residential system. Diversion is broken out by organizational activities and downstream (residential waste).

All waste materials requiring disposal are sent to municipal landfills in the province of Manitoba.

Waste Generated and Diverted – Organizational Activities

|                          | Material Collected                    | Waste Generated Tonnes, 2024-25 | Landfill Tonnes, 2024-25 | Diverted Tonnes, 2024-25 |
|--------------------------|---------------------------------------|---------------------------------|--------------------------|--------------------------|
| Garbage collection       | Municipal solid waste and bulky waste | 451.5                           | 451.5                    |                          |
|                          | End of life assets                    | 4.01                            | 4.01                     |                          |
| Single stream collection | Cardboard                             | 532.8                           |                          | 532.8                    |
|                          | Electronics                           | 15.7                            |                          | 15.7                     |
|                          | Lightbulbs                            | 0.81                            |                          | 0.81                     |
|                          | Scrap metals                          | 47.67                           |                          | 47.67                    |
|                          | Ballasts                              | 0.42                            |                          | 0.42                     |
|                          | Shrink wrap                           | 23.7                            |                          | 23.7                     |
| Composting               | Food waste                            | 105.7                           |                          | 105.7                    |
| TOTAL                    |                                       | 1,182.3                         | 455.5                    | 726.8                    |
| PERCENT DIVERTED         |                                       |                                 |                          | 61.4%                    |



### 306-3, 306-4 Waste generated and diverted *(continued)*

As a steward under Manitoba’s *Packaging and Printed Paper Stewardship Regulation*, we determine the weight of various packaging materials distributed to residents in Manitoba and managed through the residential recycling system annually. Based on a material fee schedule we provide money to the province to support the costs of materials recovery and recycling.

The total weight of packaging and printed material distributed through retail sales and managed downstream in the residential community are noted below. The table provides information on estimated amount of materials recycled in the community. The estimated recovery rates are based on data published by MultiMaterial Stewardship Manitoba (MMSM).

#### Waste Generated and Diverted – Downstream Residential

| Category                | MMSM Material Category         | MBLL 2024<br>reported<br>materials<br>(Tonnes) | MMSM 2022<br>recovery<br>rate<br>(Percent) | MBLL<br>estimated<br>recycling<br>(Tonnes) |
|-------------------------|--------------------------------|------------------------------------------------|--------------------------------------------|--------------------------------------------|
| Printed Paper           | Magazines, catalogues          | 0.2                                            | 98.0                                       | 0.2                                        |
|                         | Other printed material         | 392.4                                          | 79.6                                       | 312.4                                      |
| Paper Packaging         | Beverage containers            | 5.5                                            | 56.3                                       | 3.1                                        |
|                         | Kraft bags                     | 27.6                                           | 98.0                                       | 27.1                                       |
|                         | Corrugated cardboard           | 430.6                                          | 98.0                                       | 422.0                                      |
|                         | Boxboard                       | 54.3                                           | 67.3                                       | 36.5                                       |
| Plastics                | PET containers and bottles     | 469.4                                          | 64.4                                       | 302.3                                      |
|                         | HDPE bottles                   | 3.7                                            | 71.5                                       | 2.7                                        |
|                         | Other plastic                  | 28.1                                           | 53.5                                       | 15.0                                       |
|                         | Polystyrene                    | 0.4                                            | 32.1                                       | 0.1                                        |
|                         | Plastic laminates              | 92.5                                           | 14.0                                       | 13.0                                       |
| Aluminum                | Beverage cans                  | 851.3                                          | 41.4                                       | 352.4                                      |
| Steel                   | Packaging                      | 3.8                                            | 72.1                                       | 2.7                                        |
| Glass                   | Clear (flint) beverage bottles | 8,290.9                                        | 71.8                                       | 5,952.8                                    |
| <b>TOTAL</b>            |                                | <b>10,650.6</b>                                |                                            | <b>7,442.2</b>                             |
| <b>PERCENT DIVERTED</b> |                                |                                                | <b>69.9%</b>                               |                                            |

### 306-5 Waste directed to disposal

All waste directed to disposal are landfilled within Manitoba.

Total weight of waste associated with organization activities and disposed in landfills is 455.5 tonnes.

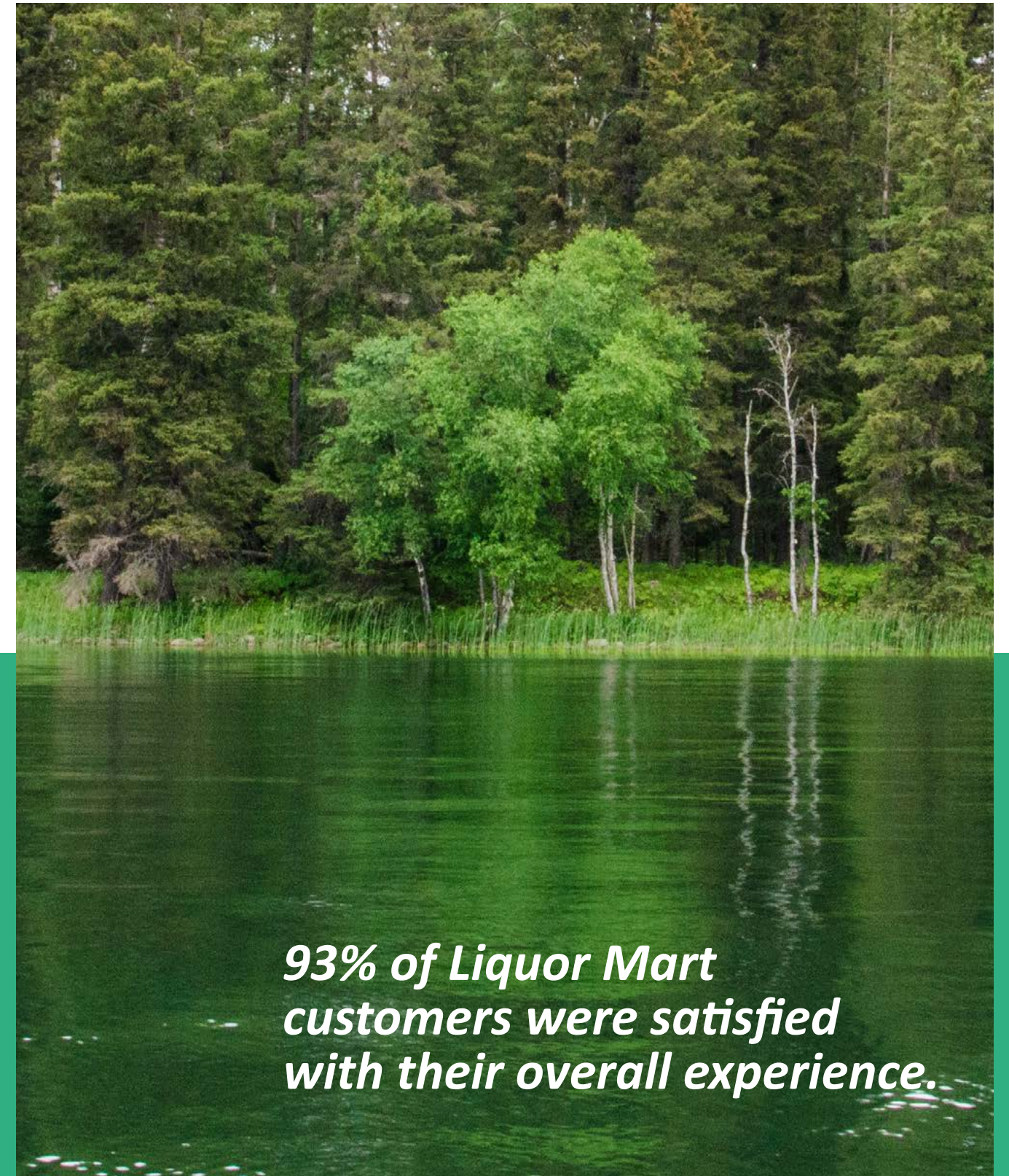
Total weight of downstream waste materials disposed in landfills is 3,208 tonnes.

*Hotel beer vendors received*  
***\$3.86 million***  
*in funding from MBLL to*  
*support the collection*  
*of beer containers.*

# SOCIAL

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*93% of Liquor Mart customers were satisfied with their overall experience.*

# GRI 400 SOCIAL STANDARD SERIES

## 401 EMPLOYMENT

### 401-1 New employee hires and employee turnover

| Hiring by age groups |             |                     |                          | Hires by mandatory gender |             |                     |                          |
|----------------------|-------------|---------------------|--------------------------|---------------------------|-------------|---------------------|--------------------------|
| Age grouping         | Count hires | MBLL employee count | Employee hire percentage | Mandatory gender          | Count hires | MBLL employee count | Employee hire percentage |
| Under 30             | 189         | 3,093               | 6.1%                     | Female                    | 206         | 3,093               | 6.7%                     |
| 30 to 50             | 145         | 3,093               | 4.7%                     | Male                      | 181         | 3,093               | 5.9%                     |
| Over 50              | 53          | 3,093               | 1.7%                     |                           |             |                     |                          |
| OVERALL              | 387         |                     |                          | OVERALL                   | 387         |                     |                          |

| Turnover by age groups |                  |                     |                              | Turnover by mandatory gender |                  |                     |                              |
|------------------------|------------------|---------------------|------------------------------|------------------------------|------------------|---------------------|------------------------------|
| Age grouping           | Count terminated | MBLL employee count | Employee turnover percentage | Mandatory gender             | Count terminated | MBLL employee count | Employee turnover percentage |
| Under 30               | 361              | 3,059               | 11.8%                        | Female                       | 418              | 3,059               | 13.7%                        |
| 30 to 50               | 192              | 3,059               | 6.3%                         | Male                         | 318              | 3,059               | 10.4%                        |
| Over 50                | 183              | 3,059               | 6.0%                         |                              |                  |                     |                              |
| OVERALL                | 736              |                     |                              | OVERALL                      | 736              |                     |                              |

### 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

MBLL offers a comprehensive benefit package to both full-time and part-time employees per the terms of the applicable collective bargaining agreement as well as for all exempt employees. Both groups are eligible for health and dental, life insurance, parental leave, and participation in the pension plan. Temporary, seasonal, and casual employees are ineligible for benefits until such time as they become permanent employees.

Depending on the bargaining unit, part-time employees may be ineligible for short- and long-term disability.

### 401-3 Parental leave

All employees are entitled to parental leave provided they have completed six months of continuous service. During the reporting period, a total of 34 employees were on parental leave. Of those 34 employees, one chose to not return to work. The return-to-work rate is 97%.

Using the previous reporting period to determine the number of employees who returned to work and were still employed 12 months after their return, there were 40 employees who were on parental leave. Six employees left within the 12-month period for a retention rate of 85%.

We are working on being able to report on gender.

## 402 LABOUR/MANAGEMENT RELATIONS

### 402-1 Minimum notice periods regarding operational changes

MBLL has seven collective agreements. Minimum notice periods can be found in the collective agreements for specific operational changes. Any notice period that is not covered by a collective agreement is covered by corporate policy or employment standards.

## 403 OCCUPATIONAL HEALTH AND SAFETY

### 403-1 Occupational health and safety management system

MBLL's safety and health program is aligned with the requirements of *The Workplace Safety and Health Act* (Manitoba), associated regulations and codes of practice. Legislation such as the Manitoba building, fire and electrical codes are also included in the safety and health program.

The safety and health program is comprehensive and covers all work performed by workers and contractors. Components of the program also address the safety and health of visitors to our sites.

### 403-2 Hazard identification, risk assessment, and incident investigation

Hazard identification and control is one of the eleven elements of a safety and health program outlined in *The Workplace Safety and Health Act* (Manitoba). To meet this requirement MBLL has systems to identify, control and eliminate hazards in the workplace.

Hazard identification is conducted through risk assessments and inspections that are conducted by workers, leaders, safety and health committee representatives, and the safety and health team. Assessments and inspections are done before starting new or amended tasks, when equipment changes, as part of daily operations, and as part of safety and health committee meetings.

The safety and health team assesses processes and equipment as part of the corporate risk mitigation program and to ensure compliance with legislation.

Workers or persons who identify a workplace hazard work with their leader or the appropriate department to rectify the hazard. Workers may also bring concerns to a safety and health committee member or representative.

Workers who report hazards are protected from reprisal under MBLL's respectful workplace policy. Workers have the right to file a complaint with the Manitoba Human Rights Commission or the Manitoba Workplace Safety and Health Branch.

*The Workplace Safety and Health Act* (Manitoba) provides workers with fundamental rights like refusing dangerous work. Work refusals follow the process outlined in the legislation. At any time, persons involved in the investigation may contact the Workplace Safety and Health Branch during the refusal.

All incidents are investigated by the department leader in conjunction with the worker to identify what happened, contributing factors, and corrective actions. The Safety and Health Team and safety and health committees and representatives review all incidents.

### 403-3 Occupational health services

MBLL has a dedicated Employee Wellness and Workplace Accommodation team whose responsibility includes managing occupational and non-occupational related injuries and illnesses, and supporting accommodation. They liaise with key interested parties like insurers, health care providers, leaders, workers, and unions.

The team:

- Identifies top worker health and injury trends in the workplace and implements mitigation programs.
- Adheres to *The Personal Health Information Act* (Manitoba) legislation with regards to medical information confidentiality.
- Receives all notices of workplace health or injury related incidents and manages the process from time of injury to resolution of the matter. This may include the involvement of insurers or developing modified return to work placements.

## 403 OCCUPATIONAL HEALTH AND SAFETY *(continued)*

### 403-4 Worker participation, consultation, and communication on occupational health and safety

MBLL follows the requirements established by *The Workplace Safety and Health Act* (Manitoba) and *The Workplace Safety and Health Regulation* with regards to safety and health committee members and representatives.

MBLL has seven safety and health committees across corporate, warehouse and casino locations. The committees are made up of workers elected by their unions, and management representatives. Each committee meets a minimum of four times a year to discuss concerns related to their respective workplace, review incident occurrences and the legislated annual violence report, and conduct workplace inspections to identify hazards. Safety and health committees follow established rules of procedure and recommend actions to the Safety and Health Team on safety and health matters. Minutes of meetings are posted in a prominent place in each workplace to allow workers to know the matters and concerns discussed and their resolution.

### 403-5 Worker training on occupational health and safety

Occupational safety and health training starts with the orientation for all new employees. Training needs are established based on a workers role and the hazards they will encounter. Workers receive the general orientation information and then receive department and role specific training. All training is required and is conducted during work hours. Re-training is conducted per legislated requirements or when their performance review shows a need. This includes online training, leaders reviewing department-specific tasks and requirements, required certifications, and training on all equipment that will be operated.

MBLL has an organizational development team that organizes and tracks all training undertaken by persons in the organization. They ensure training standards are met and maintained.

### 403-6 Promotion of worker health

Most employees have access to provincial health care and services. MBLL promotes wellness and worker health in many ways. Eligible workers have access to a comprehensive health benefits program.

The employee wellness and workplace accommodation team proactively promotes health through health fairs, on-premises seasonal vaccines, and special events. Health and wellness information is communicated on common and emerging health issues.

The safety and health team is responsible for the corporate safety and health program and ensuring compliance with all applicable legislation. This team promotes worker wellbeing through special events such as Safety and Health Week and targeted campaigns such as ergonomics and hearing.

### 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

MBLL has direct control over the work and workplace at its physical locations. Where MBLL workers work at non-MBLL workplaces MBLL controls the work that is performed.

### 403-8 Workers covered by an occupational health and safety management system

All MBLL workers are covered by an occupational health and safety management system based on legislative requirements.

### 403-9 Work-related injuries

MBLL documents all work related incidents, injuries and near misses. Injury statistics are shared quarterly with senior management and are reviewed with specific departments to identify hazards and reduce injuries. Injury trends and site-specific incident information is shared with safety and health committees at their meetings. All injury information relating to an injury that is shared is non-identifying to protect worker medical confidentiality.

Due to the confidential nature of this information, it is not shared in this report.

### 403-10 Work-related ill health

MBLL documents all work-related ill health. Injury statistics are shared quarterly with senior management and are reviewed with specific departments to identify hazards and reduce injuries. Ill health trends and site-specific incident information is shared with safety and health committees at their meetings. All ill health information that is shared is non-identifying to protect worker medical confidentiality.

Due to the confidential nature of this information, it is not shared in this report.

## 404 TRAINING AND EDUCATION

### 404-1 Average hours of training per year per employee

Total hours of training by category:

- Safety and health: 3,664 hours
- Leadership development: 7,043 hours
- Employee development: 20,186 hours
- Occupational specific: 12,281 hours
- Diversity, equity and inclusion: 209 hours

### 404-2 Programs for upgrading employee skills and transition assistance programs

MBLL provides training and development opportunities to support employees in their current positions and prepare them for career advancement. This includes learning opportunities focused on leadership and coaching; diversity, equity and inclusion; effective communication; process improvement; computer and occupation-specific skills; working remotely; as well as health, safety, and wellness.

Through our educational development program, qualifying employees also receive financial support to complete developmental courses at accredited educational institutions.

### 404-3 Percentage of employees receiving regular performance and career development reviews

Percentage of total employees who received an annual performance summary: 98.2%

Breakdown by employee category:

- Corporate/operations management: 97.9%
- Frontline: 98.6%

## 405 DIVERSITY AND EQUAL OPPORTUNITY

### 405-1 Diversity of governance bodies and employees

3,093 total employees (full time, part time, casual)  
8 board members

|                              |                                                                                                                      | Board of Directors |       | Employees |       |
|------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------|-------|-----------|-------|
| Gender                       | Identify as female                                                                                                   | 5                  | 62.5% | 1,274     | 41.3% |
|                              | Identify as male                                                                                                     | 3                  | 37.5% | 1,216     | 39.4% |
|                              | Identify as another gender including gender fluid, non-binary, trans man, trans woman, two spirit or self-identified | 0                  | 0.0%  | 42        | 1.4%  |
|                              | Chose not to disclose                                                                                                | 0                  | 0.0%  | 405       | 13.1% |
| Age                          | 18 to 25                                                                                                             | 0                  | 0.0%  | 422       |       |
|                              | 26 to 41                                                                                                             | 0                  | 0.0%  | 780       |       |
|                              | 42 to 57                                                                                                             | 5                  | 62.5% | 1296      |       |
|                              | 58 to 76                                                                                                             | 3                  | 37.5% | 583       |       |
|                              | Greater than 76                                                                                                      | 0                  | 0.0%  | 3         |       |
| Employment Equity Categories | Members of racialized groups                                                                                         | 1                  | 12.5% | 808       | 26.2% |
|                              | Indigenous                                                                                                           | 1                  | 12.5% | 318       | 10.3% |
|                              | Persons with disabilities                                                                                            | 1                  | 12.5% | 145       | 4.7%  |
|                              | Bilingual (French)                                                                                                   | 0                  | 0.0%  | 210       | 5.5%  |
| Location                     | Winnipeg                                                                                                             | 6                  | 75.0% | 2,718     | 87.9% |
|                              | Outside Winnipeg                                                                                                     | 2                  | 25.0% | 375       | 12.1% |

Notes: Diversity information is collected on a voluntary basis.  
A single employee can enter multiple records for gender info. Totals may not match total employee counts.

### 405-2 Ratio of basic salary and remuneration of women to men

All positions are evaluated based on roles and responsibilities and assigned to pay scales accordingly. MBLL is exploring how it can report on salary remuneration ratios.

## 406 NON-DISCRIMINATION

### 406-1 Incidents of discrimination and corrective actions taken

All allegations of discrimination are reviewed and addressed appropriately by MBLL. The particulars and status of allegations and any actions taken by MBLL are not reported as this information is confidential or subject to legal privilege. There were no adverse findings against MBLL by a judicial or quasi-judicial body with respect to allegations of discrimination in the reporting year.

## 407 FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

### 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

MBLL is an operation that supports the rights of its workers by complying with applicable legislation and engaging in collective bargaining with the bargaining agents chosen by the workers.

## 408 CHILD LABOUR

### 408-1 Operations and suppliers at significant risk for incidents of child labour

MBLL is subject to and in compliance with *The Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada). Under this law, MBLL has annual reporting requirements to the federal government highlighting our efforts in this area. The report is available each year after May 31, and is published under the [reports page of our website](#).

## 409 FORCED OR COMPULSORY LABOUR

### 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour

MBLL is subject to and in compliance with *The Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada). Under this law, MBLL has annual reporting requirements to the federal government. The report is available each year after May 31 under the [reports page of our website](#).

## 410 SECURITY PRACTICES

### 410-1 Security personnel trained in human rights policies or procedures

Before security employees step onto the gaming floor, they must complete numerous training courses. Courses cover topics such as discrimination and harassment, de-escalation tactics and report writing and include:

- Manitoba Security Guard Training
- LGCA's Smart Choices
- Serving Smart
- Security, Accessible Communication and Customer Service
- First aid

Third party security personnel must also complete the Manitoba Security Guard Training.

## 411 RIGHTS OF INDIGENOUS PEOPLES

### 411-1 Incidents of violations involving rights of Indigenous Peoples

There were no legal actions filed with a judicial or quasi-judicial body in the reporting year containing allegations against MBLL of violations involving the rights of Indigenous Peoples.

## 413 LOCAL COMMUNITIES

### 413-1 Operations with local community engagement, impact assessments, and development programs

MBLL engages with its local communities in a variety of ways. MBLL is developing a revised stakeholder map for the 2025-26 ESG Report.

[See 2-29 Stakeholders](#)

[See 2-16 Communication of critical concerns](#)

[See 2-25 Processes to remediate negative impacts](#)

[See 2-26 Mechanisms for seeking advice and raising concerns](#)

[See 201-1 Direct economic value generated and distributed](#)

[See 201-1 Community investments](#)

[See 403-4 Worker participation, consultation, and communication on occupational health and safety](#)

[See MBLL's 2025-2026 Accessibility Plan](#)

### 413-2 Operations with significant actual and potential negative impacts on local communities

MBLL's products may negatively impact customers and communities which is why the corporation has a range of initiatives to mitigate negative impacts. These initiatives include the two consumer awareness programs of DrinkSense and Informed Gambling; Informed Gambling Centres in casinos; funding for treatment, support and harm reduction programs; and support for research in these areas. In addition, environmental initiatives to reduce waste, and water and energy use, lessens the negative impacts and contributes to customer and community well-being.



**20,793**  
*total visitors to the  
Informed Gambling  
Centres in 2024-25*

## 414 SUPPLIER SOCIAL ASSESSMENT

### 414-1 New suppliers that were screened using social criteria

MBLL has two separate departments looking after the procurement of goods and services.

1. The Liquor Supply Chain department is primarily responsible for sourcing and purchasing liquor products for resale.
2. The Corporate Procurement department is primarily responsible for sourcing and purchasing goods and services not for resale.

The Corporate Procurement department has been working on enhancements to a procure to pay policy which incorporates a social procurement methodology. Social procurement is defined as every purchase having a social, economic, and environmental impact. Social procurement is about using existing purchasing to capture those impacts to achieve overarching institutional, governmental, or individual goals that helps shape inclusive, vibrant and healthy communities.

As part of the social procurement methodology supplier diversity is a major component that focuses on building relationships at the grassroots level with diverse businesses that are at least 51% owned by persons self-declaring as minorities, women, Indigenous Peoples, disabled, or 2SLGBTQ+, whose businesses are capable of providing products and services to MBLL at competitive prices. Empowerment and inclusion in supplier diversity is now at the core of our procurement practices.

Since this implementation in early 2024, all new goods and services suppliers were screened through this process.

Currently, 35 companies or 4.6% of MBLL's suppliers are self-declared diverse businesses and they receive \$2.8 million or 4.2% of MBLL's annual purchases. MBLL's three-year goal ending in 2027 is to increase at a rate of 2% annually to achieve a total number of diverse businesses of 75 and total spend \$6.7 million annually.

Today, we operate at the grass roots level building key relationships and community with notable organizations such as Manitoba Metis Federation, Buy Social Canada, Canadian Gay & Lesbian Chamber of Commerce, Manitoba Indigenous Chamber of Commerce, Canadian Community Economic Development Network, and the Canadian Aboriginal and Minority Supplier Council. These organization are key to MBLL's ability to reach our goals.

We value education, with four of our procurement team members obtaining a Social Procurement Certificate from Buy Social Canada. The goal over the next three years is for our remaining ten members to obtain their certificate.

### 414-2 Negative social impacts in the supply chain and actions taken

See 414-1 New suppliers that were screened using social criteria

[See Message from our Leader](#)

This information is in the process of being updated. Further detail is expected to be available for the 2025-26 report.

## 415 PUBLIC POLICY

### 415-1 Political contributions

In Canada, corporations are prohibited from making political contributions directly to federal candidates or political parties.

## 416 CUSTOMER HEALTH AND SAFETY

### 416-1 Assessment of the health and safety impacts of product and service categories

#### Gaming integrity

##### Electronic Gaming:

The LGCA requires all electronic gaming devices to be certified by an independent laboratory to meet LGCA technical standards.

##### Lottery:

WCLC develops, tests, and audits (internal and external) lottery games (draw-based, scratch-and-win, and sports) to ensure the technical and game integrity for all products. Additionally, scratch-and-win games are certified by an independent laboratory and meet strict technical standards.

##### PlayNow.com:

All games managed by PlayNow.com meet LGCA requirements as well as British Columbia Gaming Policy Enforcement Branch (GPEB) requirements. These games are certified by an independent laboratory and meet strict technical standards.

#### Liquor quality

Canadian Food Inspection Agency (CFIA) legislation requires producers to be responsible for the safety of all consumables, compliant with labelling guidelines and capable of managing the effective recall of non-compliant items.

Below are actions MBLL takes on this topic:

- Tamper-proof container seals are used during transport of goods inbound, and MBLL is notified when there is an issue.
- There is an inspection of product from any affected loads to ensure product has not been tampered with or damaged.
- As per the terms and conditions in the purchase order, the carrier is responsible for investigations as they relate to the condition and safety of products received.
- Labelling and packaging meet CFIA compliance.
- Product contents must be as described and compliant with *Health Canada and The Food and Drugs Act* (Canada) and regulations.
- The producer/supplier warrants and certifies that the liquor does not contain any contaminants, chemical or otherwise, or foreign materials which render the product unacceptable by Canadian standards. MBLL has a comprehensive quality control program in place where testing may be conducted to validate contents.
- When safety concerns arise, MBLL works with Health Canada, the supplier and local agent to take corrective action.
- When quality concerns arise, MBLL works with the supplier and local agent to take corrective action promptly.
- MBLL performs visual inspections at receipt for nonconformities and manages traceability in the receiving system to track production dates, expected end of life and ensure first in, first out distribution.
- MBLL has access to third-party product testing on an ad hoc basis.
- MBLL participates in industry training and conferences related to quality assurance and quality control.

#### Cannabis product and service quality

Industry must follow:

- Licensing to cultivate, sell and research cannabis from Health Canada.
- Mandatory third-party product testing for the presence of pesticide active ingredients in all cannabis products before products can be sold.
- Packaging and labelling requirements for cannabis products designed to:
  - Protect against accidental consumption
  - Ensure products are not appealing to children and youth
  - Provide consumers with information they need to make informed decisions before using cannabis
  - Ensure products are produced and purchased from an authorized source
  - Ensure products have not been opened or tampered with, by intact excise stamps.
- Health Canada's Cannabis Tracking and Licensing System enabling the tracking of sale and movement of all cannabis products, with the goal of preventing illicit cannabis from diverting into or out of the legal supply chain.

MBLL has implemented the following measures to ensure product quality:

- Licensed cannabis retailers must adhere to a retailer agreement in which retailers must develop and implement programs ensuring front-line employees meet customer expectations relating to service and product knowledge as well as responsible use of cannabis.
- Licensed suppliers must adhere to purchase order terms and conditions in which suppliers must comply with *The Safe and Responsible Retailing of Cannabis Act* (Manitoba) ensuring product meets testing, packaging, and labelling requirements.
- Licensed cannabis distributors must store and ship cannabis products as per the terms of MBLL's limited cannabis distribution agreement.
- MBLL reports on behalf of retailers to ensure compliance with the reporting requirements established by Health Canada.

#### Customer behaviours

71% of Manitoba gamblers can identify (unaided) at least one valid strategy for gambling responsibly.

57% of Manitoba alcohol consumers can identify (unaided) at least one strategy they use to reduce alcohol-related risks.

#### Identification checks and intoxication (casinos and Liquor Marts)

##### Casinos

- 250,821 ID checks
- 4,419 instances of refused entrance due to improper or no identification
- 416 instances of refused entrance due to signs of intoxication

##### Liquor Mart

- 100% of customers entering Liquor Marts with controlled entrances have their ID checked
- 533 ID checks at point-of-sale at Liquor Marts with controlled entrances
- 62,079 ID checks at point-of-sale at Liquor Marts that do not have controlled entrances

##### Liquor Marts refused service due to improper or no identification

- 4,353 instances of refused service at controlled entrances due to improper or no identification
- 8 instances of refused service at point-of-sale due to improper or no identification at Liquor Marts with controlled entrances
- 743 instances of refused service at point-of-sale due to improper or no identification at Liquor Marts that do not have a controlled entrance

##### Liquor Marts refused service due to showing signs of intoxication or improper behaviour

- 7,481 instances of refused service at controlled entrances due to showing signs of intoxication or improper behavior
- 1,265 instances of refused service at point-of-sale due to showing signs of intoxication or improper behavior at Liquor Marts with controlled entrances
- 476 instances of refused service at point-of-sale due to showing signs of intoxication or improper behavior at Liquor Marts that do not have controlled entrances

#### Lottery retailer mystery shop results

66% compliant in proper ticket validation, through 368 mystery shops.

A passing score is achieved when the lottery retailer:

1. Asks the customer to sign the ticket when presented for validation
2. Issues the correct prize amount
3. Returns the ticket intact to the customer
4. Provides a validation slip to the customer

68% compliant in asking for ID, through 109 ID25 mystery shops.

A passing score is achieved when the lottery retailer requests to see ID from customers that appear under the age of 25.

#### Informed Gambling centre visitation

There were 20,793 total visitors to the Informed Gambling Centre in 2024-25.

- 3,250 information visits (discussions on gambling or the centre)
- 528 basic interactions (discussions on personal gambling behaviours, beliefs or strategies)
- 357 support option interactions (discussions about gambling concerns and support services)
- 618 staff visits (discussions with casino employees on responsible gambling, support for a guest, the centre or other gambling-related)
- 16,040 special event attendees (visits to responsible gambling educational events)

#### Informed Gambling and DrinkSense awareness

21% of Manitoba gamblers are aware of the recently adopted Informed Gambling brand (aided).

56% of Manitoba alcohol consumers are aware of the DrinkSense brand (aided).

## 416 CUSTOMER HEALTH AND SAFETY *(continued)*

### Customer satisfaction

93% of Liquor Mart customers were satisfied with their overall experience.

68% of Casinos of Winnipeg customers were satisfied with the casino. (Note: New methodology. Not comparable to previous results).

20% of VLT customers were satisfied with the VLTs they played.

### 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services

There were no known incidents of non-compliance concerning the health and safety impacts of products and services during the 2024-25 fiscal year.

## 417 MARKETING AND LABELLING

### 417-1 Requirements for product and service information and labelling

Our casinos, gaming centre and retail operations offer factual information under our Informed Gambling and DrinkSense brands aimed at helping consumers understand the risks of our products and services, and connect with tools or resources where needed.

All product advertising includes a social responsibility message (“18+|ENJOY RESPONSIBLY”) as required by the LGCA.

Product advertising must also comply with internal rules of conduct.

To ensure product risks for the consumer are considered, new liquor products are formally screened to meet social responsibility requirements (available on [mbllpartners.ca](http://mbllpartners.ca)). A similar procedure for gaming products is being formalized.

### 417-2 Incidents of non-compliance concerning product and service information and labelling

There were no known incidents of non-compliance concerning product and service information and labelling during the 2024-25 fiscal year.

## 418 CUSTOMER PRIVACY

### 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

There were no complaints concerning breaches of customer privacy. One outstanding investigation into breach regarding third-party software is awaiting response from the Manitoba Ombudsman’s Office.

There were no identified leaks, thefts, or losses of customer data.



**43,383**  
*total employee  
hours of training*