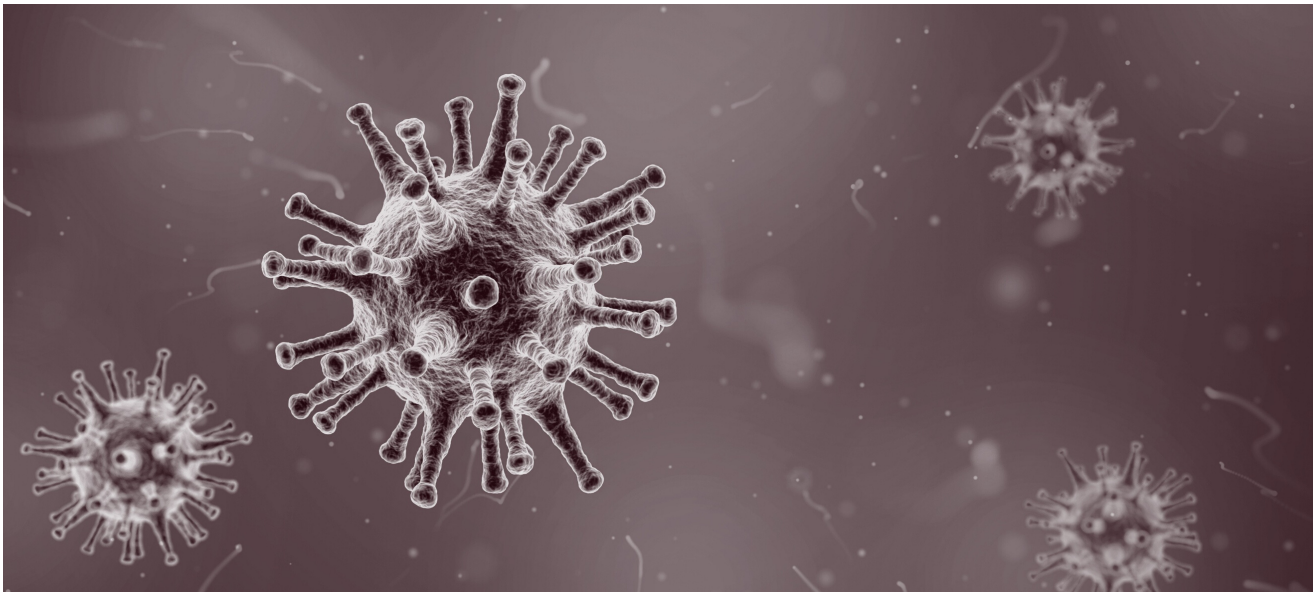


# OPERATIONAL CONTINUITY OF LOTTERIES DURING COVID-19

25 March 2020



## OPERATIONAL CONTINUITY CHECKLIST

As the COVID-19 outbreak continues to have a dramatic impact worldwide, organisations across all sectors face countless questions on the implications of this outbreak on the continuity of their operations and how should this be addressed.

In order to support its members in this unprecedented situation, The European Lotteries Association (EL) under the lead of its Operational Risk and Assurance Working Group hereby delivers an overview of operational continuity elements implemented by lotteries around Europe. These elements seek to enhance the capability of an effective response that safeguards the interests of the organisation as a whole in case of a contingency scenario.

Please note that all the elements listed here are examples focused solely on operational continuity (not an overall Covid-19 response) and are aggregated to a generic view (no examples “on particular lotteries” are given). Obviously, none of the elements listed below is to be considered as mandatory or legally binding, as each country has its own approach to handling this situation. The elements are also without prejudice to the practice of risk management of operations disruption, usually by means of an operational continuity programme. Finally, some of them will not even be applicable, for example in case all gaming operations have been stopped or game verticals are not operated at all.

EL realises that most of these elements, adapted to the local conditions, might already be in place by its members, but they are nevertheless shared here for learning and reflection purposes. EL strongly recommends for each lottery to regularly check the World Health Organisation's (WHO) website, as well as websites of relevant national authorities of own country for the most accurate and up-to-date information and health instructions and – as a general rule – to avoid instilling panic. The top priority clearly remains safeguarding the health of own employees and general public, but lotteries should strive to continue contributing to the society, even more so in these challenging times.

In case of any questions, please do not hesitate to reach out to EL Secretary General Arjan van't Veer at: [arjan.vantveer@european-lotteries.eu](mailto:arjan.vantveer@european-lotteries.eu)

## BASIC

- Regularly monitor and implement WHO recommendations, as well as recommendations and rules introduced at the national level by the government/relevant health authorities (e.g. employees not allowed/limited to travel abroad, employees not allowed to use public transport)

## EMPLOYEES

- Enable a maximum number of employees to work remotely
- Introduce (or enhance the already existing) working hours flexibility
- Ensure all appropriate safeguards are in place for those employees who physically need to be on-site (e.g. organise their work in shifts, alternate working days or use a rotation system, split them across different physical offices/buildings)
- Minimise the number of/cancel all the non-essential physical meetings and replace them by a phone and/or videoconferencing alternative
- If physical meetings need to take place, reduce the number of participants to a minimum and ensure social distancing

- Promote highest hygienic standards both on-site and privately
- Ensure all applicable rules are respected by all employees at all times
- Design measures to support employees with regard to stress management

## INFRASTRUCTURE

- Build up a stock of remote working equipment (e.g. laptops, mobile phones), regularly review the working status of such equipment, software licenses and have a working way of distribution thereof to employees
- Promote highest hygienic standards at the headquarters (e.g. by not allowing physical access to the headquarters for players, suppliers, partners and/or any other stakeholder; revision/enhancement of the office cleaning measures)
- Promote highest hygienic standards at POS – if these are still open (e.g. provide masks and gloves for the sales staff, 'health screens', avoid the use of cash and promote card payments instead)

## IT/CYBER

- Maximise the use of computer-based collaboration tools and verify in advance that these are functional and compliant (GDPR)
- Organise (ongoing, online) training for the employees on how to use such tools, as necessary
- Review the access rights policy and extend them to all key employees/functions, as necessary
- Keep contact with employees to assess whether they can access remotely
- Configure the stock of remote working stations with due cybersecurity measures in place
- Check (and log) regularly the overall system to ensure that it can handle the increased load of employees working remotely
- Ensure that the overall system can be managed remotely (i.e. without the physical presence of IT staff)

## BUSINESS/OPERATIONAL

- Identify (a minimum of) key processes and employees (e.g. payment of prizes, customer support, handling purchase processes that should not be stopped)
- Structure (remote) teams to address these key processes (e.g. top management remote meetings on a regular basis)
- Reduce/cancel all non-essential processes and rethink project agenda/teams
- Rethink short/mid term investment programmes (need to invest money differently?)
- Draw: Promote strong hygienic environment; Ensure personal protections equipment for the members of the draw am; Organise and test in advance (an) alternative drawing site(s); Alternate/rotate members of the draw team; Remote training of more junior employees in draw procedures by their more experienced colleagues; Replace physical draws by the Electronic Drawing Devices using RNG; No public attendance of the draw whenever allowed by regulation, but replace it by broadcasting/do it behind a protective glass), etc.
- POS (if these are still open): Promote highest hygienic standards (e.g. usage of masks and gloves by the staff, promotion of card payments, instead of cash); Increase the stock at POS of products such as instant cards; Review the receipt verification policies at POS to maximally protect the staff working there, etc.
- Prizes: Extend the prizes payment period/moratorium on data limits if needed; No payment of small prizes in case of a lockdown; Establishing an arrangement for paying out big prizes (are banks open?)

## COMMUNICATION

- Ensure continuous and regular communication with your employees (e.g. information on any changes via personal e-mail notifications); players (e.g. via personal e-mail notifications, web banners; keep your call centre functional by re-routing the calls to the minimum number of agents working remotely); suppliers; retail network (e.g. providing concrete contact addresses and formulas); government and regulator and any other stakeholders at all times
- Distribute educational material of the COVID-19 prevention to your employees and encourage them to respect them privately, as well; possible distribution to other stakeholders, as necessary