

5 Years of Impact, 25 Years in the Making

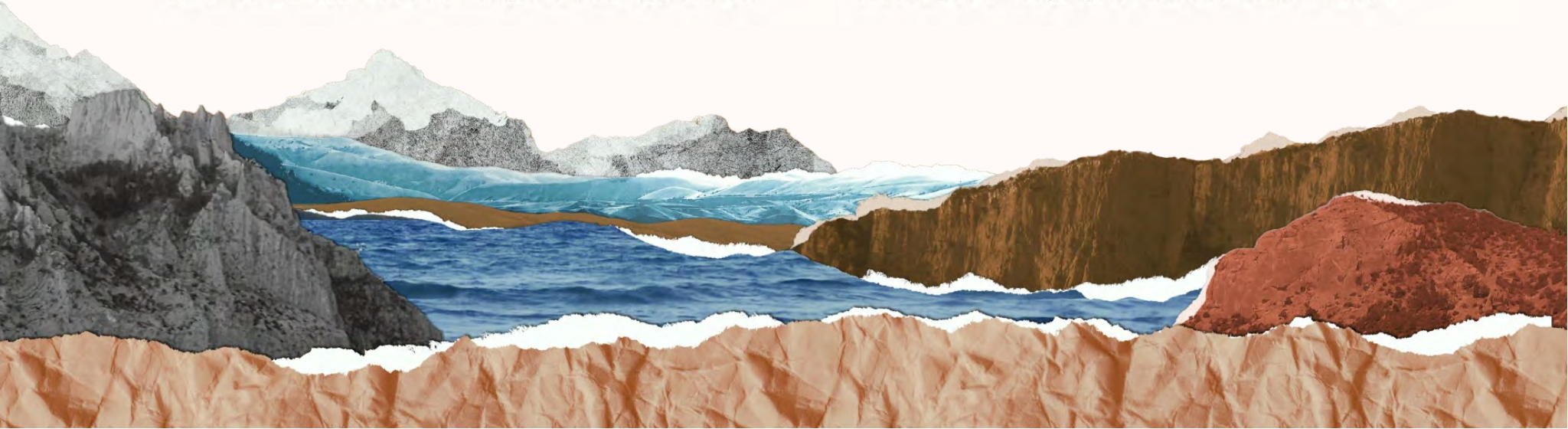
Greco Impact Report 2020–2025



Land Acknowledgement

Geo Evidence Insights acknowledges that our staff live and work on the traditional and ancestral territories of many Indigenous Nations across Turtle Island (North America). We honour and recognize the First Nations, Inuit, and Métis Peoples as the original stewards of these lands and waters. Their histories, languages, and cultures have shaped, and continue to shape, this place many of us now call Canada. We acknowledge the enduring presence,

rights, and sovereignty of Indigenous Peoples, and recognize that our collective prosperity has come at great cost to these communities. Geo is committed to building respectful, reciprocal relationships with Indigenous Peoples, and to advancing truth, reconciliation, and decolonization in all aspects of our work. We are dedicated to meaningful actions that support Indigenous leadership, knowledge systems, and self-determination.



How we understand the impact of evidence



We see the impact of evidence when...

...a policymaker can act early because emerging risks are clear.

...a regulator can strengthen safeguards to prevent and respond to harm.

...people delivering support have tools that reflect the realities of those they serve.

...communities can shape decisions that affect their wellbeing.

...people affected by harm have a meaningful voice in shaping the decisions and responses that impact them.

Why Evidence Matters in Complex Contexts

These kinds of changes in policy, regulation, and practice are the result of many people, perspectives, and commitments. Evidence is one part of that story and plays a critical role in clarifying what is happening, supporting shared understanding, and strengthening accountability.

In sectors where information can be inconsistent or incomplete, and where circumstances shift quickly, the integrity and accessibility of evidence are essential to informed decision-making.



A Five-Year Period of Rapid and Uneven Change

From 2020 to 2025, gambling products and environments changed at a pace that challenged systems and communities. These changes unfolded unevenly, shaped by broader social and economic pressures, and affected how risk and harm were experienced.

During this period, evidence helped clarify what was happening and supported dialogue that informed timely and equitable action.



Key Shifts Over the Last Five Years

Market Expansion and Exposure to Risk

Gambling markets expanded rapidly. New digital products emerged, advertising intensified, and patterns of participation shifted, increasing exposure to risk.

Growing Complexity in Decision-Making

Policymakers, regulators, service providers, and community organizations faced increasingly complex decisions amid information gaps, diverse interest holder needs, and fast-moving change.

Rising Need for Independent, Actionable Evidence

Demand grew for trusted and transparent evidence that integrates lived experience, ethics, and equity, and is developed through processes that minimize bias supporting credible and relevant decision-making.



How Our Contribution Evolved Over Twenty-Five Years

Over the last five years, as part of our twenty-five-year history, Greo Evidence Insights' contribution continued to expand. Our work now includes generating evidence, facilitating implementation, and conducting evaluation.

This includes developing and testing approaches fit for context, contributing insights from theory and practice, and assessing how evidence-informed interventions are delivered and adapted over time.



Messages from Our Leadership



Trudy Smit Quosai PhD, CEO

As we reflect on the last five years, our dedication to strengthening decisions with evidence has never been more critical. Rapid changes in digital, commercial, and social environments shaped by accelerated digitalization, shifting behaviours, and evolving community needs have tested systems, affected individuals, groups and communities, and underscored the importance of rigorous, independent, and actionable evidence.

Over this same period, Greo Evidence Insights has grown in scale, from a team of 12 five years ago to 26 today, reflecting both increased demand for our work and a deliberate investment in the skills, perspectives, and experience needed to meet complex challenges. This growth has been driven by people: by the expertise, commitment, and care our team brings to the work. For me, it has been a privilege to lead a group of people I deeply respect, whose integrity and work ethic continue to shape the quality and impact of what we deliver. This growth has strengthened how we operate, enhancing our ability to test ideas, challenge assumptions, and produce evidence that is both rigorous and relevant, while remaining grounded in the values that have guided us from the start.

As we look ahead, we remain committed to our efforts to generate evidence, facilitate its application, and drive the change necessary to reduce harms and improve wellbeing around the world. I am proud of what we have accomplished and excited for the work still to come.



Gerry Cooper EdD, Board Chair

Over our 25-year history, we have witnessed remarkable shifts in research and policy related to public health and wellbeing. The past five years, in particular, have highlighted the dynamic nature of this field and the vital role Greo Evidence Insights plays in providing evidence to guide timely, informed action. By expanding research capabilities and embracing approaches that integrate lived experience and community involvement, Greo has continually adapted to the complexities of the systems it serves. This report reflects the strength of these collaborations and the tangible impact of evidence-informed decision-making. On behalf of the Board, I want to acknowledge the dedication of Greo's team, as well as our partners and collaborators, whose commitment has been vital in turning evidence and insights into action.

As Greo looks to the future, the Board is proud of its enduring commitment to integrity, collaboration, and impact. This work represents many hands and perspectives, and we are grateful to all who have contributed to strengthening systems and promoting public wellbeing through evidence-informed approaches.

Our History

For more than twenty-five years, Greo Evidence Insights has focused on strengthening decisions with evidence. Founded to increase the quality, independence, and accessibility of gambling research, our organization has continually adapted as the field evolved. Over time, our role expanded from funding and synthesizing research to supporting the systems, relationships, and practices that enable evidence to be generated, shared, and applied.

The last five years represent an acceleration of this trajectory, shaped by a rapidly changing environment and growing expectations for credible evidence and meaningful collaboration.



Timeline

1999

Established to support independent gambling research.

2000

-2012

Became one of the world's largest funders of gambling research, building foundational evidence for the field.

2013

-2016

Shifted from a primary research funder to a broader evidence organization, expanding into research synthesis, knowledge exchange, and applied services.

2017

-2019

Strengthened evaluation, implementation support, and system-level advisory capabilities in response to growing policy and practice needs.

2020

Reoriented work to foreground equity, lived experience, and accessibility amid rapid digital and regulatory change.

2021

Launched major international partnerships to support research integrity and cross-sector capacity building.

2022

Developed new frameworks and tools to embed evidence into organizational and regulatory decision-making.

2023

-2025

Advanced cross-jurisdictional work across policy, research, evaluation, and community impact commissioning, reflecting a more integrated systems role.

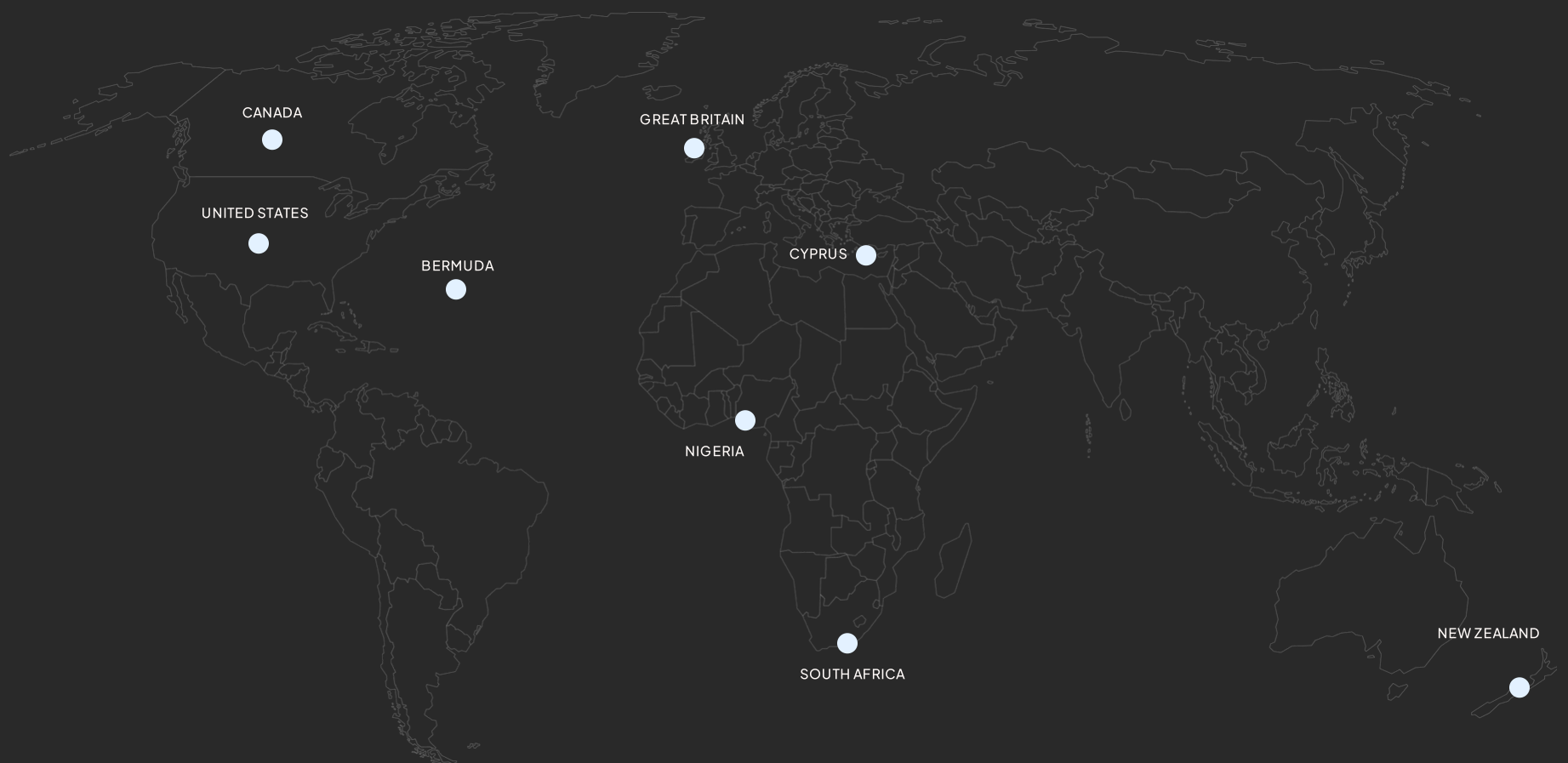
Where We're Working Today



Greo works across multiple jurisdictions with governments, regulators, researchers, community organizations, and service providers.

Current projects span Canada, the United Kingdom, the United States, and New Zealand, with work beginning in other regions where partners seek to strengthen public health approaches to gambling harm.

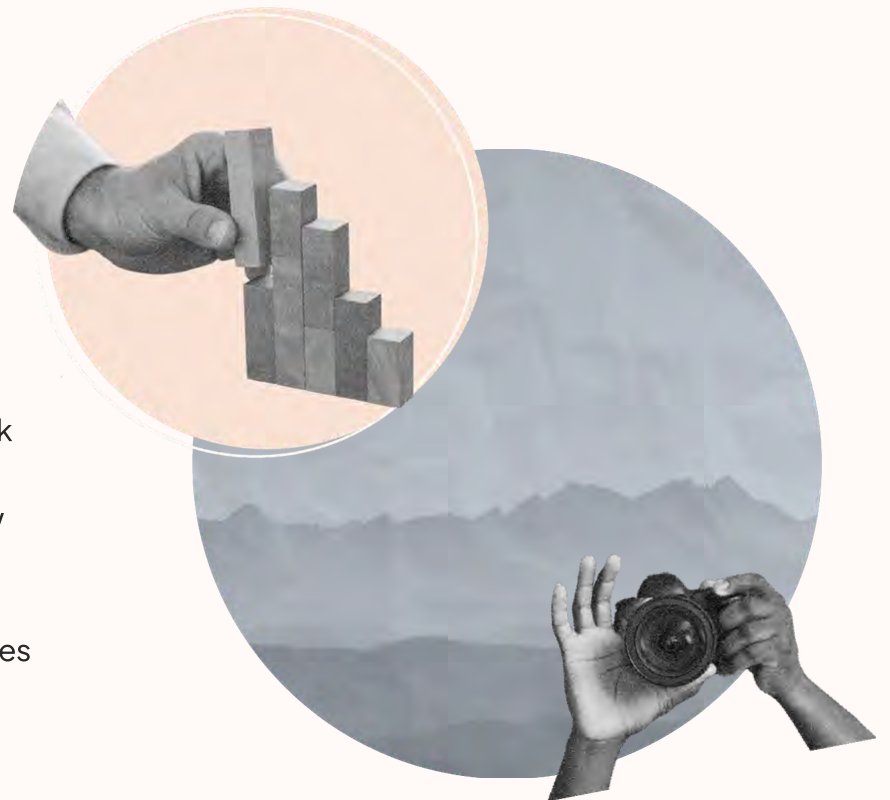
Learn more about our work at greo.ca



Stories of Impact

Over the past five years, Greo Evidence Insights' work has contributed to decisions, policies, and practices across diverse contexts. The eight stories that follow are a selection from a broader body of work – illustrating how evidence has been generated, mobilized, and applied to address complex challenges related to gambling harm.

Each reflects a distinct contribution, grounded in partnership and shaped by real-world conditions.



Explore the Stories

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Shaping Policy Dialogue with Evidence

Exposure Matters — Regulating Gambling Advertising and Availability in Canada



In 2021, Canada legalized single-event sports betting, marking a major shift in the country’s gambling landscape. Provinces quickly introduced new online and retail options, and Ontario opened its market to private for-profit transnational gambling corporations. Within the first year, Canadians wagered more than \$35.5 billion, a figure that tripled by 2024 as gambling advertising became deeply embedded in sports broadcasts, stadiums, and digital platforms. Research now shows that sports programs feature an average of 2.8 gambling references per minute, representing over one fifth of total viewing time.

Examining the issue.

To understand the implications of this rapid expansion, Greo Evidence Insights and the Canadian Centre on Substance Use and Addiction (CCSA) analyzed legislative trends, media coverage, population health data, and international practice. The resulting report, *Gambling Availability and Advertising in Canada: A Call to Action*, identified urgent risks and policy gaps, including the absence of national advertising standards, inconsistent harm monitoring, and limited funding for prevention, education, and research.

Clarifying what the evidence shows.

Greo’s analysis revealed that gambling advertising and availability were increasing exposure to risk, particularly among youth and other vulnerable groups. Even brief or indirect advertising can shape attitudes and behaviour. Public health, not commercial interests, must guide gambling regulation, and coordinated monitoring across sectors is essential to identify and address harms early.



Putting research into action.

Greo’s Chief Research Officer, Dr. Matthew Young, shared these insights through nearly 30 national media interviews, testimony before the Senate Committee on The National Framework on Advertising for Sports Betting Act, and extensive engagement with policymakers. These efforts helped position gambling as a public health issue and strengthened national momentum for coordinated action.

Recommendations in the report support calls for a pan-Canadian strategy on gambling advertising and availability. The report’s findings were referenced in Senate debate on Bill S-211. In the broader policy environment, senators have also issued a joint letter to the Prime Minister regarding national safeguards.



Key insights advanced through this work:

- Advertising exposure influences gambling attitudes and participation.
- Without coordinated safeguards, gambling policy risks normalizing harmful behaviour.
- A public health approach can build trust through consistency and transparency.
- Early monitoring and cross-sector coordination are essential to prevent harms from becoming entrenched.

International experience shows that prevention and regulation must evolve in step with market growth. Greo continues to work with governments, regulators, and public health partners to ensure that evidence informs policy and that Canadians are protected as gambling markets expand worldwide. Released in November 2025, a companion report *Online Gambling Among Young Canadian Adults: A Call to Action*, developed in partnership with CCSA and Mental Health Research Canada, highlights the elevated risks faced by young people, aged 18 to 29, who are disproportionately at risk of experiencing gambling-related harms.

Strengthening the Gambling Research Ecosystem

Creating Space for Integrity – Advancing a Diverse and Credible Academic Community in the UK



In 2021, Greo Evidence Insights partnered with researchers in the United Kingdom (UK) to help establish the Academic Forum for the Study of Gambling (AFSG), a national network of academic researchers dedicated to advancing the research needed to effectively prevent, reduce, and address gambling harm. The AFSG was founded to act as a coordinated body to assert the importance of rigorous, independent research to prevent, reduce, and address gambling harm in the UK.

Defining the Challenge.

The gambling research landscape has long been shaped by both real and perceived proximity to industry influence. Establishing a national network of academic researchers in the UK presented an opportunity to build a stronger and more trusted research environment—one that promotes integrity, diversity, and collaboration while generating rigorous evidence to deepen understanding of gambling’s impacts. Meeting this challenge also requires sustaining a healthy pipeline of career researchers and strengthening interdisciplinarity across the field.

Building an Independent Foundation.

Drawing on its experience as the world’s largest funder of gambling research from 2000 to 2012, Greo applied proven expertise in designing and managing transparent funding systems. Working alongside UK academics, Greo helped develop the AFSG’s governance structures, ethical frameworks, and funding processes. These foundations ensured that AFSG-funded research would be independent of industry influence, and informed by a diversity of perspectives, including those who have direct experience of gambling-related harm.

Growing Impact Across the Research Community.

Since its launch, the AFSG has strengthened the quality and integrity of gambling research throughout the UK. It continues to expand capacity by fostering student development, promoting international collaboration, and embedding lived experience in the design and communication of research.

Key Results Achieved Since 2021:

- Funded 59 research and training grants totaling more than £618,000, supporting established and early-career researchers including 14 post-graduate support grants and 16 student travel conference grants.
- Pioneered work examining Risk of Funding-Related Bias in gambling studies by embarking on work to develop a tool designed to estimate this risk.
- Encouraged meaningful involvement of people with lived experience in research through support of the Minimum Standards Framework and a dedicated Access Fund and Matching Service, ensuring diverse perspectives inform research design.
- Expanded opportunities for students and early-career scholars through Post-Graduate Support Research Grants, leading to six peer-reviewed publications and over 130 citations, and helping cultivate the next generation of researchers.
- Strengthened collaboration across the field by supporting the Current Advances in Gambling Research conference (CAGR) and other events, which have engaged hundreds of participants both nationally and internationally over the years, including initiatives such as the Low- and Middle-Income Country Bursary.
- Provided submissions to a number of UK government calls for evidence in relation to aspects of gambling policy and regulation.



Together, these achievements show measurable progress toward a trusted, independent research environment capable of advancing understanding of gambling harms and sustaining academic leadership in the field. In October 2025, the AFSG became a fully independent Charitable Incorporated Organisation (CIO) registered with the Charity Commission in England and Wales. Greo maintains a strong advisory and collaborative relationship with the AFSG that continues to reinforce integrity, diversity, and collaboration across the research community.

Uncovering Hidden Harms

Insights from Aotearoa New Zealand —
Gambling’s Impact on Affected Others and their Whānau



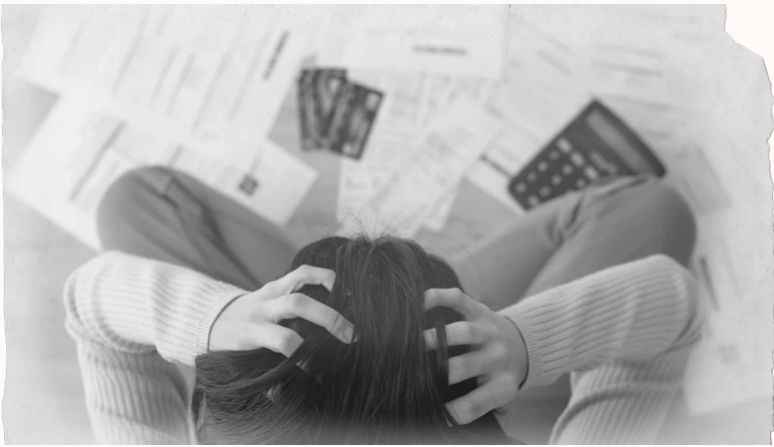
Greo Evidence Insights led research to uncover the financial harms of gambling in Aotearoa New Zealand. Commissioned by the Ministry of Health and delivered in partnership with Auckland University of Technology (AUT), this work reveals how gambling affects not only individuals who gamble, but also affected others—partners, whānau (extended family), and friends who experience its negative consequences.

Defining the issue.

Gambling harm in Aotearoa New Zealand extends far beyond those who gamble. Affected others can experience financial stress, emotional strain, and relationship breakdown. Financial harms are among the most common and longest lasting, yet they have received limited attention in research and policy. Little is known about how financial systems can either mitigate or intensify these harms, or how gender and ethnicity influence their experience and severity.

Building the evidence.

To fill these gaps, the Ministry of Health commissioned Greo, in partnership with AUT Gambling and Addictions Research Centre, to study the financial harms experienced by affected others. Co-designed with an advisory group of Māori, Pacific, Asian, and NZ European individuals with lived experience, the project ensured cultural relevance and real-world insight. The mixed-methods approach combined a rapid literature review, an international policy scan, a national survey of 644 participants, and in-depth interviews. Together, these elements created the most comprehensive picture to date of how gambling-related financial harm impacts affected others in Aotearoa New Zealand.



Transforming understanding and informing action.

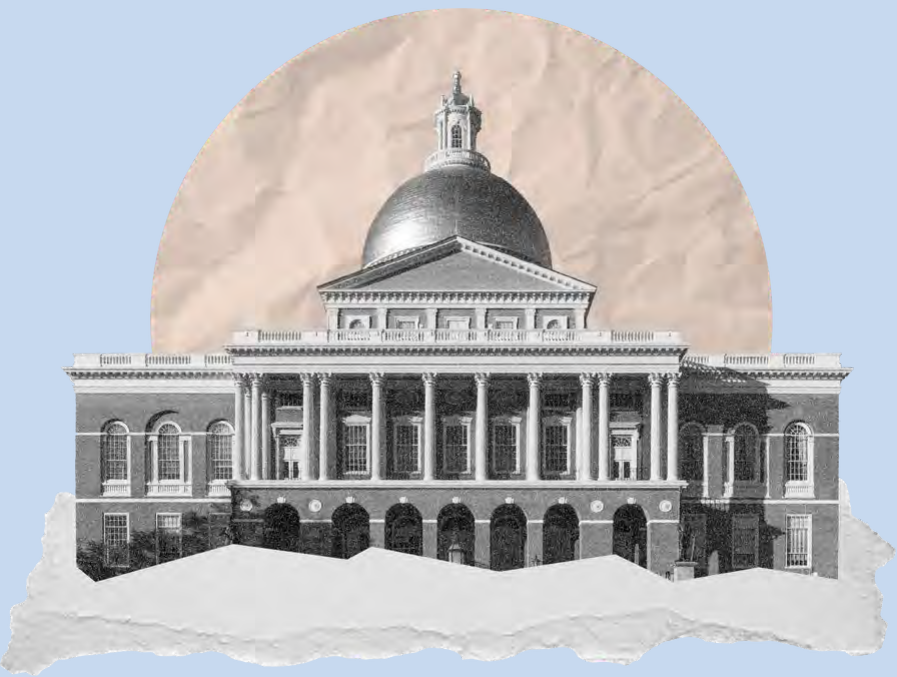
Among one of the first gambling harm studies to centre the voices of affected others in New Zealand, the research revealed how gambling shapes financial stability, relationships, and wellbeing:

- More than 75 percent of participants reported direct financial impacts such as overdue bills, lost savings, and reduced income, often accompanied by emotional stress and family conflict.
- Women were more likely to cut back on essentials, while men more often reported bankruptcy or taking on extra work.
- Māori and Pacific people experienced the most severe harms, including theft and utility disconnection, highlighting the need for culturally grounded responses.
- Harmful financial products such as payday loans and “buy now, pay later” schemes were frequently used to manage debt, while protective tools like gambling blocks were rarely accessed.
- Current policies related to financial products offer limited safeguards and, in some cases, may unintentionally worsen harm.

By grounding this research in lived experience and cultural context, Greo demonstrates how evidence can deepen understanding and directly inform policy, frontline practice, and public health strategies to better support affected others and their communities across Aotearoa New Zealand.

Moving Research into Program and Policy Decisions

Engaging Legislators — Supporting the Massachusetts Gaming Commission with Actionable Research Insights



The Massachusetts Gaming Commission (MGC) is committed to making gambling in the state safer and ensure decisions are guided by evidence. MGC’s Research and Responsible Gambling team works with experts to ensure that research findings translate into real-world change. Greo Evidence Insights has been a long-standing partner, providing knowledge mobilization (KM) expertise that helps the team synthesize research, facilitate conversations about its implications, and ensure that insights inform programs, policies, and long-term strategy. Over several years, this partnership has built trust and established a consistent approach to embedding evidence within MGC’s decision-making processes.

Definining the challenge.

The MGC sought to make research more accessible and actionable for a wider range of interest holders, including legislators and commissioners, while navigating a fast-evolving policy environment that requires timely responses. Greo supported this goal by enhancing KM systems and complementing the team’s ongoing efforts with structured opportunities for reflection and dialogue.

Mobilizing knowledge.

Working closely with the MGC, Greo provides strategic knowledge mobilization support each year across three core areas:

Policy engagement: Translating findings from the annual MGC research program into concise, plain-language briefs and presentations for legislators, ensuring evidence is clear, credible, and ready for use.

Emerging risk areas: Producing rapid, evidence-based reviews and summaries—such as on VIP gambling programs—to equip MGC with timely insights on complex or emerging topics.

Strategic research planning: Facilitating discussions with internal and external interest holders to refresh MGC’s research commissioning strategy, embedding equity, relevance, and impact across future projects.

Creating lasting impact.

Effective knowledge translation is about more than simplifying research; it is about connecting people to evidence and enabling thoughtful decisions. Through its partnership with Greo, the MGC has reimaged how evidence is synthesized, discussed, and applied in practice.

Key results include:

- Converting complex study reports into accessible and engaging briefs.
- Linking research outputs to legislative priorities and strategic goals.
- Building regular reflection and dialogue into MGC’s research processes.

This collaboration has created a measurable shift from simply sharing information to applying it. With Greo’s ongoing support, MGC is embedding evidence at the core of policy and program design and demonstrating how to turn research into meaningful impact.

Measuring Real Impacts on Players

Building a Measurable Framework —
Advancing Player Health Approaches
in British Columbia



Geio Evidence Insights supported the British Columbia Lottery Corporation (BCLC), the state-owned gambling entity, to strengthen its commitment to player health through a more meaningful, outcomes-based approach. Geio led the further development of the Player Health Outcomes Framework (Framework)—a performance monitoring system that shifts the focus from compliance to impact. The Framework enables BCLC to assess whether approaches in land-based gambling venues are making a real difference for players and to identify areas where further improvement is needed.

Defining the challenge.

Historically, player health evaluations have emphasized adherence to responsible gambling standards and reporting activities rather than evaluating the outcomes these approaches produce. BCLC recognized the need for an evidence-based framework that could support evaluation of change over time, provide actionable insights, and help align venue-level practices with its broader player health strategy.



Building a framework and measures.

Geio was contracted by BCLC to further develop and build on a draft Framework. Geio built a more robust Framework and its accompanying measurement tools to assess player health across five key domains: Player Wellbeing, Player Behaviours, Player Knowledge and Attitudes, Organizational Culture, and Supportive Play Environments. Together, these domains form a comprehensive model for performance monitoring—mapping the pathways between venue level strategies, implementation activities, and measurable outcomes.

The framework was pilot tested in four B.C. gambling venues. Geio developed and administered player and staff surveys, created venue reporting tools, and analyzed early findings to test the framework’s practicality and sensitivity. It was intentionally designed to meet venues where they are, recognizing that organizational context, capacity, and culture vary. This ensured the framework remained both evidence-informed and responsive to local realities while maintaining consistency across the system. A steering committee, including BCLC, Geio, and venue representatives, guided the pilot to ensure the process remained collaborative and contextually grounded.

Assessing outcomes and identifying opportunities.

Historically, player health evaluations have emphasized adherence to responsible gambling standards and reporting activities rather than evaluating the outcomes these approaches produce. BCLC recognized the need for an evidence-based framework that could support evaluation of change over time, provide actionable insights, and help align venue-level practices with its broader player health strategy.

Looking ahead.

This work continues as the Player Health Outcomes Framework and its accompanying measurement tools are refined and expanded across additional venues. The pilot provides a strong foundation for scaling the approach province-wide, ensuring that performance monitoring for player health remains consistent, adaptive, and evidence-informed. With Geio’s ongoing support, BCLC is positioned to strengthen its player health strategy and embed a culture of continuous learning and improvement throughout its network of venues.



Mobilizing Collective Impact with Communities Most At-Risk

Building an Inclusive, Community-Driven Response to Gambling Harms in Great Britain



Gambling-related harms in Great Britain represent a complex public health issue, often experienced most acutely by underserved and equity-deserving communities.

Across the field, organizations, lived-experience leaders, researchers, and practitioners have long worked to prevent harms and support affected individuals. As the gambling landscape has evolved, the need for more consistent opportunities to learn together, share insight, and coordinate action has become increasingly clear.



Understanding the opportunity.

Strong work was underway across Great Britain. Community organizations were leading prevention efforts, advocacy groups were amplifying lived experience voices, and researchers were generating new evidence. These contributions were meaningful but often occurred in parallel. A more connected, structured space for collaboration could help elevate existing strengths and support more coherent responses to gambling harms.

Building a network for shared learning and action.

In response, Greo Evidence Insights initiated the creation of the Network to Reduce Gambling Harms and now provides strategic backbone coordination. The Network brings together people and organisations across the field — from community services and people with lived experience to researchers, public health professionals, and policymakers — to strengthen collaboration, build capacity, and support evidence-informed, community-led initiatives. Core activities include:

- Facilitating shared learning, cross-sector dialogue, and communities of practice
- Building capacity with a focus on equity and inclusion
- Supporting collaborative problem-solving through national and regional learning events
- Allocating funding to advance independent, community-driven projects

Guided by a multidisciplinary steering committee, the Network links local expertise, national priorities, and diverse perspectives.

Strengthening collaboration and shaping pathways for change.

Since its launch, the Network has helped connect existing strengths and expand opportunities for partnership. Early impacts include:

Launching the Community Investment Program, allocating over £1 million to five Local Impact projects and two Broader Impact initiatives focused on prevention, education, partnership-building, and system change.

Creating new platforms for collective learning and connection, including regional and national convenings, peer-led dialogues, and Communities of Practice that enable partners to share insight, reflect on challenges, and strengthen relationships.

Establishing a shared set of priorities, developed through extensive consultation with lived-experience leaders, community organizations, practitioners, and policy interest holders, creating a clear sector-wide view of where collaboration is most needed.



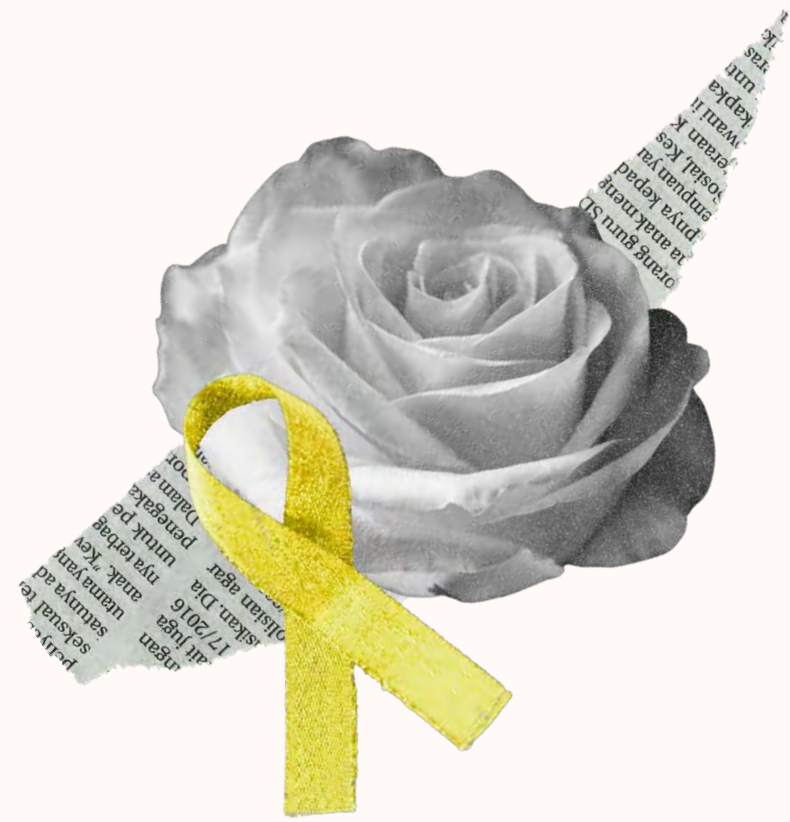
Creating lasting impact.

The shift toward statutory funding is reshaping the gambling-harm landscape in Great Britain, and community-led and lived-experience groups are navigating this change while continuing to meet local needs. The Network offers a space for people and organizations to connect, share insights, and identify opportunities for collective action. It complements the leadership and expertise already present across communities and regions.

Greo's role is to provide practical support that helps partners work together more easily. This includes organizing collaborative structures, facilitating shared learning, and helping create the conditions for community-led work to take hold. By centring equity and lived experience and strengthening relationships across sectors, the Network is helping build a more connected and inclusive foundation for reducing gambling-related harms as wider system changes unfold.

Deepening Understanding of Gambling-Related Suicide

Advancing Evidence, Insight, and Collaboration to Support Prevention and Postvention in the UK



Suicide linked to gambling is an under researched area. Families, communities, and those with lived experience of gambling-related harm called attention to this long before research systems or public agencies were equipped to respond. While evidence has grown in recent years, gaps remain in understanding how gambling contributes to suicide risk, how prevention and postvention systems can respond, and what regulatory and public health levers may meaningfully reduce harm. These gaps underscore a need for rigorous, independent research grounded in lived experience and supported through transparent, sector-wide processes.

Understanding the challenge.

Existing research suggests important associations between gambling and suicidality, but the evidence base remains fragmented. Critical questions persist about the mechanisms, risk and protective factors, and system-level conditions that contribute to gambling-related suicide. There is also limited understanding of how these experiences are impacted by gender, age, culture, product design, industry marketing practices, debt and financial systems, and broader mental health and well being. Lived-experience leaders and bereaved families have long emphasized the need for research that reflects real-world experiences. Together, these gaps have made it difficult for policymakers, regulators, and service providers to design effective responses.

To address this, funds were allocated to develop a coordinated three-year Gambling-Related Suicide Research Programme, administered independently by Greo Evidence Insights.



Designing a research program to fill critical gaps.

The Gambling-Related Suicide Research Programme was established to advance high quality, independent research that improves understanding of gambling-related suicide and strengthens prevention, harm reduction, regulatory, and postvention responses. More than £1.3 million was made available for research grants and knowledge mobilization activities. Funds were awarded via a process structured to ensure:

- Transparent peer review grounded in international research-funding standards
- A requirement for interdisciplinary teams with expertise in suicide and gambling studies
- Meaningful involvement of people with lived experience at every stage of research
- Strict conflict-of-interest protections, including disqualification of applicants with industry ties
- Open-science expectations for data sharing and publication

These foundations created a trusted process to support research that is methodologically robust, ethically grounded, and centred on the perspectives of those most affected.



Funding a new generation of research.

In 2023, three major research projects were funded. Collectively, they represent the most substantial and coordinated investment in gambling-related suicide research undertaken in the UK to date. The funded projects explore:

- Lived experience and psychological autopsies examining pathways, warning signs, and opportunities for intervention through qualitative and multidisciplinary inquiry.
- Risk factors and suicidality among regular sports bettors, using mixed methods to analyse patterns of risk, distress, and protective factors in a high-exposure population.
- Pathways and trajectories in administrative health datasets, advancing foundational work to strengthen how gambling involvement is detected and understood in coronial, hospital, and national statistical systems.

These projects bring together experts from suicide research, gambling studies, mental health, public health, and lived experience groups. Together, they will provide new insight into the complexity of gambling-related suicide and help build an evidence base that can support more timely and effective action.

Mobilizing knowledge to strengthen prevention and response.

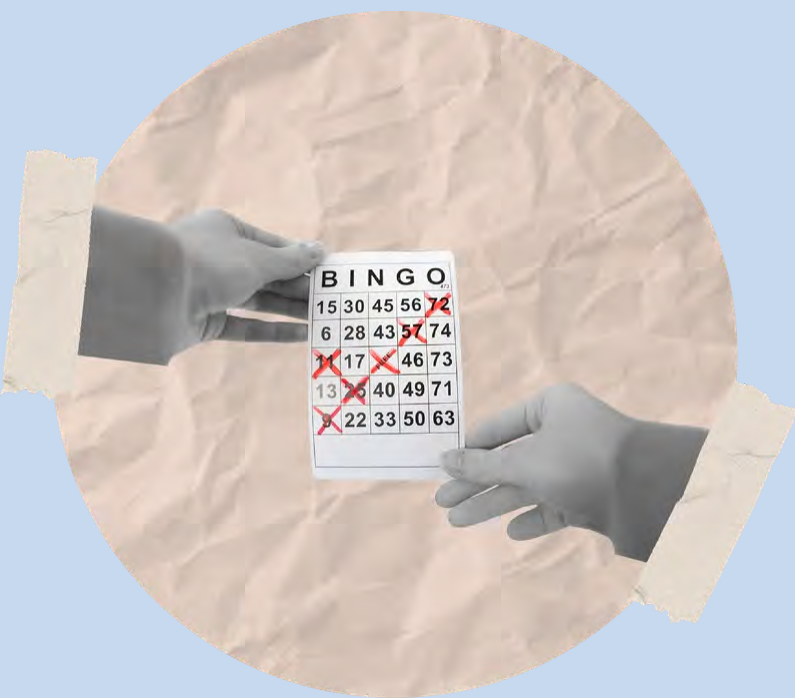
In 2025, two Knowledge Mobilization grants were awarded to ensure that research findings can be translated into practical tools, resources, and strategies for policymakers, regulators, service providers, and lived-experience organizations. This next phase will support collaborative teams to turn emerging evidence into guidance that strengthens prevention, reduces risk, and supports those impacted by bereavement.

Creating lasting impact.

The Gambling-Related Suicide Research Programme represents a significant step toward addressing the most serious and least understood gambling-related harms. By combining rigorous research, lived-experience leadership, and transparent governance, the program is helping to fill long-standing evidence gaps while supporting a more informed, coordinated approach to prevention and postvention in the UK. As research findings continue to emerge, they will contribute to regulatory, clinical, and community responses aimed at reducing harm and ultimately saving lives.

Strengthening Social Responsibility Through Evidence Insights

Supporting Community Investment, Outcomes Measurement, and Learning in Ontario



Geo Evidence Insights has worked alongside the Ontario Lottery and Gaming Corporation (OLG) for several years contributing evidence and applied insight to its social responsibility mandate. This partnership demonstrates OLG's leadership as a Crown Corporation and its commitment to using credible, practical evidence to inform its approach. Geo's role has been to provide evidence, methodological expertise, and learning opportunities that complement OLG's internal capacity as priorities and practices evolve over time.



Advancing a social responsibility mandate in a changing environment.

As Ontario's gambling market expanded and diversified, OLG took deliberate steps to ensure its approaches remained effective and relevant in a changing environment by:

Strengthening outcomes-focused approaches

Testing and learning in real-world settings

Investing in communities with a focus on prevention and equity

Strengthening outcomes-focused approaches.

Geo partnered with OLG's Social Responsibility teams to develop tools that can further link activities to intended outcomes and measurable progress. This included the development of a Social Responsibility Outcomes Framework and a supporting measurement approach. The focus throughout was on usability, consistency, and alignment with OLG's existing priorities and systems. As a result, OLG's teams can reflect more consistently on their efforts and build a shared understanding of intended outcomes.

Testing and learning in real-world settings.

At the same time, OLG and Geo carried out structured, rapid testing in charitable gaming settings to better understand how player health resources work in practice. Using plan-do-study-act (PDSA) cycles, Geo designed, tested, and adapted a communication pathway for sharing player health resources. Drawing on insights from charitable gaming venues, these cycles highlighted what worked well, what didn't, and where adjustments were needed. This process helped strengthen ongoing learning and communication among staff, contributing to a stronger player health culture in these settings.



Supporting community investment for prevention and equity.

Additionally, Geo independently commissions the Community Investment Program, using funds provided by OLG, to support community-based initiatives that prevent and reduce gambling-related harms in Ontario. This includes developing and delivering funding calls, coordinating independent review and advisory processes, and sharing learning from funded projects. More recently, this work expanded to an Indigenous-focused funding call, developed with the involvement of Indigenous advisors, to support community-led priorities among First Nations, Inuit, and Métis communities across Ontario. This transparent, community-driven approach helps ensure investment reflects local needs, insights, and priorities.

Building a connected and systematic approach.

Together, these initiatives have strengthened connections between goals, activities, and outcomes within OLG's social responsibility work. They have enabled reflection on how these efforts are experienced in practice across real-world settings and diverse communities, while situating individual initiatives within a broader system. Geo's contribution has been to provide clear, balanced evidence aligned with OLG's direction and priorities as a Crown corporation.

Looking Ahead

The past five years underscored the growing need for independent, context-responsive evidence to support decisions in complex and evolving environments. As gambling markets, technologies, and regulatory expectations continue to change, the role of evidence is not only to explain what is happening, but to support timely action, learning, and adaptation.

Geo is grateful to the staff, partners, and collaborators whose contributions have shaped our work over the past five years.



Meet Our Team



TRUDY SMIT QUOSAI
Chief Executive Officer



ELIZABETH LUSK
Interim Chief Executive Officer
Chief Strategy Officer



MATTHEW YOUNG
Chief Research Officer



MEGAN HARRIS
Chief Experience Officer



CARLING BAXTER
Associate Director,
Research Services



CORRINE LEON
Associate Director,
Communications and
Production



LINDSAY KALBFLEISCH
Director,
Knowledge Mobilization
Services



SASHA STARK
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Looking ahead, Geo Evidence Insights will continue to deliver its core areas of work while evolving how we support partners across systems and jurisdictions. This includes deepening our focus where we have established capability and credibility, while selectively moving into new and emerging spaces where evidence gaps limit effective action.

Alongside our ongoing work in gambling-related harm, we will continue to explore opportunities to apply this expertise in adjacent areas, including gaming, technology use and digital wellbeing, and substance use health.

Together, these priorities reflect a commitment to learning, collaboration, and integrity. As contexts shift and new challenges emerge, Geo's work will continue to support partners in navigating complexity with evidence that can be understood, trusted, and acted on.

Our work reflects *four core areas* of contribution:



- 1 Generate Evidence**
We generate and synthesize evidence grounded in research, practice, and lived experience to clarify what is known, where uncertainty remains, and how evidence can inform decision-making.



- 2 Facilitate Implementation**
We support partners to translate evidence into practice by developing, testing, and adapting approaches that are fit for context and responsive to real-world conditions.



- 3 Conduct Evaluation**
We design and deliver evaluation to assess delivery, outcomes, and impact, supporting learning, accountability, and continuous improvement over time.



- 4 Commission Research and Community Impact**
We research and support high-quality research and community-led initiatives through independent, transparent processes that strengthen the evidence base and its application.

Strengthening Access to Evidence

Geo maintains the world's largest free digital collection of gambling harms evidence through its Digital Library – the Evidence Centre. Alongside original research and reports, the library features plain-language Research, Report, and Evaluation Snapshots that make evidence accessible and usable for decision-makers and practitioners.

Geo is reinvesting in the Digital Library to modernize its infrastructure, improve accessibility, and strengthen how evidence is organized and shared, ensuring it remains a trusted public resource.



Further Reading

The following resources are publicly available materials that are either referenced in the Stories of Impact or related to them. This is not an exhaustive list.

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Stark, S., Bellringer, M.E., Tuico, K., Birch, O., & Garrett, N. (2025). [Measuring the gambling-related financial harms experienced by whānau and affected others and identifying mitigating practices](#). Wellington: Ministry of Health

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