

Delivering commitments

We are delighted that we have achieved or partly achieved 42 of 45 commitment and are happy to be judged on our performance.

- Governance
- Improving our management
- Maximising returns
- Playing and winning
- Responsible gaming
- Valuing our people
- Investing in communities
- Partnership in retail
- Supply chain engagement
- Environmental impact

Achieved Partly Achieved Not Achieved

Governance		
Commitment	Status	Progress
Put in place a programme to enable Board directors to see how the Company operates at grass roots level	<input checked="" type="checkbox"/>	All Board members were invited to attend a Retailer Forum, visit a call centre, participate in business induction presentations, visit retailers, etc. Board members have attended some of the events offered.
Make recommendations on an annual evaluation process for the Board and its committees	<input type="checkbox"/>	We have provided recommendations on an annual evaluation process and our new Chairman, Sir Peter Middleton, is currently assessing how we should take this forward. This commitment will be carried forward to the year 2005/06.

Offer training for board directors	<input checked="" type="checkbox"/>	Board directors were provided with training developed and delivered by our lawyers, CMS Cameron McKenna, on Board directors' responsibilities and obligations under the Combined Code and their legal responsibilities as Board directors.
Consider the value of carrying out a customer relationship survey with the National Lottery Commission (NLC)	<input checked="" type="checkbox"/>	This was considered and discussed with the NLC but both parties felt it would serve limited purpose at the moment.

Improving our management

Commitment	Status	Progress
Complete strategic review of social responsibility and feed back in next year's report	<input checked="" type="checkbox"/>	The review embraced external benchmarking, best practice and business objectives. Read more on Improving our management .
Consider a possible role for our internal audit function in the auditing of our social reporting in the future	<input checked="" type="checkbox"/>	Following discussions with business assurance, it has been decided that this is not cost-effective. Business assurance (internal audit) does have a role in reviewing specific policies and strategies as needed. Read more on Improving our management .

Maximising returns

Commitment	Status	Progress
Improve positive views of The National Lottery by creating a marketing campaign that re-engages players with the positive aspects of The National Lottery	<input checked="" type="checkbox"/>	Recent surveys show a marginal increase in positive attitudes towards The National Lottery. Read more on Linking Good Causes .
Improve positive views of The National Lottery by working in close partnership with the National Lottery Promotions Unit to celebrate the 10th Birthday of The National Lottery.	<input checked="" type="checkbox"/>	Subsequent media analysis showed that 69% of UK adults were aware of the 10th Birthday celebrations and 98% of respondents reacted favourably. Read more on Celebrating the Lottery's impact .

Playing and Winning		
Commitment	Status	Progress
Drive sales by optimising our game portfolio through developing existing rather than new, games	<input checked="" type="checkbox"/>	We developed EuroMillions by adding six countries -- Portugal, Belgium, Ireland, Luxemburg, Austria and Switzerland - and optimising the jackpot in this game to distinguish it from other games. Read more on Product range and accessibility .
Improve accessibility and convenience for our players by making games available on mobile phones	<input checked="" type="checkbox"/>	We achieved this in November 2004. Read more on Product range and accessibility .
Improve accessibility and convenience for our players by making subscriptions available from our website	<input checked="" type="checkbox"/>	Online subscription service for Thunderball and Lotto has been available since July 2004. Read more on Product range and accessibility .

Responsible gaming		
Commitment	Status	Progress
Explore opportunities for a responsible play education initiative for players	<input type="checkbox"/>	We have begun work on this commitment but much more needs to be done in 2005/06.
Work as part of an industry group to develop materials on the risks of gaming for schools/ citizenship classes	<input checked="" type="checkbox"/>	GamCare, Sky and Responsibility in Gambling Trust have developed educational materials for teachers in secondary schools. Camelot will be the first company to fund the distribution of the materials to 500 secondary schools in September 2005.
Continue with research after games have been launched	<input checked="" type="checkbox"/>	We continued to use tracking research to monitor levels of play, in respect of both penetration and frequency, and per capita spend on lottery games. Read more on Responsible sales .
Ensure that our systems to make games available via mobile phones meet high standards of player protection	<input checked="" type="checkbox"/>	Potential mobile phone players are required to register on the National Lottery website, and are asked for their name, age, address and debit card details, all of which are authenticated via the Interactive Age Check that we run in partnership with Experian. Please read more on Responsible sales .
Ensure GamCare accreditation is audited on an annual basis	<input checked="" type="checkbox"/>	GamCare accreditation has been renewed on 20 December. Read more on Responsible sales .

Valuing our people

Commitment	Status	Progress
Embed effective performance management processes	<input checked="" type="checkbox"/>	Every employee has received training on performance management and goal-setting processes. Read more on A high performance culture .
Implement a mechanism to reward outstanding individual contributions	<input checked="" type="checkbox"/>	Read more on A high performance culture .
Develop Camelot's leadership team	<input checked="" type="checkbox"/>	Read more on A high performance culture .
Improve staff satisfaction (measured by staff survey)	<input checked="" type="checkbox"/>	The results showed a positive change in staff attitudes. Read more on Employee engagement .
Improve cross-functional working (measured by staff survey)	<input type="checkbox"/>	Cross-functional working showed an improvement as measured by the staff survey. Read more on Employee engagement .
Further refine the Staff Consultative Forum in the light of EU Directive on Employee Information and Consultation	<input checked="" type="checkbox"/>	We revised the constitution of the Staff Consultative Forum (SCF) in line with our commitment to modify the SCF in the light of the Directive. Read more on Employee engagement .
Explore the business case for work/life balance policies and issue guidelines for managers if appropriate	<input checked="" type="checkbox"/>	We have developed guidelines on work/life balance and will consider communicating them to all managers in 2005/06. Read more on Furthering well-being .
Establish a diversity forum to examine our practice across the business (marketplace and workplace) in all areas of diversity	<input checked="" type="checkbox"/>	We established a Diversity Forum which has looked at our current practices and potential areas for improvement, specifically on issues of race, gender and disability. Read more on Furthering well-being .
Prepare for Investors in People re-accreditation	<input checked="" type="checkbox"/>	We have achieved this and the next step is to apply for accreditation during 2005/06 and take forward recommendations which arise. Read more on Next steps .

Investing in communities

Commitment	Status	Progress
Maintain our high rate of giving - mainly through the Camelot Foundation - and continue to benchmark our performance	✓	In 2004/05, we contributed £2.6 million, equivalent to 5.5% of our pre-tax profits. This compares with an average of 1.0% pre-tax profit contribution from FTSE100 companies. Read more on Local community impact .
Hold consultation with community and voluntary groups to discuss our approach	✓	In April 2005 we consulted community and voluntary groups and corporate leaders to improve our employee volunteering and community investment programme. Read more on Local community impact .
The Camelot Foundation will continue to develop an approach to evaluating the impact of its work.	✓	We now receive further information from the Camelot Foundation on the number of people who have benefiting from grant giving etc. Read more on the Camelot Foundation .

Partnership in retail

Commitment	Status	Progress
Improve accessibility and convenience for our players by making games available to buy at supermarket checkouts (we will pilot this with one retailer in 2004)	✓	In March 2005, we launched National Lottery Fast Pay with Tesco. Read more on Working together .
Improve accessibility and convenience for our players by expanding the lottery terminal network by 800	✓	We have expanded the lottery terminal network by 800 to 26,200 draw-based retailers. Read more on Working together .
Improve our efficiency in allocating and siting new terminals	✓	We improved our efficiency by reviewing the retailer estate every 12 weeks instead of every 12 months. Read more on Working together .
Replace all existing scratchcard dispensers with new dispensers	✓	Following retailer feedback we replaced all existing scratchcard dispensers with new ones for every retailer who sells both scratchcards and draw-based tickets. Read more on Working together .
Review our Sales Improvement Programme	✓	We have produced draft documentation for discussion with our Retailer Forum and other relevant parties. Read more on Working together .
Maintain up to 1,000 community outlets	✓	As at 31 March 2005 we had 918 community outlets mainly in rural areas. Read more on The retail environment
Maintain a fair balance between independent and multiple retailers in line with retail trends	✓	At 31 March 2005, 61% of terminals were allocated to independent retailers and 39% to multiples. Read more on The retail environment .

Supply chain engagement		
Commitment	Status	Progress
Introduce a formal system of minimum qualifying criteria based on social, environmental and business risks for our suppliers with high social and environmental risks	<input checked="" type="checkbox"/>	We have introduced minimum qualifying criteria for those suppliers that fall into the high-spend and high-risk categories. Read more on Sustainable supply chain management .
Closely support those suppliers asked to meet minimum qualifying criteria	<input checked="" type="checkbox"/>	We worked closely with our suppliers on completing the self-assessment, explaining our approach and providing practical examples. Read more on Sustainable supply chain management .
Increase the effectiveness of account managers' contract reviews	<input checked="" type="checkbox"/>	We have provided our account managers with guidelines on how to conduct effective contract reviews. Read more on Our supply chain .
Seek opportunities for more effective working across the value chain	<input checked="" type="checkbox"/>	Through further engagement with our suppliers, as illustrated in the case study in the supply chain engagement section, we have achieved this commitment. Read more on Effective partnering .

Environmental impact		
Commitment	Status	Progress
Reduce electricity consumption by 2%	<input checked="" type="checkbox"/>	We have not met our target to reduce electricity consumption. Read more on Improving our performance .
Increase paper and plastic recycling by 5%	<input checked="" type="checkbox"/>	We exceeded our targets to increase paper and plastic recycling. Read more on Improving performance .
Develop a formal energy policy and energy management practices	<input checked="" type="checkbox"/>	We developed a formal energy policy and energy management practices, ensuring that these are an integral part of our overall environmental management framework. Read more on Managing our impacts .
Continue with the staff engagement initiatives with Global Action Plan	<input checked="" type="checkbox"/>	We continued with the initiative and 'The Green Team' carried out several initiatives throughout the year. Read more on Improving performance .
Develop a formal environmental management system relevant to Camelot's needs	<input checked="" type="checkbox"/>	We decided to wait for stakeholder feedback to evaluate how important this was. As a result of the feedback, we commit to developing an environmental management system in 2005/06 that is relevant to Camelot's needs. Read more on Managing our impacts .

Undertake further consultation with environmental groups	<input checked="" type="checkbox"/>	We held an environmental seminar for representatives of local community organisations, environmental non-governmental organisations, suppliers, other companies seeking best practice, and one of our shareholders. Read more on Managing our impacts .
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