

Tracking progress

- Shareholders
- Government
- Players and winners
- Public interest groups
- Employees
- Local community
- Retailers
- Suppliers
- Environment

Indicators highlighted in bold are part of a core set of measures

Shareholders					
Indicator	Target	2001/02	2002/03	2003/04	2004/05
Return on Capital Employed (ROCE) %	We aim to distribute retained reserves as dividends to shareholders as early as possible	46.4%	40.7%	45.4%	47%
Dividend		98.8m *	29.2m	31.4m	32.4m

* On 30 March 2001 the National Lottery Commission consented to relaxation of the Section 5 Licence condition enabling the distribution of £51.5m of profits accumulated over the first Section 5 Licence period, payable by way of dividends, and included within the second interim dividend payment for that year.

<p>Supply true and fair accounts twice yearly in accordance with high standards of corporate governance.</p>	<p>Twice yearly accounts. Financial statements produced within four months of end of financial year.</p>	<p>Achieved</p>	<p>The Board, which includes representative from all our shareholders, approved the financial statement in May 2003, for publication Oct 2003.</p>	<p>The Board, which includes representatives from all our shareholders, approved the financial statement in May 2004, for publication Sept 2004.</p> <p>We no longer publish a formal half year/interim statement report, but figures are publicly announced and are in the public domain.</p>	<p>The Board, which includes representatives from all our shareholders, approved the financial statements in May 2005 for publication in Sept/Oct 2005.</p>
<p>Ensure proper compliance with accounting standards and relevant recommendations in Corporate Governance codes of practice.</p>	<p>Auditors to issue unqualified audit report and to be satisfied with company's compliance with Corporate Governance.</p>	<p>Achieved. Combined Code and Turnbull provisions complied with, or relevant disclosure of non-compliance made in company accounts.</p>	<p>We continue to comply with best practice recommendations in force at the time of publication of our financial reports e.g. our year end accounts to 31/03/03 include a full remuneration report in accordance with the Directors' Remuneration Report Regulations 2002. We are undertaking a thorough review of the Higgs and Smith Reports to assess whether we will comply or explain in our financial statements for the year ending 31/03/04.</p>	<p>A thorough review of the new Combined Code (published July 2003) was undertaken by the Company Secretary and a full report made to the Board. As a result of Board discussions, the Corporate Governance compliance statement in the Annual Report for the year ended 31 March 2004 has been drafted on the basis that the new Code applies, even though it does not formally apply to the Company until</p>	<p>We continue to report in line with best practice, even though, as a non listed Company, we are not obliged to do so. The Annual Report for the year ended 31 March 2005 has been drafted in compliance with the Combined Code.</p>

				the year ended 31 March 05. For a description of our areas of compliance, please see Annual Report .	
Appoint and maintain an Audit Committee of non-executive directors.	Maintaining a quorum of non-executive Directors on the committee.	Achieved throughout period.	Achieved throughout the period. The chairmanship of this committee has transferred from Sir James Butler, who retired in Nov 2002, to Gerry Acher.	Achieved throughout period.	Achieved throughout period.
Appoint and maintain a Remuneration Committee of non-executive directors.	Maintaining a quorum of non-executive Directors on the committee.	Achieved throughout period.	Achieved throughout period.	Achieved throughout period.	Achieved throughout period.
Ensure proper and timely reporting to the board of directors of all issues required to be presented to or approved by the board and or shareholders.	All issues for approval to be presented accurately and in a timely fashion.	All issues presented for approval only after adequate time given to Board and Shareholders	Achieved throughout period. A new procedure has been agreed by the Board of directors at its 25/11/02 meeting to ensure that formal board papers are submitted to Board members at least 4 working days prior to any board meeting.	Achieved throughout period.	Achieved throughout period.

Government

Indicator	Target	2001/02	2002/03	2003/04	2004/05
Money raised for Good Causes (£ millions) *	£10.5 billion to be raised by the end of second licence	£1,341.6	£1,257.7	£1,216.2	£1,249.1
* These figures do not include any unclaimed prizes. If a prize is not claimed within 180 days then the amount goes to National Lottery Distribution Bodies (NLDB) for distribution to Good Causes.					
Cumulative total raised by lottery players available to Good Causes (£ billions)		11.3	14.2	15.6	17.1
NEW INDICATOR FOR 2004/05 - Percentage of MPs agreeing with the statement 'I trust Camelot to run The National Lottery'			44%	51%	67%

Players and winners

Indicator	Target	2001/02	2002/03	2003/04	2004/05
'Money going to Good Causes makes me feel better' (% of adults agreeing)		not measured previously	59% *	57%	54%
* Figure is based on only 10 months of the year and is therefore not directly comparable.					
'Always hearing about Good Causes' (% of adults agreeing)		not measured previously	47% *	43%	43%
* Figure is based on only 10 months of the year and is therefore not directly comparable.					
The National Lottery changes Britain for the better (% of adults agreeing)		not measured previously	42% *	40%	42%
* Figure is based on only 10 months of the year and is therefore not directly comparable.					
'I feel my local area benefits from the monies raised by The National Lottery' (% of adults agreeing)		not measured previously	31% *	27%	28%
* Figure is based on only 10 months of the year and is therefore not directly comparable.					
'The National Lottery is trustworthy' (% player / adults)			not measured previously	49%	53%
Percentage of adults being positive towards The National Lottery			not measured previously	40%	41%
NEW FOR 2004/05 - Percentage of players 'satisfied with the way Camelot runs The National Lottery'				not measured previously	76%
Total complaints via the National Lottery Line *	No target	20,125	23,460	18,235	7,932
* Breakdown of complaints:					
Number of written complaints		3,607	2,873	1,626	1,929
Number of email complaints		n/a	2,309	367	108
Number of telephone complaints		16,518	18,278	16,242	5,895

% of UK adults playing The National Lottery *		75%	74%	71%	68%
* New indicator to be reported					

Public interest groups

Indicator	Target	2001/02	2002/03	2003/04	2004/05
Number of Operation Child visits per annum	10,000 **	4,313 *	12,236	9,815	10,223

* end of licence 26th January 2002
 ** National Lottery Commission (NLC) set target for each year commencing 23 January, however the indicator is reported on a fiscal year basis. We have met the target set by the NLC each year.

Percentage of retailers who refused to sell to an operation child test purchaser on first visit (%)	85%	86.3%	91.5%	85.5%	89.4%
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NEW INDICATOR FOR 2004/05 - Retailer score on 'How helpful is Camelot to your store in preventing underage purchases of National Lottery products'				not previously measured	64%
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Camelot's spend on prevention strategies. (£)	To maintain Camelot's lead in investment in problem prevention	£526,984	£2,071,834 *	£2,373,738 *	£1,494,411
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* This includes a substantial one-off investment in setting up the interactive system, which aims to prevent underage and excessive play.

Camelot's % of the gaming market		Jun 2001	Aug 2002	Aug 2003	Aug 2004
Gaming machines		31%	36%	28%	20%
Bookmaking		30%	30%	45.3%	60%
National Lottery		21%	16%	11.8%	9%
Casinos		13%	12%	9.8%	8%
Licensed Bingo		4%	5%	4.3%	3%
Football pools		1%	<1%	<1% (0.3)	<1% (0.2)
Other lotteries		<1%	<1%	<1% (0.3)	<1% (0.2)
Total average weekly spend per capita (£)	£2.34 *	1.98 **	1.87 **	£1.86	£1.90

* This is a cap - a maximum					
** Figures revised in line with new methodology					
Total average weekly spend per player (£)	£3.60 *	2.64 **	2.56 **	£2.66	£2.83
* This is a cap - a maximum					
** Figures revised in line with new methodology					
Average weekly spend per capita on Lotto game (£)		£1.57 *	1.38 *	£1.30	£1.28
* Figures revised in line with new methodology					
Average weekly spend per player on Lotto game (£)		£2.10 *	£1.98 *	£1.97	£2.03
* Figures revised in line with new methodology					
Average weekly spend per capita on National Lottery scratchcard (£)		£0.24 *	£0.24	£0.26	£0.29
* Figures revised in line with new methodology					
Average weekly spend per player on National Lottery scratchcards (£)		£0.84 *	£1.03 *	£1.30	£1.45
* Figures revised in line with new methodology					
Camelot's ranking in the world on 'Per capita sales against total sales'	To remain outside of the top ten world-wide	40th	47th	47th	48th
Percentage of first time callers to GamCare who disclosed activity and attributed problems to Lottery games			not previously measured	2%	3%

Employees					
Indicator	Target	2001/02	2002/03	2003/04	2004/05
Demographic breakdown by Gender and Level held in company		Senior Grades Female - 31.1% Male - 68.9% Junior Grades Female - 55.9% Male - 44.1%	Increase of 3.2% females in Senior Grades Senior Grades Female - 34.3% Male - 65.7% Junior Grades Female - 53.6% Male - 46.4%	Increase of 4.6% females in senior grades Senior Grades Female - 38.9% Male - 61.1% Junior Grades Female - 51.3% Male - 48.5%	Decrease of 0.5% in females in senior grades Senior Grades Female - 38.4% Male - 61.6% Junior Grades Female - 51.1% Male - 48.9%
Demographic breakdown by Ethnic Origin and Level held in company	(1) Camelot employees from ethnic minorities to equal or exceed the UK National average of 7.9%.		9.8%	9.9%	11.2%
		2.8%	2.9%	Increase of 0.3% to 3.7% *	Increase of 1.6% to 4.8%
* This compares to an average of 4% of the companies participating in Race For Opportunity 2003 benchmarking study.					
NEW INDICATOR FOR 2004/05 - Staff agreement score to 'Camelot treats employees equally and inclusively with respect to gender, age, disability, ethnicity, etc' (%)					74%
Average full time equivalent employees		986 *	934 **	902 **	913 **
* snapshot figure as at 31/03/02 ** Full time equivalent					
Net Employment creation				32 -	11+
Attrition Rate (%)	Less than 15% per annum	19.4%	23.2% *	13.5%	16.8%
* this reflects redundancies during this year					

Staff agreement score for 'Camelot is one of the best companies I have worked for' (%)	>75% satisfaction	79%	78%	73%	74%
Staff agreement score to 'I believe that the Staff Consultative Forum is an effective way of ensuring employees' views are considered' (%)	55% each year	56%*	60%	58%	53%

* Question asked slightly differently, i.e. 'My Staff Consultative Forum representative communicates and consults effectively'.

Number of training day per employee per year	3 days per employee per year	8	7	3	5
Average % of working days lost per year due to sickness	Reduce company wide sickness by 25%		4.7% * (Benchmark from CIPD - 3.7% for private sector)	4.0% (Benchmark from CIPD - 3.7% for private sector)	4.86% ** (Benchmark from CIPD - 3.8% for private sector)

* We have revised our methodology to calculate average % of working days lost per year due to sickness in order to follow the same methodology as the CIPD benchmark. We have recalculated the 2002/03 figure with this new methodology to allow comparison with this year.

** During this year we have improved our data collection processes which has led to an increase in reported sickness days

Total number of working days lost due to accidents and ill health.			11,155	9,226	11,538
<i>Broken down by Sickness</i>			7,566	7,618	8,923
<i>Broken down by Accidents</i>			36	16	51
<i>Broken down by Stress</i>			3,086	1,051	548
<i>Breakdown by depression</i>				not previously measured	372
<i>Broken down by Muscular Skeleton Disorder</i>			457	531	1,569
<i>Broken down by Parental Leave</i>			10	10	75

Local community					
Indicator	Target	2001/02	2002/03	2003/04	2004/05
Overall % of pre-tax profit spent on Community Investment	Sustain leading position in % club	6.6%	7.4%	6.0%	5.5%
Percentage of employees participating in community activities	NEW FOR 2005/06 - 20% of staff involved in community initiatives by 2007		4%	9.6%	7.1%
Amount raised by employees (£)		£435,143 - raised £315,268 - match-funded £750,410 - total	£193,254 - raised £161,818 - match-funded £355,076 - total	£193,691 - raised £144,338 - match-funded £338,029 - total	£279,368 - raised £166,311 - match-funded £445,679 - total
Amount raised per employee (£)		£761	£368	£347	£446
Number of community outlets	Maximum 1000	534	821	918	918



The London Benchmarking Group model benchmarks different types of contribution to the community

Total £ - Charity	£2,050,742	£2,072,006	£2,067,679	£2,223,954
Total £ - Community Investment	£1,072,798	£697,127	£139,767	£73,743
Total £ - Commercial Initiative	£486,572	£279,329	£464,530	£257,880
Total £ - Management Costs	£183,686	£94,525	£31,834	£6,002
Total £ - Business Basics *	£724,819,550	£740,300,000	£759,500,000	£769,940,000
Total £ - Amount to NLDF **	£1,341,563,970	£1,257,700,000	£1,216,200,000	£1,249,100,000

* The core business activities in meeting society's needs for cost-effective goods and services in all manner which is ethically, socially and environmentally responsible.

** National Lottery Distribution Fund. Raising monies for the Good Causes is our core business activity

Retailers					
Indicator	Target	2001/02	2002/03	2003/04	2004/05
NEW INDICATOR FOR 2004/05 - Percentage of retailers satisfied with Camelot's approach to the relationship					94%
NEW INDICATOR FOR 2004/05 - Percentage of retailers satisfied with Camelot's approach to the relationship compared with a year ago					38% better & 6% worst
Number of retailer complaints	No more than 300 per year	300	208	51	7
<i>Written complaints</i>		43	33	16	4
<i>Verbal complaints</i>		257	175	35	3
Overall network availability to sell tickets (%)	99.5% (NLC set target)	99.9%	99.9%	99.9%	100.0%
Overall network availability to validate tickets (%)	99.0% (NLC set target)	99.8%	99.9%	99.9%	99.9%
NEW INDICATOR FOR 2004/05 - Percentage of retailers that feel the service a store receives from the Camelot representative is of value					59%

Ratio of independent to multiple retail outlets	Any variation below 60:40 (Independent: Multiple) to be in line with national retail trend	66.4% - Independent 33.6% - Multiple	66.0% - Independent 34.0% - Multiple	63.9% - Independent 36.1% - Multiple	61.1% - Independents 38.9% - Multiple
Hotline calls answered within 20 seconds (percentage)	80%	76.1%	85.7%	76.9%	74.8%

Suppliers

Indicator	Target	2001/02	2002/03	2003/04	2004/05
Average lapsed days beyond due date (days)			18	10	8
Percentage of suppliers where Camelot's business with them is more than 20% of their annual turnover (%)	not more than 10%	3%	7%	7%	7%
Percentage of suppliers satisfied with overall relationship with Camelot (%)	80%	78%	94%	94%	97%

Environment

Indicator	Target	2001/02	2002/03	2003/04	2004/05
Energy Use					
Total energy used at Camelot main sites (kWh) *		11,213,379 kWh	9,702,161 kWh	9,675,219 kWh	9,749,261 kWh
* Energy includes electricity and gas use					
Energy used at Camelot main sites per employee (kWh) *		14,892 kWh	12,503 kWh	10,762 kWh	10,845 kWh
* Energy includes electricity and gas use					
Electricity used at main Camelot sites (kWh/m ²) *	Benchmark : 234 - 358 kWh/m ² *	413 kWh/m ²	417 kWh/m ²	439 kWh/m ²	457 kWh/m ²
* Data published by the BRE on behalf of the DETR in the EEBPp publication - Introduction to Energy efficiency in Offices (EEB006) and Energy Use in Offices (ECG019)					
Gas used at main Camelot sites (kWh/m ²) *	Benchmark : 114 - 210 kWh/m ² *	262 kWh/m ²	187 kWh/m ²	162 kWh/m ²	149 kWh/m ²

* Data published by the BRE on behalf of the DETR in the EEBPp publication - Introduction to Energy efficiency in Offices (EEB006) and Energy Use in Offices (ECG019)

Carbon Dioxide produced from energy use (kgCO ₂) *		3,777,522 kgCO ₂	3,317,989 kgCO ₂	3,534,443 kgCO ₂	3,618,074 kgCO ₂
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* Energy includes electricity and gas use

Carbon Dioxide produced from energy use - per employee (kgCO ₂) *		5,017 kgCO ₂	4,276 kgCO ₂	3,932 kgCO ₂	4,025 kgCO ₂
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* Energy includes electricity and gas use

Breakdown of energy sources to generate electricity		100% grid electricity generated from non-renewable resources	100% grid electricity generated from non-renewable resources	100% grid electricity generated from non-renewable resources	100% grid electricity generated from non-renewable resources
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Resource use and waste

Water used (m ³)		5,548 m ³	11,444 m ³	9,822 m ³	7,845 m ³
Water used per employee (m ³)	Benchmark: 11 m ³ per capita for companies seeking to make initial improvements; source DEFRA Environmental Reporting Guidelines	7.4 m ³	14.8 m ³	10.9 m ³	8.7 m ³
Waste sent to landfill(kg)	2005/06 Target - Reduce waste to landfill by 5%	not previously measured	122,322 kg	61,700 kg	149,671 kg
Waste sent to landfill per employee (kg)		not previously measured	157.6 kg	84.8 kg	186.4 kg
Paper consumption (kg)	2005/06 Target - Reduce paper consumption by 5% at Watford 2005/06 Target - Report on the amount of paper used in scratchcards next year		not previously measured	6,3113 kg	2,508,703 kg *

* In 2004/05, the recorded usage increased but we believe this was due to improved data collection through collecting data on play slips, tickets and promotional material.

Proportion of office paper recycled (%)			not previously measured	24%	1%
Paper recycled at main Camelot sites (kg)	2005/06 Target - Increase paper recycling by 10% at Watford			14,917 kg	30,840 kg
Plastic recycled at main Camelot sites (kg)	2005/06 Target - Increase plastic recycling by 5% at Watford		not previously measured	260 kg	1,788 kg

Transport

Mode of transport for travel to work by employees (% for each mode) NB not including FSEs	Response rates	20%*	51%	48%	58%
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*Does not include Sales Team

<i>Car</i>		93%	90%	86%	88%
<i>Public Transport</i>		5%	5%	8%	8%
<i>Walking</i>		1%	1%	3%	2%
<i>Cycling</i>		1%	1%	2%	1%
<i>Motorbike</i>		-	-	1%	1%
Total mileage on business and subsidised travel (miles)		not previously measured	9,074,551 miles	8,965,840 miles	8,904,942 miles
Business and subsidised travel (mileage)		not previously measured			
<i>Air</i>			2,098,822 miles	1,923,809 miles	1,395,159 miles
<i>Car *</i>	2005/06 Target - Reduce fuel consumption by 2% 2005/06 Target - Transfer to diesel cars for all essential business car users over the next 3 years starting from May 2005.		6,816,715 miles	6,817,134 miles	7,354,586 miles

* Mileage includes some personal use by around 400 staff

<i>Taxi</i>			*		
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* unable to collect data on this

<i>Rail</i>			159,014 miles	224,897 miles	155,197 miles
Carbon dioxide produced from business and subsidised travel (kgCO ₂)	2005/06 Target - Reduce fuel consumption by 2% 2005/06 Target - Transfer to diesel cars for all essential business car users over the next 3 years starting from May 2005.	not previously measured	2,329,854 kgCO ₂	2,470,799 kgCO ₂	2,527,592 kgCO ₂
Carbon dioxide produced from business and subsidised travel per employee (kgCO ₂)		not previously measured	2,414 kgCO ₂	2,534 kgCO ₂	2,619 kgCO ₂
Overall					
Total CO ₂ produced (excl. distribution)		not previously measured	5,647,843 kgCO ₂	6,005,241 kgCO ₂	6,145,666 kgCO ₂
Total CO₂ produced (excl. distribution) per employee		not previously measured	5,852 kgCO₂	5,435 kgCO₂	6,146 kgCO₂
Total CO ₂ produced (incl. distribution)	2005/06 Target - Reduce Co2 emissions by 2%	not previously measured	not previously measured	6,117,741 kgCO ₂	6,248,002 kgCO ₂
Suppliers, Contractors and Customers					
Suppliers with an environmental policy		42%	46%	44%	55%
Suppliers operating an environmental management system		3%	3%	3%	13%