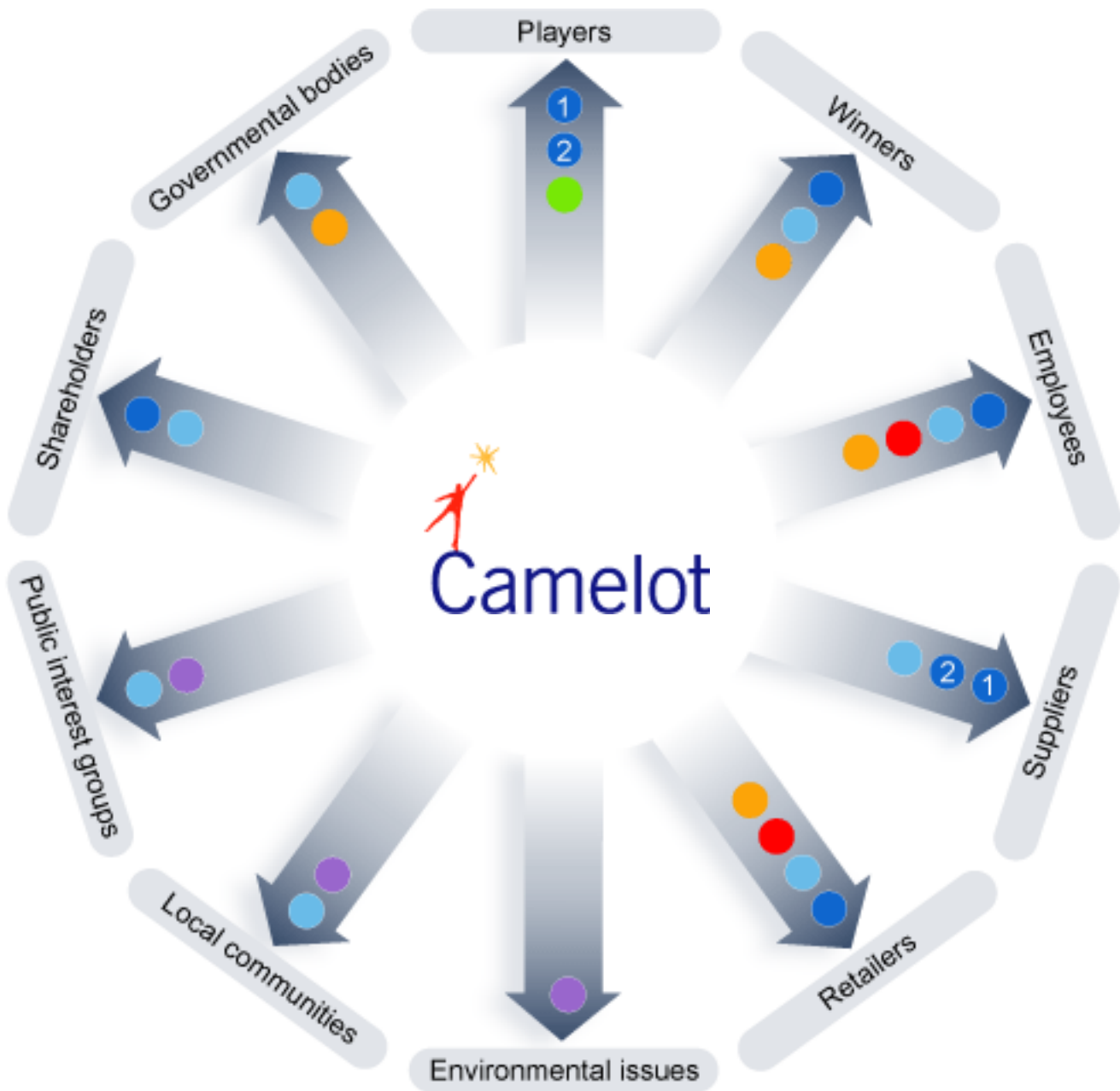


## Stakeholder engagement

**Stakeholder engagement is at the heart of Camelot's approach to social responsibility. We believe that to succeed as a business we have to see the world as our stakeholders see it and deal with the issues that matter to them.**

The model below shows the key stakeholder groups that we now identify, and the principal ways in which we communicate with them. As the key shows, the coloured dots indicate consultation mechanisms: dark blue = survey, light blue = one-to-one meetings, yellow = magazines, green = focus groups, red = forum, purple = workshop. By moving your mouse over each dot, a description of that form of engagement is revealed. A description of our stakeholders is revealed by scrolling over the name of the stakeholder group.

Roll over the coloured dots below to reveal our stakeholder engagement initiatives.



Key:

- |            |              |          |
|------------|--------------|----------|
| Survey     | Magazine     | Forum    |
| One-to-one | Focus groups | Workshop |

We work closely with all these groups and employ a variety of consultation mechanisms. The key indicators, priority issues and next-step commitments in this report have been identified after consultation with our stakeholders.

In this report, we show whether we have met the [commitments](#) we made last year, the [outcomes and actions](#) arising from consultation, and the new commitments we make to our [stakeholders](#). Producing a transparent and complete report forms part of our engagement with our stakeholders. A description of issues of interest to our stakeholder and our performance can be found in [Our priorities](#).

We continue to review and refine the constitution of our key stakeholder groups. [Improving our management](#)

See also: [Outcomes and actions](#)



## Public interest groups

In March 2005 we held a consultation meeting with a wide range of public interest groups. They included the Salvation Army, Nottingham Trent University, Salford University, CitizenCard (a nationwide, industry-led initiative to provide a proof-of-age card for young people), the Gordon House Association (a charity that helps people with gambling problems), Trading Standards, GamCare and the Employers Forum on Disability. Discussion focused on the Gambling and National Lottery Bills, preventing underage sales, game design and sales channels.

The key points raised were:

- The importance of differentiating between The National Lottery and harder forms of gambling.
- The representative from the Gordon House Association reported an increase in people — often women and adolescents — coming for treatment with online gambling-related problems. The charity has contacted gambling operators requesting a block on all wagers from Gordon House locations. Camelot is looking into the feasibility of this.
- A number of gambling-related charities reported that they had experienced difficulties attracting National Lottery funding to further their work. Camelot has committed to discussing lottery grants for such organisations with the Department for Culture, Media and Sport and the National Lottery Distribution Bodies.

The introduction of Fast Pay (a quick way to pay for draw-based games at supermarket checkouts) generated the most heated debate. Several delegates were concerned that the name "Fast Pay" might be unduly attractive to problem gamblers because it implied a quick pay out, and that the opportunity to buy lottery products at checkout tills might encourage a broader gambling culture. In response, we have committed to creating a working group on Fast Pay, which will take account of actual consumer behaviour during its pilot implementation.

## Employees

Our main forms of consultation with our staff are an annual ODP and regular Staff Consultative Forum. See [Stakeholder engagement](#)

Our annual survey (ODP) showed a positive and significant change in results. 71% of employees agree or strongly agree that the terms and conditions are fair. This was up 4% on last year. It also identified that there was little improvement in giving individual feedback. Performance management is still perceived as inconsistent in its application. Further attention was also needed on linking individual, departmental and company goals.

As a result, we will continue to embed performance management skills and tools to enable managers to consistently differentiate between levels of performance, and deal with non performance. With regards to individual feedback, we will introduce coaching training and as staff become more practised with the new system, we expect this to improve. We will monitor this in the next survey. With regards to departmental goals, this is being dealt with on a department by department basis.

## Local communities

In April 2005, we consulted community and voluntary groups, employees and corporate leaders to improve our employee volunteering and community investment programme. We discussed:

- Lessons from other organisations to enhance our employee volunteering programme
- Opportunities to embed volunteering into employee development
- Key measures of success and how they should be managed
- Our community investment programme in comparison with best practice.

The key recommendations to emerge were that we need to encourage employee volunteering through:

- Senior management support and example
- Strong internal communication, with case studies of successful volunteering
- Defined measures of success
- Linking skills and volunteering opportunities with business objectives and obtaining feedback on those new skills gained.

As a response, our chief executive will champion community involvement within the company. We will improve our internal communication of community involvement through internal campaigns and dedicated staff to document successful volunteering. This will help us understand how we can better link skills and volunteering opportunities with business objectives.

The environmental seminar held in April 2005 recommended that Camelot should find opportunities to participate in local partnerships. In 2004/05, we worked with local recycling partners, invited local organisations to the environmental seminar and donated surplus office furniture and mobile phones to local charities. Our Interactive team held a team challenge event in co-operation with 'Groundwork', an environmental regeneration charity, as part of the campaign to win the 2012 Olympic Games for London. See [Investing in communities](#)

## Suppliers

The annual supplier survey was conducted in February 2005 and generated 105 replies — a response rate of 21%, similar to the previous survey, and representing 61% of our total spend.

The survey revealed an overall satisfaction level above target — 97% of respondents said they were "satisfied with your overall relationship with Camelot", up from 94% in the previous survey. This year we have also introduced new measures: (See [Consulting and responding](#)) nearly 96% were "satisfied with Camelot's ability to listen to you" and 92% were "satisfied with Camelot's response to your suggestions".

The survey results showed a downturn in suppliers' satisfaction with Camelot's tendering process, tendering feedback and the quality of information being provided on tendering success and expectations. Only 82% of respondents were "satisfied with Camelot's tendering process", compared to 99% last year. Satisfaction with information on tendering success and expectations fell from 96% to 90%, and there was a decline of eight points to 90% on satisfaction with feedback at each stage of the tendering process. In total, 10% of the suppliers that completed the survey have expressed dissatisfaction about our tendering process. All these suppliers were those that lost some business from us during the year.

In 2005/06, we will work with those suppliers who are dissatisfied to identify areas for improvement. We also plan to build further the skills of our account managers.



