



Camelot UK Lotteries Limited  
**Gender pay gap reporting 2019**

CAMELOT

## About Camelot

**Camelot UK Lotteries Limited (CUKL) is the operator of the UK National Lottery. Its overarching objective is to maximise returns to Good Causes through selling lottery products in an efficient and socially-responsible way. This involves creating, marketing and promoting new games, developing and running The National Lottery's infrastructure, providing services for players and winners, and working in partnership with retailers.**

## Camelot's gender pay gap reporting

As of April 2019, CUKL employed 822 members of staff (compared with 762 in 2018). We also previously reported gender pay gap figures for another smaller limited company – Camelot Business Solutions Limited (CBSL), which provided corporate support services for CUKL – but, as all CBSL employees moved into CUKL in March 2019, this year's reporting is for CUKL only.

### This document details:



**CUKL figures for 2019 (and the 2018 figures)**



**An analysis of the reasons for our gender pay gaps**



**An action plan of what CUKL has done so far, as well as what it will do to improve on its figures in both the short and long term**

All gender pay gap figures in this document are based on the April 2019 payroll, and all bonus pay gap figures are based on bonuses paid in the year to 5 April 2019.

# CAMELOT

# CUKL: gender pay gap **figures**

Camelot UK Lotteries Limited **gender pay gap:**

	MEAN (2018 figures)	MEDIAN (2018 figures)
<b>PAY GAP</b>	<b>22.4%</b> (24.5%)	<b>24.0%</b> (22.0%)
<b>BONUS GAP</b>	<b>63.8%</b> (75.4%)	<b>27.5%</b> (53.9%)

Proportion of women & men receiving a **bonus payment:**



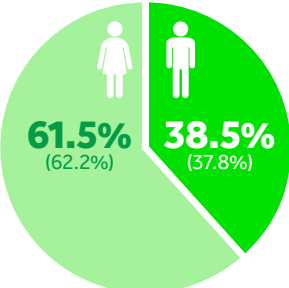
**Women 63.7%**  
(21.1% – 2018 figure)



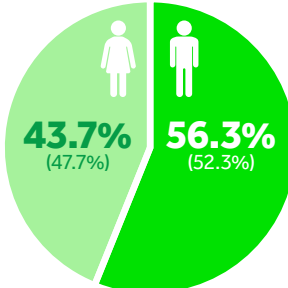
**Men 63.7%**  
(17.7% – 2018 figure)

Proportion of women & men in each **pay quartile:**

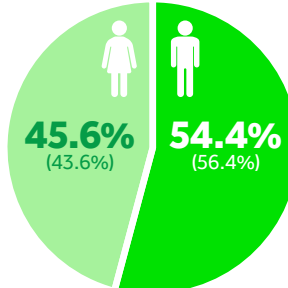
(2018 figures)



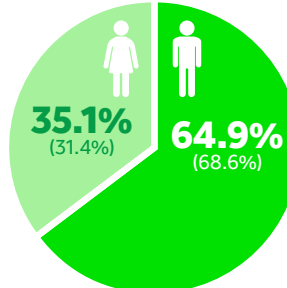
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

# CUKL's gender pay gap **analysis**

As detailed in previous reports, when analysing our gender pay gap figures, the first and most important fact we established is that men and women at CUKL are paid equally for equal work. All roles are benchmarked for grading and salary purposes against an independent source of general industry pay data. So, pay disparity is not a contributory factor.

Our gender pay gaps continue to be primarily driven by the gender mix of our employees – with more women in the lower-paid job grades and more men in the higher-paid job grades. This is down to various environmental factors, including the fact that certain departments employ more men than women (e.g. as is the case with many companies, the majority of Camelot's IT team is male, and the majority of Camelot's People team is female), as well as the fact that the majority of our part-time employees are women.

However, we are pleased to report that we have seen an improvement in the vast majority of our figures for the year – with reductions to our mean pay and bonus gaps, a reduction to our median bonus gap and only a slight increase to our median pay gap. In addition, an equal proportion of women and men received a bonus payment in 2019.

We've also seen increases in the percentage of women in the Upper Middle and Upper Pay Quartiles, paired with reductions in the percentage of women in the Lower and Lower Middle Pay Quartiles. This is partially a result of some women who were already in more senior positions within CBSL moving into CUKL, but it is also clear evidence that some of our long-standing measures – combined with a number of initiatives we have introduced over the last couple of years – are continuing to have a positive impact.



# CUKL's gender pay gap **action plan**

**Although we are pleased with the improvement we've seen to our figures in 2019, there continues to be much more that we can do to address the gender pay and bonus gaps – so we will carry on building on both our long-standing measures, as well as on the initiatives we introduced more recently.**

## Long-standing measures:

### **Flexible working**

Our aim is to balance the needs of our individual employees with the needs of the business. We recognise that many employees balance work commitments with those outside of the workplace and, as such, we carefully consider all applications for flexible working to enable this. In 2019, we approved 15 such formal flexible working requests. We've also invested in technology to help our employees work more flexibly and keep them connected, even if they are not physically in the office.

### **Benchmarking**

As mentioned earlier in the report, we continue to benchmark all roles at Camelot for grading and salary purposes against an independent source of general industry pay data. This continues to ensure that our pay scales for roles are based on objective criteria, enabling consistency of measurement.

### **Maternity bonus**

We have a long-standing policy of welcoming back employees who have been on maternity leave with a 'maternity return to work' bonus. It's important to us that our returning mothers are supported during this important transition back into the workplace and we're also now equipped to offer coaching in this respect.

# CUKL's gender pay gap **action plan**

## Recent initiatives:

### Progression for women

We continue to actively analyse in closer detail how we can continue to engage and encourage women to apply for positions at Camelot – particularly in more senior roles – as well as how we can continue to grow and retain the female employees we already have.

We are pleased to report increases in the percentage of women in the Upper Middle and Upper Pay Quartiles in 2019. While this is partially a result of some women who were already in more senior positions within CBSL moving into CUKL, the increases were also due to hiring and promoting women in a number of senior roles.

### Balanced shortlists

We have recently trialled 'blind CVs' – CVs which don't include any personal details that refer to the applicant's gender, age or ethnicity – as part of the shortlisting process with leadership roles. Subject to feedback on how this has worked, we are looking to adopt this approach across hiring with all leadership roles in future.

2019 has also seen a continuation of the work done in 2018 in regards to ensuring the active inclusion of female interviewees for all leadership roles across the business.

### Unconscious bias training

Following on from the work we have done on unconscious bias training over the last couple of years, we ran a companywide 'Learning Week' during National Inclusion Week in September 2019. This involved running a variety of open sessions on topics linked to diversity and inclusion (D&I). One of these was hosted by D&I specialists, Pearn Kandola, and was designed to raise awareness of our own unconscious biases and challenge the way we think. These sessions proved very popular and we also produced a video of the Pearn Kandola discussion, which everyone at Camelot can access.

Pearn Kandola is now in the process of working with our Executive Team to continue to raise the profile and importance of D&I within Camelot.

### Coaching and mentoring

We continue to run internal coaching programmes and have been looking to incorporate more active support for women to further nurture their professional development within the organisation. As a result, we are

now equipped to offer coaching to all mothers returning to work following maternity leave.

We are also in the process of recruiting new coaches to meet increasing demand, so that we can offer to pair all of those taking maternity/ paternity leave with a coach – to help them prepare for leaving work and then help them manage the transition back into the workplace.

### Women and leadership

In the last year, we have engaged in a series of 'Getting to know...' sessions with senior colleagues. One of these sessions specifically featured the women on our Executive Team. The event had a large live audience, and was also filmed and made available to everyone at Camelot. As a result of that session, we had a group initiate the setting up of a women's network – which is now up and running with around 30 members.

**We remain committed to improving on this year's figures, but know that any meaningful shift will take time. We will publish our 2020 gender pay and bonus gap figures in early 2021 and, as part of that, will update on our progress and detail any new actions that we will be carrying out to further reduce the gaps.**

Nigel Railton, Camelot CEO, said:

“I’m delighted that we’ve seen an improvement in the vast majority of our gender pay gap figures for the year – particularly in relation to an increase in the percentage of women working in our higher-paid job grades. Although there is still much more to do, we continue to be fully committed to reducing our gender pay gaps and promoting gender diversity at all levels across the company, as well as encouraging people to bring their whole self to work. I’m encouraged by the progress that we’re continuing to make, and am confident that we’ll further reduce the gaps over the long term.”

**For further information, please contact:  
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