



Camelot UK Lotteries Limited
Gender pay gap reporting 2023

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 gender pay gap reporting

As of April 2023, CUKL employed 955 members of staff who fell within the gender pay gap reporting criteria (compared with 978 in 2022).

This document details:



CUKL figures for 2023 (and the 2022 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

All gender pay gap figures in this document are based on the April 2023 payroll, and all bonus pay gap figures are based on bonuses paid in the year to 5 April 2023.

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CUKL: gender pay and bonus gap figures for 2023

	MEAN 2023 (2022 figures)	MEDIAN 2023 (2022 figures)
PAY GAP	13.02% (20.1%)	11.76% (14.1%)
BONUS GAP	26.48% (42.0%)	12.37% (17.9%)

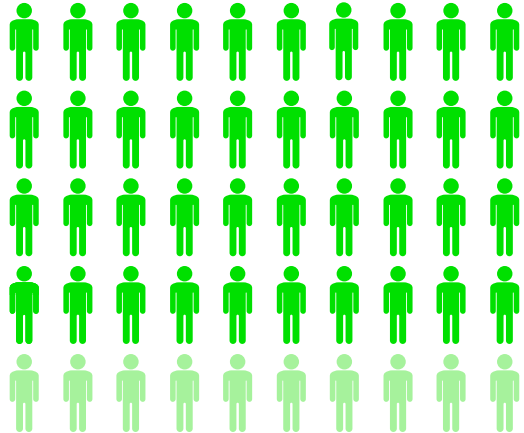
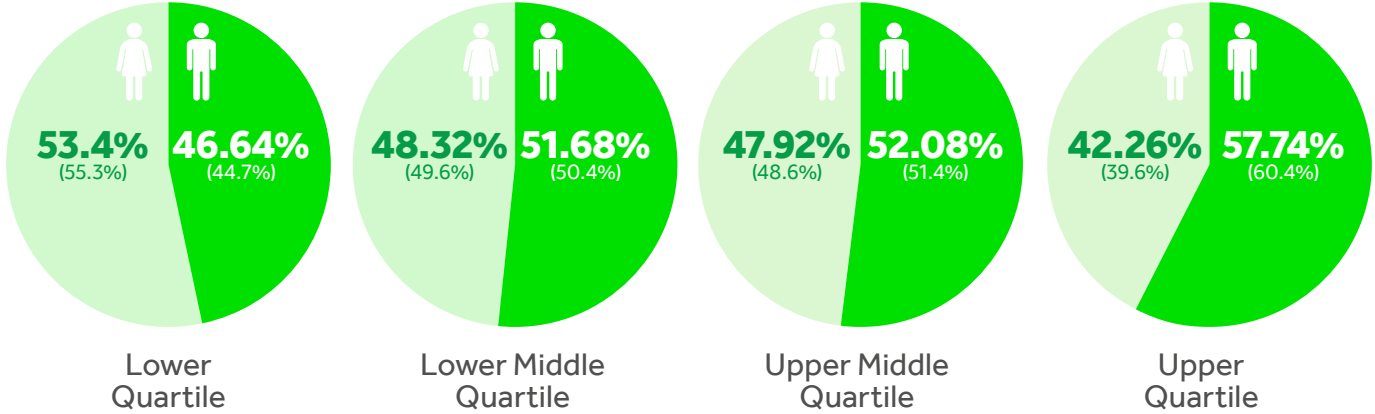
Proportion of women & men receiving a **bonus payment:**



Women 80.81%
(74% – 2022 figure)

2023 Proportion of women & men in each **pay quartile:**

(2022 figures)



Men 80.53%
(79.5% – 2022 figure)

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 establish 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. Therefore, 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 due to a number of environmental factors, including the fact that certain departments tend to employ more of one gender (eg as is the case with many companies, the majority of Camelot's Technology team is male, while 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 delighted to report that we have once again seen an improvement in every single one of our gender pay and bonus gap metrics this year – with reductions to both our mean and median pay gaps, as well as to our mean and median bonus gaps. This means that our gender pay and bonus gap metrics are the best they've been since reporting started in 2017. Another notable development is the fact that over 80% of both women and men received a bonus, with marginally more women receiving a bonus than men. And, in terms of the pay quartiles, we saw a reduction in the proportion of women in the lowest pay quartile accompanied by an increase in the proportion of women in the highest pay quartile.

All of this is clear evidence that our longstanding measures to reduce our gender pay gaps, combined with a number of initiatives we have introduced over the last few years, are continuing to have a positive effect.



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

We are delighted with the improvement we've seen across the board in 2023 and the progress that we've made in the last few years. Because of this work, we have seen a higher proportion of women than men receive a bonus in 2023, and our pay and bonus gaps continues to reduce year on year – demonstrating the effectiveness of the wide range of measures we have put in place.

Long-standing measures:

Flexible working

Our aim has always been 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've always carefully considered all applications for flexible working to enable this.

Over the past few years, our hybrid ways of working have given employees more flexibility over when and where they work. This has been received very positively and reflects our continued strong commitment to building an inclusive working environment.

Equal Pay Audit

We run an equal pay audit annually to ensure there are no differences in pay for men and women doing the same job, and we make adjustments where needed.

Benchmarking

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

Parental Leave

We previously reported that we had amended our maternity and paternity leave policies to enable our employees to better manage their finances and wellbeing by allowing them to stay at home for longer, should they wish to do so – removing any pressure to return back to work before they are ready. We are pleased to report that this has resulted in very positive feedback from our maternity and paternity leavers, and has achieved the desired outcome.

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

More recent initiatives:

A Place To Be You

Over the last five years we have continued to make great progress in our proactive plans and efforts to raise the importance of diversity and inclusion (D&I) within Camelot. Our ongoing 'Place To Be You' philosophy, which includes the engagement of our internal inclusion networks and communities, has helped to enable an employee-led diverse and inclusive culture.

Our work around 'Place To Be You' helps to create an environment in which our employees are proud to celebrate their diversity and have a safe space to practise inclusion together. This enables our people to be themselves, and be more engaged and ready to do their best work. We also work hard to develop our communities, including the Women's Network, Cultural Community, Parents' Network, Ability Network, and Environment Network. They collaborate together on an annual programme of activities, content and events. This has resulted in fantastic attendance, feedback and engagement from our employees.

Our Women's Network

Our internal Women's Network – which has executive sponsorship – has continued to grow since it was first established by a group of employees back in 2019. Now with over 70 members and a small team of Co-Chairs, the Network consistently delivers content

and events to engage the whole business.

The Network's initiatives have included the launch of the Menopause Mentor initiative offering people at Camelot an opportunity to talk and an ear to listen. This is for anyone at Camelot to access, whether they are experiencing menopause themselves or are looking for advice on how to support someone else in their life who is menopausal.

During the past year, the Women's Network and Menopause Mentors have delivered a variety of events, including an interactive session on defying self-doubt and imposter syndrome; a Lunch and Learn with 'The Menopausal Nurse', who shared knowledge, tips and advice on understanding menopause; an interview with the female founder of fashion brand with social purpose, Scamp and Dude; and a coffee and cake networking event. Many of the sessions have seen more than 50 attendees, including men keen to show their support. The Network has also continued to run a book club to encourage open and honest discussions around thought-provoking topics.

As part of our ongoing strong focus on D&I, the Women's Network continues to make a huge contribution by helping us to represent women from all backgrounds and walks of life, and has been doing so in partnership with our other employee networks, such as the Parents' Network, Pride Network and Culture Community.

Coaching and mentoring

We offer all returning parents the opportunity to join our Parents' Network for additional support. We also continue to offer the option of coaching to any employee, following a simple application process. During 2022/23, we received 10 coaching requests (70% from women), with all of them receiving bespoke personal development support and one-to-one coaching.

We continue to improve accessibility to coaching and mentoring support across the business to help meet a wide range of development needs. We currently have over 20 trained Camelot coaches, 60% of whom are women and, using the Apprenticeship Levy, have invested in training more coaches for the future. In addition, 73% of our Level 5 Coaching Apprentices are women.

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

Recent initiatives:

Recruitment, selection and unconscious bias

As previously reported, we continue to drive inclusion within our hiring practices to ensure we attract more women to apply for positions at Camelot, particularly in more senior roles. Our job adverts go through a gender decoding tool to analyse and correct adverts – which typically read as masculine – to ensure they are gender neutral. We also explore ways in which we can continue to grow and retain the female employees we already have.

When we discuss recruitment briefs with hiring managers, we discuss the diversity of the team and, if applicable, address how we tackle attracting more women into the process. We continue to adopt anonymised CV technology, which we introduced back in 2019 with our partner, Workable, to ensure all CVs are assessed on the quality of the CV alone. Where possible, all personal information is hidden to reduce any unconscious bias.

Building on previous commitments to ensure female representation in recruitment shortlists, out of the 175 roles recruited externally, 98% of the recruitment shortlists included at least one woman. The outcome of this work has resulted in 84 out of 175 vacancies being filled by women.

We continue to engage with our recruitment suppliers – and to monitor their performance – to ensure they are supporting our inclusion efforts by ensuring that the shortlists they produce are diverse, specifically from a gender and ethnicity perspective.

**For further information please contact:
Camelot Press Office: 020 7632 5711**

Information correct at 29 January 2024