

Sustainability at Entain

In 2024, we focused on embedding our revised Sustainability Strategy which we launched at the end of 2023, and commenced our preparation for forthcoming changes to important sustainability reporting regulation.

The strategy provides a structure and focus to address our sustainability agenda. It is oriented around four key pillars that align with our most material sustainability impacts, risks and opportunities, namely:

- Be a leader in player protection
- Provide a secure and trusted platform
- Create the environment for everyone to do their best work
- Positively impact our communities

In this section, we report on our progress against this strategic framework.





2025 will be a year focused on continued execution against our strategy and the transition to new sustainability reporting to take account of the introduction of new sustainability regulations, most importantly, the EU Corporate Sustainability Reporting Directive ("CSRD").



Entain's Sustainability Strategy

We have structured our Sustainability Strategy around four pillars that encapsulate the sustainability issues that are most important to Entain, our customers, investors and partners. This strategy is underpinned by a double materiality assessment undertaken in 2023, which involved extensive engagement with a range of internal and external stakeholders. You can read more details at entaingroup.com/sustainability-esg.

Our most recent materiality assessment was aligned with the principles of double materiality but was developed prior to the application of the CSRD to Entain. We intend to refresh our materiality assessment in 2025 to ensure that it is fully compliant with the CSRD double materiality requirements. This will inform our first CSRD aligned sustainability statement.

	What it means	Aligned material clusters	Focus areas	Oversight
<p>Be a leader in player protection</p> 	<p>We are an industry leader in customer protection, providing innovative features, customer support and communications.</p>	<ul style="list-style-type: none"> • Safer betting and gaming • Ethical and compliant behaviour • Innovation 	<ul style="list-style-type: none"> • An industry leader in tailored customer protection tools and processes • Empower our people to support and protect our customers • Harm prevention through education and responsible communications • Promote research and share evidence-based learnings with the industry 	<p>Sustainability and Compliance Committee</p>
<p>Provide a secure and trusted platform</p> 	<p>We lead on integrity in everything that we do. From having the highest ethical standards, to only operating in regulated markets, with an aim of gold standard data privacy and cyber security.</p>	<ul style="list-style-type: none"> • Ethical and compliant behaviour • Data privacy and cyber security • Corporate Governance 	<ul style="list-style-type: none"> • Only operate in regulated markets • Ethics and integrity at the core of our organisation and culture • Provide industry-leading cyber security, data privacy and AI governance • Clear and robust governance processes for each of our key ESG areas 	<p>Sustainability and Compliance Committee Audit Committee</p>
<p>Create the environment for everyone to do their best work</p> 	<p>We are an employer of choice, and we build an inclusive and supportive culture where talent from all backgrounds can thrive.</p>	<ul style="list-style-type: none"> • Diversity, equity and inclusion • Having the right people 	<ul style="list-style-type: none"> • Attract, engage and retain the best, most diverse talent • Provide the right growth opportunities for all • Build a sense of belonging for all Entainers 	<p>People and Governance Committee</p>
<p>Positively impact our communities</p> 	<p>We play our role in limiting global warming to no more than 1.5°C and we create a positive impact on our communities.</p>	<ul style="list-style-type: none"> • Environmental Sustainability • Corporate Governance 	<ul style="list-style-type: none"> • Reduce our environmental impact • Creating a sustainable value chain • Promote grassroots, women's and disability sports • Support communities where we operate 	<p>Sustainability and Compliance Committee</p>



**MANAGING
OUR MATERIAL
SUSTAINABILITY
ISSUES TO
ENABLE OUR
SUSTAINABILITY
STRATEGY
REQUIRES ROBUST
GOVERNANCE
PROCESSES AND
APPROPRIATE TONE
FROM THE TOP OF
THE ORGANISATION.**

ESG Governance

Board Committee Oversight

Oversight of Entain's sustainability activities is principally undertaken by two Board Committees, reflecting the diversity of our material sustainability issues.

The Sustainability and Compliance Committee has oversight for a majority of Entain's material sustainability issues, and is responsible for reviewing Entain's Sustainability Strategy, with its recommendations submitted for approval to the full Board. The Committee exercises oversight of the business in all aspects of sustainability strategy, sets targets and monitors performance.

Within the People and Governance Committee's remit is oversight of the Group's approach to sustainability issues that relate to our colleagues and our corporate governance practices.

More details on the specific activities conducted by these Committees throughout the year is provided in the relevant Board Committee reports, see pages 114 to 117 and 104 to 107.

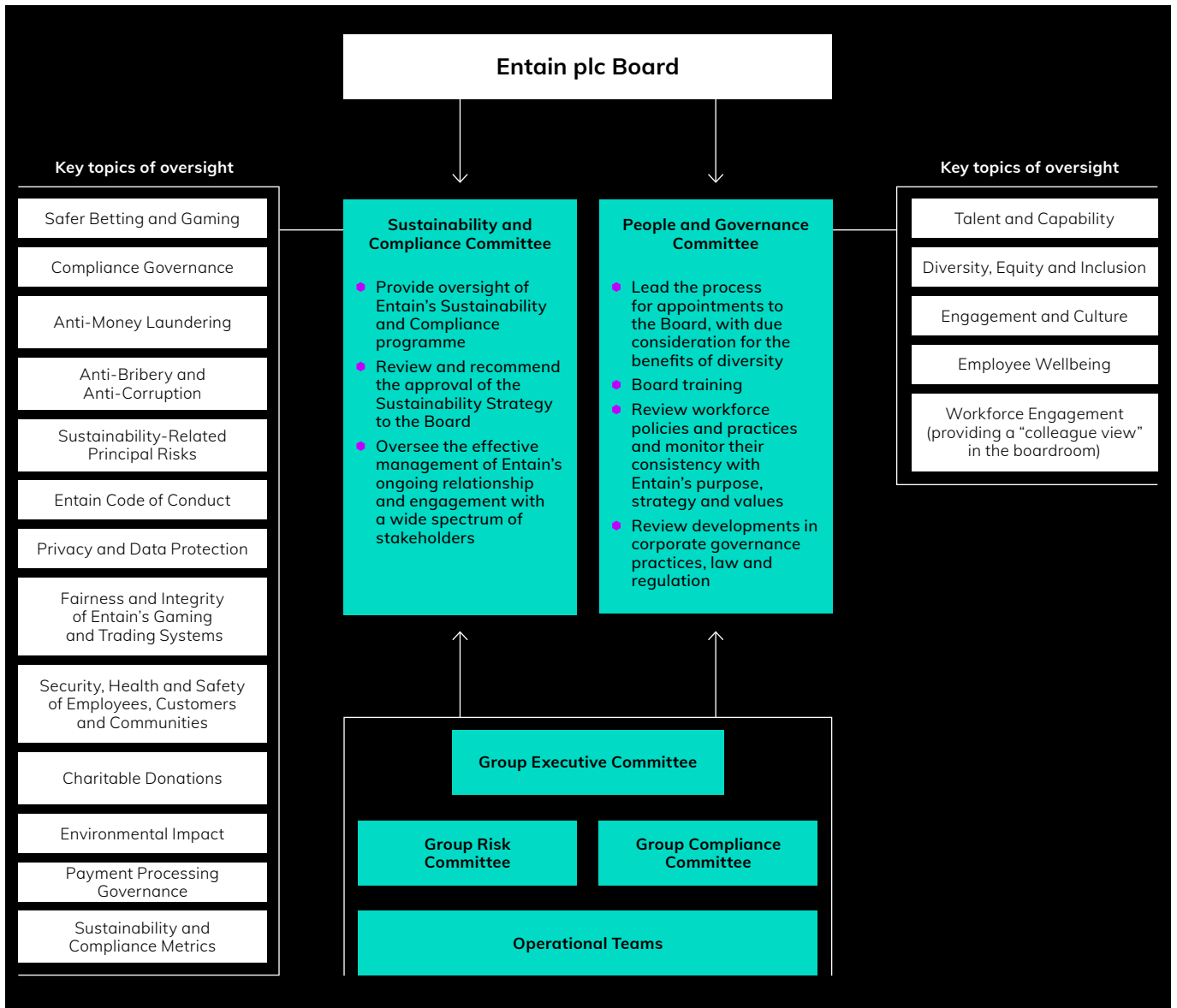
In addition to the oversight exercised by the Sustainability and Compliance Committee and the People and Governance Committee, the Remuneration Committee incorporates within its remuneration strategy components and targets relating to sustainability.

Managing our sustainability priorities

Updates on our priority sustainability matters are reported to the relevant Board Committee through certain management committees, including the Group Risk Committee, Group Compliance Committee and/or Group Executive Committee.

In some cases, we have other internal management-level committees or steering groups that are focused on delivering against our agenda in relation to specific sustainability issues that require additional expertise and insights from the business. These focus areas include topics such as Modern Slavery, Safer Betting and Gaming, Anti-Money Laundering and Diversity, Equity and Inclusion.

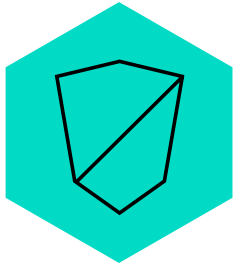




Our performance across ESG Rating Agencies

We are proud to be a sector leader amongst many of the leading independent ESG rating providers. The table below summarises our performance over time.

	Rating	Evaluation	Score/Current	Score/Previous	Industry Rank
MSCI	ESG Score	AAA	7.4 ▲	7.2	N/A
	ESG Risk Rating	Low	18.0 ▼ (a lower score shows a lower risk)	19.8	11/73 in the Casinos & Gaming industry
Sustainalytics	ESG Score	C	49.38 <>	49.38	1 st decile
ISS ESG	ESG Score	S&P Yearbook and DJSI Europe constituent	58 ▼	59	84 th percentile
S&P Global	ESG Score	Inclusion in FTSE4Good Index	4.2 ▲	3.8	95 th percentile
FTSE4Good					
CDP	Climate	Management	B	B	N/A



Be a leader in player protection

As a world leader in betting and gaming, Entain seeks to provide a positive experience for all our customers; the key to this is ensuring a safe environment. Our approach to safer gambling is simple: we are committed to player safety.

Material issues

- Safer betting and gaming
- Ethical and compliant behaviour
- Innovation

Oversight

Sustainability and Compliance Committee

Focus area

2024 Highlights

Customer protection tools and processes

- Piloted player financial risk checks in collaboration with the UK Betting and Gaming Council (“BGC”) and credit agencies

Empower our people to support and protect our customers

- 99% completion rate of annual compliance, safer gambling, and anti-money-laundering training
- EPIC Global Solutions training delivered to 73 senior leaders
- In depth training provided to senior managers, those in customer-facing roles and customer protection teams

Harm prevention through education and responsible communications

- Continued stakeholder education and training in the US, through our delivery partner EPIC Global Solutions and the major professional sports leagues as well as players associations. These include Major League Baseball (“MLB”), Major League Soccer Players Association (“MLSPA”) and the National Football League (“NFL”)
- 20% of Entain’s advertising budget in the UK was dedicated to safer betting and gaming communications
- In Canada, the Group’s Sports Interaction brand led a responsible gaming awareness campaign, reaching 2m+ viewers weekly through a partnership with two of the National Hockey League’s (“NHL”) biggest superstars

Awards and accreditations:

UK

In 2024, an independent charity focussed on preventing gambling harm awarded us their highest safer gambling certification in the UK.

North America

RG Check Accreditation granted to Sports Interaction in Ontario, a responsible gaming accreditation programme from the Responsible Gaming Council.

International

SBC Global Socially Responsible Operator of the Year awarded to the Entain US Foundation.



WE INVEST IN RESEARCH TO PROVIDE AN EVIDENCE-LED APPROACH TO SAFER GAMBLING PRACTICES, ENABLING US TO TAKE A PROACTIVE APPROACH TO PLAYER PROTECTION.

Committed to Player Safety

Our approach to safer betting and gaming is rooted in our culture and values, embedded across our organisation. Our approach to safer gambling varies in the specific context of each market's challenges and needs, and our ambition is to prevent harm across our global footprint. While each market is different, our overall approach, which we now call, "Committed to Player Safety", is captured by three key principles:

1. **Engage:** We engage with regulators, governments, industry and academics to evolve our understanding of safer gambling and to deliver a positive and safe environment for our customers.
2. **Support:** We communicate with our customers and equip them with tools and information to promote safer gambling, while supporting our employees with training to identify and help manage the risk of potential harm.
3. **Protect:** We protect our customers from risks so that they can have a positive and safe experience using our products.

We continue to monitor our player protection programmes, the results of which are reviewed by the Group Executive Committee and the Sustainability and Compliance Committee.

Fundamental to our overall approach to safer gambling is the recognition that the job is never done, and we continuously evolve our approach based on local market conditions, knowledge and customer feedback as well as when new evidence and technologies emerge.

Engage

We engage with regulators, governments, industry and academics to deliver a positive and safe environment for our customers.

Entain seeks to engage with local stakeholders, bringing our international expertise to bear, and supporting a balanced regulatory framework tailored to local market conditions.

A critical part of working with policymakers and regulators is our commitment to seek to reduce the scale of the illegal market, ensuring that our regulatory objectives are not undermined by black market operators. Black market actors operate outside of the bounds of regulation and do not comply with player protection measures that are prioritised in regulated markets. Minimising the black market is key to establishing successful regulated betting and gaming markets. Entain supports the case for regulation that strikes the right balance of providing the best protection for customers, raises tax revenues for governments, while enabling licensed operators to be commercially competitive. Regulation that is too restrictive can make the offering of licensed operators less attractive, leading to growth in the black market that, in some territories, has reached up to 60% of gambling activity.¹

Support

We communicate with our customers and aim to equip them with tools and information to promote safer gambling and support our employees with ongoing training.

All our employees are required to complete mandatory annual training on safer betting and gaming as part of our "Big4" e-learning Training Modules (see page 49 for more details). This ensures our employees are kept up to date on player protection topics and are trained to spot and adequately respond to problem gambling indicators.

Colleagues who engage directly with customers receive specialised in-depth safer gambling training to help them identify potentially at-risk customers, enabling them to intervene appropriately when they identify signs of potential harm or problem behaviour (see further details below).

Our Customer Protection and retail teams work to identify at-risk customers ensuring we adhere to local regulations, compliance and privacy laws. To help our colleagues protect vulnerable players, we have implemented a "Think 25" policy across our retail estate in Great Britain, increased from "Think 21".

It is also important that leaders within our business have specific training on customer protection. In 2024, 73 colleagues from our senior leadership team undertook in-depth training from a leading safer gambling specialist, EPIC Global Solutions, to support a culture of player protection at the top of the organisation. Payment of these individuals' annual bonus is conditional upon completion of this important training.

1. Regulus Partners, September 2024.



Protect

We protect our customers from risks so that they can have a positive and safe experience using our products.

Entain has invested in the research and development of proactive safer gambling account monitoring tools designed to define risk levels to accounts (based on player activity, patterns, and behavioural trends) and to enable appropriate customer interactions. An example of this is ARC™ (“Advanced Responsibility and Care”), a tailored customer protection tool that monitors customer activity for risk factors. These tools have been jointly developed with independent third-party experts such as Mindway AI.

While processes will differ according to local regulations and codes, we will proactively impose gambling controls where players voice concerns or where we have identified a problem. We implement tools to mitigate risk such as setting financial limits, reality checks, time-outs, and, ultimately, temporary or permanent self-exclusion. Customers identified with the highest potential risk of gambling harm may undergo a further manual review

which could lead to conversations and interventions performed by a specialised team, to further support players most at risk.

As a demonstration of how our efforts are assessed and recognised, in 2024 an external charity focussed on preventing gambling harm awarded us their highest safer gambling certification in the UK.

Responsible marketing

Responsible marketing is a core part of our commitment to promote responsible attitudes, and protect children, young persons and vulnerable individuals. In 2024, 20% of Entain’s advertising budget in the UK was dedicated to safer betting and gaming communications.

Our commitment to responsible advertising and marketing is underpinned by our [External Marketing Policy](#). This Policy outlines our responsible marketing principles. All relevant colleagues receive training on the policy.

In 2024, our Sports Interaction brand in Canada led a responsible gaming awareness campaign in partnership with Mitch Marner of the Toronto Maple Leafs and Leon Draisaitl of the Edmonton Oilers, two of the NHL’s most recognisable stars. The campaign was aired on “Hockey Night in Canada”, reaching more than two million viewers weekly, as well as through other communication channels.

Our
Sustainability
strategy in
action

Embedding customer protection across Entain

Our Customer Protection Team plays an integral role in our commitment to protect our customers across our global footprint. Our teams work closely together to manage our suite of customer protection measures across our global operations. They support in tailoring our approach to align with regulation in each market in which we operate.

Entain customer protection colleagues work to ensure our customers are properly protected. Our colleagues are trained and set goals on topics including quality, productivity and process adherence to ensure that they are best able to make informed decisions on customer protection.

In 2024, our UK Customer Protection teams undertook GamCare training, with additional International Compliance Association ("ICA") Anti-Money Laundering ("AML") training for managers. Specific training was also delivered to our UK retail colleagues, covering topics such as Safer Gambling, compliance, fraud and risk. Across our international customer protection team, our customer protection call centre operators receive advanced training from EPIC Global Solutions and GamCare respectively², which is refreshed on an annual basis. In 2024, our international customer protection teams achieved an average quality score of 96%, reflecting their commitment to player protection.

2. This training did not include teams in the US (BetMGM JV) or Australia.





Provide a secure and trusted platform

We lead on integrity in everything that we do. From having the highest ethical standards, to only operating in regulated markets, to having gold standard data privacy and cyber security.

Material issues

- Ethical and Compliant behaviour
- Data Privacy and Cyber security
- Corporate Governance

Oversight

Sustainability and Compliance Committee
Audit Committee

Focus area

2024 Highlights

Only operate in regulated markets

- Continued to derive 100% of revenues from regulated or regulating markets

Ethics and integrity at the core of our organisation and culture

- Average completion rate of 99% across Entain's mandatory Big4 compliance e-learning training modules
- Rolled out Entain's inaugural integrity survey
- Launched "Leading with integrity" ethics training for managerial roles
- Held our first-ever Ethics Day, with our CEO on the panel and over 1,500 colleagues joining in-person and online

Provide industry-leading cyber security and data privacy

- 81.5% of our operations audited and certified to ISO 27001 (by headcount)
- Significant investment in automation and security monitoring
- Expansion of cyber security monitoring to 24/7 coverage

Clear and robust governance processes for each of our key ESG areas

- Improved reporting processes to relevant Board committees
- Restructured the Group's compliance committees to better reflect the updated operating structure of the Group

Awards and Accreditations

- ISO27001 Information Security Management System





WE ARE COMMITTED TO CONDUCTING OUR BUSINESS IN LINE WITH THE HIGHEST ETHICAL STANDARDS. WE INVEST HEAVILY IN GOVERNANCE, RESOURCES, AND TRAINING TO COMBAT CORRUPTION.

Only operate in regulated markets

Entain believes that robust, commercially viable regulation of the betting and gaming sector is in the interests of all stakeholders. It offers stability for operators, important taxation streams for governments and – most importantly – provides the consumer with proper protections and safeguards.

Since February 2023, 100% of our Group's revenue derives from regulated or regulating markets. As of 31 December 2024, we held licences in more than 30 markets across the world. We were also present in two regulating markets (Austria and Finland) where we can see a pathway to regulation that will enable us to obtain domestic licences in the coming years. This was down from five markets in 2023. For more information, please refer to our regulatory update on pages 36-37.

Ethics and integrity at the core of our organisation and culture

We are committed to conducting our business in line with the highest ethical standards. We invest heavily in governance, resources, and training to combat corruption and to keep financial crime out of gambling.

Ethics governance

Ethics is overseen by the Sustainability and Compliance Committee, and managed by our Group Ethics Director, who reports to our Group General Counsel. Our programme is set out in our Ethics Charter which defines clear accountability across the Group and ensures that our Ethics team have the required independence and authority to act as an effective second line of defence.

We are now two years into our three year Ethics Strategy, which defines our action plan for achieving a best-in-class ethics programme. The strategy was approved by the Sustainability and Compliance Committee and is reviewed annually by the Group Ethics Director. Any changes to the strategy are reported to the Sustainability and Compliance Committee.

During 2024, we increased the numbers of reports to the Sustainability and Compliance Committee from two to four per year, to ensure the right level of oversight. We also enhanced our data driven approach to reporting, enabling us to provide more meaningful insights into specific ethics risk areas, including higher risk supplier escalations, levels of gifts and hospitality received and/or given by our colleagues, and training completion rates. Regular updates in relation to ethics matters are also provided to the Group Compliance Committee.

Ethics policies

Our suite of Global Ethics Policies outlines our expectations and commitments. These policies include our Anti-Bribery and Anti-Corruption Policy, our Code of Conduct, our Supplier Code of Conduct and our Whistleblowing Policy (Speak Out).

Promoting an ethical corporate culture

An ethical corporate culture is promoted through our Entain Values ("Do what's right", "Keep it simple", "Go beyond" and "Win together"). All colleagues who participate in the Group Bonus Scheme set goals which are consistent with the Entain Values, and the achievement of colleagues' individual goals are considered as part of our Group Bonus Scheme.

In 2024, we also launched our first ever Integrity Survey to understand better the views of our colleagues in the area of corporate ethical culture. The survey returned an overall score of 80 out of 100, indicating that our colleagues believe we hold a strong ethical culture at the heart of our organisation. The survey measured nine pillars of culture, of which six of those pillars (including senior leader commitment) are regarded as critical for reducing misconduct risk, with the remaining three pillars (such as team environment) related to employee perception of our culture.

The results of the survey were shared during our first Entain Ethics Day. Central to this event was a panel discussion around "Winning with Integrity", with panellists, including our Group CEO, participating from across the Group. More than 150 colleagues from across the business attended in person, with over 1,400 people attending online.

In 2024, we continued to invest in tailored training modules. Our mandatory Big4 compliance e-learning training modules, for the first time, included specific training for people managers on how to lead with integrity. As part of our anti-bribery and corruption framework, we identify personnel who, based on their role, may be more likely to be exposed to the risk of bribery and corruption. We aim to deliver annual training to these individuals and where possible tailor it to the specific risks they may face in their role.

Sports betting integrity

As a leading sports betting company, Entain plays an active role in safeguarding the values and integrity of sport. We want all sports events to be fair and free from outside manipulation. This is why we work closely with regulators and sport governing bodies to combat match-fixing, spot-fixing, and other corrupt betting activity. We are a member of both the International Betting Integrity Association and the Sports Betting Integrity Forum.

Preventing financial crime

Our approach to keeping crime out of gambling is led by our Group Money Laundering Reporting Officer and the Global Head of Anti-Financial Crime (“AFC”), with strong support from our dedicated AFC team. The AFC function has been restructured, centralised and aligned to ensure it remains robust, sustainable & proportionate in managing and mitigating Entain’s FinCrime Risks.

This governance framework ensures we maintain control and oversight across both the Entain platform and our international subsidiaries, reinforcing our commitment to combating financial crime at every level.

Throughout 2024 we continued an AFC risk evaluation exercise for our international subsidiaries, designed to assess the maturity and effectiveness of the local AFC Risk programmes and up-skill where necessary. These evaluations incorporated on-site visits and included a thorough review of policies, procedures and controls, identifying areas for improvement. Where required, uplift action plans are in place, in order to both close any regulatory gaps and to bring the subsidiary in line with Group AFC standards

Data privacy

Safeguarding our corporate and customer information remains a key priority for Entain. In 2024, we continued building our data privacy assurance function with dedicated resources to monitor the effectiveness of our privacy activities globally, keeping risks under review, and updating policies, processes and procedures. We continued to boost privacy controls through assurance reviews that covered the majority of our critical processes. In 2024, our privacy team launched our first global artificial intelligence policy (AI Policy). This is the culmination of years of work building on Entain’s Artificial Intelligence (“AI”) and Data Ethics Charter, which we launched in 2021, to define our principles for the responsible use of AI and data-driven technologies. The publication of our AI Policy shows our commitment to prepare for emerging legislation around AI, such as the EU Artificial Intelligence Act. As part of our commitment to Data Privacy, this year we have also published our Group Data Protection Policy and our Group Data Retention Policy. Both policies, together with the AI Policy, can be accessed through our website at entaingroup.com/sustainability-esg.

In 2024, we continued to invest in preventative mechanisms for teams who deal with high volumes of sensitive personal data, including those in human resources, customer services and CRM-marketing teams. We provided regular training to data protection officers who sit outside of the core privacy team, utilising tailored face to face and virtual training. We also developed a self-service portal for all colleagues to make training requests and produced a comprehensive data literacy programme through the use of podcasts, blogs and other incentivised campaigns covering broad privacy topics and updates.

Cyber security

As cyber-crimes continue rising globally, we are continuously improving our cyber security programme to protect our players from digital threats. In 2023, we conducted an external maturity assessment of our cyber security function. In response to that assessment, we developed a three-year cyber security maturity programme which will include increased investment in automation and security monitoring. An example of this effort is the extension of our cyber security monitoring, which has been extended beyond working hours to operate 24/7.

As part of our commitment to best practice, we have gained re-certification for the latest version of the ISO 27001 standard, an international standard for information security. This is in addition to the large scale of external audits to which our IS systems are subject to comply with regulatory requirements and other contractual obligations. As of 31 December 2024, 81.5% of our operations have been audited and certified to ISO 27001 standards. In 2025, we will continue expanding the scope of the certification to those businesses which we have recently acquired.

In 2024, we also commenced work to complement our ISO 27001 certification with ISO 27701, to further cover user privacy. We will continue to develop this in 2025.

Mandatory Big4 e-learning Training Modules

	Topics covered	Completion Rate
Playing by the rules	<ul style="list-style-type: none"> ● Entain Code of Conduct ● Our Values ● Working with third parties ● Conflicts of interest, gifts, hospitality and donations ● Bribery and corruption ● Tax evasion ● Fraud ● Competition law ● Modern slavery ● Speaking out 	99.3%
Doing what’s right	<ul style="list-style-type: none"> ● Anti-money laundering/ anti-financial crime ● Safer gambling ● Leading with integrity (managers) ● Diversity equity and inclusion ● Wellbeing 	99.0%
Protecting our information	<ul style="list-style-type: none"> ● Data privacy 	98.8%
Maintaining our Cyber security	<ul style="list-style-type: none"> ● Cyber security 	98.3%

Our
Sustainability
strategy in
action

Big4 training modules

One of our core values is to do what is right. This also means training our people always to make the right decision for our customers and our communities.

Every colleague, unless a justified exception applies, must complete four compliance modules covering Entain's Code of Conduct as well as ethical topics such as safer gambling, data privacy, and the prevention of bribery and corruption. As part of this, colleagues make a declaration that they have understood the training and will comply with Entain's Code of Conduct.

For 2024, we continued to incorporate training completion targets into our Group Bonus scheme. Colleagues in the scheme were only eligible to receive a bonus if they completed all four training modules, and 10% of the Group Bonus pool was based on the average completion rate

of all colleagues across each of the Big4 modules.

In addition, members of the Entain Leadership Team ("ELT") were required to complete additional safer gambling training delivered by EPIC Global Solutions as a condition for receiving any bonus.

In 2024, the Big4 training modules had an average completion rate of 98.9% (2023: 98.0%) across the Group, exceeding our stretch target of 97.5%. All eligible members of Entain's ELT completed their EPIC safer gambling training.





Create the environment for everyone to do their best work

We are an employer of choice, and we build an inclusive and supportive culture where talent from all backgrounds can thrive.

Material issues

- Diversity, Equity and Inclusion
- Having the Right People

Oversight

People and Governance Committee

Focus area

Attract, engage and retain the best, most diverse talent

2024 Highlights

- Entain ranked second in the 2024 All-In-Diversity Project Index
- Commenced the creation of Entain's first global Employer Value Proposition ("EVP")
- Implementation of a new global recruitment platform in collaboration with a wide range of colleagues, including our key Employee Resource Groups

Provide the right growth opportunities for all

- Launch of Data Academy to build critical skills and drive innovation
- Introduced new leadership framework, 360 degree feedback programme, strengthening leadership capacity
- Driving individual and business success by ensuring all employees set clear, structured and aligned objectives through the mandatory "Your Goals" programme

Build a sense of belonging for all Entainers

- 95% of Entain Managers received mental health training through the Workplace of Tomorrow programme (97% in Retail)
- Creation of Energy Edge, an in-house resilience programme with over 7,000 colleagues globally completing its e-learning version
- Enhancing feedback channels and taking actions: "You Asked, We did" and "Your Voice is Action" campaigns
- Launch of two new Pulse Surveys: one for Entain's Leadership Team and one for UK and Ireland Retail, measuring impact across six engagement categories
- Ranked Tier 1 in the CCLA Investment Management 2024 Corporate Mental Health Benchmark UK 100

Awards and Accreditations

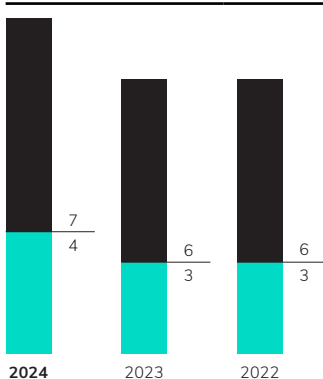


- 2024 Industry Achiever (operator)
- 2024 Innovator of the Year
- 2024 Apprentice of the Year

Gender diversity at Entain³

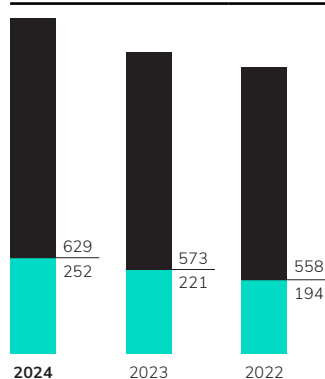
● Male ● Female

Group Board



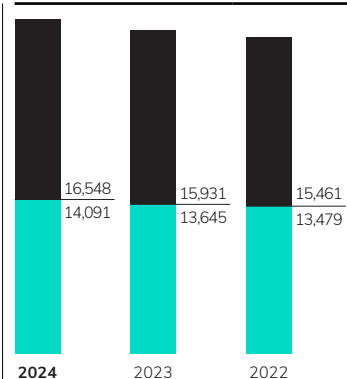
2024: 36% female +3%

Senior managers



2024: 29% female +1%

All Employees



2024: 46% female Unchanged

3. As of 31.12.2024. Includes employees of the Group's BetMGM JV. Note that all other employees include male colleagues and a small number of colleagues that have not disclosed their gender.



IN 2024, WE STRENGTHENED LEADERSHIP CAPABILITY ACROSS OUR GLOBAL BUSINESS. WE LAUNCHED ENTAIN'S FIRST LEADERSHIP FRAMEWORK, DESIGNED TO DEVELOP AND SUPPORT LEADERS AT EVERY LEVEL.

Attract, engage and retain the best, most diverse talent

Diversity, Equity and Inclusion (DE&I) is key to Entain's future sustainability and success. Attracting and retaining key talent remains one of our principal risks (see pages 84-87), and workforce diversity plays an essential role in innovating, driving change, and delivering outstanding products and services for our customers.

In 2024, we increased focus on further embedding DE&I within all aspects of our resourcing strategy. In September 2024, these efforts were further supported by the introduction of our new recruitment and candidate management platform.

As part of our commitment to DE&I, we understand the importance of global employee networks in providing a safe space for colleagues with a shared identity or experience. Women@Entain, BeYou@Entain⁴ and BlackProfessionals@Entain continued to grow throughout 2024, with membership up 27%, 45% and 10% respectively from the prior year, translating into Women@Entain counting almost 1,600 members, BeYou@Entain almost 300 members and BlackProfessionals@Entain counting almost 200 members. We are proud that our BlackProfessionals@Entain network received a nomination to the Outstanding Ethnicity Network of the Year Award and won in the category of Outstanding Network Lead of the Year Award. This year, Entain ranked second in the 2024 All-In-Diversity Project Index.

As a result of reinforcing the communication and collaboration between Network Leads, Local HR and DE&I Leads through the year, we have seen an increase in the number of allies of our employee networks. Women@Entain allies grew 28% during 2024, thanks to initiatives such as International Women's Day. BeYou@Entain was up by 33%, due to an increased visibility during Pride Month driven by events such as Allyship without borders, a panel session with external and internal speakers. BlackProfessionals@Entain had an impressive increase of 68%, thanks to Black History Month and initiatives like a dedicated campaign for allies around Black Heroes.

During 2024, we started to develop Entain's first global Employer Value Proposition ("EVP"). Set to be launched in 2025, it will define who we are as a business in a clear, consistent and compelling way, highlighting what distinguishes us as a destination employer. It will be built with flexibility to accommodate location-specific nuances, different talent profiles and our portfolio of brands, while ensuring we retain and enhance the "purple thread" of Entain through everything we do.

We also launched our Global Menopause Policy, which was accompanied by a global awareness campaign and support for managers to have conversations around menopause.

Provide the right growth opportunities for all

At Entain, we believe that continuous learning fuels both individual success and business growth. That's why we invest in targeted, high-impact development programmes designed to meet the specific needs of our teams and individuals across all business units and geographies.

Our people have access to leading learning platforms, empowering them to enhance their technical, business and leadership skills.

In 2024, we strengthened leadership capability across our global business. We launched Entain's first leadership framework, designed to develop and support leaders at every level of the organisation. A core component is our 360-degree feedback survey, which provides actionable feedback for leaders to refine their impact and create focussed professional development plans. In 2024, around 100 of our leaders completed the survey and established clear growth objectives. The framework also informs our leadership hiring process, ensuring we build a robust pipeline of future-ready leaders.

We have also established a structured, global succession planning process to identify and support future senior leaders with tailored development opportunities. In 2025, we will introduce a comprehensive global talent review process to further strengthen succession planning and identify high-potential leaders.

Our Customer Services team saw continued success with "Let's Lead" in 2024, a leadership programme first launched in 2023. The seven-week programme combines self-paced, in-person, and online learning with professional certifications. This year, we expanded the curriculum to include topics like conflict resolution, emotional intelligence, and critical thinking, alongside practical skills training in PowerPoint and Excel.

In our UK Retail business, our leadership programmes – Enhance, Establish, and Elevate Your Game – continued to strengthen management capabilities. Our 2024 impact assessment of Elevate revealed significant improvements, with a majority of participants reporting increased confidence and team engagement, and the results suggesting a reduction in turnover as a result. These positive behavioural shifts reinforce a culture of continuous learning and high performance.

4. Formerly Pride@Entain. Rebranded as part of our Network's Strategy for 2024 to represent all the LGBTQ+ people and our allies.



Within our Product and Technology function, we launched a cutting-edge agile training and capability programme to support our new operating model. This included mandatory Agile 101 and Scrum 101 courses, ensuring teams are equipped to excel in an agile work environment. By strengthening our capability, we empower teams to navigate complexity, drive innovation and deliver outstanding results.

Our UK-based Data Academy continued to up-skill colleagues, helping them leverage data for business success. In 2024, we introduced AI-focused apprenticeships, demonstrating our commitment to digital excellence. Meanwhile, our global Journey Rewards Programme introduced gamified learning, enabling employees to earn Entain data certifications by completing tailored content. More courses will launch in early 2025, expanding access to critical data skills across the business.

Global Spotlight: Italy

In Italy, we launched “Evolutionary Mindset” in 2024, a new development programme for managers focussed on Awareness, Responsibility, and Communication. Delivered through experiential workshops, this initiative will expand in 2025 to address key leadership priorities.

Global Spotlight: Australia

In Australia, our “GenAI Blackbelt Programme” has up-skilled over 100 leaders, including Executives and Senior Leaders, in the application of generative AI. This transformative initiative has delivered measurable productivity and efficiency gains, embedding AI driven innovation into our workflows and delivering tangible business impact.

Finally, in 2024, we launched “Your Goals”, our mandatory global employee goal-setting framework. Individuals’ professional objectives for the year are aligned with business priorities, and managers and colleagues engage in regular feedback conversations. We supported this transition with targeted learning resources and webinars, and in 2025, we will continue to refine and evolve the process to further embed a high-performance culture.

At Entain, learning is a continuous journey. We are committed to empowering our people with the skills, knowledge and experiences needed to drive our success, both today and in the future.

Build a sense of belonging for all Entainers

We launched a refreshed set of company-wide values and behaviours in 2023 (“Do what’s right”, “Keep it simple”, “Go beyond” and “Win together”). In 2024, we continued to build on this momentum, creating a supportive and encouraging environment where all our colleagues, and these important values, can thrive.

In 2024, we continued our commitment continually to improve the wellbeing of our colleagues. We created an in-house resilience programme called Energy Edge, a programme offering practical techniques, actionable tips, and strategies to boost wellbeing and performance. Over 7,000 colleagues globally have completed the e-learning version of Energy Edge.

We also remain committed to our Entain Well-Me strategy, designed to help employees make positive changes to improve their physical, mental, and emotional health (you can read more about the Well-Me Strategy at entaingroup.com/sustainability-esg).

In 2023, we rolled out the first part of our Workplace of Tomorrow, a mental health programme designed by experts at Unmind, to give people managers the tools to support their teams and create a culture of trust and psychological safety. The training equipped our managers to have supportive conversations, giving them practical knowledge on topics such as self-care, stress and anxiety, or active listening. In 2024, we continued this work by rolling out the second part of this programme, focusing on driving high-performance through the lens of wellbeing. 96% of Entain managers completed the training this year, an increase from the 94% completing the training in 2023. As a highlight, of those who completed the training in 2024, 95% reported taking action as a result of the course and 96% reported a positive outcome.

Through our partnership with Unmind, we also introduced Unmind Talk, an innovative and inclusive therapy service. The service has been extremely popular, with colleagues across the globe being able to choose their own practitioners and quickly book an appointment. We saw an increase of 400% from previous employee assistance programmes, with 2,600 sessions consumed between March and December 2024. We have also seen the positive impact of these sessions in our colleagues with a reduction of anxiety and low mood, by 33% and 24% respectively after using the Talk sessions, moving average cases from clinical to mild levels of those who completed the pre and post therapy assessments.

We were proud to be ranked Tier 1 in the CCLA Investment Management 2024 Corporate Mental Health Benchmark UK 100. The benchmark focuses on the UK’s largest companies and provides critical insight into how they are managing and reporting on workplace mental health. You can read the full benchmark at the CCLA’s website: CCLA Corporate Mental Health Benchmark UK 100 2024.

Our Sustainability strategy in action

Hearing Your Voice

In January 2024, we carried out an all-employee engagement survey, "Your Voice". The overall engagement score for the Group was strong at 77%, an increase on 74% in 2022, the last time a Group wide employee engagement survey was undertaken.

In addition, we also conducted targeted strategic pulse surveys, with surveys being undertaken of the Entain Leadership Team and of colleagues in the UK and Ireland Retail network.

We launched a new CEO video series to support with our employee engagement activities, sharing content on a regular basis and have produced global webcasts sharing corporate strategy and performance, alongside regular written updates on our internal channels.

As part of our enhanced listening activity this year, we have seen a significant increase in Board members' sessions with our people, to connect, listen, learn and share. This has included a global townhall, and several global sessions with our Employee Forums. For more information on Board activity, see pages 99 to 103.

In 2025, we will continue building upon these efforts to ensure colleagues at all levels within the business are engaged effectively.





Positively impact our communities

We are committed to supporting and positively impacting our communities around the globe and working towards achieving net zero emissions for our own operations (Scopes 1 and 2).

Material issues

- Corporate Governance
- Environmental Sustainability

Oversight

Sustainability and Compliance Committee

Focus area

Promote grassroots, women's and disability sports

2024 Highlights

- >300 financial awards have been issued to 247 young athletes via SportsAid since 2019, helping to cover the costs of training, equipment, and travel
- 250+ non-league football clubs supported annually via Pitching In since 2020

Support communities where we operate

- The Group voluntarily contributed £21.9m to safer gambling organisations, grassroots sports programmes and other good causes
- An additional £5m was donated to UK charities in connection with the prevention of, and addressing the wider consequences of, gambling-related harm as part of Entain's obligations under its deferred prosecution agreement with the UK Crown Prosecution Service
- Our colleagues and customers raised over £650,000 for Prostate Cancer UK and Chance for the Children via the Ladbrokes Coral Trust, funding life-saving research and treatment

Reduce our environmental impact

- 73% global electricity procured from renewable sources across Entain's business operations,⁵ including 99% in the UK through green tariffs and a 5-year power purchase agreement
- Enhanced our Scope 1, 2 and 3 emissions calculation process using Normative's science-based carbon calculator
- 2022 and 2023 Scope 1, 2 and 3 emissions data verified by Carbon Trust

Create a sustainable value chain

- 46% of our in-scope⁶ third-party spend enrolled on the EcoVadis platform with a detailed assessment of their sustainability performance
- Conducted an extensive supplier risk assessment to understand the risks of Modern Slavery across our supplier base and to prioritise action areas for key suppliers
- Launched Supplier.io in the UK to track diversity within our supplier base

Awards and accreditations:

- ISO14001: Environmental Management across our UK operations (shops, stadia and offices) covering 47% of our global headcount
- ISO14064-3: Carbon Trust verification for Entain's footprint for all three scopes for 2022 to 2023

5. Refer to note 15 in the ESG Key Performance Indicators for coverage details of our energy and emissions data.

6. In-scope are those where Entain has a route to feasibly engage with these suppliers as part of the sustainable procurement programme. Spend items that are defined as 'non-addressable' such as taxes and rates are considered out of scope, as well as low-spend suppliers, suppliers to joint ventures, and lease payments.

Support communities where we operate

Entain partners with community organisations of all sizes across the globe. We want to support the causes that are the most important to our colleagues, our customers, and our communities and have a positive impact on local communities across the markets where we operate.

In 2024, Entain donated £5m to charitable organisations in the UK which provide services to help prevent gambling addiction, combatting the effects of gambling addiction and/or dealing with the wider consequences of gambling addiction. These donations were made pursuant to Entain's obligations under its deferred prosecution agreement entered into with the UK Crown Prosecution Service in December 2023. Specifically, Entain donated to the below charities:

- **GamCare:** GamCare, the founder of the National Gambling Helpline, is a provider of information, advice and support for anyone affected by gambling related harm. Entain's unrestricted donation has supported GamCare's mission.
- **Shelter:** Shelter exists to defend the right to a safe home. The donation from Entain helped to fund Shelter's core services in England.
- **Citizens Advice:** Citizens Advice exists to shape a society where people face far fewer problems. It offers free, independent, confidential advice online, over the phone and in person. Throughout 2024 this funding supported Citizens Advice's national helpline, helping to deliver social and economic value for their clients and wider society.
- **EPIC Restart Foundation:** EPIC Restart Foundation empowers people to rebuild positive lives after suffering gambling related harm. Designed and delivered by lived experience, the charity's programmes provide practical tools and coping strategies that enable people to rebuild the confidence and resilience needed to overcome legacy harms and sustain a lasting recovery. Entain's donation has, in particular, supported EPIC Restart's community network and the development of a new programme of support for families.
- **Gordon Moody:** Gordon Moody provides treatment for those whose lives have been severely affected by gambling related harm. Entain's support went to improving Gordon Moody's residential treatment centres.
- **The Connection at St Martin's:** Entain's support has helped The Connection at

St Martin's to deliver lifesaving services to people experiencing homelessness in Central London. The Connection helps people who are rough sleeping to move away from and stay off the streets of London. The charity provides support for people's immediate needs with food, hot drinks, showers, mental health support, and physical health services, whilst building relationships of trust with each individual, working together to find a place to call home.

Entain fulfilled its £10,000 annual commitment to Calpe House in 2024. Calpe House supports Gibraltar residents needing to travel to London for diagnosis and treatment. We are in our third year of sponsoring a suite at Calpe House (The "Entain Suite"), which provides a comfortable, free-of-charge stay for patients and their escorts. Entain's sponsorship aligns with our dedication to the Gibraltar community.

In 2024, we continued our partnership with ComputerAid in Kenya, an international charity aiming to address unequal access to technology in African countries. Entain's support enabled the transition from a Solar Learning Lab into a full Solar Community Hub in Kajiado in South Kenya, a space for communities to access technology and resources that were previously unavailable to them. The hub has become a space of innovation and social impact for the community, impacting 820 direct and 3,455 indirect beneficiaries, including school students and community members.

In 2024, the Entain Foundation supported projects across the globe that you can read more about in our 2023-24 ESG Report.

Climate strategy update

It has been a year of transition for our environment programme, which has included a review of our previously disclosed climate targets, as announced in July 2024.

We remain committed to working towards achieving net zero in our own operations (Scopes 1 and 2 emissions) and to continuing our efforts, in partnership with our suppliers, to try to reduce emissions in our value chain (Scope 3). However, evolving challenges and insights mean that we need to adapt our approach.

In particular, our climate target review identified challenges in achieving net zero in relation to our Scope 3 emissions by our initial target date of 2035, largely due to supplier and market dependencies. We have therefore decided to retire our 2035 Scope 3 target, and set revised targets for Scope 1 and 2 using a 2023 baseline year. Further detail of our new targets is set out in the box above.

This new baseline year reflects recent changes to our Group structure due to acquisitions and represents a more typical emissions year unaffected by the corona virus pandemic.

Entain's Emission Reduction Targets

- Near-term target to reduce Scope 1 and 2 emissions by 42% by 2030 (based on a 2023 baseline)
- Long-term target to reduce Scope 1 and 2 emissions by 90% by 2035 (based on a 2023 baseline)

Our ability to achieve these targets depends on a range of assumptions and dependencies, some of which are outside of our control. A key assumption for our near-term target is that we will be able to enter into renewable power purchase agreements in certain jurisdictions (including in Croatia, Poland and the Philippines) on reasonable commercial terms prior to 2030. Entering into agreements of this nature replicates steps we have already taken in the UK, but our ability to achieve this target depends on the availability of such agreements in these jurisdictions.

We remain committed to reporting on our Scope 3 emissions and working towards reducing them, including through tailored and impactful engagement with our suppliers. We will also continue to obtain external verification of our Scope 3 emissions.



Our progress in 2024

In our first year using our new carbon accounting software, we have found that globally our 2024 Scope 1 and 2 emissions have increased when measured against 2023.

This increase has largely been driven by recent acquisitions by the Group in Eastern Europe, where 2024 was the first full year of activities in regions such as Poland. The Group has not yet re-baselined 2023 data to account for these acquisitions, which explains part of the increase in emissions when compared to 2023.

Across the UK and Republic of Ireland, we continue to see our emissions decrease (both market-based and location-based). Our location-based emissions decreased by approximately 4% when compared to 2023, with our market-based emissions decreasing more significantly as we continued our procurement of renewable energy in Great Britain and introduced this in Ireland in 2024.

Data enhancements and verification

Some of the changes to our emissions are due to updates in our methodology as we moved to our new carbon accounting platform. We have also improved data collection processes, which has increased the proportion of our emissions that have been calculated using activity data, as opposed to estimates or proxy figures.

Scope 3 emissions calculations for 2024 remain underway. Once completed, we intend to report these through other disclosure mechanisms and in our 2025 annual report. We have reported our verified Scope 3 emissions for 2023 in this report.

We continue to gain external verification of our emissions reporting across Scopes 1, 2 and 3. See page 58 for our verified 2023 emissions.

Energy efficiency and electrification

We focus on energy efficiency to support our decarbonisation goals. Our main sources of energy in our own operations are our retail shops and stadia. Through our rolling shop refurbishment scheme, we are continuing to reduce the emissions from our shops year on year – through improved efficiencies in televisions and advertising boards, appliances, lighting, heating, and cooling. In some markets, such as Belgium, we have established processes to control shop power consumption centrally – to avoid wasting power overnight.

We will continue to implement energy savings opportunities raised through our ongoing Energy Savings Opportunity Scheme audits.

Electrification is key for our decarbonisation strategy and our most feasible way of decreasing our fossil fuel use. We are currently looking at the viability of sourcing renewable electricity in our key markets globally and in 2024 we secured a renewable energy contract in Ireland.

The UK has had significant success in procuring electricity from renewable sources. Our renewable energy procurement in the UK has increased from less than 5% in 2019 to 99% in 2024. Initiatives to support the transition in the UK include:

- Signing a five-year power purchase agreement, ensuring all energy consumed in our offices, retail estate and stadia is sourced from renewable sources
- Transitioning our fleet to hybrid or electric vehicles and moving away from fossil fuel powered transport. Our EV mileage in 2024 has doubled against 2023 mileage data
- Transitioning away from gas boilers in our retail estate

Engagement

To achieve our decarbonisation goals, we engage internally and externally with our partners. We want to bring all colleagues along with us, as well as put sustainability front-of-mind when it comes to decision making that may influence our carbon footprint. Our approach to engaging colleagues includes global communications campaigns, as well as identifying appropriate capacity building and training opportunities.

In 2025, we plan to expand our global internal network building a collaborative global community to support our country-level plans. This will also include working with key decision makers across the business to support environmental data gathering and implementing our in-country plans in priority locations, building on our decarbonisation successes in the UK.

Creating a sustainable supply chain

Our commitment to ethics and sustainability extends to our business partners. We work closely with our suppliers to support them on their decarbonisation journey and to protect human rights beyond our operations. Our expectations on our suppliers are laid out in our Supplier Code of Conduct. Agreeing to this Code is a requirement for providing goods and/or services to Entain.

In 2024, we launched several projects to strengthen our supply chain responsibilities. We rolled out our carbon emissions accounting platform, Normative, to improve our global collection, calculation and reporting of our carbon emissions, including those of our suppliers. This platform also supports our understanding of our supply chain Scope 3 emissions. We started our partnership with Supplier.io, our supplier diversity platform, to review and report on the diversity of our UK suppliers. We also deploy Supplier.io to source diverse suppliers to work with Entain.

We further embedded our sustainability platform, EcoVadis, to build our understanding of the sustainability practices of our supply chain. EcoVadis, which is now embedded within our tender process, allows us to evaluate our suppliers and set corrective action plans across four topics – environment, labour and human rights, ethics, and sustainable procurement. The platform also provides our suppliers with e-learning training and material on a self-service model. Now in its second year, we have increased the proportion of suppliers by spend on the platform whereby 46% (2023: 35%) of our in-scope supplier base by spend have been enrolled and assessed.

In 2024, we commenced implementation of our 2024-2026 Modern Slavery Strategy (see entaingroup.com/sustainability-esg). In partnership with GoodCorporation, we conducted an extensive risk assessment across almost 3,000 of Entain's suppliers, to identify the highest modern slavery risks in our supply chain. Following the risk assessment, a supplier self-assessment questionnaire was launched to gain further transparency into their operations. We plan to engage with deemed high-risk suppliers directly in 2025. We also enhanced our performance in CCLA's independent annual modern slavery statement benchmarking exercise, advancing our assessment from Tier 3 to Tier 2.

Our
Sustainability
strategy in
action

Promoting Grassroots, Disability and Women's Sports

Entain is passionate about sports and is proud to support amateur and professional athletes of all ages, backgrounds and abilities to chase their dreams.

In the UK, we are proud of our long-term partnership with SportsAid, issuing more than 300 financial awards to young British athletes since 2019. We empower a diverse cohort of sports people nationwide, with a close to even gender split, 50% of our athletes with disability and 12% coming from ethnic minority backgrounds. Since 2019, we have donated over £450,000 to SportsAid.

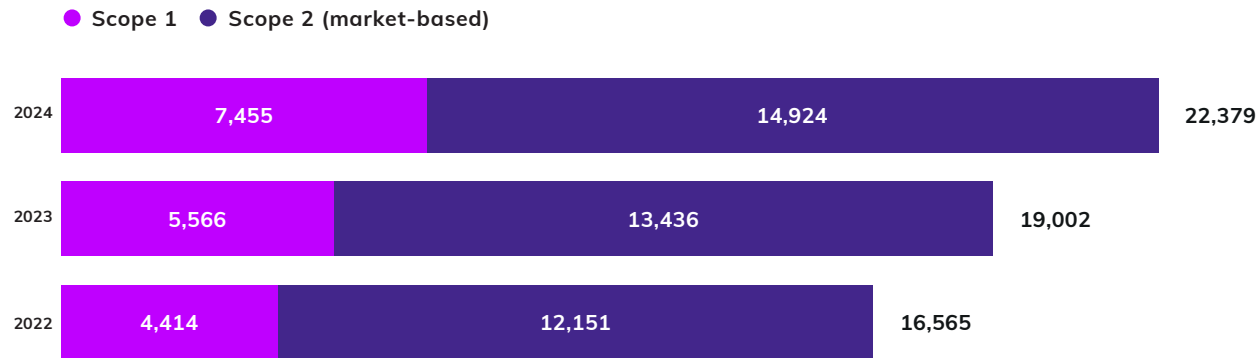
2024 took us into our fifth year of our Pitching In initiative, launched in 2020, to support and develop grassroots sports in the UK, helping non-league clubs improve their facilities. The programme works with the Trident Leagues and is a founding partner of the Trident Community Fund. 300 positions have been processed through the Pitching In volunteer hub, helping to bring a new generation of volunteers to the clubs. Since 2020, we have invested over £2.5m in the partnership, enabling clubs to engage in vital community-based projects and invest in their local areas.



Our emissions

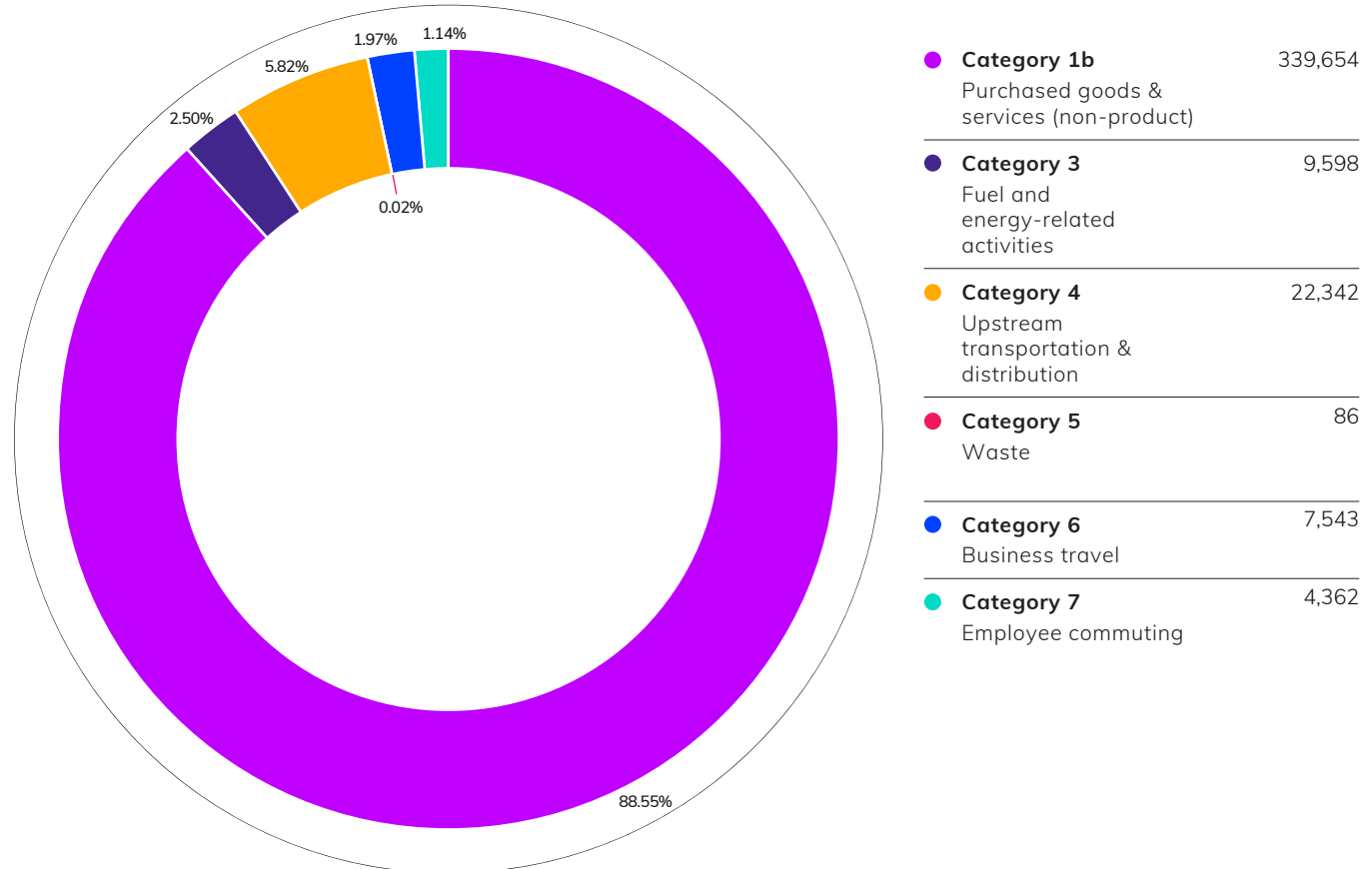
Data assured by the Carbon Trust Assurance Limited (CTA) to limited assurance in accordance with CTA's assurance methodology based on ISO 14064-3:2019. 2024 Scopes 1 and 2 will be independently assured by a third-party subsequent to the publication of this report. These statements are available entaingroup.com/sustainability-esg.

Our Scope 1 and 2 emissions (market-based)



Note: 2024 emissions are not assured and subject to change as a result of the assurance process planned for 2025.

Our Scope 3 emissions 2023



Our ESG Key Performance Indicators

Be a leader of player protection

KPI/metric	2024	2023	2022
% contributions of GB GGY to RET	1% ¹	1%	0.75%
Cash and in-kind contributions towards responsible betting and gaming initiatives (£)	15.6m	20.8m	18.3m
Customer complaints ²	2,457	3,927	4,215
Customer complaints specifically related to a betting and gaming transaction ²	1,030	715	629
Self-exclusions made ^{2,3}	48,866	53,745	60,261

1. This totals £18.6m. All payments are to be made by October 2025.

2. Data covers all Great Britain licenses.

3. Data only includes self-exclusions made via Entain's own processes (e.g., via customer services) and does not include third-party self-exclusion schemes such as, for example, GAMSTOP (National Online Self-Exclusion Scheme) and the Multi-operator Self Exclusion Scheme. This information has been obtained from Entain's Regulatory Returns.

Provide a secure and trusted platform

KPI/metric	2024	2023	2022
% of revenues from domestically regulated or regulating markets	100%	100%	100%
Number of markets exited with no clear path to a sustainable and safe regulated betting and gaming industry	2	5	9
% of operations certified under ISO27001 ⁴	81.5%	80%	n/a
% of Technology budget dedicated to Cybersecurity ⁵	12.0%	3.2%	n/a
Impact of security incidents (£) ⁶	0.7m	0.7m	3.6m

4. We use employee headcount to evaluate the scope of our ISO27001 certification.

5. It excludes Software development and Product costs.

6. Cost of security incidents between Q4 2023-Q3 2024.

Foster an inclusive culture

KPI/metric	2024	2023	2022
Employees worldwide (headcount) ⁷	30,639	29,582	28,940
Employees worldwide (FTE)	24,909	23,650	24,195
Female employees	14,091	13,645	13,479
% female employees	46%	46%	47%
Part-time employees	9,685	9,968	9,754
% part-time employees	32%	34%	34%
Median hourly pay difference between male and female colleagues (Gender Pay Gap) ⁸	4.3%	4%	3%
Mean hourly pay difference between male and female colleagues (Gender Pay Gap) ⁸	14.1%	16%	17%
Median bonus pay difference between male and female colleagues ⁸	36.5%	44%	39%
Mean bonus pay difference between male and female colleagues ⁸	42.4%	65%	66%
Females in all management positions (as % of total management workforce)	37%	37%	37%
Females in junior management positions (as a % of total junior management workforce)	39%	39%	40%
Females in technical roles ⁹	27%	28%	31%
Female managers in revenue generating functions ¹⁰	40%	40%	42%
UK-based employees who have confirmed being part of an ethnic minority background, as a percentage of UK employees that have reported their ethnicity ¹¹	19.7%	15%	14%
UK-based employees who have confirmed as being part from an ethnic minority background	9%	7%	7%
Employee age groups:			
<30	33%	35%	37%
30-50	48%	47%	46%
50+	15%	15%	14%
Unknown	4%	3%	3%
Employee contract types: ¹²			
Permanent	97.4%	99%	99%
Fixed-termed	0.3%	0.1%	0.1%
Contractors	2.3%	1%	1.5%
Customer Satisfaction ¹³	74%	78%	60%
Average hours per employee of training and development	16.4	13.0	8.1
Employee turnover – all	25%	28%	36%
Employee turnover – voluntary	17%	20%	27%
Whistleblowing incidents reported and investigated	125	65	51
Whistleblowing incidents reported and investigated, broken down by topics:			
Fraud and theft	16	12	5
Code of conduct	62	32	23
Procedural non-compliance	24	15	12
HSSE	3	1	3
HR Grievance	20	4	7
Not provided	0	1	1
Accidents	547	603	624
Employee work-related injuries	70	72	112
Employee reportable incidents	10	5	5
Public work-related incidents	4	5	11
Public reportable incidents	0	0	2
Robberies ¹⁴	56	50	73
Incidents of anti-social behaviour ¹⁴	6,506	6137	5,979
Incidents of assault ¹⁴	281	452	240
Absenteeism rate	4.2%	4%	5%
% of internal hires	17.1%	23.8%	19%
Employee engagement score ¹⁵	77%	n/a	74%

Positively impact our communities

KPI/metric ^{16,17}	2024	2023 ¹⁸	2022
Total energy consumption (kWh),	131,777,579	116,213,551	125,026,096
UK	80,524,245	77,967,379	82,641,345
Rest of the world (ROW)	51,253,334	38,246,172	42,384,750
Absolute direct emissions (Scope 1) – (tCO ₂ e)	7,455	5,566	4,414
Absolute indirect emissions (Scope 2, location-based) – (tCO ₂ e)	27,426	25,751	26,846
% of purchased electricity from renewable sources ¹⁹	72.9%	69.6%	66.4%
Absolute GHG emissions – direct and indirect: location based (tCO ₂ e)	34,881	31,317	31,259
UK	15,667	15,118	15,569
ROW	19,214	16,200	15,690
Absolute GHG emissions ²⁰ intensity per employee (tCO ₂ e/headcount)	1.38	1.06	1.08
Absolute indirect emissions (Scope 2, market-based) – (tCO ₂ e)	14,924	13,436	12,151
Total GHG emissions – direct and indirect: market based (tCO ₂ e)	22,378	19,001	16,565
UK	207	2,876	1,980
ROW	22,171	16,125	14,585
Total Scope 3 GHG emissions (tCO ₂ e) ²¹		383,585	346,051
Category 1: Purchased Goods & Services		339,654	312,603
Category 3: Fuel and energy-related activities		9,598	15,726
Category 4: Upstream Transportation & Distribution		22,342	7,873
Category 5: Waste		86	101
Category 6: Business Travel		7,543	5,292
Category 7: Employee Commuting		4,362	4,456
Waste generated (tonnes) ²²	3,590	4,123	4,624
Supplier spend	£3.0bn	£2.8bn	£2.7bn
Number of suppliers ²³	9,702	12,613	12,006
% of in-scope suppliers onboarded onto EcoVadis ²⁴	46%	35%	n/a

7. Data for 2024 includes contractors in total headcount. Includes employees of the Group's BetMGM JV. Previous years contractors were excluded from the total workforce.

8. Data covers UK colleagues only. Data is based on a snapshot date of 5 April for the year stated, which aligns with our public reporting requirements via the UK's Gender Pay Gap Reporting.

9. Females in technical roles (as a % of total technical roles) Technical roles are defined as all roles in Function Group "Product & Technology" excluding function Customer Ops.

10. Following changes in the business, revenue generating functions are now defined as functions Ladbrokes.au/Neds, Core, BetCity, Crystalbet, Enlabs, Eurobet, Labrokes.be, Latam, Retail & Stadia, and BetMGM.

11. This 2024 data is based on a sample of 47% of UK-based Entain employees who have provided us with their ethnicity information. To prevent us from over or understating the ethnic diversity of our employees, we report this data in two ways. We report on both the percentage of the sample that identifies as being from ethnic minority backgrounds, as well as the number of those confirmed to be identifying as from an ethnic minority background as a proportion of all UK employees.

12. As a percentage of the total number of employees.

13. Our methodology to measure Overall Customer Satisfaction involves intercepts on our website, customer interactions with our Support teams, and new customer responses to our onboarding process.

14. All security incidents are from UK & Ireland apart from; 4 robberies and 1 assault recorded in Belgium; 4 assaults in Poland; – 1 assault in the Philippines; 11 robberies Croatia. Years prior to 2024 do not include incidents from Croatia and Belgium.

15. We measure employee engagement based on the results of the annual Your Voice survey, using the combined average score of two survey questions ("I would recommend Entain as a great place to work" and "How happy are you working at Entain?"). The 2023 survey was postponed to January 2024, which is the basis for the 2024 data.

16. Coverage of energy consumption and emissions data is 100% for the UK, with some data gaps in our global operations, where we scale up our emissions to provide a global estimate of Scope 1 and 2 emissions. To do this, we scale up our emissions data based on estimates of gaps using headcount figures and an understanding of the nature of operations where the data is not available. For 2024, we used the same coverage as 2023 to provide a like-for-like comparison, based on the fact we collected data for the same operations. This approach was taken for energy consumption related to both Scope 1 (company vehicles, gas, and fuel) and Scope 2 emissions (purchased electricity).

17. 2022 and 2023 figures have not yet been re-baselined due to recent acquisitions.

18. 2023 emissions and energy information may have changed from the information provided in the 2023 Annual Report. This is because of estimates used to cover gaps in data at the time of reporting that have since been closed. Scope 1, 2 and 3 figures for 2023 shown in this report reflect the figures that have been independently assured since the publication of the 2023 Annual Report.

19. Purchased electricity from renewable sources only includes electricity purchased that was actively sourced from renewables. All remaining electricity used by Entain is sourced from the local grids where we operate.

20. Emissions are calculated using the GHG Protocol Corporate Accounting and Reporting Standard. Consumption data has been converted to GHG emissions using latest available UK Government emissions factors and 2023 IEA emissions factors for non-UK grid electricity. Emissions reported above are calculated using an operational control boundary.

21. Scope 3 emissions data disclosed has been verified by the Carbon Trust to ISO 14064-3 for 2023 and 2022. 2024 data was not available at the time of reporting but will be disclosed later in 2025 on the Group's website entaingroup.com/sustainability-esg.

22. Waste data is sourced from our operations in the UK. This makes up 47% of our overall headcount. These figures are not prorated to 100% coverage.

23. Excludes intercompany transfers and subsidiary entities that don't sit in Entain's ERP Oracle platform, including Angstrom, 365Scores, STS, SuperSport and Crystalbet. Includes non-addressable spend items associated with taxes.

24. In-scope suppliers are determined based on internal criteria that excludes spend such as intercompany transfers, non-addressable spend such as spend associated with taxes, joint venture suppliers, and low-spend suppliers.