

A close-up, low-angle shot of a soccer player in a purple uniform, captured in the middle of a kicking motion. The player's right leg is extended forward, with the foot about to strike a black and white soccer ball on a green grass field. The background is slightly blurred, showing another player in a purple uniform and a white fence. The lighting is warm, suggesting late afternoon or early morning.

Entain

Our new sustainability- ability strategy

A vertical decorative bar on the left side of the page, composed of four colored segments: blue, yellow, red, and teal.

Sustainability at Entain

Foreword

We've long believed that our long-term success is made possible by creating a more sustainable business: one that sets the highest standards on player protection, one that makes a real positive impact in the communities in which we work and play, and one that builds trust with wider society too.

'Doing what's right' is not only a company value for Entain, but it goes hand in hand with our commercial objectives, to create value for all stakeholders.

In 2020, we implemented a trailblazing strategy through our Sustainability Charter – making commitments to only operate in regulated and regulating markets, ensure best-in-class governance practices, and invest in our people and communities. We've come to learn that sustainability underpins everything that we do as well as shareholder value.

Over the past three years, we've embedded these fundamental changes, including broadening our brands and products for a more sustainable, recreational customer base.

But we also need to evolve with the changing landscape, listen to our stakeholders and respond to new opportunities.

When we talk about sustainability, we believe that our focus should be on the issues that are most relevant to Entain – where we can use our unique position to create positive impact, as well as address the sustainability issues that will most affect our long-term performance.

In 2023, we conducted an extensive double materiality assessment, which helped us understand our unique sustainability related risks and opportunities, as well as our impacts on society and the environment. We conducted surveys and interviews, analysed industry reports, and held leadership workshops, gathering input from over 250 internal and external stakeholders from around our business, to understand how we can ensure we are supporting value creation to all stakeholders.

“Doing what's right' is not only a company value for Entain, but it goes hand in hand with our commercial objectives, to create value for all stakeholders.”

This exercise largely highlighted the need to capitalise on our specific opportunities for impact, step up our ambitions, and formalise our commitments and governance in these key areas.

This new strategy is the outcome of all that has come before, and where we want to lead into the future.

Jette Nygaard-Andersen

CEO, Entain plc



A note from our Group Head of Sustainability

We are delighted to launch our new sustainability strategy, building on insights from our stakeholders and on our existing sustainability approach and activities, and taking it to the next level.

We developed this strategy to strengthen our sustainability leadership role – which plays a key role, underpinning our long-term growth. It further articulates our approach and presents a framework to focus actions across our business and value chain.

Our new sustainability strategy is informed by our double materiality assessment, conducted throughout H1 2023. We have structured it across four pillars that carefully encapsulates those sustainability issues that are most important to Entain, our customers, investors and partners.



Lead on player protection:

Most of our customers interact with our products in a safe way, but we know we need to do everything we can to protect the minority that may be at risk of harm. We're building a culture of player protection, unleashing the power of our innovation to deliver industry-leading customer protection, and partnering with cutting edge research institutes to advance the industry's understanding of best solutions.



Provide a secure and trusted platform:

We operate in a highly regulated sector where the highest ethical standards are imperative for maintaining trust with our customers and wider society – from providing gold standard data protection, keeping crime out of betting and gaming, to eliminating poor working conditions in our supplier base. The expectations we place on ourselves through this strategy set out to exceed these standards. 'Secure' also means having the internal structures in place to manage each of our key issues effectively, so we've included a specific focus on strengthening our governance in each of these areas.



Create the environment for everyone to do their best work:

People are our biggest asset and we have long been committed to building the best place to work and fostering an inclusive culture for everyone to grow and thrive. This pillar forms our new people strategy, focussing on attracting the best and most diverse talent, providing opportunities for all, and building a sense of belonging for all Entainers.



Positively impact our communities:

We know the environment continues to be a pressing issue requiring immediate action from all businesses. To play our role, we have committed to a Net Zero target by 2035, and have already started putting in the foundations to work with partners and suppliers to achieve this. Entain operates across many communities and we want to contribute positively where we do – so we have set out our ambitions to support these crucial partners.

This strategy outlines our focus areas and priorities within each pillar, setting out a clear, coherent framework of Entain's ESG ambitions.

We will continue to build out our activities and targets within this strategic framework, updating you on our progress through our annual reporting.

Sophie Platts

Group Head of Sustainability



“We developed this strategy to strengthen our sustainability leadership role – which plays a key role, underpinning our long-term growth.”

Starting from materiality

Earlier in 2023, we completed a comprehensive double sustainability materiality assessment.

This involved surveys, interviews and workshops with over 250 internal and external stakeholders. This assessment was completed using the principle of double materiality which considered the sustainability-related impacts, risks and opportunities for Entain.

In the assessment, we explored:

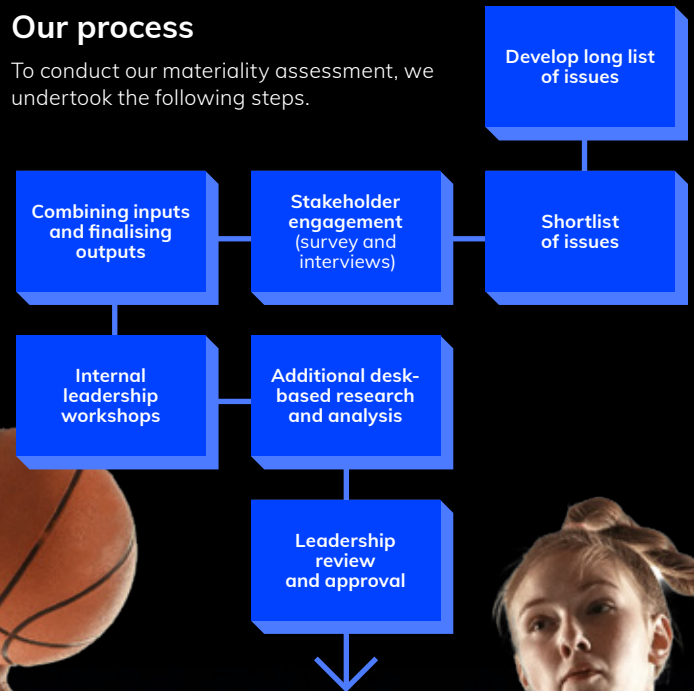
- **The sustainability issues where Entain has (or could have) the most impact:** This involved identifying where we have or could have the most impact on our stakeholders, wider society and the environment.
- **The sustainability issues that could impact Entain:** We assessed how sustainability issues could present risks and opportunities to the business, aligning with the risks identified in the group risk register.

This assessment helped us better identify sustainability issues that are most material to our business and stakeholders as well as prepare for emerging reporting requirements, such as the EU Corporate Sustainability Reporting Directive (CSRD). The assessment identified eight material issue clusters, as outlined below and explored further on the next page.

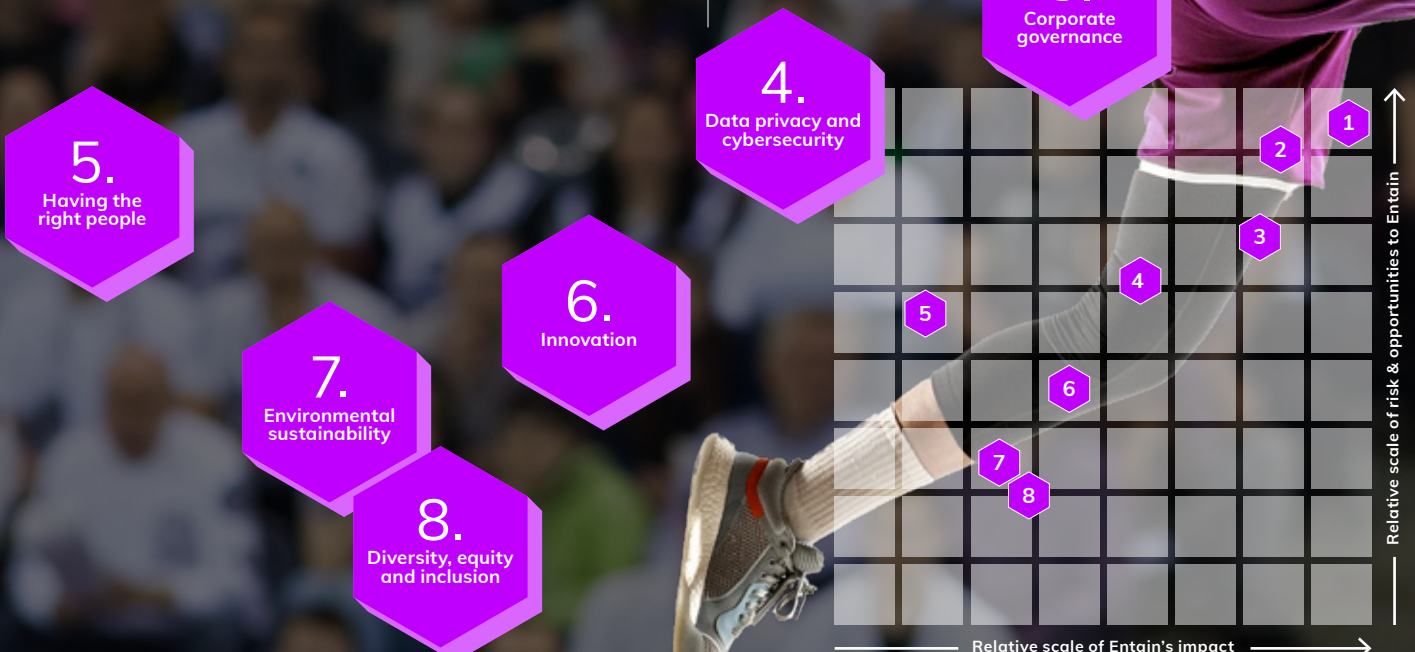
The materiality assessment has now been reviewed and approved by the Board Sustainability and Compliance Committee, and we commit to reviewing the materiality assessment annually.

Our process

To conduct our materiality assessment, we undertook the following steps.



Material issue clusters for Entain



From materiality to strategy

Our material issues underpin the development of our approach to sustainability. This captures the areas where we want to lead and frames our approach to positive impact. It also provides a framework for assessing the long-term performance of the business.



Our new sustainability strategy

For each of our strategic sustainability pillars, we have identified our key focus areas and assigned Board-level oversight, summarised below. On the following pages we outline our priorities for these pillars.

	What it means	Aligned material clusters	Focus areas	Oversight
 <p>Lead on player protection</p>	<p>We provide industry-leading customer protection through innovative features, customer support, communications and our culture.</p>	<ul style="list-style-type: none"> • Safer betting and gaming • Ethical & compliant behaviour • Innovation 	<ul style="list-style-type: none"> • Industry-leading 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 	<p>Sustainability & 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, to having gold standard data protection, and cybersecurity.</p>	<ul style="list-style-type: none"> • Ethical & compliant behaviour • Data privacy and cybersecurity • 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 cybersecurity, data privacy and AI governance • Clear and robust governance processes for each of our key ESG areas 	<p>Sustainability & Compliance Committee</p>
 <p>Create the environment for everyone to do their best work</p>	<p>We attract a broad and diverse audience from the inside out. We are an employer of choice, and we build an inclusive and supportive culture where talents 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 & 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 & Compliance Committee</p>

Our sustainability strategy

Lead on player protection



Our ambition

We will set the industry standard on player protection – through our tools, culture, partnerships and communications

Our areas of focus

Industry-leading tailored customer protection tools and processes

Empower our people to support and protect our customers

Harm prevention through education and responsible communication

Promote research and evidence-based learnings with the industry

Examples of what we're already doing

- Launched ARC™ in 2021, rolling out to 22 jurisdictions globally by end of 2022
- Awarded highest levels of Advanced SG Standard by GamCare for online & level 2 for retail in UK

- Launched Bix Six/Four training programme w 90+% completion rate
- Increased investment in training customer support roles
- Tailored EPIC Risk Management training for senior leadership

- YGAM and GamCare partnership training 6,900 young people in 2022
- First operator to ban shirt sponsorship in UK football
- Led the industry on the whistle-to-whistle advertising ban
- 20% of advertising space to SG

- First operator to commit to donate 1% of GGY in the UK to research, prevention and treatment (RPT)
- Multi-year partnership with Harvard Medical School, leading to evidence-based research outcomes to improve internal processes



Our sustainability strategy

Provide a secure and trusted platform



Our ambition

We will become the most secure and trusted betting and gaming company

Our areas of focus

Only operate in regulated markets

Ethics and integrity at the core of our organisation and culture

Provide industry-leading cybersecurity and data privacy

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

Examples of what we're already doing

- As of February 2023, 100% of revenues were from regulated and regulating markets
- Closed offerings in more than 150 jurisdictions since 2020

- 97% completion rate of bribery and corruption prevention training
- 91% completion rate of modern slavery training

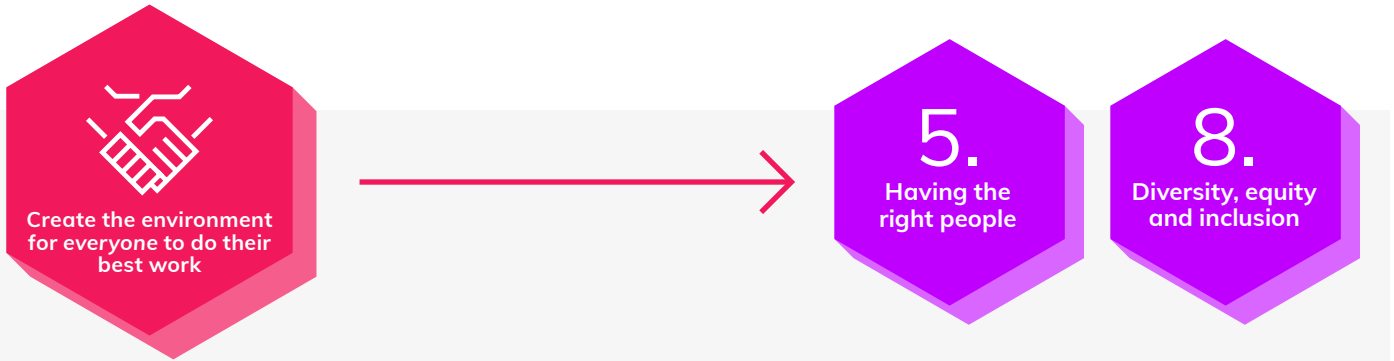
- Highest completion rates (more than 97%) of data privacy and cybersecurity training modules
- ISO27001 certification covers 80% of IT infrastructure
- Year-on-year increase in resourcing of cybersecurity and privacy teams

- Implementation of two Board Committees for ESG issues
- Robust governance structure around ESG
- 37% of Board are female (incl. CEO)



Our sustainability strategy

Foster an inclusive culture for our people



Our ambition

We will build an inclusive culture for everyone to thrive

Our areas of focus

Attract, engage and retain the best, most diverse talent

Provide the right growth opportunities for all

Build a sense of belonging for all Entainers

Examples of what we're already doing

- New Talent Acquisition (TA) strategy
- Selection of new recruitment and candidate management platform underway to enhance diverse hiring
- End to end review & redesign of the global TA process with a candidate experience lens
- Standardised Goal setting process launched

- Investment in Learning to support Entainers' personal and professional growth
- Promotion of internal job opportunities
- Leadership programmes (Retail & Customer Services)
- Apprenticeship offering

- Launched refreshed values and behaviours, built by our people
- Launched a series of global networks to support and build inclusion across the business
- Launched Global Inclusion learning programme



Our sustainability strategy

Positively impact our communities



Our ambition

We will be Net Zero by 2035, and support and positively impact our communities around the globe

Our areas of focus

Reduce our environmental impact

Creating a sustainable value chain

Promote grassroots, women's and disability sports

Support communities where we operate

Examples of what we're already doing

- 100% renewable energy contract across the UK retail estate
- Renewable energy power purchase agreement in place with SSE in the UK
- Demonstrated year-on-year reductions in GHG emissions

- Launched partnership with EcoVadis
- Evaluation of supply chain sustainability risks with UnSeen
- Established the Modern Slavery Working Group

- Strategic initiatives in place with Pitching-In and SportsAid
- Launched the Pitching-In volunteer hub

- Ladbrokes Coral Trust has raised £10m since its inception
- Committed to contributing £100m through the Entain Foundation
- Introduced annual Social Impact Report to measure impact-based outcomes



Looking forward

Announcing this strategic framework is just the start.

We know there's a lot more hard work to be done implementing, driving and delivering on our ambitions.

As part of launching this strategy, our initial focus through 2024 will be on deeply embedding our strategy across the business, aligning our policies, processes and culture for international collaboration

We commit to reporting on our progress in our Annual Reporting, ESG Report and Social Impact Report, making further disclosures via the Entain Website.

We will continue to update this strategy so that it remains relevant for all our stakeholders. We will refine our approach within each pillar, ratcheting up our activities and ambition, and responding to issues that emerge dynamically, and through our annual review of our material issues.

We look forward to bringing this strategy to life by scaling up our actions within each pillar, bringing our colleagues, partners, investors and communities along with us.



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Entain

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