

Σntain

ESG Report 2023-24

It's your game



We are Entain

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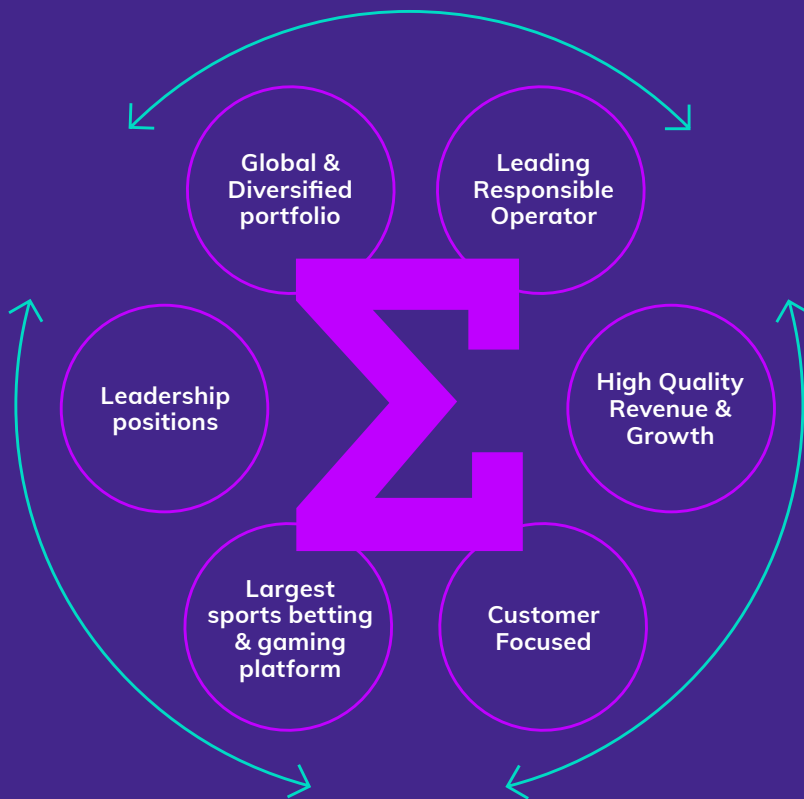


About Entain

Betting and gaming are in our DNA. It's the purple thread that drives our evolution, our people, and our purpose. We're the brands our players hold in their hands – and heart.

We only operate in regulated or regulating betting and gaming markets, which means we're focused on delivering a secure and trusted betting and gaming business for our stakeholders. We operate in over 30 markets, with leadership positions in the five largest regulated markets and two fastest growing – U.S. and Brazil. Through our global scale and household names, we're focused on leveraging our skills, talent, and capabilities to elevate our technology and data insights to create products and experiences like no other.

Entain, today



130+

Licences across >40 territories

40

Territories worldwide

33

Languages offered

42

Currencies accepted

Our values

This year, we powered up our people with a refreshed set of values and behaviours. These new values form the cornerstones of our culture, unlock the highest performance of our teams and lay the foundations for creating incredible experiences for our customers.

Our refreshed values mean we're all looking towards the same future:



Do What's Right

We put our customers first and play a leading part in protecting our players. We are creating a work environment where everyone can be themselves, and act with integrity all the time. To do what's right we must keep ourselves honest so our people should never be afraid to speak out if something feels wrong.



Keep it Simple

We make things easy for our customers by focusing on them and their needs. We're clear on our goals and who's accountable for what, so we all know what success looks like. We remove complexity wherever we find it, because we all perform better that way.



Go Beyond

We stay curious. We need to learn from our successes and from setbacks to push forward. We surround ourselves with the best people and we put in the effort needed to turn ambitions into reality. We embrace change because that's when progress happens.






Win Together

We have a shared vision for Entain. We collaborate, break down barriers and share ideas for the greater good. We never forget that we're on the same side, so we treat everyone the way we want to be treated. We're inspired by our teammates. We celebrate their success, because when they win, we all win together.

Our strategy

Reflecting the Group's strategic progress, in November 2023 we revised our corporate strategy. We have set clear targets and initiatives to deliver value for our stakeholders. Ensuring focused execution in driving Organic Growth, Margin Expansion and US Market Share Growth.

Vision	A leading player in the global sports betting and gaming sector			
Purpose	To deliver the most entertaining customer experience supported by market leading player protection			
Priorities	Enablers	KPIs	2023 progress	
 <p>Organic growth Grow presence in key existing markets</p>	People and culture Technology and product Governance	<p>+7%</p> <p>Online organic NGR growth in-line with market</p>	<ul style="list-style-type: none"> • Ongoing optimisation of market portfolio to maximise growth and ROI • Initiated implementation of comprehensive commercial and operational excellence programme in key markets • Build on capabilities and innovate our sports product 	
 <p>Margin expansion Drive margin expansion through scale and operational leverage</p>		<p>>c.28-30%</p> <p>Online EBITDA margin (Ex-US in the medium to long-term)</p>	<ul style="list-style-type: none"> • Launched Project Romer to create a more agile organisation and drive gross cost efficiencies of c£100M 	
 <p>US market growth Empower profitable growth and share gains in the US</p>		<p>20-25%</p> <p>20-25% market share over long-term</p>	<ul style="list-style-type: none"> • Capitalise on new product and pricing capabilities, and omnichannel • Delivery of Single Account, Single Wallet functionality in 27 markets • Acquisition of Angstrom to enhance in-house content and capabilities 	



Betting and gaming
are in our DNA. It's the
purple thread that drives
our evolution, our people,
and our purpose.

A message from the Chair of the Sustainability and Compliance Committee



Supporting our new strategy is the work of the Entain Foundation, which works with partners around the world to support communities where we operate and create impact at a broader level beyond our own operations and value chain.”

Virginia McDowell

Chair of the Sustainability and Compliance Committee

2023 was a pivotal year at Entain as we unveiled our new Sustainability Strategy, building on our longstanding commitment to sustainability and taking it to the next level. We also made important progress in our strategic sustainability initiatives.

As we reflect on 2023, we are proud to report extensive progress across the four pillars of our refreshed sustainability strategy. We set our achievements on the following pages, which include:

Be a leader in player protection

- Rolling out our player protection programme ARCTM in our digital offer to cover 27 jurisdictions and launching ARCTM for retail in the UK and the Republic of Ireland.
- For the first time contributing 1% of our Gross Gaming Yield (“GGY”) in the UK to Research, Education and Treatment (RET), totalling £18.7m.
- Expanded our stakeholder education and training in the US, through our partnership with EPIC Global Solutions and major leagues as well as players associations such as the Major League Baseball, National Football League, League Soccer Players Associations and the NHL Alumni Association.

Provide a secure and trusted platform

- 100% of our revenues now come from regulated or regulating markets since February 2023.
- Launching a new Ethics & Compliance Charter and Strategy.
- New ESG governance structure with two board-level committees (Sustainability & Compliance and People & Governance).

Create the environment for everyone to do their best work

- Launch of Your Goals, Entain’s new objective-setting programme.
- Launch of refreshed values and behaviours.
- Winning Innovator of the Year at the Women in Gaming Diversity Awards for our Returnship programme with McLaren Racing.

Positively impact our communities

- We scaled up our partnership with EcoVadis, the world’s largest platform for supplier sustainability ratings, onboarding 35% of in-scope vendors and supporting them to improve their sustainability performance whilst helping us gain greater insight into our value chain.
- Continuing to purchase just under 100% of renewable electricity in the UK and Republic of Ireland, amounting to 70% of our purchased electricity globally.

To make sure we are focused on the right issues, we refreshed our materiality assessment, aligning with the principle of double materiality. This helped us understand our unique sustainability-related risks and opportunities, and our impacts on society and the environment, gathering input from over 250 internal and external stakeholders.

Supporting our new strategy is the work of the Entain Foundation, which works with partners around the world to support communities where we operate and create impact at a broader level beyond our own operations and value chain. Given the strategic alignment between the work of the Foundation and the Group’s sustainability focus areas, this year we have included the content normally included in the Social Impact Report within the ESG Report. Some highlights from the Foundation include:

- Donating a total of £25.4m, to support partner organisations creating impact in the community
- 100 non-league football clubs supported via Pitching In since 2020, enabling them to reach their communities.
- 250+ aspiring champions have received a financial award via SportsAid since 2019, helping to cover the costs of training, equipment, and travel.

These updates are just the start. I encourage you to take a read through the rest of this report, to hear about how we’re addressing our most material sustainability issues. Looking at 2024, we will remain sharply focused on delivering our new strategy and reaffirming the sustainability leadership role that underpins our long-term growth.

Virginia McDowell
Chair of the Sustainability and Compliance Committee



A message from our Interim Group Head of Sustainability



I am delighted to share with you this year’s ESG Report, in which we share progress against our refreshed sustainability strategy and material sustainability issues for the first time. With this new framework, we now have the focus and structure needed to be a leader within the industry on sustainability, creating value for all stakeholders.

Our approach to sustainability is underpinned by our new corporate strategy, which outlines sustainability as a key enabler of long-term business success. It also reflects our company value of ‘doing the right thing’, and our laser focus on delivering the most entertaining customer experience supported by market leading player protection.

This report is structured around our four strategic pillars, reflecting the material issues identified in our recent materiality assessment. We believe in timely reporting on our performance and progress, so we are pleased to share the key metrics and disclosures that reflect our progress.

You will read about how we’re delivering on being a market leader in player protection, including our cutting-edge player protection tools. You’ll learn about how we’re doubling down on building trust and integrity into the heart of our organisation. It also includes how we’re investing in our people, to create an environment for all Entainers to thrive. Finally, you’ll see how we’re creating positive impacts within our communities and broader environment.

Looking forward, we will be focused on deeply embedding our strategy within the business and with key partners. Inspiring and enabling them to undertake initiatives to further build upon on the great work already delivered. We will also continue to refine our approach within each pillar of our strategy, scaling up our activities that reflect our leadership ambition.

I hope you enjoy reading about our achievements and progress against our sustainability strategy and plans for the future.

Jay Dossetter
Interim Group Head of Sustainability

Our Sustainability Strategy

At Entain, sustainability is a key enabler of our corporate strategy. We firmly believe that the most sustainable operators will be the most successful in our industry.





In 2023, we refreshed our sustainability strategy to articulate our vision of how to achieve this.

We conducted a double materiality assessment to identify our sustainability-related risks and opportunities, as well as our impacts on society and the environment. We did this by conducting surveys and interviews, analysing industry reports, and holding 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 for all stakeholders.

With this new Strategy, we wanted to strengthen our sustainability leadership position as well as listen to our stakeholders and respond to the changing Environmental, Social, and Governance (“ESG”) landscape.

We have structured this new approach across four pillars that carefully encapsulate the sustainability issues that are most important to Entain, our people, our customers, investors, and partners. For each pillar, we have identified key focus areas and assigned Board-level oversight.

On the following pages, we outline our progress against these pillars and focus areas.

	What it means	Aligned material clusters	Focus areas	Oversight
 <p>Be a leader in player protection</p>	<p>We provide market-leading customer protection through innovative features, customer support, communications and our culture.</p>	<ul style="list-style-type: none"> • Safer betting and gaming • Ethical and compliant behaviour • Innovation 	<ul style="list-style-type: none"> • Market-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 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, to having gold standard data protection, and cybersecurity.</p>	<ul style="list-style-type: none"> • Ethical and 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 and 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 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>

Determining our material issues

We completed a comprehensive double materiality assessment of the Group in 2023. This acted as a precursor and provided key inputs into the development of our revised strategic framework.

This involved a series of surveys, interviews, and workshops with over 250 internal and external stakeholders, and desk-based research reviews, and considered sustainability-related impacts, risks and opportunities for Entain. We considered the following:

- **The sustainability issues where Entain has (or could have) the most impact:** This involved assessing where we have or could have the most impact on our stakeholders, wider society and the environment, through our activities, business model, and products.
- **The sustainability issues which have (or could have) a significant impact on Entain’s ability to create value:** We assessed how sustainability issues could present risks and opportunities to the business, working closely with Entain’s risk team to integrate our approach with our Enterprise Risk Management (ERM) framework.

The materiality assessment was reviewed and approved by the Board Sustainability and Compliance Committee, and we commit to reviewing the materiality assessment annually, adapting according to best practices and emerging regulations.

The assessment identified eight material impact clusters, outlined below.

Material issue clusters for Entain



Below we show how our material issues map to our sustainability strategy



Our alignment with the SDGs

We continue to support the United Nations Sustainable Development Goals (“SDGs) and align with global priorities and frameworks. We have mapped our activities and impacts, to the SDGs to help us identify where we can have the most impact on society.

Through this assessment we have identified four priority goals, aligning with sustainable development more broadly. We also identified two supporting goals that we will focus on to enable progress on our priority goals. Throughout this report, we have outlined where we are making contributions to these goals.

Priority goals

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



13 CLIMATE ACTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Key supporting goals

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



Aligning our commitments with the Global Goals

To make sure our focus is aligned with global priorities, we have undertaken an assessment of the UN Sustainable Development Goals, to identify our priority Goals where we can have the most impact on Society.



ESG Governance

Delivering our Sustainability Strategy starts with robust governance. As our ambitions grow, and best practice evolves, we continue to build robust lines of accountability for the delivery of our strategy.

Board Committee Oversight

Board oversight of ESG issues at Entain is ensured by the Sustainability and Compliance Committee and the People and Governance Committee.

The Sustainability and Compliance Committee has oversight of safer betting and gaming, regulatory compliance, anti-money laundering and counter-terrorism financing, anti-bribery and corruption, human rights (including our approach to addressing modern slavery risks), health and safety, environmental impact (including the evolution of our strategy and processes in response to the Taskforce for Climate-related Financial Disclosures), data protection and charitable donations, including the work of the Entain Foundation. Chaired by Virginia McDowell, one of our Non-Executive Directors, the Committee has three members and guides the business on all aspects of ESG strategy, sets targets and monitors our performance.

The People and Governance Committee has four members and is chaired by Barry Gibson, one of our Non-Executive Directors. The committee has oversight of the Group's approach to Diversity, Equity and Inclusion as well as other people-related functions, such as employee engagement, culture and wellbeing.

The ESG Steering Group

The ESG Steering Group, which meets 10 times per year, consists of functional leaders from across the business, including Sustainability, Investor Relations, Human Resources, Corporate Affairs, Legal, Health, Safety & Security, Operations, People and Communications. Chaired by our Group Head of Sustainability, the Group oversees the implementation of our sustainability strategy.

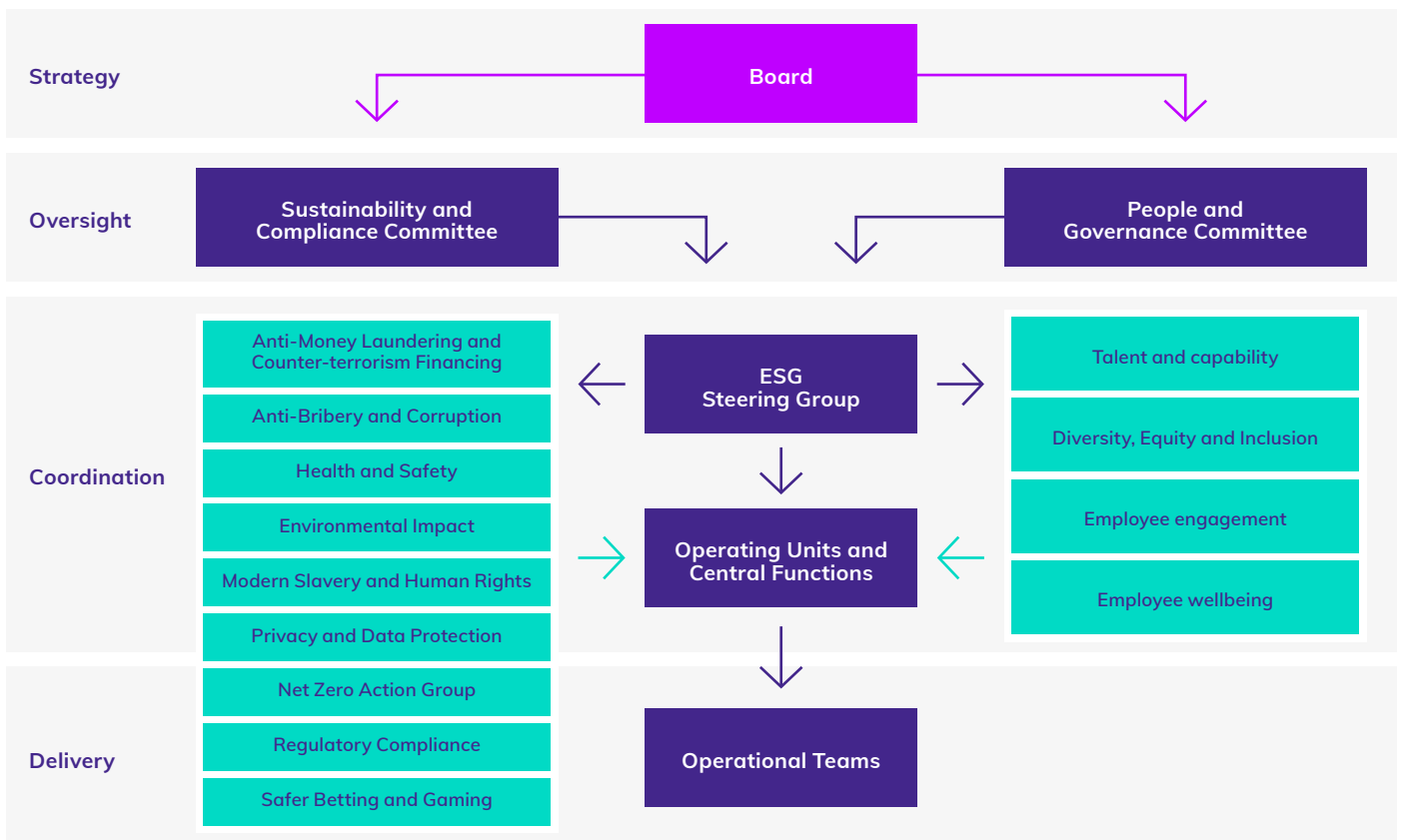
Climate governance

Given the urgent need for action to address the climate emergency, we have stepped up our governance in this area. Our CEO is responsible for our approach to climate change, and climate-related risks and opportunities. In addition, we have developed a Net Zero Action Group which reports to the ESG Steering Committee - a selection of leaders across the business who are responsible for delivering and developing an organisation-wide approach to achieving our Net Zero ambitions. You can read more about how we manage our climate-related risks and opportunities in our TCFD Statement on pages 56 to 63 of our [Annual Report](#).

Issue-specific Committees

In addition to the ESG Steering Group and the Net Zero Action Group, we have also developed committees that report to the ESG Steering Group and focus on delivering our approach to specific ESG issues that require more expertise and insights from the business. These additional committees focus on: Anti-modern Slavery and Human Rights, Safer Betting and Gaming, Anti-Money Laundering, and Diversity & Inclusion.

ESG Governance Structure



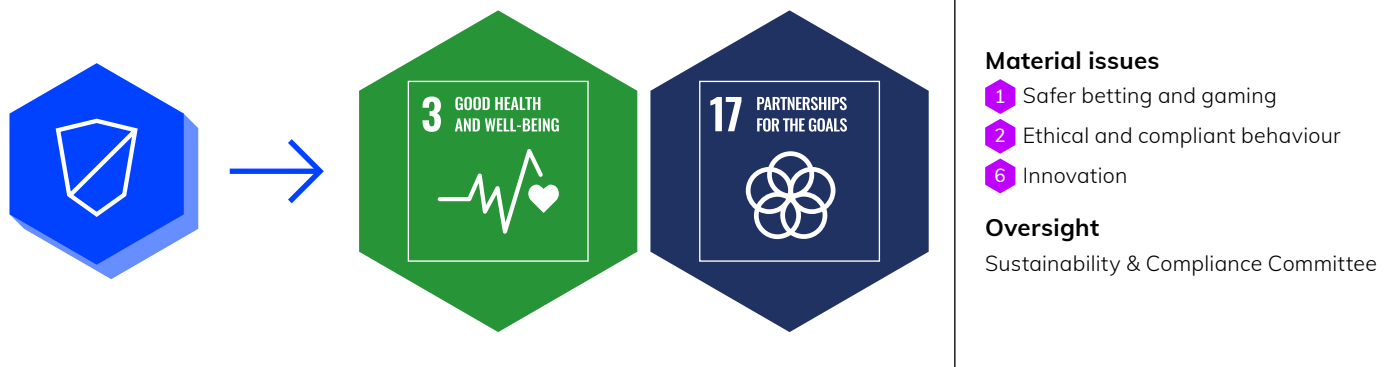
Our performance across ESG Rating Agencies

We are proud to be a sector leader amongst many of the leading independent ESG rating providers. The below table summarises our performance and improvement over time. We will continue to work to further improve our ESG practices and performance, with the aim of further improving the standards for our industry and in these external assessments.

	Rating	Evaluation	Score (31 December 2023)	Score (31 December 2022)	Industry Rank
MSCI	ESG Score	AA	7.0 ▲	6.7	N/A
Sustainalytics	ESG Risk Rating	Low	19.8 ▲ (a lower score shows a lower risk)	22.3	13/87 in the Casinos & Gaming industry
ISS ESG	ESG Score	C	49.38 ▲	47	1 st decile
S&P Global	ESG Score	S&P Yearbook and DJSI Europe constituent	60 ▲	67	95 th percentile
FTSE4Good	ESG Score	Inclusion in FTSE4Good Index	3.8<>	3.8	93 rd percentile
CDP	Climate	Management	B	B	N/A



In addition to the ESG Steering Group and the Net Zero Action Group, we have also developed committees that report to the ESG Steering Group and focus on delivering our approach to specific ESG issues that require more expertise and insights from the business.



Be a leader in player protection

We are a leader in providing player protection through innovative features, customer support, communications and our culture.

Focus areas	2023 highlights
Best in class tailored customer protection tools	<ul style="list-style-type: none"> • 27 jurisdictions now benefitting from our ARCTM tool • ARCTM tool for retail rolled out across UK and ROI retail estates • 8.7 million ARCTM interactions (+98% YoY) to 742,112 unique customers
Empower our people to support and protect our customers	<ul style="list-style-type: none"> • 97% completion rate of annual compliance, safer gambling, and AML training • Continued to roll-out tailored masterclasses and in-depth training to frontline colleagues
Harm prevention through education and responsible communications	<ul style="list-style-type: none"> • Expanded our stakeholder education and training in the US, through our partnership with EPIC Global Solutions and major leagues as well as players associations such as the Major League Baseball, National Football League, League Soccer Players Associations and the NHL Alumni Association • 20% of TV advertising space and football sponsorship dedicated to safer betting and gaming communications or Entain Foundation promotion
Promote research and share evidence-based learnings	<ul style="list-style-type: none"> • Final year of partnership with Harvard Medical School's Cambridge Health Alliance Division on Addiction (CHADA), contributing £5.5m over five years to cutting-edge research into Safer Betting and Gaming • Contributed 1% of our GGY in the UK to Research, Education and Treatment (RET), totalling £18.7m



Our new strategy includes a pillar focused on safer betting and gaming – our most material issue. This theme was identified through our double materiality assessment as the area with the most significant impact on external stakeholders, as well as one that is most important to the business. In this section, we outline the four focus areas for managing this issue, including the metrics and activities used to monitor our success. This new approach represents the next phase of our Changing for the Bettor programme, taking it to the next level.

Best in class tailored customer protection tools

ARC™ is our tool designed to help protect our customers through a technology-led approach that uses real-time and individually tailored detection, interaction and interventions with players that are potentially at risk.

The technology behind ARC™ leverages behavioural indicators, data science, and analytics to assess risk in betting and gaming, working behind the scenes using advanced artificial intelligence to learn and identify risks in player behaviour so we can intervene before a problem develops.

To cover multiple elements of risky play, ARC™ uses three models to assess each individual player's level of risk in real-time to help reduce risky behaviour. These models are based on academic research and are constantly evaluated and retrained as necessary to further improve their accuracy.

ARC™ helps us to identify issues and we have a suite of features to enable us to interact or intervene with customers that generally recommend setting a gambling control within our products and include:

- Payment method limits
- Safer gambling questionnaire
- Safer gambling prevention & treatment
- Unusual deposits
- Declined deposits
- Long session lengths
- Large withdrawal

These features are designed to encourage behaviour change amongst at-risk players, intervening before a problem occurs and helping them to use our products responsibly.

In the UK, where ARC™ was initially rolled out, we have reached a level of maturity where we're able to identify trends in its effectiveness. Firstly, we have seen a significant increase in our volume of interactions and interventions through ARC™. In 2023, we made 8.7 million ARC™ interactions – an increase of 98% when compared to 2022. Accompanying this increase in interactions has been a growing uptake in usage of our safer gambling controls. At the end of 2023, 98% of high-risk and 65% of medium-risk players have set at least one gambling control. As a result, there has been a significant decrease in the percentage of UK players that are rated as high-risk on our models, whilst increasing the proportion of players we interact with.

At the end of 2023, the ARC™ tool was rolled out to many of our markets and in other markets we are leveraging the models and markers that underpin ARC™.

Given the ARC™ tool is a key enabler of our player protection, in 2023 its roll out was linked to our Group Bonus Scheme, which includes our executive team. Updates on the rollout and effectiveness of ARC™ were reviewed quarterly by the Executive Committee and Sustainability and Compliance Committee (details are provided in the 2023 Remuneration Report).

ARC™ for retail

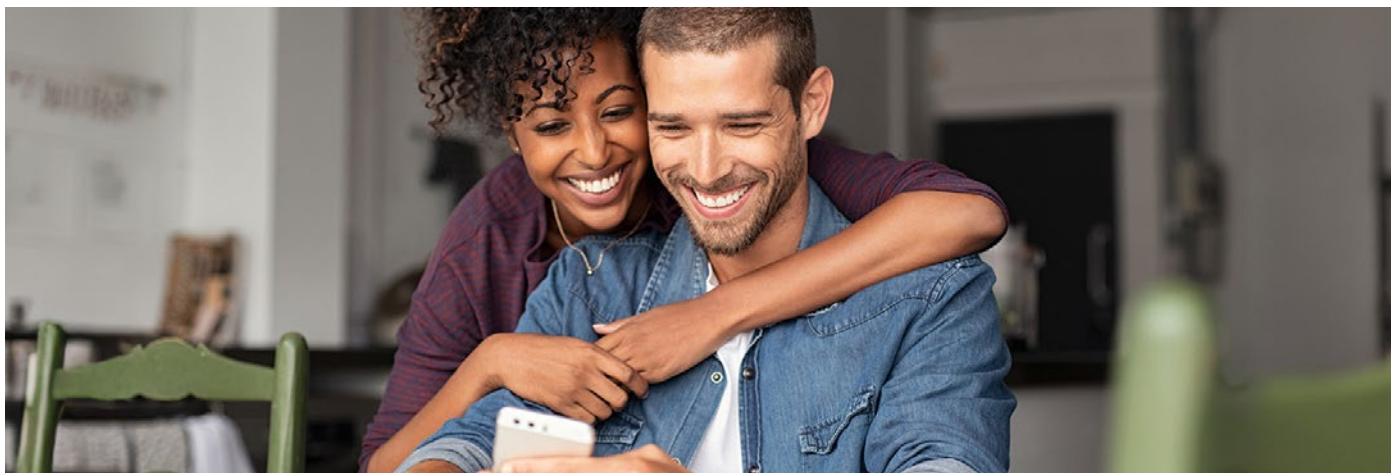
ARC™ is also supporting our safer betting and gaming programmes in our retail estate. In 2023, we successfully rolled out a retail version of the ARC™ tool in the Republic of Ireland and the UK. This provides our customer-facing retail colleagues with data-driven insights to help them spot and address risky play in our shops.

Other tools

For those customers who wish to take time out altogether, we also continue to support GamCare's TalkBanStop scheme. The programme offers support through its trained advisers, free access to Gamban blocking software, which allows users to block betting and gaming websites and apps globally from their devices and signposts them to register for the free self-exclusion scheme GAMSTOP. This is supported by our own self-exclusion tools which are available in all markets where we operate.

We also take part in all relevant industry-wide self-exclusion programmes in the markets where we operate. In the US, BetMGM is integrating GameSense, an innovative responsible gaming programme, into its platform. In collaboration with four of our US peers, we have also established the 12 Principles of Responsible Online Gaming, setting a new benchmark for responsible operations. The Principles include a commitment to only operate in legal markets that offer consumer protections, providing customers with easily understood responsible gaming tools, and taking active steps to prevent underage gaming. All the operators involved also pledged to adopt a nationwide responsible gaming toll-free helpline. In 2023, we took sectorial collaboration further by supporting the launch of the Responsible Online Gaming Association (ROGA). ROGA's mission is to develop and advance responsible gaming practices, bringing together seven of the nation's largest online gaming operators. It will embark on a series of initiatives including research, consumer and industry responsible gaming education and awareness, promoting responsible gaming best practices, an independent data clearinghouse, and an independent certification programme.

In the US, BetMGM is integrating GameSense, an innovative responsible gaming programme, into its platform.



Empower our people to support and protect our customers

We know that being a market leader in player protection starts with our people, so we continue to deeply embed safer gaming into the culture of our company. It's important that all colleagues have the knowledge and tools to fulfil our responsibility to protect our customers.

The Big 4 safer betting and gaming training

Our goal is to train all colleagues on the importance of player protection, preventing money laundering, and safer gaming – with retail colleagues receiving a more tailored version of the content relevant to their role.

At the end of 2023, 97% of our colleagues were up to date with their mandatory annual compliance, safer gambling, and anti-money laundering training. Given the importance of empowering our people, Group-wide completion of this training is an unlock for the Group Bonus Plan in 2024.

At the end of 2023, 97% of our colleagues were up to date with their mandatory annual compliance, safer gambling, and anti-money laundering training.

Role-specific targeted training

We also know that specific roles within our business have key responsibilities for their role - whether it be engaging directly with customers, designing new products, or leading teams or divisions. For these roles, we continue to roll out more in-depth and specific training. For example, our senior leadership periodically undertakes in-depth training from lived experience experts from EPIC Global Solutions, which will be refreshed in 2024. Those who are responsible for engaging directly with our customers also receive in-depth training on identifying and interacting with those who may be at higher risk of harmful play.

For those frontline colleagues who require in-depth training, we partnered with EPIC Global Solution to deliver in-depth masterclasses and face-to-face training. Some examples include:

- Introducing our retail teams to problem gambling to help them understand how gambling-related harm can present itself and ensure that they are aware of how to protect our customers to limit the negative impacts of gambling. Between May and August 2023, 294 colleagues attended the EPIC Safer Gambling Awareness training.
- Affordability Interactions: This training provided our colleagues with guidance on the key steps they should take to ensure that customers are keeping their betting affordable and the communication tools they can use to encourage safer gambling and manage hostile behaviour on the shop floor.
- Interactions Excellence: Interaction Excellence aims to promote insightful and valuable discussions with teams that deal with customers who are potentially the most at risk. The training focuses on strengthening soft skills that colleagues will draw upon during customer interactions.

Harm prevention through education and responsible communications

We continue to address the issue of safer betting and gaming through education about responsible betting and gaming.

Education through sporting bodies in the US

In 2023, we continued to scale up our work with sporting associations in the US. We are now working with the Major League Baseball, the National Football League, the League Soccer Players Associations and the NHL Alumni Association to educate these stakeholders about responsible gambling.

Promoting safer betting and gaming through YGAM

We support the Young People's Gambling Harm Prevention Programme ("YGAM") through GamCare and as part of our involvement with the Betting and Gaming Council in the UK. YGAM's mission is to prevent harms related to both gaming and gambling for children and young people in a rapidly advancing digital world. They develop and deliver training and resources for education professionals, parents and carers, police officers, and different community groups. By 2024, YGAM aims to work with over 13,400 partner organisations, resulting in millions of young people aged 11-19 receiving at least one awareness session during their secondary or further education.

Entain's support to YGAM is provided in addition to our GambleAware donations. Entain support has also allowed the programme to expand its geographical footprint and the depth and breadth of its content. We also helped develop an Alumni programme, meaning delegates can access continued training support from YGAM and ensure gaming and gambling harm prevention remains current and accessible.



Responsible marketing

Responsible marketing is a core part of our commitment to lead on player protection and protect children, young people, and vulnerable individuals. We have a long history of leading the industry in this area, spearheading the UK whistle-to-whistle advertising ban, and being the first operator to ban shirt sponsorship in UK football.

Our commitment to responsible advertising and marketing is underpinned by our recently refreshed External Marketing Policy. This Policy outlines our responsible marketing principles and implements our commitment to ensuring that our marketing activities in these areas uphold both the letter and spirit of the relevant legislation, regulations, and industry Codes of Practice. All relevant staff receive training on the policy.

We also work closely with trade associations to strengthen best practices for our industry's marketing and advertising. For example, we are a signatory of – and contributor to – the European Betting and Gaming Association's ("EGBA") Code of Conduct. In the UK, we continue working with the industry via the UK Betting and Gaming Council ("BGC") on responsible marketing with their code of practice, which includes dedicating 20% of our UK advertising budget space to responsible marketing.

Promote research and share evidence-based learnings

It's also important that Entain and other operators in the industry are designing tools, training and engagement approaches using the latest research-backed knowledge. Therefore, a key part of our strategy involves supporting this research, collaborating, and sharing anonymised data to build up the best picture of the root causes of problem gambling.

Supporting research through the University of Nevada, Las Vegas (UNLV)

For more than 25 years, the UNLV International Gaming Institute (IGI) has provided research-based solutions and executive education to the gaming industry. IGI houses several initiatives, each addressing a vital need in global gaming research. These include the Center for Gaming Innovation, the International Center for Gaming Regulation, the Expanding the Leaderverse initiative, and the Hospitality & Esports Innovation Lab.

For more than 25 years, the UNLV International Gaming Institute (IGI) has provided research-based solutions and executive education to the gaming industry.

Entain's partnership with UNLV started in 2021, with funding to establish a pioneering gaming and health initiative which, for the first time in the US, would combine scientific research with operational expertise to apply best practices in responsible gambling, policy, and health. Using a multidisciplinary approach, the project takes a holistic look at all aspects of betting and gaming, including problem gambling, responsible gaming, public health, education, economic impacts, research, and technology.

The partnership will deliver peer-reviewed academic articles in the coming years, and it is already contributing to knowledge-sharing across the industry. In May 2023, Entain supported the UNLV International Gaming Institute's 18th International Conference on Gambling & Risk Taking, attended by 500 academics and experts from 25 countries and six continents, and featuring top research from across the globe.

Seton Hall Law School

The Entain Foundation funds Seton Hall Law School's programme of the Gaming Law, Compliance, and Integrity Bootcamp. Starting in 2020, the annual event aims to promote legal compliance and integrity in the gaming industry by educating industry professionals and law students aspiring to practice in the field. In 2023, the fourth year of the partnership, the bootcamp was attended by 120 people and featured 50+ speakers across the industry.

Cambridge Health Alliance Division on Addiction (CHADA)

2023 marked the final year of our five-year research partnership with the Cambridge Division on Addiction ("CHADA") from Harvard University. By the end of 2023, Entain contributed £5.5 million to the programme. The collaboration funds the equivalent to eight full-time researchers. Since 2019, the research teams have published 15 research papers, with 6 more in progress. This important research is published in high-impact scientific journals with a worldwide circulation, including Psychology of Addictive Behaviours, PLOS One, and International Gambling. The projects with CHADA fall under the four categories below:

Player data research projects

Player data research projects refine the industry's understanding of evidence-based markers of disordered gambling. Entain not only provides funding to CHADA but also gives them access to anonymised data from player records, ensuring that the research is based on real-life data and behavioural patterns. The outcomes of this research have been highly practical, underpinning our 26 markers of protection – the behavioural patterns found to indicate signs of risk that are used by ARC™. 7 papers were published since 2019 and CHADA have provided virtual consulting and input for ARC and other responsible gambling initiatives at Entain.

Open Science Projects

Both CHADA and Entain are committed to upholding the highest standards and the principle of academic freedom. CHADA applied open science practices for Entain-funded research projects, including research preregistration and data transparency. CHADA is also engaged in multiple projects and papers to advance the field of gambling studies toward more open science practices and published 5 open science papers since the beginning of the partnership.

General research projects

Entain's funding supports additional projects to address other important areas in the field of gambling studies. Three general gambling papers were accepted for publication since 2019. These included for example a study on the state of the literature about big wins and its impact on player risk and a contemporary study on online poker activity.

Safer betting and gaming training projects

The learnings from our research collaboration with CHADA are disseminated to Entain colleagues through various training activities. Since 2019, CHADA conducted reviews of 16 existing Entain employee training programmes, 5 teach-in seminars with select Entain employees to present research findings, and the creation of 14 digestible research snapshots with graphical summaries of published research.

This research collaborative has produced new insights related to online gambling, gambling and public health, and scientific practices for gambling research. This has allowed not just Entain but the whole industry to access the latest research to inform their safer betting and gaming programmes – raising the bar across the industry.

Our partnership with CHADA over the last 5 years

£5.5m

contributed by Entain by the end of 2023

15

research papers published since 2019

8

full-time equivalent researchers funded

16

of Entain's safer gambling training programs reviewed

41

presentations, posters or conference panels since 2019

Our partnerships that support safer betting and gaming

We partner with charities and other organisations across different markets to prevent vulnerable audiences from potential betting and gaming harm and to support those who find their gambling starts affecting their lives.

Gordon Moody

Gordon Moody is dedicated to helping people rebuild their lives free from gambling addiction in a safe and supportive environment. Set up in 1971, the charity provides effective therapies, interventions, and counselling to individuals and families affected by gambling-related harm. Entain has supported the development of Gordon Moody's International Helpline, enabling it to provide multi-lingual services and translate resources into 35 languages.

Entain also provided funding in 2021 to support the purchase of a property in Wolverhampton, which is now the permanent home of the charity's women's residential service. The service welcomed its first cohort of 31 women in July 2023, 28 of whom successfully completed the treatment programme. In 2023, Entain also committed £740,000 through our Research, Education and Treatment ("RET") budget to help launch a new UK Alumni programme. The project will establish a network of former problem gamblers who have been successfully treated by Gordon Moody, empowering them to support others who are seeking or have recently finished treatment. From October to December 2023, they engaged 38 alumni with lived experience across a range of internal and external activities,

In 2023, Entain also committed £740,000 through our Research, Education and Treatment ("RET") budget to help launch a new UK Alumni programme.

Cognacity

Cognacity is a team of world-leading mental health specialists with expertise in gambling-related harm. Entain collaborates with Cognacity's professionals to provide support for complex and urgent individuals cases. This includes a range of support such as providing detailed assessment with a psychiatrist and a bespoke programme of psychological therapy and psychiatric follow-up for each individual where necessary.



FEJAR

Since 2011, Entain has partnered with FEJAR, the Spanish Federation of Rehabilitated Gamblers. FEJAR brings together several regional Associations and Federations from all over Spain to work together and develop common approaches and programmes around the prevention, treatment, and research of problem gambling.

Our long-term partnership enables FEJAR to run a 24/7 helpline and offer online therapy for those affected by problem gambling. Launched in 2014, FEJAR's online therapy services are complementary to the organisation's 40 treatment centres and essential to those unable to travel to in-person meetings or living outside of Spain. Since 2021, Entain has helped FEJAR deliver online therapy for 389 individuals. We also supported FEJAR in developing prevention training and online resources available on their website.

Be a leader in player protection: KPIs

Metric	2023	2022	2021
Number of jurisdictions outside the UK supported by the ARCTM player protection tool	27	5	
% contributions of UK GGY to Research, Education & Treatment of problem gambling	1%	0.75%	0.5%
Cash and in-kind contributions towards responsible betting and gaming initiatives	£20.8m	£18.3m	£12.9m
Customer interactions regarding problem gambling	8.7m	1.8m	2.3m
ARCTM driven Interactions ^{1, 2}	6.1m	3.7m	n/a
Customer complaints ³	3,927	4,215	4,045
Customer complaints specifically related to a betting and gaming transaction	715	629	655
Self-exclusions made ⁴	53,745	60,261	61,644
Customer satisfaction ⁵	78%	60%	60%

¹ Data covers all UK licenses.

² This figure includes all ARCTM real-time packages and risk-based interceptors, as well as ARCTM emails. It is a count of the number of customer interactions, not at a distinct customer level. This figure includes the 1,807,892 interactions reported under 'Customer interactions regarding problem gambling'.

³ Data covers all Great Britain licenses.

⁴ 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.

⁵ Our methodology to measure customer satisfaction changed in 2023, as we stopped using email surveys and replaced them with digital pop-up surveys shared with customers whilst online.



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 protection, and cybersecurity.

Focus areas	2023 highlights
Only operate in regulated markets	<ul style="list-style-type: none"> ● 100% of revenues from regulated or regulating markets since February 2023
Ethics and integrity at the core of our organisation and culture	<ul style="list-style-type: none"> ● New Ethics & Compliance Charter and Strategy ● 97% of average completion across Entain's Big 4 Compliance Training Modules ● Refreshed set of Entain Values, with "Do what's right" at its core
Provide industry-leading cybersecurity and data privacy	<ul style="list-style-type: none"> ● Growing headcount in Data Privacy and Cybersecurity teams, by 25% and 35% respectively compared to 2022. ● Average time to fix cybersecurity vulnerabilities decreased by 65% compared to 2022 ● Over 80% of our operations audited and certified to ISO 27001 (by headcount)⁶
Clear and robust governance processes for each of our key ESG areas	<ul style="list-style-type: none"> ● New ESG governance structure with two board-level committees (Sustainability & Compliance and People & Governance)



Only operate in regulated markets

Entain firmly believes that strong, commercially viable regulation of the betting and gaming sector is in everyone's interests. It offers stability for operators, important taxation streams for governments and – most importantly – provides the consumer with proper protections and safeguards by ensuring that only responsible providers operate in the market.

Since February 2023, 100% of our group's revenue come from regulated or regulating markets. As of 31 December 2023, we held licences in 34 jurisdictions across the world. We were also present in 6 regulating markets where we can see a clear pathway to regulation that will enable us to obtain domestic licences in the next 2 years. These regulating markets include Brazil, Mexico, Chile, Peru, Austria and Finland. You can read more about this in our [2023 Annual Report](#).

⁶ We use employee headcount to evaluate the scope of our ISO27001 certification.

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. Entain heavily invests in governance, resources, and training to combat corruption and keep financial crimes out of gambling.

Sports Betting Integrity

As a leading betting and gaming operator, we have a role to play in safeguarding the values and integrity of the sports on which our business relies upon and offers betting markets on. We want all sports events – big and small – to be fair and played to the best of the participants' abilities. This is why we work closely with regulators and sports governing bodies around the world to fight match-fixing, spot-fixing, and other corrupt betting activity. Cooperation with all stakeholders is crucial given the global nature of betting markets and the wide variety of events that Entain offers betting markets on.



Entain is a founder and longstanding member of the International Betting Integrity Association (IBIA). The IBIA operates a global alert platform which allows its 40 plus regulated members to detect and report suspicious betting activities. In 2023, the IBIA reported a total of 184 sports betting alerts to relevant authorities. As part of our commitment to industry collaboration on sports integrity, Entain worked in conjunction with the IBIA, the All-In Diversity Project and the University of Cologne last year to conduct a landmark study:

Breaking Barriers: Assessing Women's Sports, Betting and Integrity Challenges. The research examines the economic development of five women's sports, the size and characteristics of their betting markets, and their potential vulnerability to match-fixing.

In the UK, Entain is a member of the Sports Betting Integrity Forum ("SBIF") which was established in 2012 to counter the threats to the integrity of sports betting in Great Britain. The Forum convenes representatives from the gaming industry, regulators, sports governing bodies, law enforcement and other integrity stakeholders. Entain's Sports Betting Integrity Lead has just finished a two-year term as co-chair of the Forum which is instrumental to industry collaboration against corruption.

We want all sports events – big and small – to be fair and played to the best of the participants' abilities.

Ethics & Compliance

In 2023, we continued to reinforce our Ethics & Compliance ("E&C") function with new team members and stronger governance.

We reorganised the Compliance Committees reporting to our board-level Group Sustainability and Compliance Committee, with separate committees looking after our UK Operations, our Core Platform, International Operations, US Operations, and UK Financial Crime, as well as a Group Compliance Committee.

We started the year with a new Policy Governance Framework to ensure all the Group's policies meet minimum requirements and are regularly updated. Our new policy template will help us keep policy statements concise and easy for our colleagues to read and understand. This was followed by the launch of our new Competition and Antitrust Law and Economic and Trade Sanctions policies and the review of our Code of Conduct and all E&C policies.

In Summer 2023, we launched a new Ethics & Compliance Charter which defines the roles and responsibilities of our E&C function as well as setting accountability and governance across the group. The Charter ensures that our E&C team has the required independence and authority to act as an effective second line of defence. We also launched a three-year Ethics & Compliance Strategy, which sets out an action plan for achieving our vision for a best-in-class ethics & compliance programme.

We maintain a sharp focus on employee training in building our ethical culture. Every colleague, including contractors and agency staff, must complete four compliance modules covering ethical topics such as modern slavery, data privacy, tax evasion or bribery and corruption prevention. Our 2023 Group Bonus was linked to achieving 85% completion for each module – an ambitious but achievable target given the turnover in certain parts of our business. In 2023, we achieved an average completion rate of 97% – up from 93% in 2022 and 82% in 2021.

In addition to our Group-wide modules, we provide tailored training sessions for certain groups of employees who play a key role at Entain. In 2023, our Ethics & Compliance colleagues provided over 20 in-depth sessions to higher-risk teams across the business, including our Executive Committee, Extended Leadership Team, and Board. The training covered topics such as bribery and corruption, gifts, hospitality and donations, conflicts of interest, fraud, competition law, sanctions, tax evasion and modern slavery. With these workshops, our objective is to ensure teams with a higher risk profile can recognise potential issues and know how to deal with them. We also introduced a new six-monthly risk monitoring process to reevaluate the risk profile across the Group in relation to key risks, giving us a better oversight of material changes in risks across the group.

Big 4 Compliance Programme - Learning Modules	Completion Rate
Code of Conduct	95%
Compliance, Safer Gambling, and Anti-Money Laundering	97%
Data Privacy	98%
Cybersecurity	98%

Provide industry-leading cybersecurity, data privacy and AI governance

Safeguarding our corporate and customer information remains a top priority for Entain. Our commitment is reflected in the growing headcount of our Data Privacy and Cybersecurity teams. We have implemented strong governance procedures, with our Chief Privacy Officer (who also holds the position of Group Data Protection Officer) and our Chief Security Officer providing monthly updates to Entain's General Counsel and regular updates to the Board and Executive Committee.

Data Privacy

In 2023, we continued building our data privacy assurance function with dedicated resources to monitor the effectiveness of our privacy activities, keep risks under review, and update policies and procedures.

We boosted privacy controls by introducing Effectiveness and Maturity Reviews of our most critical data processes. We also reinforced our risk management process with a new privacy risk register which feeds into Entain's Enterprise Risk Management ("ERM") risk maps and identified an additional 20 privacy risks in 2023. As part of our processes, we carried out 21 Data Protection Impact Assessments ("DPIAs") in 2023.⁷

Throughout the year, we further embedded 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. We collaborate across the business to embed Privacy by Design, building data privacy considerations directly into the development of our products and processes. This includes our safer betting and gaming initiatives and our player protection programme ARC™. Our data privacy experts are part of the ARC™ Steering Committee, through which they provide technical guidance to the safer betting and gaming and customer services teams.

We are also preparing for emerging legislation around AI, such as the EU Artificial Intelligence Act. Working closely with our Data Sciences & AI ("DSAI") colleagues, the Privacy team created a blueprint for Entain's AI Governance Framework and developed a new AI policy which will be released in 2024. Both teams have already received additional training tailored to their needs, with a focus on privacy for the DSAI team and on AI governance for the privacy team.

Cybersecurity

As cybercrimes continue rising globally, we are continuously improving our cybersecurity programme to protect our players from digital threats. In 2023, we introduce new security features in our products such as customer multi-factor authentication. We also reinforced our cyberattack detection processes by deploying machine-learning and AI-based systems which uncover patterns of malicious activity and block attacks before they can reach our customers. We managed to decrease the average time to fix cybersecurity vulnerabilities by 65% compared to 2022.

Each year, we heavily invest in testing the effectiveness of our security defences. We organised 46 penetration tests in 2023. We regularly contract external cybersecurity teams to emulate malicious actors and try to hack our system, helping us

to prevent and prepare for cyberattacks and breach scenarios. We run a bug bounty programme which rewards ethical hackers for reporting security vulnerabilities. In 2023, we paid close to \$100,000 in rewards to researchers across the world. We also continue collaborating with our peers on cybersecurity in the gaming industry, with our Chief Security Officer chairing the Gambling and Lottery Trust Group of the UK National Cyber Security Centre.

As of 31 December 2023, 80% of our operations have been audited and certified to ISO 27001 and we will continue expanding the scope of the certification to our latest acquisitions.

As part of our commitment to best practices and continuous improvement, we have been re-certified for the ISO 27001 certification, an international standard for information security. As of 31 December 2023, 80% of our operations have been audited and certified to ISO 27001 and we will continue expanding the scope of the certification to our latest acquisitions. We also commissioned EY to conduct an independent assessment of our cybersecurity readiness and help us plan for the expansion of our capabilities in the next few years. We used their findings to develop a 2-year cybersecurity maturity improvement plan, which we will start implementing in early 2024. The plan will see us doubling our cybersecurity budget and adding another 40 full-time equivalents to the team by 2026.

Third-party and New Subsidiaries Due Diligence

Our privacy and cybersecurity teams are also involved in conducting due diligence with our new subsidiaries and third-party vendors. As Entain continues growing and entering new markets, it is essential to ensure that acquired companies meet our high privacy and cybersecurity standards. Our Privacy and Cybersecurity colleagues actively support the integration of new businesses, helping them to meet Minimum Integration Requirements and providing adequate training.

We also work closely with our business partners on these matters. Before we start working with a new tech partner, we evaluate the risks and controls in place – either by reviewing existing certification (e.g., ISO 27001) and external audit information or by conducting our own assessment. We then include our data privacy and security recommendations in contractual agreements which are only executed once the third party has agreed to meet our requirements. In 2023, our Privacy and Cybersecurity teams conducted due diligence for 146 and 251 third-party vendors respectively.

⁷ DPIAs are comprehensive privacy risk assessments, a requirement under the General Data Protection Regulation (GDPR). We undertake DPIA for projects or processes involving personal data and meeting a certain risk threshold. For each assessment, our Data Protection Officers will make a recommendation to the business, which may include suggestions and actions to mitigate any high risks. The DPIA will then be logged and given a risk rating of 'High,' 'Medium' or 'Low', which will determine how frequently the processing will be reviewed by our data privacy team.

Anti-Money Laundering (“AML”) and Anti-Financial Crime (“AFC”)

Keeping financial crime out of gambling is our responsibility as a leading operator, and we take it very seriously. 2023 marked a milestone in our approach to Anti-Financial Crime (“AFC”), Anti-Money Laundering (“AML”), and Counter-Terrorist Financing (“CTF”) with a refreshed strategy and governance framework.

We appointed a Group Money Laundering Reporting Officer and Global Head of Anti-Financial Crime, and we expanded our AFC team. After a period of growth and multiple acquisitions, we also revised our organisational structure to ensure colleagues with AFC responsibility across our international markets report to the central AFC Leadership Team. This new governance framework gives us better control and oversight across all our entities, subsidiaries, and joint ventures.

Following an independent audit conducted by Alvarez and Marsal in 2021, we continued bolstering our AFC Risk Management Programme. We conduct regular AML and CTF risk assessments both in our retail estate and our digital platforms. These risk assessments are repeated and updated more frequently when we detect a material change in the risk environment. We also engage in extensive customer due diligence and frequently screen our active customer base against sanctions, politically exposed persons (“PEP”), and watch lists using third-party software.

At the end of 2023, we also launched an evaluation of our international subsidiary businesses to assess the maturity and effectiveness of their local AFC programmes. We requested all subsidiaries to complete an AFC questionnaire which will help us prioritise on-site visits to be conducted in 2024. The findings of these visits will help us tailor upskilling and training programmes for our colleagues across the group.

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

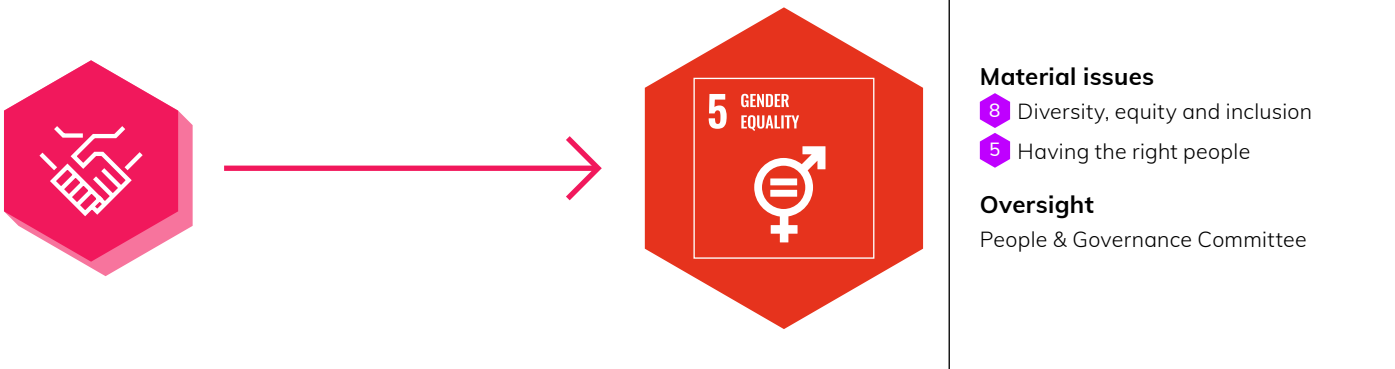
In 2023, Entain restructured Board oversight of ESG issues to better manage the increasing workload of the prior ESG Committee and further embed sustainability across the Group. This new structure reflects the ever-growing importance of ESG topics for the group. You can read about our ESG governance structure on page 10.



Provide a trusted platform: KPIs

Metric	2023	2022	2021
% of revenues from domestically regulated or regulating markets	100%	>99%	>99%
Number of markets exited with no clear path to a sustainable and safe regulated betting and gaming industry	5	9	3
% of operations certified under ISO27001 ⁸	80%	N/A	N/A
% of Technology budget dedicated to Cybersecurity	3.2%	N/A	N/A
Impact of security incidents (£)	£0.7m	£3.6m	n/a
Whistleblowing incidents reported and investigated	65	51	29
Whistleblowing incidents by topic:			
Fraud and theft	12	5	N/A
Code of conduct	32	23	N/A
Procedural non-compliance	15	12	N/A
HSSE	1	3	N/A
HR Grievance	4	7	N/A
Not provided	1	1	N/A


⁸ We use employee headcount to evaluate the scope of our ISO27001 certification.



Create the environment for everyone to do their best work

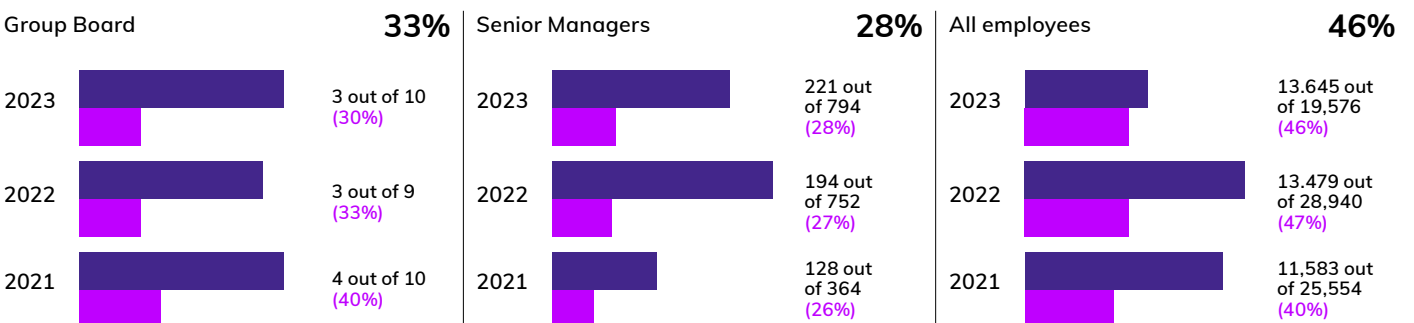
We attract a broad and diverse audience from the inside out. We are an employer of choice, and we build an inclusive and supportive culture where talents from all backgrounds can thrive.

Focus areas	2023 highlights
<p>Attract, engage and retain the best, most diverse talent</p>	<ul style="list-style-type: none"> • Launch of Black Professionals@Entain employee network • Publication of Entain's first-ever Global Menopause Policy • Entain ranking 5 in the 2023 All-In-Diversity Project Index • Entain's Returnship programme with McLaren Racing receiving accolades at the Women in Gaming Diversity Awards and the Personnel Today Awards
<p>Provide the right growth opportunities for all</p>	<ul style="list-style-type: none"> • Launch of Your Goals, Entain's new objective-setting programme
<p>Build a sense of belonging for all Entainers</p>	<ul style="list-style-type: none"> • Launch of refreshed values and behaviours • 94% of Entain Managers received mental health training through the Workplace of Tomorrow programme • 400,000 employee interactions with Entain's Well-Me events, activities, and content • 9.1% utilisation rate for our Employee Assistance programme



Gender Diversity at Entain⁹

● Male ● Female



⁹ Figures as of 31 December 2023 with the exception of Group Board figures, which are current as of 21 June 2024.

Attract, engage and retain the best, most diverse talent

Diversity, Equity and Inclusion (DE&I) are key to Entain's future sustainability and success. Attracting and retaining key talent remains a top priority for our business, and workforce diversity plays an essential role in innovating, driving change, and delivering outstanding products and services for our customers.

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. We also launched Black Professionals@Entain, a new network designed to create a culture where black colleagues can thrive professionally and personally. Led by our network, we signed up to the UK 10,000 Black Interns Foundation and have pledged to offer career opportunities to Black students and graduates in the summer of 2024. The interns will receive a six-week paid internship, one-on-one mentoring, and a unique insight into the world of sports betting and gaming.

Mentoring is a powerful tool to foster diversity and break down barriers for minority groups.

Launched in 2022, the Women@Entain and Pride@Entain groups also continue growing, with over 1200 and 250 members respectively. In 2023, Women@Entain piloted a new mentoring programme to support our female colleagues in progressing their careers at Entain. Mentoring is a powerful tool to foster diversity and break down barriers for minority groups. The pilot focused on colleagues in our Product & Technology function, where women are still under-represented. Early feedback from participants showed the positive benefits of the programme. Women@Entain also launched Lean-In Circles, a programme for women across our global operations to come together in small groups and build up their professional network, learn from each other and grow together. In 2023, Lean-In Circles convened 100 women across the business.

#IAmRemarkable, a leadership programme for our female colleagues in India

Diversity, Equity, and Inclusion look different around the globe, and there is no one-size-fits-all. This is why, in addition to our company-wide policies, we tailor programmes that address the unique challenges in the countries where we are based. In India, where we count 4,260 colleagues, we organised several workshops in 2023 to support women in building their confidence and talking about their professional achievements. We held 3 #iamremarkable virtual workshops for 120+ of our female colleagues. These 2-hour sessions aimed at empowering aspiring female leaders by creating space for open dialogue and encouraging them to embrace their personal and professional achievements. The workshops focused on building the confidence to speak more confidently during meetings, learning how to provide constructive and positive feedback, and developing emotional intelligence to build strong relationships in the workplace.

Driving Diversity Forward with McLaren Racing

Statistically, women are more likely to take a career break, often driven by caregiving responsibilities. Supporting them in returning to work is essential to address gender inequality and close the pay gap. Upon noticing similar challenges in both companies, in 2023, we partnered with the McLaren F1 team on a Returnship programme, providing unique opportunities for skilled women to resume their STEM careers. Over six months, 10 career returners worked at both Entain and McLaren in roles ranging from Data Analysts to Software Developers. The placements were tailored to their experience and ambitions, and they received extensive support to ensure a successful transition back into work. We are delighted that, at the end of the returnship, most returners secured a permanent role at Entain or McLaren. The programme received two accolades, including the Innovator of the Year at the Women in Gaming Diversity Awards.



On International Women's Day 2023, we launched our first-ever global menopause policy. Our ambition was to create a culture of awareness around menopause-related issues and normalise talking about the symptoms. We also wanted all our managers to understand and support the small changes to working environments that would allow everyone to thrive in their careers, no matter where they are in life. The policy came along with a global awareness campaign and support for managers in having conversations around the issue. We also launched a Menopause Hub, a virtual space with information, resources and bite-size training for those going through the menopause journey and for managers and teammates wanting information on how to support them best.

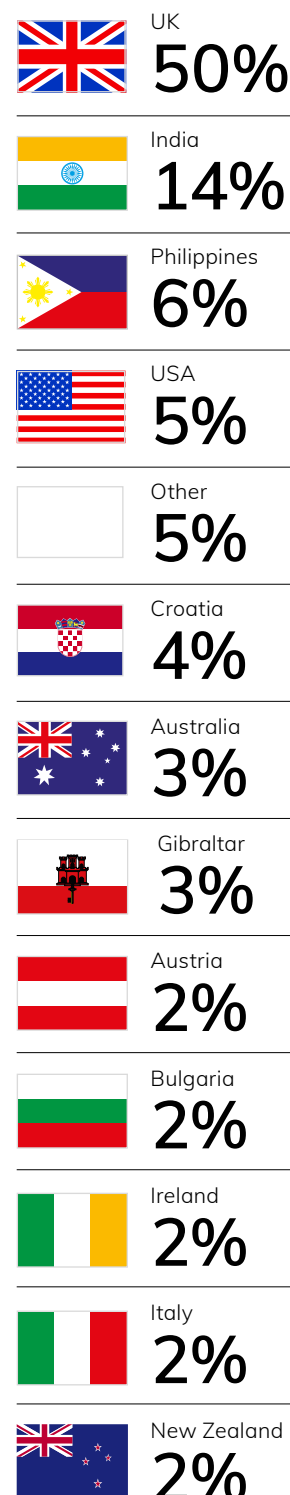
As a result of our engagement, some of our DEI metrics are already showing positive improvements. We have seen an encouraging increase in the number of women in senior management roles, from 26% in 2021 to 28% in 2023. Our mean hourly pay gap in the UK dropped from 16.9% to 15.9%. However, we have also seen a decrease in the number of women in technical and revenue-generating roles. This is partly due to a change in our methodology (see footnotes 12 and 13) but also to growth in specific geographies where there remain ongoing challenges to recruit diverse talent. We know the changes we want to create will take time – for Entain and society. We are focused on addressing these issues, and we are confident that the initiatives outlined in this report will start driving positive trends in our key metrics and the wider industry.

In 2024, we plan to further embed DE&I within our Resourcing Strategy to increase representation in our hiring process. Our new recruitment and candidate management platform will provide us with better DE&I data on our candidates and recruits, allowing us to tailor interventions and set group-wide targets. We will also continue to remove any barriers in the hiring process for candidates and colleagues through the design and launch of our new recruitment platform in 2024.

Diversity, Equity and Inclusion: KPIs¹⁰

Metric	2023	2022	2021
Employees worldwide (headcount)	29,582	28,940	25,554
Employees Worldwide (FTE) ¹¹	23,650	24,195	19,314
Female employees	13,645	13,479	11,583
% female employees	46%	47%	45%
Part-time employees	9,968	9,754	4,328
% of part-time employees	34%	34%	17%
Median hourly pay difference between male and female colleagues (Gender Pay Gap) ¹²	4%	3%	5%
Mean hourly pay difference between male and female colleagues (Gender Pay Gap) ¹³	16%	17%	16%
Median bonus pay difference between male and female colleagues ¹⁴	44%	39%	60%
Mean bonus pay difference between male and female colleagues ¹³	65%	66%	63%
Females in all management positions (as % of total management workforce)	37%	37%	38%
Females in junior management positions (as a % of total junior management workforce)	39%	40%	40%
Females in technical roles ¹³	28%	31%	30%
Female managers in revenue generating functions ¹⁴	40%	42%	38%
UK-based employees who have confirmed being part of an ethnic minority background, as a percentage of UK employees that have reported their ethnicity ¹⁵	15%	14%	18%
Broken down by ethnicity:			
Asian	7%		
Black	4%		
Mixed	1%	N/A	N/A
Other	4%		
White	85%		
UK-based employees who have confirmed as being part from an ethnic minority background ¹⁵	7%	7%	10%
Broken down by ethnicity:			
Asian	3%		
Black	2%		
Mixed	<1%		
Not stated	53%	N/A	N/A
Other	2%		
White	40%		
Employee age groups: ¹¹			
<30	35%	37%	38%
30-50	47%	46%	48%
50+	15%	14%	14%
Unknown	3%	3%	0%

Our employees by countries



¹⁰ The 2023 figures do not include our latest acquisitions 365Scores and STS as data isn't yet available for these new subsidiaries at the time of publication. Unless stated otherwise, the 2022 figures do not include employees from our November 2022 acquisitions, SuperSport, Puni Broj, and Minus. All figures are global unless stated otherwise.

¹¹ The 2022 figures have been revised from the 2022 annual report to include employees from SuperSport, Puni Broj, and Minus 5. The 2022 figures do not include employees from SuperSport, Puni Broj, and Minus 5 who have left the business between 1/01/2023 and 31/04/2023.

¹² Data covers UK colleagues only. Data is based on a snapshot date of 5 April for the year stated, as per the requirements of the UK's Gender Pay Gap Reporting.

¹³ For the 2021 and 2022 figures, technical colleagues were those employees that rolled up to our Chief Technology Officer based on our Business Process Flow Manager. Following changes to the Group's functions in 2023, technical roles are defined for 2023 as all roles in our Product & Technology function excluding customer operations.

¹⁴ For the 2021 and 2022 figures, revenue-generating functions included our digital and retail/stadia functions. Following changes in the business, revenue-generating functions are defined for 2023 as the following functions: Ladbrokes.au/Neds, Core, BetCity, Crystalbet, Enlabs, Eurobet, Labrokes.be, Latam, Retail & Stadia, and BetMGM.

¹⁵ This 2023 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.

Provide the right growth opportunities for all

Our colleagues' continuous personal and professional growth is essential, and we invest in targeted learning & development ("L&D") within our business units. Programmes, courses, and self-led learning are tailored to the needs of our teams and individuals.

Entainers globally have access to best-in-class learning resources, such as LinkedIn Learning, Get Abstract, and Pluralsight. These platforms enable our colleagues to continuously develop their skills – from marketing to Python coding or public speaking.

In 2023, we focused our L&D efforts on customer-facing roles, both in our global Customer Services team and across our Retail Estate. We know that customer satisfaction starts with great leadership and employees who feel supported and valued.

We are proud that 75% of our retail management team¹⁶ in Great Britain and Ireland have been promoted internally, growing into senior roles.

In our Customer Services team, we kicked off *Let's Lead*, a new leadership programme. The seven-week curriculum includes a mix of self-paced learning, in-person training, and professional certifications delivered by external providers. With over 20 modules, the programme equips our managers with all the technical knowledge and soft skills they need to successfully lead their teams. 979 colleagues have already completed the course, with 113 learning sessions delivered and we will roll it out to Hyderabad, India and Montevideo, Uruguay in 2024.



In our retail business, we have built a consistent foundation of competency and knowledge among managers and team leaders. *The Enhance, Establish and Elevate Your Game* programmes support colleagues at different points in their careers, from preparing for a first management role to sharpening their leadership skills. In 2023, the programme trained over 2000 colleagues. We are proud that 75% of our retail management team¹⁶ in Great Britain and Ireland have been promoted internally, growing into senior roles.

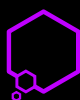
Last year, we also worked to harmonise the way our colleagues think about their professional objectives. We launched *Your Goals*, an objective-setting programme, to ensure all our colleagues have meaningful conversations with their managers about their goals and understand how these align with Entain's strategy. In 2024, we will develop *Entain Leadership Expectations* which will be supported by a structured, consistent, and global leadership pathway.



¹⁶ This includes Regional Directors, Regional Operation Managers, and Area Managers.

Build a sense of belonging for all Entainers

Following an intensive period of business growth, we wanted to bring our colleagues together and consolidate our shared culture. 2023 saw us launching a refreshed set of values and behaviours which build on our core beliefs whilst helping us prepare for the next phase of our evolution: *Do what's right*, *Keep it simple*, *Go beyond*, and *Win together*. More than words on a wall, these values act as guiding principles for our colleagues across all locations and at all levels. They have been embedded in everything we do; from the way we recognise our colleagues to how we set individual objectives.



Do What's Right

We always put our customers first, leading in player protection to prevent potential harm.



Keep it Simple

We make it easy for our customers, focusing on them and solving for their needs.



Go Beyond

We stay curious, always improving, learning from success and setbacks to push forward.



Win Together

We all have the same vision and purpose, so we break down silos and share ideas.

In line with these values, we remain passionately committed to creating a supportive and encouraging environment where all our colleagues can thrive. The Entain *Well-Me* strategy is designed to help employees make positive changes to improve their physical, mental, and emotional health. Our 2022 global well-being survey, which was completed by 9,600 colleagues, helped us identify strategic priorities for the coming years (you can read more about the [Well-Me Strategy here](#)).

In 2023, we rolled out *Workplace of Tomorrow*, a mental health programme designed to give people managers the tools to support their teams and create a culture of trust and psychological safety. Developed by experts at Unmind, 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. 94% of the Entain managers completed the course last year, with 74% of them taking action with their team as a result (e.g., proactively discussing wellbeing in one-to-one meetings, or spotting signs of burnout in themselves or colleagues). We already noticed the positive impact of the programme in YourVoice, Entain's latest annual employee survey, with 84% of employees agreeing that their line managers care about their wellbeing.

Our 2023 global wellbeing campaigns were tailored to boost the mental and physical health of our colleagues. Our flagship *Live-Well Festival* consisted of a week-long event with expert-led workshops on nutrition, sleep, and fitness, generating 65,000 engagements on our intranet. In November, nearly 600 colleagues joined *Breaking Stereotypes Together*, a live event to champion men's mental health and share techniques for combatting stress.

We continued the roll-out of our *Mental Health First Aid* ("MHFA") programme in 2023 across our global operations. Our *Employee Assistance Programme* ("EAP") remains a major source of support for our colleagues, with 9.1% of colleagues utilising it in 2023. We provide 24/7 access to our employee assistance programme and the Unmind platform to all employees globally.

Looking at 2024, we are using data from our global wellbeing survey to pilot Entain's new resilience training, *The Energy Edge*. The programme aims to help colleagues grow their energy and performance through a mix of text learning, bite-sized videos, and interactive activities. We will open the programme to our retail colleagues in early 2024 before expanding it to our global workforce.

2023 saw us launching a refreshed set of values and behaviours which build on our core beliefs whilst helping us prepare for the next phase of our evolution.



Health, Safety, Development and Wellbeing: KPIs¹⁷

Metric		2023	2022	2021
Proportion of employees by contract type: ¹⁸				
Permanent ¹⁹		99%	99%	98%
Fixed-term ¹⁷		0.1%	0.1%	1.21%
Contractors ²⁰		1%	1.5%	1.78%
Average hours per employee of training and development				
Employee turnover – all		28%	36%	32%
Employee turnover – voluntary		20%	27%	25%
Average hours per employee of training and development				
Employee turnover – all		28%	36%	32%
Employee turnover – voluntary		20%	27%	25%
Employee turnover by age:				
	<30	43%		
	30-50	23%		
	50+	16%		
	Unknown	36%		
Employee turnover by gender:				
	Female	28%		
	Male	29%		
Employee turnover by ethnicity:				
	Asian	24%		
	Black	26%		
	Mixed	35%		
	Not stated	28%		
	Other	10%		
	White	31%		
Employee turnover by management level:				
	Board	29%		
	Senior Management	17%		
	Management	13%		
	Other	31%		
Accidents				
		603	624	456
Employee work-related injuries				
		72	112	117
Employee reportable incidents				
		5	5	5
Public work-related incidents				
		5	11	9
Public reportable incidents				
		0	2	2
Robberies				
		50	73	36
Incidents of anti-social behaviour				
		6137	5979	4216
Incidents of assault				
		452	240	132
Absenteeism rate ²¹				
		4%	5%	N/A
Number of new hires				
		8633		
New hires by age:				
	<30	42%		
	30-50	23%		
	50+	4%		
	Unknown	31%		
New hires by gender:				
	Female	45%		
	Male	55%		
New hires by ethnicity:				
	Asian	2%		
	Black	1%		
	Mixed	0%		
	Not stated	73%		
	Other	0%		
	White	24%		
New hires by management level:				
	Board	0%		
	Senior Management	42%		
	Management	58%		
	Other	0%		

Health, Safety, Development and Wellbeing: KPIs

Metric		2023	2022	2021
% of internal hires		23.8%	19%	35%
Internal hires by age:	<30	37%		
	30-50	55%		
	50+	5%		
	Unknown	2%		
Internal hires by gender	Female	42%		
	Male	58%		
Internal hires by ethnicity:	Asian	5%		
	Black	2%		
	Mixed	0%		
	Not stated	51%		
	Other	3%		
	White	39%		
Internal hires by management level:	Board	0%		
	Senior Management	22%		
	Management	78%		
	Other	0%		
Employment engagement score ²²		77%	74%	78%

¹⁷ The 2023 figures do not include our latest acquisitions 365Scores and STS as data isn't yet available for these new subsidiaries at the time of publication. Unless stated otherwise, the 2022 figures do not include employees from our November 2022 acquisitions, SuperSport, Puni Broj, and Minus. All figures are global unless stated otherwise.

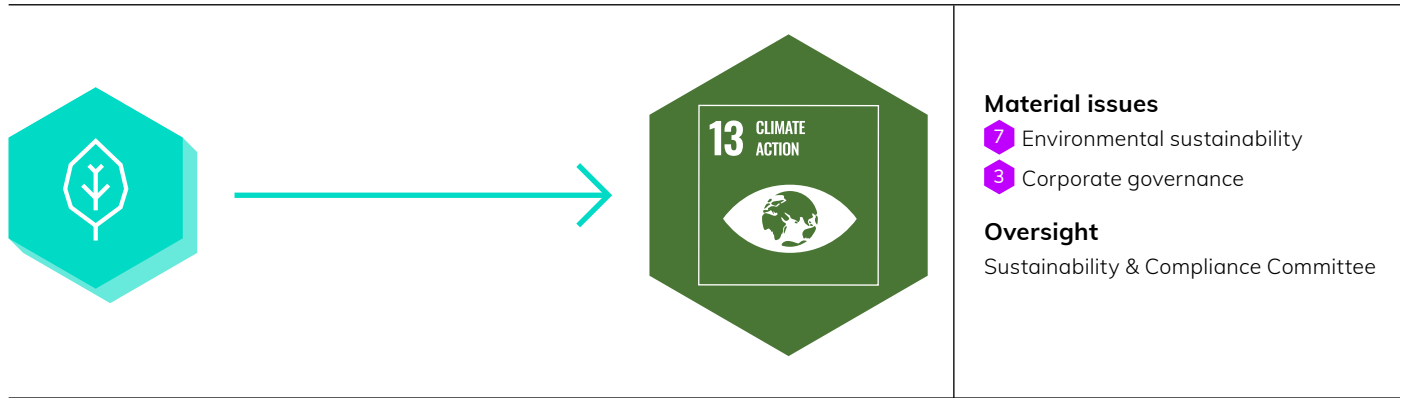
¹⁸ The 2022 figures include employees from SuperSport, Puni Broj, and Minus 5. The 2022 figures do not include employees from SuperSport, Puni Broj, and Minus 5 who have left the business between 1/01/2023 and 31/04/2023.

¹⁹ As a percentage of the total number of employees excluding contractors.

²⁰ As a percentage of the total number of employees.

²¹ Data covers UK retail colleagues only.

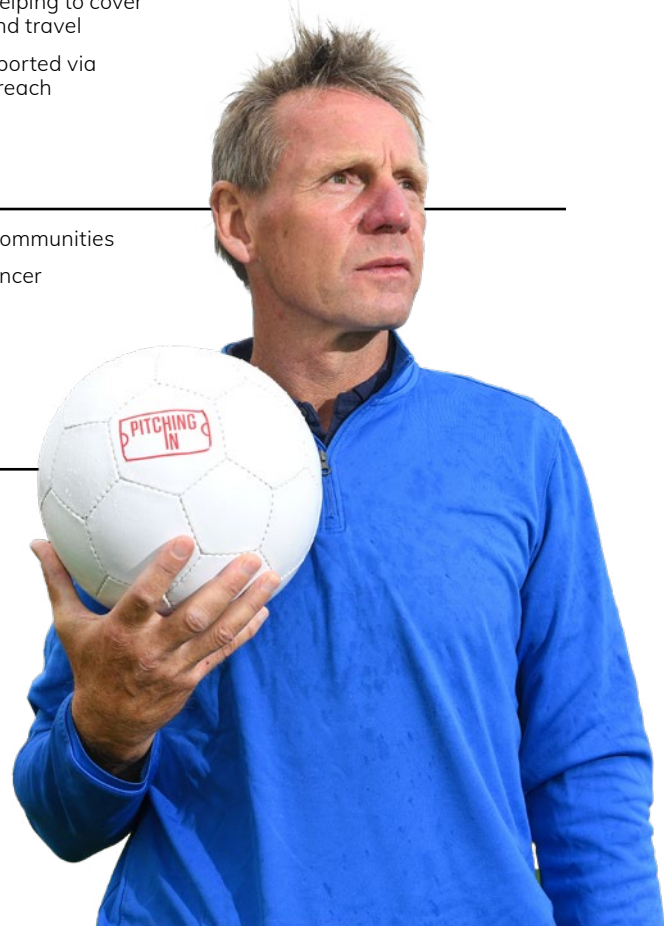
²² We measure employee engagement based on the results of the annual Your Voice survey. The 2023 survey was postponed to January 2024, which is the basis for the 2023 data.



Positively impact our communities

We support and positively impact our communities around the globe

Focus areas	2023 highlights
Reduce our environmental impact	<ul style="list-style-type: none"> 70% global electricity from renewable sources, including over 99% in the UK through green tariffs and a 5-year Power Purchase Agreement 2021 and 2022 Scope 1, 2 and 3 data verified by the Carbon Trust
Create a sustainable value chain	<ul style="list-style-type: none"> 35% of our in-scope third-party spend enrolled on the EcoVadis platform with a detailed assessment of their sustainability performance Launched our new 2024-2026 Modern Slavery Strategy
Promote grassroots, women's and disability sports	<ul style="list-style-type: none"> 250+ aspiring champions have received a financial award via SportsAid since 2019, helping to cover the costs of training, equipment, and travel 100 non-league football clubs supported via Pitching In since 2020, enabled to reach their communities
Support communities where we operate	<ul style="list-style-type: none"> Donating £25.4m, to support our communities Fundraising £0.5m for Prostate Cancer UK and £1m for Chance for the Children via the Ladbrokes Coral Trust, funding life-saving research and treatment



Reduce our environmental impact

We continued to progress our environmental programme in 2023. We were the first betting and gaming company to formally commit to set a Net Zero target in accordance with Science-based Targets Initiative (SBTi) criteria. Our current near-term targets are to reduce our absolute scope 1 and 2 (market-based) emissions by 29.4% by 2027 (from a 2020 base year) and to reduce our material Scope 3 emissions by 29.4% (also from a 2020 base year).²³ However, we are currently in the process of reviewing these emissions reduction targets and expect to conclude this review and announce any resulting changes to our targets in due course.

Our long-term target is to be net zero by 2035, which we aim to achieve by reducing our Scope 1, 2 and material Scope 3 emissions by 90% by 2035 (from a 2020 base year), and investing in credible carbon removal projects with respect to the remaining 10%. This long-term emissions reduction target is in line with the SBTi 1.5-degree decarbonisation pathway and is ahead of the UK Government's 2050 net zero timeline.

We have been busy identifying decarbonisation levers, and building the processes, working groups and systems to support our emissions reductions. In early 2024, we received validation for our value chain (Scope 3) emissions calculations from the Carbon Trust for our 2021 and 2022 data, to complement our annual assurance. Evidence of these is available on the sustainability section of our website.

Our Net Zero Action Group ("NZAG") is leading this work, with senior leaders from around the business to lead our action on decarbonisation. The NZAG reports to the ESG Steering Committee. The Group has identified the following levers for decarbonisation:



Energy efficiency

We have a focus on energy efficiency to support our net zero target. 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 television gantries, appliances, lighting, heating, and cooling. In some markets, such as Belgium, we have set up processes to centrally control shop power consumption – to avoid wasting power overnight. The retail estate in the UK has also implemented initiatives to consolidate deliveries to shops, to reduce the number of miles travelled for these deliveries.

Electrification

We have also identified that our Scope 1 emissions from fossil fuels will be challenging to abate without action. Our most feasible way to address this is to switch these sources of energy usage to electricity-based energy. One key source of our scope 1 emissions is company vehicles, where we are encouraging a transition to electric vehicles. For example, we have just launched an EV scheme for our employees in India. In the UK, through adjustments to our company car scheme, more Entainers are taking up electric vehicles, which led to over a fivefold increase in miles travelled in EVs since 2022.

For these electricity-based sources of emissions – our key lever for decarbonisation after energy efficiency is the procurement of renewable electricity. In GB, we purchase almost 100%²⁴ of renewable electricity – our largest location in terms of electricity consumption which covers 70% of global electricity consumption. We continue to assess the feasibility of switching to renewable contracts globally.

We are into the third year of our five-year Power Purchase Agreement ("PPA") with SSE – our major energy provider in the UK. The PPA allows us to directly support the development of new renewable energy generation, which provides 'additionality' to the electricity grid – ensuring that the electricity that we purchase has a broader impact on the decarbonisation of electricity.

Engagement

We know that we can't go it alone when it comes to Net Zero. This means we need to 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.

We are also engaging colleagues in our decarbonisation strategy, empowering them to deliver on our Net Zero target through everyday interventions. We do this through our Green Champions network, a group of 108 colleagues from around the globe who support the Group to run awareness and energy efficiency campaigns.

We are also focusing on our data centre providers, as a strategic group of suppliers as we increasingly become a digital business. We have conducted an analysis of usage of data centres, to understand energy consumption and emissions – and whether our providers procure renewable electricity. We found that 43% of our data centre providers use renewable energy for their services and our estimated Scope 3 from data centres is 3,099tCO_{2e}.²⁵ More broadly, this year we have deepened our engagement on sustainability with our supplier base, which we discuss further in the next section.

Waste and circularity

While our materiality assessment found that GHG emissions were our more significant environmental impact, we still have a focus on other environmental areas such as waste and circularity.

Whilst still small compared to other industries, our waste footprint is most significant in our retail operations and stadia, where we have physical marketing material.


We have eliminated a significant amount of waste through digitisation. For example, the phase-out of paper betting slips, and the digitisation of the daily Racing Post. We have also worked with our waste provider to gather more detailed information about our waste streams, and the amount of our waste recycled. In 2023, we found that the amount of waste in the UK reduced by 11%.

²³ These targets were set out in our 2022-2023 ESG Report (p. 39) and reflect those submitted for approval.

²⁴ This is slightly below 100% due to a small number of locations where the landlord controls the electricity tariff.

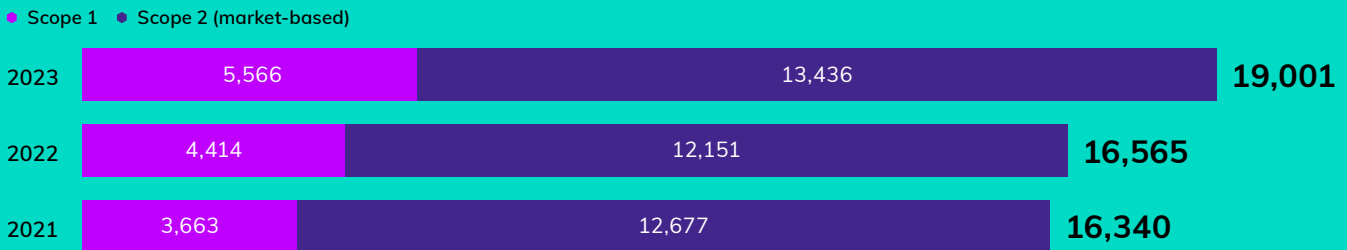
²⁵ These figures include the use-phase emissions from our major third-party data centres based on primary data obtained from these providers. It does not include our use of cloud services, which are included in our spend-based Scope 3 emissions.

Our emissions



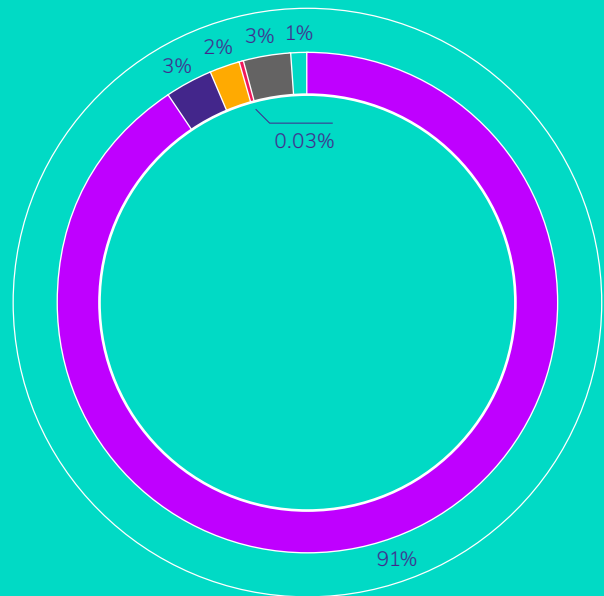
Data assured by the Carbon Trust Assurance Limited (CTA) to limited assurance in accordance with CTA's assurance methodology based on ISO 14064-3: 2019. These statements are available on our [website](#).

Our Scope 1 and 2 emissions²⁶ (market-based)



Our Scope 3 emissions²⁷

■ Category 1b Purchased goods & services (non-product)	328,329
■ Category 3 Fuel and energy-related activities	10,042
■ Category 4 Upstream transportation & distribution	7,873
■ Category 5 Waste generated in own operations	101
■ Category 6 Business travel	9,244
■ Category 7 Employee commuting	4,456



With our targets set, we have been busy identifying decarbonisation levers, and building the processes, working groups and systems to support our reduction pathway.

²⁶ Market-based emissions have increased due to the acquisition of multiple companies, and at the time of reporting we have not yet re-baselined historic emissions to reflect this. This will be updated in future reporting.

²⁷ Figures are from 2022. All Scope 3 data will be reported a year behind moving forward.

Creating a sustainable value chain

Our commitment to our community extends to our supply chain partners. We partner with over 12,000 suppliers and invest over £2.5bn with them, so it is important that our partnerships extend to promoting ethics and sustainability. We want to work closely with our suppliers to support them on their decarbonisation journey and to protect human rights beyond our operations.

In early 2023, we took an important step by partnering with EcoVadis, the world’s largest platform for supplier sustainability ratings. EcoVadis allows us to evaluate our key 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 on a self-service model. Working with EcoVadis will help us refine our Net Zero roadmap by giving us access to primary emission data from our suppliers and helping us identify those who share our commitment to setting targets with the Science Based Targets Initiative (“SBTi”), and identifying collaboration opportunities.

Throughout the first year of our partnership, we focused on onboarding our existing suppliers to the platform, enrolling and assessing over 35% of in-scope vendors. This represents £523m of third-party spend. So far, we found that our suppliers scored on average 59.6 out of 100 on EcoVadis, 13.6% higher than the benchmark. We also embedded EcoVadis in our tender process, making its sustainability assessment a mandatory requirement for all winning suppliers.



We are now working with our suppliers to create corrective action plans, supporting them in improving their sustainability performance. We encourage them to set Science-based Targets, increase their use of renewable energy sources, and publish policies around Anti-Bribery and Corruption (“ABC”), Modern Slavery, and Diversity, Equity and Inclusion (“DEI”). Our ambition is for 75% of our in-scope third-party spend to be assessed on EcoVadis by the end of 2025.

In 2023, we also reinforced our supplier due diligence procedure to enhance our ability to identify higher-risk suppliers using multiple indicators, such as the jurisdiction where the supplier is based, the type of supplier, and the concerns identified through our third-party screening tool. This bolstered process helps us mitigate any potential risks before suppliers are onboarded. All suppliers identified as higher risk now require additional approval from our Ethics & Compliance and Legal teams before they can be onboarded.

In 2024, we will start implementing our [2024-2026 Modern Slavery Strategy](#) by conducting an extensive risk assessment of all our in-scope suppliers, mapping areas where modern slavery could be more prevalent based on factors such as purchasing category or political instability.²⁸ The findings will help us identify higher-risk suppliers and, when necessary, request the completion of supplier self-assessment questionnaires and plan for external on-site audits to be completed in 2025.

Our procurement and diversity teams will also continue to collaborate on Entain’s Supply Chain Diversity Roadmap. Our ambition is to increase the number of Entain’s suppliers that are owned by people from historically underrepresented groups. Given the number of suppliers that we have and the amount that we spend, changing our purchasing practices can make a difference in the communities where we operate whilst increasing our supply chain resilience and agility.

Our suppliers by country	% of suppliers by number
United Kingdom	42%
United States of America	8%
Latvia	8%
Australia	8%
India	4%
Malta	4%
Ireland	3%
Other	23%

Promoting grassroots, women’s and disability sports

Entain as a business is passionate about sports, and deeply embedded with sporting communities through our comment. We see firsthand the vital role it plays in society. Beyond its well-evidenced physical benefits, practising sports is proven to positively impact educational outcomes, reduce crime rates and recidivism, and improve social cohesion.²⁹

The Foundation currently supports two key flagship projects in the UK. We are proud to invest at the grassroots level, supporting amateur and professional athletes of all ages, backgrounds, and abilities to chase their dreams.

SportsAid

2023 marks the fifth year of our six-year partnership with SportAid, helping young British athletes aspiring to become the country’s next Olympic, Paralympic, Commonwealth, and world champions. Every year, Entain supports a new cohort of up-and-coming athletes with a financial award to cover the costs of their training, competition, equipment, as well as personal development training.

Since 2019, Entain has helped 251 athletes by providing them with a financial award to help with training, equipment, competition costs, and personal development training. We empower a diverse cohort of sports people nationwide, with a close to even gender split, 48% of our athletes with a disability and 16% coming from ethnic minority backgrounds. By 2024, we will have donated £500,000 to SportsAid.

With the Paris Olympic and Paralympic games approaching in 2024, we will be celebrating the achievements of the SportsAid athletes that Entain have supported over the past five years.

²⁸ We completed a similar risk assessment exercise in 2022 and we intend to repeat it every other year.

²⁹ Peter Taylor, et al. (2015). *A review of the Social Impacts of Culture and Sport*. [Available here](#).

Alice Casburn, Equestrian

2023 was the year Alice Casburn broke onto the five-star circuit – the most famous classes in equestrian sport. She was shortlisted in the top 10 for SportsAid’s prestigious One-to-Watch Award. The annual award recognises Britain’s brightest sporting prospects. Athletes are selected from around 1,000 rising British stars, supported by SportsAid, across more than 60 different sports. Alice was the youngest rider at the 2022 Badminton finishing ‘Best of U25’ and a hugely impressive fifth place at Burghley Horse Trials with her horse Topspin, regularly competing against riders twice her age.

“You’ve got to dream big. If someone had told me five years ago that I would’ve come fifth in a 5* and won medals for my country at this stage, I wouldn’t have ever believed them. Entain’s support is really important to me. It helps you mentally to have that financial pressure taken off you – because you’ve got so many things to think about. To know that someone else has recognised your achievements also gives you that extra push.”



Image © British Equestrian



Prince Reid, Para Athletics

Balancing training with his demanding job as a police officer, Prince Reid impressed at the World Para Athletics Grand Prix in 2023, finishing seventh in the men’s 400m T20. The 22-year-old from Croydon played a key role in the crowning of King Charles III before heading to Italy to compete. Finishing his 2023 season with a silver medal at the European Police Athletics Championships while competing against non-para-athletes, Reid continues to juggle his policing commitments with his athletic ambitions.

“SportsAid and Entain have helped massively because there’s a lot of training and a lot of equipment that can be useful in developing me as an athlete. It has helped in getting to that point of competing without concentrating solely on ‘How am I going to finance this? How am I going to do this?’”

Pitching In

Entain launched Pitching In, to support and develop grassroots sports in the UK, helping non-league clubs improve their facilities and providing a platform for aspiring athletes to chase their dreams. This multi-million-pound, multi-year investment programme works with Isthmian, Northern Premier and Southern League clubs (known as the Trident Leagues) to champion their achievements and tell their stories.



Pitching In has been designed from the ground up to deepen links between clubs and their local communities. We are also the founding partner of the Trident Community Fund since 2020, investing £150,000 every year to enable clubs to engage in vital community-based projects and invest in their local areas.

In 2022, we unveiled the Pitching In Volunteer Hub, a unique online portal and one-stop shop for every Trident League club to connect football fans with potential volunteers, and in 2023 this has moved from strength to strength. The Volunteer Hub provides a simple web-based interface where clubs can post volunteering vacancies, while fans can search for available opportunities in their preferred clubs or locations. To date, nearly 300 positions have been processed through the hub, helping to bring a vitally needed new generation of volunteers to the Pitching In clubs.

Pitching In aims to champion girls’ and women’s grassroots football, highlighted by the sponsorship of Camden Town Women FC, a women’s football club that has been running for nearly 20 years.

The club is based in Camden, North London and has four competitive teams and almost 100 players. Pitching In has supported 18 grassroots women’s initiatives across the Trident Leagues via the Trident Community Foundation. Over £65,000 has been committed to helping more women and girls to take up the sport or senior positions at clubs, breaking down barriers to female participation in football. Camden Town Women’s FC is the first women’s football club that is supported by Entain as part of its Pitching In programme.



Support communities where we operate

Entain is a global business and as such, we seek to support local communities in the markets where we operate. The Foundation supports a variety of small to mid-sized charities in countries where we can make a positive social or environmental impact.

The Ladbrokes Coral Trust uses the group's retail network to run a variety of fundraising initiatives for UK-registered charities. In 2023, the trust donated to 11 national charities and 42 local and community charities including funding life-saving research and treatment for Children with Cancer UK and Prostate Cancer UK. In September 2023, a small but mighty team of 14 Entain colleagues set off on an expedition to climb Mount Toubkal, the highest peak in the Atlas Mountains. Through fundraising events they reached a total of £16,897 in donations for Children with Cancer UK and Prostate Cancer UK.

Children with Cancer UK

Entain has supported Children with Cancer UK through since 2019, fundraising over £1 million of unrestricted funding over 5 years. In July 2023, our retail colleagues raised an incredible £400,000 in a 24-hour fundraiser walk, collectively covering 33,389 miles in just one day.

Children with Cancer UK is a charity dedicated to the fight against childhood cancer. Their mission is to improve and support children and their families to live better with and after treatment. For example, they are investing in research to develop safer, kinder and more effective childhood cancer therapies, with fewer side effects.

Our support funds lifesaving research. We contributed for example to the Ewing Sarcoma Research Programme, launched by Children with Cancer UK in collaboration with Bone Cancer Research Trust. Ewing sarcoma is a tumour of the bone, which, when it spreads to other parts of the body, is difficult to treat and usually fatal. This project builds on previous work that has identified a promising new approach to treatment, combining two different types of drugs.

We also enabled Children with Cancer to invest in a respite centre in North Yorkshire. The property is being developed in line with the needs of the children and families facing childhood cancer and will provide a residential break for them. The centre will act as a haven for families at every step of the journey including the point of diagnosis, treatment and bereavement.

In July 2023, our retail colleagues raised an incredible £400,000 in a 24-hour fundraiser walk, collectively covering 33,389 miles in just one day.

Prostate Cancer UK

1 in 8 men will get prostate cancer, but many don't know the risk factors. Even when they do, they often don't know what to do next, leading to too many men being diagnosed too late to be cured. This situation was worsened by COVID-19 — more than a third of undiagnosed male cancers between 2020 and 2022 were prostate cancer.

This is why we are proud to partner with Prostate Cancer UK. Since 2019, we have helped fundraise £500,000 of unrestricted funds, financing important research to improve the testing, treatment, and care of prostate cancer. Our funding has enabled Specialist Nurses from Prostate Cancer UK to support affected patients and their families as well as train NHS healthcare professionals.

Chance for Childhood

Chance for Childhood works in African countries to support the most vulnerable children, such as street-connected children, children affected by conflict or kids in prison. One of their goals is to ensure that all children with disabilities can experience safe, fulfilling childhoods within their communities, just like any other child. Chance for Childhood campaigns for disability rights in regions where the lack of accessible infrastructure and social stigma can leave children excluded from family life and education. Their projects help marginalised children stay in education and equip teachers and parents to give them the support they need.

In 2022, we supported Chance for Childhood in launching an innovative mobile app to help detect hidden disabilities and developmental delays among preschool children in Ghana. The new app provides a low-cost tech solution to address the exclusion of children with disabilities, digitising Chance for Childhood's paper-based detection tool. It is designed to be used by teachers, parents, and caregivers to screen children, assessing their cognitive, motor, language, and social-emotional development. It also directs users to the relevant external resources and provides tailored advice and support to the child's learning needs.

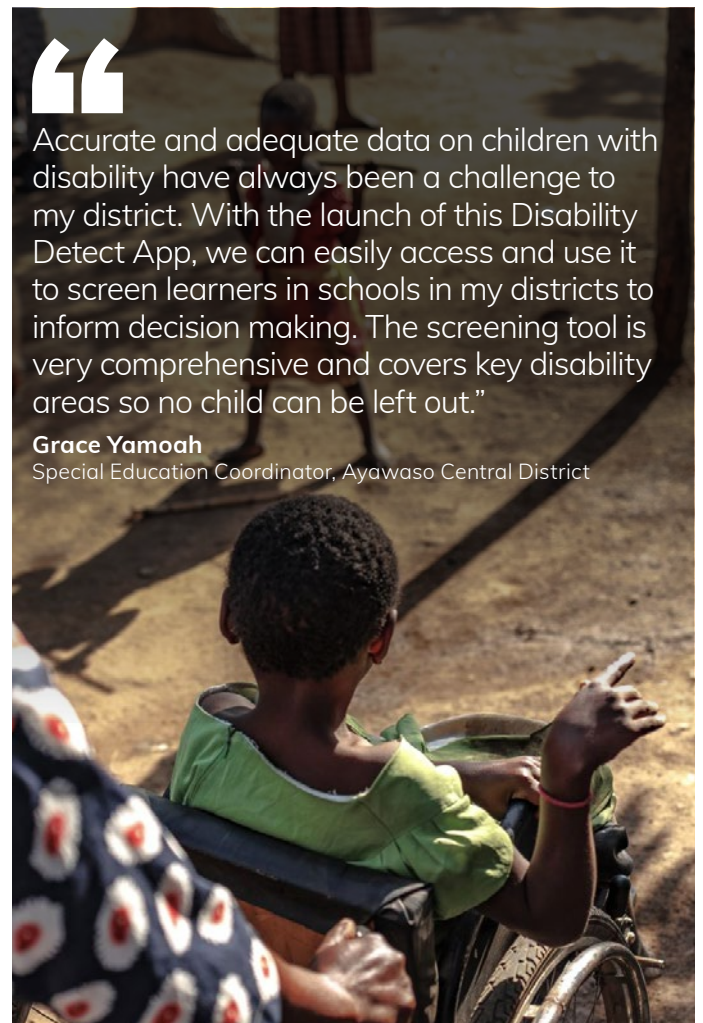
Early detection is essential to the long term development and wellbeing of children with disabilities and learning delays. In 2023, 907 children across 20 schools in Accra had already been screened as part of the pilot project. 5% of them were referred to health clinics and 44.4% of children had special educational needs requiring teaching adaptations. In the coming years, the new technology will help many more children who risk being excluded from education and unable to reach their potential.



“Accurate and adequate data on children with disability have always been a challenge to my district. With the launch of this Disability Detect App, we can easily access and use it to screen learners in schools in my districts to inform decision making. The screening tool is very comprehensive and covers key disability areas so no child can be left out.”

Grace Yamoah

Special Education Coordinator, Ayawaso Central District



Oak Out Hunger

Entain started partnering with Oak Out Hunger in 2022. The project, launched by the Charles Oakley Foundation, provides education in responsible gambling with other forms of support to impoverished, underprivileged communities facing hunger, addiction, and economic challenges in cities across the U.S.

The Entain Foundation U.S. sponsorship provides funding and expertise in preventing and mitigating problem gambling to the Oak Out Hunger community project. It means that education in responsible gambling sits alongside other valuable and worthwhile community services provided by the Charles Oakley Foundation, including anti-addiction and education programs. In 2023, the Entain Foundation U.S. helped fund 10,000 meals to those communities in need.



Promoting training and education in technology

ComputerAid

In December 2022, we established a new partnership with ComputerAid, an international charity aiming to address unequal access to technology in African countries. Our support is helping to create a Solar Learning Lab ("SLL") in Al Huda Primary School, providing technology access to traditionally marginalised communities in South Kenya. The SLLs are shipping containers converted into computer rooms and fitted with solar panels to generate electricity, enabling them to be deployed in remote locations. In 2023, we enabled ComputerAid to install two containers in Al Huda Primary School with 20 computer stations, 20 laptops, as well as drinking water and toilet facilities. We expect over 750 students to access this communal space in the coming months.

University of Queensland

In Australia, we partner with the University of Queensland ("UQ") to offer scholarships for students experiencing financial hardships to pursue their passion for Computer Sciences. In 2023, we funded five Coder Academy Scholarships and four Women in Computing Scholarships.



Berlin University of Technology

Entain partners with the Technische Universität Berlin (Berlin University of Technology), offering four scholarships for talented female students in tech and digital subjects. Germany lacks teachers in the Science, Technology, Engineering and Mathematics ("STEM") fields. This shortage reinforces the STEM skills and gender gaps, with only 17% of tech roles in Germany being held by females.³¹ Entain's scholarship encourages female teacher students to obtain qualifications in tech and digital and disseminate their knowledge in secondary schools.

Turing Trust

We started partnering with the Turing Trust in 2023, with the goal of providing digital skills and equipment to 12,000 Kenyan students. The Turing Trust supports education in sub-Saharan Africa and the UK by reusing computers and improving teacher training using ICT. Our joint ambition is to install 800 computers to 40 schools across Kenya and provide digital training to 70 teachers. The project will also provide maintenance plans to ensure a sustainable legacy. In 2023, we made great progress towards our common objective, with 800 computers installed, 40 computer labs installed and 15,000+ students now learning IT skills.

In 2023, the Entain Foundation U.S. helped fund 10,000 meals to those communities in need.

The Teddy Bears Sponsorship Action

In 2023, Entain colleagues in Poland organised an extraordinary sponsorship activity through their local football club partners: Zagłębie Lubin, Korona Kielce and Raków Częstochowa. Fans were invited to bring teddy bears to the stadium and throw them to the pitch after the game. For every teddy bear collected, our local foundation³⁰ committed to giving 5 zł (about £0.2) to the club's chosen charity. Over four games, fans gave away more than 120,000 soft toys, all of which were donated to local hospitals and youth charities. We matched this with a donation of over 600,000 zł (£118,000), most of which went to the Naszpikowani Foundation, a local charity fighting cancer.



³⁰ Entain acquired STS, the first sports-betting operator in Poland, in the Summer of 2023. The Teddy Bear Sponsorship Action was funded by the STS Foundation.

³¹ Association of the Internet Industry (2023). *Women in Tech in Germany*. [Available here](#).

Positively impact our communities: KPIs



Greenhouse gas emissions data below assured by the Carbon Trust Assurance Limited (CTA) to limited assurance in accordance with CTA's assurance methodology based on ISO 14064-3: 2019. These statements are available on our [website](#).

Metric	2023	2022	2021
Energy consumption (kWh) ^{32, 33}	116,213,551	125,026,096	110,509,736
UK	77,967,379	82,641,345	85,336,239
Rest of the world	38,246,172	42,384,750	25,173,497
Absolute direct emissions (scope 1) – (tCO ₂ e)	5,566	4,414	3,663
Absolute indirect emissions (scope 2, location-based) – (tCO ₂ e)	25,752	26,846	24,767
% of purchased electricity from renewable sources ³⁴	69.6%	66.4%	67.4%
Total GHG emissions - direct & indirect: location-based (tCO ₂ e) ³⁵	31,317	31,259	28,430
UK	15,118	15,569	18,286
Rest of the world	16,200	15,690	10,144
Absolute GHG emissions intensity per employee (tCO ₂ e/headcount)	1.06	1.08	1.13
Absolute indirect emissions (scope 2, market-based) – (tCO ₂ e)	13,436	12,151	12,677
Total GHG emissions – direct and indirect: market-based (tCO ₂ e)	19,001	16,565	16,340
UK	2,876	1,980	4,932
Rest of the world	16,125	14,585	11,408
Waste generated (tonnes) ³⁶	4,123	4,624	3,858
Water withdrawal (cubic metres) ³⁷	-	117,807	100,401
Total Scope 3 GHG emissions (tCO ₂ e) ³⁸	336,184	360,044	318,337
Category 1: Purchased goods & services	291,506	328,329	300,624
Category 3: Fuel and energy-related activities	9,598	10,042	2,016
Category 4: Upstream transportation & distribution	22,311	7,873	6,399
Category 5: Waste generated in own operations	82	101	83
Category 6: Business travel	7,543	9,244 ³⁹	5,168 ³⁹
Category 7: Employee commuting	5,144	4,456	4,046
Supplier spend	£2.8bn	£2.7bn	£2.1bn
Number of suppliers	12,613	12,006	10,380
EcoVadis			
% of in-scope suppliers onboarded	35%		
Average supplier score	59.6		
Total funding via Entain Foundation	£25.4m	£21.2m	£14.2m

³² Coverage of energy consumption and emissions data is 100% for the UK, and 87% globally, by employee headcount. Global and ROW energy and emissions data are scaled up based on this coverage to estimate totals across global operations. This data includes energy consumption related to both scope 1 (company vehicles, gas, and fuel) and scope emissions (purchased electricity). Global coverage is below 100% due to limited availability at the time of reporting. Any updates to figures will be provided in our CDP submission.

³³ Recent acquisitions of 365Scores and STS are not included in the 2021 and 2022 figures due to no historical data available at the time of reporting – we will include these entities in our 2024 reporting and restate previous years according to our rebaselining policy.

³⁴ Energy 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.

³⁵ Emissions are calculated using the GHG Protocol Corporate Accounting and Reporting Standard. Consumption data has been converted to GHG emissions using 2023 BEIS emissions factors and 2023 IEA emissions factors for non-UK grid electricity. Emissions reported above are calculated using both the location-based and market-based methods, using an operational control boundary. 2021, 2022 and 2023 GHG emissions (Scope 1 & 2) data has been assured to limited assurance by the Carbon Trust based on ISO14061-3: 2019. Verification statements are available on our website. 2021 Scope 1 emissions data has been restated due to a methodology change that arose in the 2022 assurance process.

³⁶ Waste data is sourced from our operations in the UK. This makes up 49% of our overall headcount. These figures are not prorated to 100% coverage.

³⁷ All water withdrawn is sourced from municipal water supplies. Water data includes our operations in the following countries: Austria, Belgium, Bulgaria, Croatia, Gibraltar, Italy, India, Malta, Philippines, the UK and Uruguay. This makes up 80% of Entain's global headcount. Note that this data is not scaled up to estimate the total global consumption but is reported consistently for the operations where data is available.

³⁸ 2023 data for Scope 3 categories 1, 4, 5 and 7 have not been verified externally, and represent interim figures for the year 2023 at the time of reporting using an updated methodology. Scope 3 Category 1 & 4 data does not include recently acquired entities not yet integrated into our internal financial data systems. We are currently reviewing whether this will require our 2021 and 2022 figures to be updated in line with our SBTi Recalculation Policy (available on our website). We will provide an update in future ESG Reporting.

³⁹ Figures have been revised to reflect a revised calculation approach.

SASB index

Sustainability Disclosure Topics & Metrics – Software & IT Services and Casinos & Gaming sectors

Topic	Code	Metric	Disclosure
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed	Refer to page 33
	SV-CA-130a.1	(2) Percentage grid electricity	
		(3) Percentage renewable	
	TC-SI-130a.2	(1) Total water withdrawn	(1) Refer to page 33
		(2) Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	(2) Not reported
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Refer to page 33
Responsible Gaming	SV-CA-260a.1	Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	Not applicable. The Responsible Gambling Index and NCPG Standards mainly focus on US markets, where Entain only operates through our joint venture with BetMGM. Entain is a platinum member of the NCPG. Entain complies with the stringent GC regulations and BGC standards. Entain has been awarded the Advance Safer Gambling Standard by GamCare for evidencing the highest standards of player protection in our UK online and land-based activities. In 2023, Entain also received the Socially Responsible Operator accolade at the EGR North America Awards.
	SV-CA-260a.2	Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	
Smoke-free Casinos	SV-CA-320a.1	Percentage of gaming floor where smoking is allowed	Not applicable. Entain does not operate casinos, and smoking is not permitted in our betting and gaming shops in the UK, and ROI, as well as new acquisitions in Croatia, Poland and Belgium.
	SV-CA-320a.2	Percentage of gaming staff who work in areas where smoking is allowed	
Internal Controls on Money Laundering	SV-CA-510a.1	Description of anti-money laundering policies and practices	Our approach to Anti-Money Laundering (AML) and Counter Terrorist Financing (CTF) is available on our website here .
	SV-CA-510a.2	Total amount of monetary losses as a result of legal proceedings associated with money laundering	Please refer to page 92 of our 2023 Annual Report .

Topic	Code	Metric	Disclosure
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	Entain's Privacy Notice is available on our website here . Each of our individual brand also disclose User Notice policy on their website.
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	We do not collect metrics for secondary purposes. Our position is that we use the data in a transparent way obtaining user consent or applying other lawful processing conditions such as legitimate interest for each collection purpose (including marketing, sharing with third parties, etc).
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	To date, we have not had to pay money out as a result of legal proceedings associated with user privacy.
	TC-SI-220a.4	(1) Number of law enforcement requests for user information	(1) This year, we received 303 law enforcement requests for customer information (UK only).
		(2) Number of users whose information was requested	(2) Not available
(3) Percentage resulting in disclosure		(3) 266 of the law enforcement requests resulted in disclosures	
TC-SI-220a.5	List of countries where core products or services are subject to government required monitoring, blocking, content filtering, or censoring.	Not reported	
Data security	TC-SI-230a.1	(1) Number of data breaches	(1) 41 incidents were investigated as potential breaches of personal data, 3 of those incidents were considered either to meet the reporting threshold or soft notification to a privacy regulator and have subsequently been closed.
		(2) percentage that are personal data breaches	(2) 95% of the incidents involved PII data
		(3) Number of users affected	(3) Data not available
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Please refer to page 18	
Recruiting and Managing a Global, Diverse Workforce	TC-SI-330a.1	Percentage of employees that require a work visa	
	TC-SI-330a.2	Employee engagement as a percentage	Please refer to page 24, Table <i>Health, Safety, Development, and Wellbeing KPIs</i> .
	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for:	Please refer to page 22 Table <i>Diversity, Equity, and Inclusion KPIs</i> . We report on gender representation for senior management (SASB: executive management), management (SASB: non-executive management), technical roles (SASB: technical employees), and all employees. We report on diversity group representation for all employees, turnover rate, new and internal hires only.
(a) executive management			
(b) non-executive management			
(c) technical employees			
	(d) all other employees		
Intellectual Property Protection and Competitive Behaviour	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Entain had no monetary losses as a result of anticompetitive behaviour proceedings in 2023.
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of	
		(1) performance issues	(1) Not reported
		(2) service disruptions	(2) Not reported
	(3) total customer downtime	(3) Not reported	
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Read how we mitigate the risk of technological failure in our 2023 Annual Report , page 85.	

About this report

- This is the seventh consecutive Environmental Social and Governance ("ESG") Report for Entain plc. (previously GVC Holdings PLC).
- This report supplements the ESG content in the Entain 2023 Annual Report.
- This report in its entirety has not been through an external assurance process, but key Environmental KPIs have been through limited assurance as indicated and detailed in the report. However, data is independently validated by sustainability consultancy SLR Consulting (formerly Carnstone Partners Limited) (note that this does not constitute any form of external assurance).
- As in previous years, the Board Sustainability and Compliance (formerly ESG) Committee – the highest ESG body at Entain – has reviewed and approved this Report. As such, Entain believes that this Report fairly reflects our global ESG performance and efforts.
- The data and narrative of this report cover all of the Group's continuing operations globally (operational control boundary) unless stated otherwise.
- The reporting period for KPIs in this report aligns with the Entain financial year, which ran from 1st January 2023 to 31st December 2023. Unless stated otherwise, People KPIs refer to a snapshot date of 31st December 2023. Narrative information covers activities that have taken place from the start of 2023 up until May 2024.
- We align to external standards by reporting against the Sustainability Accounting Standards Board ("SASB") for both the Casinos and Gaming (primary) and the Software & IT Sectors (secondary). We also reported against the Task Force for Climate-related Financial Disclosures ("TCFD") recommendations in our Annual Report. This is supplemented by reporting other issues and metrics based on our own materiality assessment, as well as legal requirements.
- We welcome feedback and suggestions on the contents of this report or any aspect of our ESG and sustainability programmes. For information on how to get in touch, please visit <https://entaingroup.com/contact-us/>

Corporate information

Company name

Entain plc

Company number

4685V

Secretary and registered office

James Morris
Entain plc
32 Athol Street
Douglas
Isle of Man
IM1 1JB

Telephone: +350 200 78700

www.entaingroup.com

UK Corporate Office

25 Charterhouse Square
London
EC1M 6AE

Registrar

Link Market Services (Isle of Man) Limited
PO Box 227
Peveril Buildings
Peveril Square
Douglas
Isle of Man
IM99 IRZ

Transfer Agent:
Link Asset Services
Central Square
29 Wellington Street
Leeds
LS1 4DL

[www.linkgroup.eu/get-in-touch/
shareholders-in-uk-companies](http://www.linkgroup.eu/get-in-touch/shareholders-in-uk-companies)

Telephone: 0371 664 0300 from the UK
or +44 (0)371 664 0300 from outside
the UK

Email:
shareholderenquiries@linkgroup.co.uk

Auditors

KPMG LLP
EastWest
Tollhouse Hill
Nottingham
NG1 5FS

Legal advisors

Freshfields Bruckhaus Deringer
DQ Advocates

Principal UK Bankers

Barclays Bank PLC
National Westminster Bank plc

Future trading updates and financial calendar

17 April 2024 Q1 trading update

8 August 2024 Interim results

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