

Sustainability at Entain

SUSTAINABILITY AT ENTAIN

In this section

- 42 Our sustainability strategy and performance
- 44 Preparing for forthcoming regulatory requirements
- 47 Governance of sustainability at Entain
- 49 Progress against our sustainability strategy
- 49 Be a leader in player protection
- 53 Provide a secure and trusted platform
- 58 Create the environment for everyone to do their best work
- 64 Positively impact our communities

Our sustainability strategy and performance

Entain has long recognised that sustainability is key to maintaining trust and fostering long-term growth. This commitment is set out through our sustainability strategy, built around four pillars which are embedded within our business model. This section brings together our sustainability highlights for the year, including our progress across the four pillars of the sustainability strategy, the governance that supports them, and our response to emerging regulatory requirements.

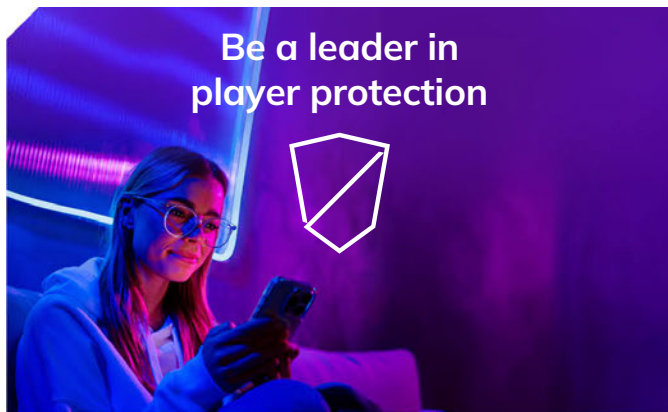
Across the year, we continued to advance player protection through the evolution of our approach to safer betting and gaming; reinforced trust in our platform through strengthened ethics and integrity, data privacy and cybersecurity governance (including responsible approaches to new technologies); invested in our people through initiatives that support inclusion, development and wellbeing; and progressed our community ambitions

through a new, consistent approach to charitable donations and investments.

In 2025, we also prioritised strengthening our readiness for evolving sustainability reporting requirements, including the EU Corporate Sustainability Reporting Directive (“CSRD”) and the International Financial Reporting Standards (“IFRS”) S1 and S2. Regulatory uncertainty has made it necessary to act nimbly and respond accordingly. Throughout 2025, we completed





our CSRD-aligned double materiality assessment, which, as well as putting Entain in good stead for future disclosures, reaffirms that our strategy is focused on the right areas, reflecting the sustainability-related impacts, risks and opportunities most material to the Group and its stakeholders.

We hope you find this coming section informative and engaging, as we reflect on the momentum delivered across each pillar.



Entain has long recognised that sustainability is key to maintaining trust and fostering long-term growth.

Sustainability at Entain

	Ambition	Focus areas	Oversight
 <p>Be a leader in player protection</p>	To be an in-market industry leader in customer protection, providing innovative features, customer support and communications	<ul style="list-style-type: none"> ▶ Be an in-market industry leader in tailored customer protection tools and processes ▶ Empower our people to support and protect our customers ▶ Prevent harm through education and responsible communications ▶ Promote research and share evidence-based learnings with the industry 	Sustainability & Compliance Committee
 <p>Provide a secure and trusted platform</p>	To lead on integrity in everything that we do. From having the highest ethical standards, to only operating in regulated or regulating markets, to having robust data privacy and cybersecurity programmes	<ul style="list-style-type: none"> ▶ Only operate in regulated or regulating markets ▶ Ensure ethics and integrity are at the core of our organisation and culture ▶ Provide industry-leading cybersecurity, data privacy and AI governance ▶ Maintain clear and robust governance processes for each of our material sustainability topics 	Sustainability & Compliance Committee Audit & Risk Committee
 <p>Create the environment for everyone to do their best work</p>	To be an employer of choice, and build an inclusive and supportive culture where talent from all backgrounds can thrive	<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 	People & Governance Committee
 <p>Positively impact our communities</p>	To support and positively impact our communities around the globe, and work towards achieving net zero for our own operations (Scope 1 and 2 greenhouse gas emissions)	<ul style="list-style-type: none"> ▶ Reduce our environmental impact ▶ Create a sustainable value chain ▶ Promote grassroots, women's and disability sports ▶ Support the communities in which we operate 	Sustainability & Compliance Committee

Our performance across ESG rating agencies

We voluntarily report to many of the leading independent ESG rating providers, who in turn provide a score based on factors such as risk exposure, resilience, controversies and performance in relation to sustainability topics. We are proud to be a sector leader amongst many of these providers — the following table shows our performance over time:

Agency	Rating	2025	2024	Industry Rank
MSCI ESG	ESG Score	AAA (7.8)	AAA (7.4)	Among the 9.6% of the industry with an AAA rating
Sustainalytics	ESG Risk Rating ¹	18.4	18.0	32nd percentile
ISS ESG	ESG Score	49.68	49.38	2nd decile (top 20% of the industry)
S&P Global Corporate Sustainability Assessment	ESG Score	58	58	91st percentile and Sustainability Yearbook member
FTSE4Good	ESG Score	4.2	4.2	95th percentile
CDP	Climate Score	B	B	N/A

1. A lower score represents a lower risk rating.

Preparing for forthcoming regulatory requirements

Governments, standard-setters and policymakers continue to take steps to standardise sustainability disclosures across the globe, particularly for large and listed organisations. Whilst requirements vary at a jurisdictional level, most sustainability reporting standards are increasingly introducing mandatory disclosures relating to general topics (such as governance and risk management processes) and sustainability-related topics (such as climate change and equal opportunities) where these are deemed to be material, with disclosures often subject to assurance by an independent third party.

These reporting frameworks are likely to determine how we communicate and report progress across our material sustainability-related topics in the future. In particular, we anticipate reporting in accordance with the European Sustainability Reporting Standards (“ESRS”), as mandated by the CSRD, and IFRS S1 and S2, as developed by the International Sustainability Standards Board (“ISSB”).

The CSRD is a European directive which mandates sustainability reporting. To comply with CSRD, companies are required to report in accordance with the ESRS. The ESRS provide a consistent and standardised reporting framework of “general” and “topical” standards, based on an organisation’s material sustainability-related impacts, risks and opportunities (“IROs”). We expect to issue our first CSRD- and ESRS-aligned sustainability statements in early 2028, for the financial year ending 31 December 2027.

IFRS S1 and S2 provide a global baseline for sustainability- and climate-related financial disclosures, based on an organisation’s material sustainability- and climate-related risks and opportunities. We continue to monitor the endorsement and adoption of the standards across our markets and anticipate issuing sustainability statements aligned with jurisdictional requirements. In 2026, Entain will be submitting its first report in Australia in accordance with the Australian Sustainability Reporting Standards (“ASRS”), and we anticipate to report against the UK Sustainability Reporting Standards (“UK SRS”), when adopted. Other markets in which we operate, such as Brazil and the Philippines, have taken steps to adopt the standards, although we do not currently anticipate being in-scope for mandatory reporting in those jurisdictions.

We are working towards an integrated sustainability reporting framework and continue to monitor the interoperability of reporting standards, with an aim to satisfy both the requirements of the ESRS and IFRS S1 and S2.

- 1 UK Sustainability Reporting Standards (broadly in line with IFRS S1/S2¹).
- 2 EU Corporate Sustainability Reporting Directive (in line with ESRS), with Entain expected to report at a Group-level in Q1 2028 on FY 2027 data.

- 3 Australian Sustainability Reporting Standards under AASB S2 (in line with IFRS S2) in force. Entain Australia and New Zealand first reporting in Q1 2026 on FY 2025 data.

Regulatory changes in 2025

The regulatory landscape evolved significantly during the year. The European Union advanced measures intended to simplify and phase the implementation of sustainability reporting requirements, including “stop-the-clock” changes to reporting timelines, proposals to modify the scope of the CSRD through revised thresholds, and work to revise and simplify the ESRS to reduce disclosures and clarify requirements. Whilst the precise timing and final requirements continue to emerge, these changes reinforce the continued direction of travel towards more decision-useful and proportionate sustainability disclosures.

With this in mind, we are taking a pragmatic and forward-looking approach to sustainability reporting. By anticipating potential shifts in stringency and urgency, we are positioning the Group to respond effectively and ensure compliance as requirements evolve. Entain anticipates to remain within scope of the revised CSRD thresholds, and we are therefore continuing to progress our readiness activity.

Preparing for reporting in accordance with the CSRD

An important milestone this year included the refresh of our double materiality assessment (“DMA”), aligned with the requirements of the ESRS. This process brought together subject

matter expertise from across the global Group to identify, assess and determine our material sustainability-related IROs, both within our own operations and across our value chain.

We also appointed an independent assurance provider to support our transition to assured sustainability statements. Subject to the applicable requirements and final regulatory timelines, we intend for the assurance provider to perform limited assurance over our sustainability statements for the financial year ending 31 December 2027 (expected to be published in early 2028).

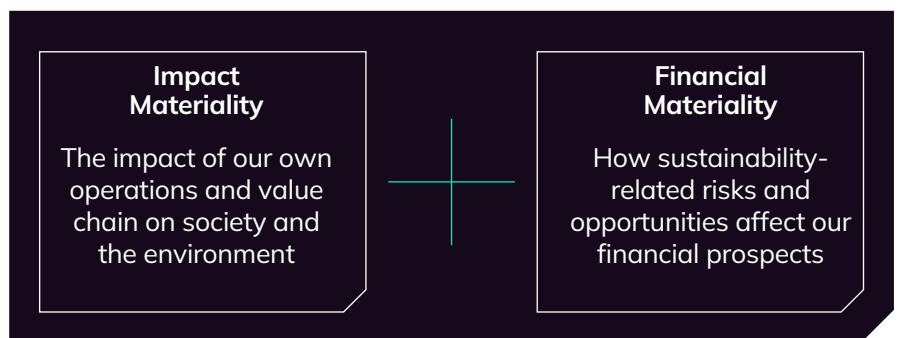
This year, our assurance provider assessed the methodology of our DMA and commenced readiness work with us to help strengthen the governance, processes, controls and data underpinning our sustainability disclosures.

This section explores the methodology and approach that we applied to our DMA, as well as the outcomes of the assessment.

Our methodology and approach

We aligned our methodology for the DMA with the requirements of the ESRS alongside relevant industry and best-practice guidelines. The assessment considered the following perspectives to determine Entain’s material sustainability-related IROs.

1. The FCA is currently consulting on proposals to amend the UK Listing Rules to reflect UK SRS. A phased introduction of reporting requirements for financial years beginning on or after 1 January 2027 is expected.



The DMA followed a four-phase process, ensuring an objective and evidence-based approach:

1

Build a holistic view of Entain's business model and value chain

CSRD requires us to define our business model and related value chain. This mapping exercise represents an important foundation for identifying our IROs and stakeholder groups.

The output of this exercise was a map of Entain's own operations and upstream and downstream (input/output) value chain, encompassing our business model, activities, relationships and dependencies. From this, we were able to identify key sustainability-related dependencies and to construct our initial "long list" of IROs.

2

Identify IROs and engage stakeholders

We developed a long list of actual and potential IROs over the short, medium and long-term from relevant internal and external documentation, drawing from sources such as our business model and value chain, risk registers and enterprise risk management ("ERM") procedures, industry insights, peer reports, and our submissions to ESG rating agencies.

Following this, stakeholders and subject matter experts ("SMEs") across the Group shared their insights on IROs through targeted interviews and workshops. In addition to those relating to topics prescribed by the ESRS, we also identified IROs relating to topics specific to Entain's strategy and business model ("entity-specific topics"), such as safer betting and gaming.

3

Assess IROs using a defined scoring criteria

We engaged with SMEs to assess and score the IROs for materiality, applying the following methodology:

Financial materiality: The criteria for assessing and scoring risks and opportunities was aligned with our ERM methodology, which considers the likelihood of the risk or opportunity occurring, and the magnitude of impact to the Group.

Impact materiality: The criteria for assessing and scoring impacts was aligned with the requirements of the ESRS and supplementary guidance developed by the European Financial Reporting Advisory Group ("EFRAG"), assessing scope, scale and irremediability alongside likelihood.

In line with the requirements of the ESRS as at July 2023, all IROs were scored on an unmitigated basis.

4

Apply thresholds to determine material IROs

As defined by our ERM methodology, we assessed the likelihood and magnitude of business impact to evaluate sustainability-related risks. The same criteria was used for assessing sustainability-related opportunities through an inverted lens. Through this application, we were able to identify qualitative and quantitative materiality thresholds to determine those that are material.


As impacts, in the context of sustainability, are not considered within our ERM methodology, we tailored our approach to determine qualitative and quantitative materiality thresholds, ultimately applying the requirements of the ESRS and supplementary guidance developed by EFRAG.

Our material sustainability-related topics and sub-topics

The table below shows both the entity-specific and ESRS-prescribed topics that were deemed material through their underlying impacts, risks or opportunities (or a combination of these).

Materiality was determined over three time horizons which we define as short-term (0-1 years), medium-term (1-5 years) and long-term (5+ years).

E Entity-Specific




Be a leader in player protection

Topic	Sub-Topic
Consumers and End Users	E Safer betting and gaming



Provide a secure and trusted platform

Topic	Sub-Topic
Consumers and End Users	Information-related impacts for consumers and/or end users (data privacy and cybersecurity)
Workers in the Value Chain	Other work-related rights
Business Conduct	Corporate culture (including bribery and corruption) E Sports betting integrity E Anti-money laundering and anti-financial crime



Create the environment for everyone to do their best work

Topic	Sub-Topic
Own Workforce	Working conditions Equal opportunities and treatment for all



Positively impact our communities

Topic	Sub-Topic
Climate Change	Climate change mitigation Climate change adaptation
Affected Communities	Communities' economic, social and cultural rights

Our next steps for the forthcoming year

We intend to refresh our DMA ahead of our first ESRS-aligned sustainability statement, which we currently expect to publish for the financial year ending 31 December 2027. This timeline is contingent upon the adoption of the Omnibus package² by the relevant European member states and confirmation that the Group remains within the scope of the applicable legislation. Throughout the remainder of 2026, we will be taking a number of steps to move towards alignment in our sustainability reporting with the ESRS, including ensuring the appropriate, material information is prepared alongside our IROs, in line with the disclosure requirements of the ESRS.

In preparation for limited assurance over our sustainability disclosures, we have engaged our assurance provider to conduct an assurance readiness assessment for a selection of our sustainability metrics. The output of this assessment will inform our approach to strengthening our data collection procedures and the associated internal controls.

2. See Omnibus package on corporate sustainability reporting www.finance.ec.europa.eu/news/omnibus-package-2025-04-01_en

Governance of Sustainability at Entain

Oversight of Entain's sustainability strategy, and the activities which underpin that strategy, is principally undertaken by the Sustainability & Compliance Committee and the People & Governance Committee (the "Committees"), both being sub-committees of the Board of Directors of Entain plc (the "Board"). The terms of reference and membership for each Committee can be found on the Corporate Governance section of our website www.entaingroup.com/about-entain/corporate-governance/board-committees.

Updates on our material sustainability topics are periodically reported to the relevant Committee through those functions which retain day-to-day responsibility for managing the relevant sustainability priorities, including our Group Sustainability, Ethics, Compliance, and Anti-Financial Crime functions. Other dedicated steering groups are in place for topics such as safer betting and gaming, which necessarily requires deeper cross-functional collaboration from across the business.

Further details on the activities conducted by the Committees throughout the year can be found within the relevant reports on pages [120-133](#).

Sustainability & Compliance Committee

The Sustainability & Compliance Committee provides oversight of the Group's sustainability programme, reviewing the performance of the Group against its sustainability strategy, setting and monitoring the performance against internal key performance indicators and monitoring performance against external sustainability-related index evaluations. The Committee also oversees, and receives regular reports in relation to, the majority of the Group's underlying material sustainability topics. Recommendations of the Committee are submitted for approval to the Board.

Throughout 2025, the Committee received regular updates in relation to such matters. In addition to ordinary updates, the Committee also reviewed our refreshed approach to

charitable donations and community investment activities and updates on key regulatory developments across the markets in which we operate.

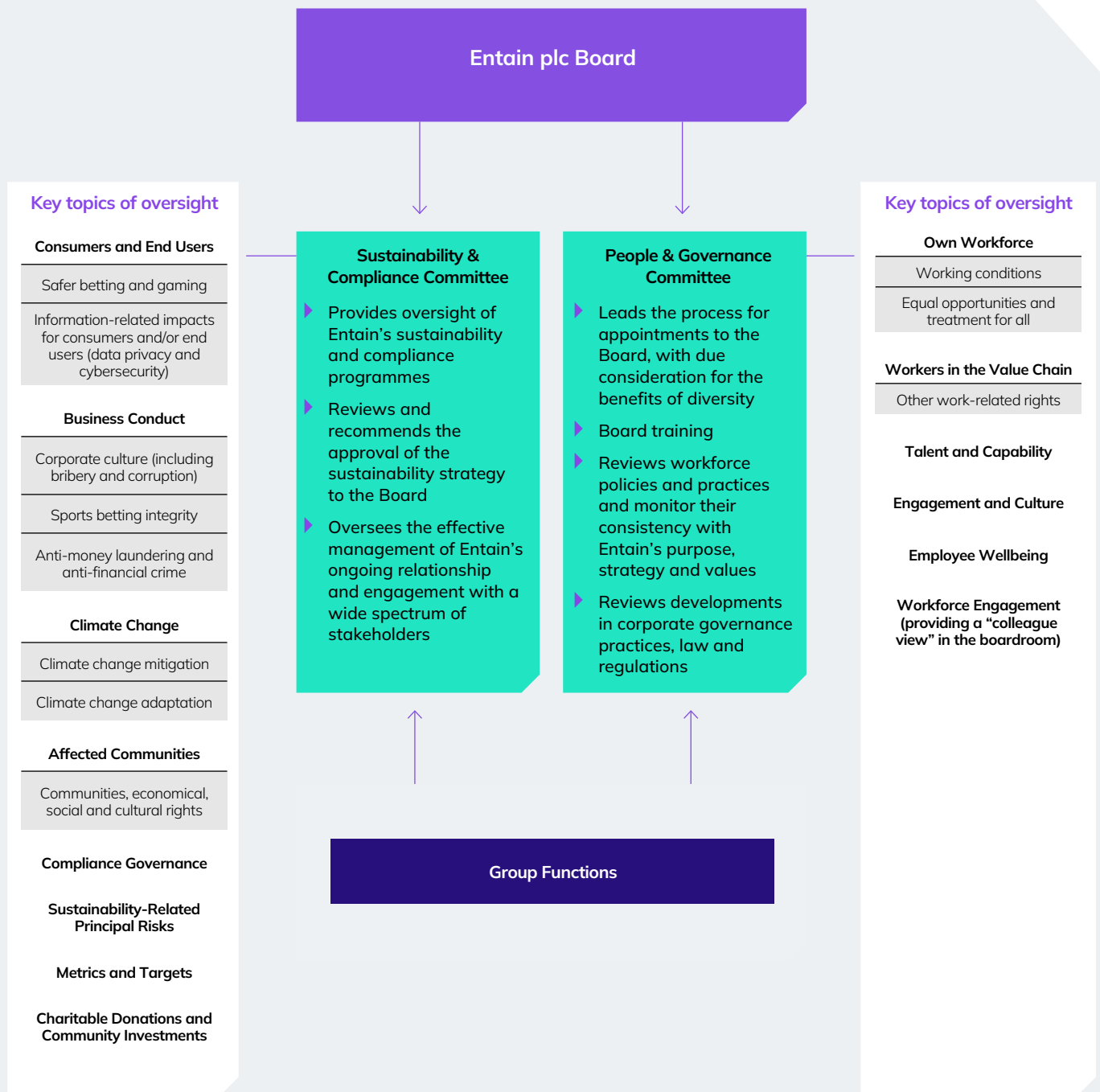
The Committee also reviewed progress towards readying the Group for compliance with upcoming reporting requirements, including the CSRD, and in particular, reviewed Entain's CSRD-compliant double materiality assessment, further detail in relation to which can be found on page [132](#).

People & Governance Committee

The People & Governance Committee provides oversight of Entain's sustainability-related topics that relate to our colleagues (including contractors and other workers in the value chain) and our corporate governance practices. In particular, in 2025, the Committee received three comprehensive updates on diversity, equity, and inclusion ("DE&I") activity. Further details on our DE&I highlights can be found on page [62](#).



Sustainability at Entain



Progress against our sustainability strategy

	<h3>Be a leader in player protection</h3> <p>To be an in-market industry leader in customer protection, providing innovative features, customer support and communications.</p>	
	<p>Aligned Material Topics</p> <ul style="list-style-type: none"> Consumers and End Users: Safer betting and gaming 	<p>Oversight</p> <p>Sustainability & Compliance Committee</p>
<p>Focus areas</p>	<p>2025 Highlights</p>	
<p>Be an industry leader in tailored customer protection tools and processes</p>	<ul style="list-style-type: none"> Launched our new approach to safer betting and gaming, the “Committed to Player Safety” framework. Launched our safer betting and gaming guidelines, supported by tangible actions, to embed our framework into day-to-day operations across our Group. Renewed our Global Gambling Guidance Group certification in Italy for bwin.it and eurobet.it. 	
<p>Empower our people to support and protect our customers</p>	<ul style="list-style-type: none"> Launched regular best-practice sessions across the Group to embed our approach to safer betting and gaming, and to support the sharing of best practices. Achieved a 99% (2024: 99%) completion rate of our Group-wide specific safer betting and gaming training module, one of the modules that contributes to our Big4 compliance training programme. Partnered with EPIC Global Solutions to deliver safer betting and gaming training to our customer protection colleagues and independently quality assure a sample of our customer interactions. 	
<p>Prevent harm through education and responsible communications</p>	<ul style="list-style-type: none"> Launched a number of safer betting and gaming campaigns and initiatives, online and in-store, to mark Safer Gambling Week across the UK, Ireland and Europe. Continued to spend 20% of our advertising budget in the UK on safer betting and gaming communications. 	
<p>Promote research and share evidence-based learnings with the industry</p>	<ul style="list-style-type: none"> Initiated a major programme to study, measure, and map the illegal gambling market and its infrastructure. Participated in the UK Gambling Commission’s pilot to identify customers at heightened financial risk. Participated in the GamProtect scheme, a central exclusion register between participating operators in the UK. Implemented the UK statutory gambling levy to fund research, prevention and treatment. 	



In the context of safer betting and gaming, our approach is simple: we are committed to player safety.

Committed to Player Safety

Our approach to safer betting and gaming is rooted in our culture and values and is embedded across our organisation. Our approach is tailored to the specific context of each market’s challenges and needs, and our ambition is to prevent harm across our global footprint. Whilst each market is different, our overall framework, which we call “Committed to Player Safety”, is captured by three key principles.

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

Fundamental to our overall approach to safer betting and gaming is the recognition that the job is never done, and we continuously evolve our approach based on local market conditions, customer feedback and other insights as well as when new evidence and technologies emerge to improve the experience and support for our customers.



Embedding our approach across the Group

Alongside the Committed to Player Safety framework, we launched safer betting and gaming guidelines, supported by tangible actions, to embed the framework into our day-to-day operations.

To support each of our markets in adopting and tailoring our safer betting and gaming approach to local regulation and needs, we conduct monthly best practice sessions. These act as a platform to share safer betting and gaming best practices across our global network, with topics in 2025 including:

- ▶ The implications of gambling-related harm for consumers and operators, and practical steps to tackle gambling-related harm.
- ▶ Best practices for engaging with regulators.
- ▶ Better Change’s “Positive Play” framework, focusing on empowering players to enjoy betting and gaming in a safe and sustainable way.
- ▶ Lessons learned from our participation in the GamProtect scheme.
- ▶ Reflections from the UK Gambling Commission’s financial risk assessment pilot, which evaluated new approaches to identify customers at heightened financial risk.

E Engage

We engage with regulators, governments, industry and academics to deliver a positive and safe environment for our customers. By working with local stakeholders, and bringing our international expertise to bear, Entain maintains a balanced regulatory framework tailored to local market conditions.

A critical part of working with policymakers, regulators and law enforcement officials is our commitment to seek to reduce the scale of the illegal market, ensuring that our regulatory objectives are not undermined by unlicensed operators. The illegal gambling market is a competitive threat to licensed operators, a fiscal threat to governments, but more importantly, a threat to customers – many of whom are unaware of the risks they run using unlicensed operators.

While regulated and licensed operators, such as Entain, are rightly held to a high standard of player protection – from knowing our customers, through anti-financial crime measures, to safer gambling controls – illegal operators avoid these controls and the associated costs to their balance sheet and public safety.

Unlicensed operators do not pay gambling taxes. As tax and regulatory pressure grows on licensed operators, as it has in many markets in 2025, the lower cost base allows illegal operators to offer generous odds, pricing and promotions to players.

Minimising the illegal gambling market is key to establishing sustainable, regulated betting and gaming markets. Entain supports the case for regulation that strikes the right balance of providing the best protection for customers, raising tax revenues for governments, while enabling licensed operators to be commercially competitive. Regulation that is too restrictive can make the offering of licensed operators less attractive, leading to growth in the illegal gambling market that, in some European territories, such as France, has reached up to 60%³ of gambling activity.

Our sustainability strategy in action

Spotlight on our illegal gambling market research

What we are doing

As a responsible operator, Entain is committed to combating the illegal gambling market and educating customers on its associated harms. In 2025, we launched a major programme to study, measure and map unlicensed online gambling and its supporting infrastructure across seven key global markets⁴. Drawing on more than 125 sources, this work consolidates existing evidence, identifies material gaps in current understanding, and strengthens the overall evidence base.

The study assesses the size, scale and structure of the illegal gambling market, the effectiveness of different policy responses, and the economic and human harm caused by unlicensed operators. We intend to publish the full findings later in 2026, establishing a comprehensive reference point for policymakers, regulators and industry stakeholders.

Initial analysis indicates that the illegal online gambling market is both significant and expanding, accounting for an estimated 3–5% of activity in mature markets and more than 30–40% in certain restrictive jurisdictions in which Entain is present.

Early findings also suggest that illegal operators disproportionately target young and vulnerable consumers.

Our research reinforces that robust measurement requires a combination of web intelligence analysis and consumer survey data, as no single methodology can capture the full scale or complexity of the issue. It further highlights that there is no single solution. Effective suppression of the illegal gambling market will require sustained enforcement action against major illegal networks, alongside coordinated efforts to disrupt their marketing channels, payment mechanisms, commercial partnerships and wider technical infrastructure.

Using these insights, we will review relationships with suppliers that knowingly provide services to unlicensed operators, engage constructively with regulators and elected officials on best practice approaches, and, where appropriate, refer matters to law enforcement authorities.

S Support

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

All of our colleagues are required to complete mandatory annual training on safer betting and gaming as part of our Big4 compliance training modules, see page 55 for further details. This aims to ensure our employees are kept up to date with player protection topics, and are trained to spot and adequately respond to indicators of gambling-related harm.

Colleagues who engage directly with customers receive specialised in-depth safer betting and gaming training to help them identify potential at-risk customers, enabling them to intervene

appropriately when they identify signs of potential harmful behaviour.

In 2025, we continued to partner with EPIC Global Solutions to deliver a mixture of remote and face-to-face classroom training for our customer protection colleagues across the UK, Gibraltar and Manila. The training aims to equip our colleagues with the ability to:

- ▶ Identify potential gambling-related harm using the “The Gambling Spectrum”.
- ▶ Understand the 360-degree view of a customer using the “Do, Say and Feel” model.
- ▶ Explore different types of listening and questioning techniques.
- ▶ Demonstrate how to use empathy effectively in interactions.
- ▶ Apply learned techniques in complex scenarios.

From December 2024 to December 2025, we submitted a sample of customer calls every month for independent quality assurance by EPIC Global Solutions⁵. The independent reviewer assesses a range of quality indicators, including but not limited to empathy, customer education, harm prevention and the effectiveness of the outcome of the call. We received an average quality score of 100%, across a total of 225 customer calls.

To empower our teams in their customer interactions, we also offer refresher training at various points throughout the year to provide our customer protection colleagues with time to deep dive on relevant topics.

3. See Entain-backed report from Regulus Partners: www.entaingroup.com/sustainability-esp/the-black-market/.

4. Jurisdictions covered by the meta study include the UK, Germany, Spain, Netherlands, Brazil, Poland and Australia.

5. All customers are informed that calls are recorded for training and regulatory purposes. Calls are anonymised prior to submission to EPIC Global Solutions for quality assurance.

P Protect

We take action to help protect our customers from risks so that they can have a positive and safe experience using our products. Entain has invested in the research and development of proactive safer betting and gaming account monitoring tools designed to define risk levels to accounts (based on player activity, patterns, and behavioural trends) and to enable appropriate customer interactions. An example of this is ARCTM ("Advanced Responsibility and Care"), a tailored customer protection tool that monitors customer activity for risk factors. These tools have been jointly developed with independent third-party experts such as Mindway AI.

Whilst processes will differ according to local regulations and codes, we will proactively impose gambling controls where players voice concerns or where we have identified a problem. We implement tools to mitigate risk such as setting financial limits, reality checks, time-outs, and, ultimately, temporary or permanent self-exclusion. Customers identified with the highest potential risk of gambling-related harm may undergo a further manual review, which could lead to conversations and interventions performed by a specialised team to further support players most at risk.

Our sustainability strategy in action

Spotlight on safer gambling week

Safer Gambling Week took place over 17-23 November 2025. Alongside our ongoing messaging throughout the year, we launched a number of campaigns and initiatives to promote safer betting and gaming in the UK, Ireland, and Europe.

We partnered with EPIC Global Solutions to deliver two gambling-related harm awareness sessions to our colleagues. An EPIC team member shared their lived experience of gambling-related harm and facilitated an in-depth Q&A that allowed colleagues to explore the topic openly. The sessions provided a powerful understanding of the personal, social, and workplace impacts of gambling-related harm, highlighted the importance of early support, and reinforced the role that we all play in promoting safer play.

Across our UK and European social media accounts, we promoted safer betting and gaming through homepage banners, customer pop-ups and dedicated communications to highlight the tools and support available. Throughout the week, our social accounts were active with safer betting and gaming content, and we worked with our affiliate partners to extend campaign reach across their digital channels.

In our UK shops, we continued to raise awareness of safer play with full-shop window takeovers, complemented by safer betting and gaming resources and leaflets to engage customers directly.

We also teamed up with Liverpool and Birmingham football clubs and their ambassadors to promote safer betting and gaming messages at home games and through social media.

Uniting for player protection

We are proud to be a founding member and sponsor of GamProtect. The scheme aims to create a mechanism for operators to protect customers who need the most support, by sharing information in a safe and secure manner.

We have embedded real-time recognition of customers already registered with GamProtect within our operations, and our teams are fully equipped to identify those that may need to be added to the register.

This allows us to proactively protect the most vulnerable customers and ensures that those who need the most help are prevented from gambling.

Implementing the UK statutory gambling levy

We welcome the UK Government's introduction of a statutory levy for all licensed gambling activity in the UK, which replaces our previous voluntary contributions to research, education and treatment ("RET").

Further information is included within our Regulatory Update on page 38.

Metrics

Metric	2025	2024	2023
£ Cash and in-kind contributions towards responsible betting and gaming initiatives ⁵	6.4m	15.6m	20.8m
Customer complaints ⁶	1,966	2,457	3,927
Customer complaints specifically related to a betting and gaming transaction ⁷	1,246	1,030	715
Self-exclusions made ⁸	54,834	48,866	53,745

Policies

Relevant policies

Code of Conduct – www.entaingroup.com/media/rouaghuf/english-code-of-conduct-november-2025.pdf

External Marketing Policy Statement – www.entaingroup.com/media/xi0msue5/entain-group-marketing-policy_external_2024.pdf

5. Excludes contributions to research, prevention and treatment through the Gambling Levy Regulations 2025 within the UK.

6. Data for Great Britain only.

7. Data for Great Britain only.

8. Data for Great Britain only and includes self-exclusions made via our own processes (e.g. via customer services), and excludes third-party self-exclusion schemes such as GAMSTOP (national online self-exclusion scheme).



Provide a secure and trusted platform

To lead on integrity in everything that we do. From having the highest ethical standards, to only operating in regulated or regulating markets, to having robust data privacy and cybersecurity programmes.

Aligned Material Topics

Consumers and End Users: Information-related impacts for consumers and/or end users

Business Conduct: Corporate culture (including bribery and corruption), sports betting integrity and anti-money laundering and anti-financial crime

Workers in the Value Chain: Other work-related rights

Oversight

Sustainability & Compliance Committee
Audit & Risk Committee

Focus areas

2025 Highlights

Only operate in regulated or regulating markets

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

Ensure ethics and integrity are at the core of our organisation and culture

- Refreshed our Big4 compliance training curriculum, achieving a 98% (2024: 99%) average completion rate across the Group for all four modules.
- Held our second Entain Ethics Day and launched our second Integrity Survey to measure the success of Entain’s culture in key areas such as fairness, tone, leadership, clarity, communication and reported misconduct, achieving a score of 83 out of 100 (2024: 80).
- Advanced our 2024-26 modern slavery strategy through engaging with suppliers identified as high-risk and enhancing the identification of modern slavery indicators within our recruitment practices.
- Established regional Financial Crime Committees to continually assess the maturity and effectiveness of our anti-financial crime programmes, supported by on-site visits to further test the effectiveness of our procedures.

Provide industry-leading cybersecurity, data privacy and AI governance

- Strengthened the governance of AI across the Group through establishing an AI Governance Committee and AI Governance Hub, to ensure AI is used responsibly and securely.
- Realigned our data privacy operating model and resources to better support the data privacy programme.
- Appointed a new Chief Technology and Information Officer and welcomed a new Board member with cybersecurity expertise.
- Extended our ISO 27001 certification to our office in Pune, India – building on our success in gaining certification across 27 offices in 2024.

Maintain clear and robust governance processes for each of our material sustainability topics

- Conducted a thorough double materiality assessment to identify our material sustainability-related IROs and related sustainability topical standards in line with the ESRS, also undertaking a compliance readiness assessment in partnership with our independent assurance provider.
- Provided regular updates to the Sustainability & Compliance Committee throughout the year on progress against our sustainability programme priorities.

Reflecting on our three-year Ethics strategy

Entain has come to the end of its first three-year Ethics strategy, achieving critical milestones during this period.

Our highlights include improving our risk assessment process, carrying out detailed testing of key controls, tailoring and improving our training modules, and launching several initiatives such as a new Group-wide register for gifts, hospitality, donations and conflicts of interest, holding an Entain Ethics Day, undertaking an integrity survey and running an Ethics Champions League.

These actions have created a stronger compliance framework and strengthened our culture of transparency and accountability.

Our sustainability strategy in action

Understanding the views of our colleagues on ethical culture

Our second Integrity Survey was a shorter pulse survey, focused on seven pillars of culture that we wanted to track, namely:

1. Observed and reported misconduct
2. Organisational fairness
3. Tone from the top
4. Direct manager leadership
5. Clarity of expectations
6. Openness of communications
7. Team environment

Respondents were asked a series of questions that were scored on a five-point scale (strongly agree to strongly disagree). The results of the survey have been shared across the Group and, in 2026, we will support managers and teams to focus on their culture and facilitate discussions and learning around this topic. Our overall survey score out of 100 increased to 83 (2024: 80). We are encouraged that these results indicate that our efforts to embed a strong ethical culture at Entain are working, and that our colleagues feel informed and empowered to act with integrity. The most notable score improvement this year was clarity of expectations, increasing to 86 (2024: 80), demonstrating that our colleagues understand clearly the behavioural expectations that we have at Entain.

This year, we strengthened the certifications sought from senior managers to support Group-wide efforts in further enhancing our risk and control environment and general

good corporate governance practices. 100% of senior managers across the Group confirmed that they have read, understood and complied with our code of conduct and policies.

We also held Entain's second Ethics Day, where the theme was "everyday ethics: small actions, big impact". Ethics Day is more than an event, it supports awareness and accountability, equipping our colleagues to make the right decisions.

We built on the success of last year's panel session and included drop-in sessions and a training session. The panel included our Chief Executive Officer alongside representatives from our UK Retail, Compliance and Polish businesses. The panel shared the results of the Integrity Survey, discussed what the themes meant to them and shared the winners of our popular ethics competitions.



These results indicate that our efforts to embed a strong ethical culture at Entain are working, and that our colleagues feel informed and empowered to act with integrity.



Investing in our Big4 compliance training modules

The Big4 is Entain’s mandatory e-learning programme which is delivered on an annual basis across the Group. In 2025, we refreshed our training strategy to ensure that all

colleagues have a common baseline of knowledge that is critical to our operations, with a focus on real-life examples.

We achieved a 98% (2024: 99%) average completion rate globally, across all four modules. Every colleague, unless a justified

exception applies, must complete all four modules. For colleagues eligible to participate in the Group bonus plan, bonus payments can be reduced to zero if all four modules are not completed.

The curriculum explored a number of topics that are critical to protecting our organisation, customers and communities:

The Divided Path	The Art of Compliance	Data under Siege	People and Planet
<ul style="list-style-type: none"> ▶ Code of Conduct ▶ Anti-bribery and corruption ▶ Gifts, hospitality and donations ▶ Conflicts of interest ▶ Supply chain risk 	<ul style="list-style-type: none"> ▶ Anti-money laundering ▶ Protecting confidential information ▶ Safer betting and gaming ▶ Fraud ▶ Signing contracts (tailored to the role) 	<ul style="list-style-type: none"> ▶ Data privacy ▶ AI guidelines ▶ Cybersecurity 	<ul style="list-style-type: none"> ▶ Speaking out against misconduct ▶ Recognising and addressing modern slavery ▶ Promoting wellbeing, health and safety ▶ Sustainability strategy and environment

Tackling modern slavery

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

Throughout 2025, we advanced our 2024–2026 Modern Slavery Strategy (see further details on our website www.entaingroup.com/media/hfufmlmv3/entain-group-modern-slavery-strategy-2024-26.pdf) and tracked progress against key performance indicators. We remain committed to excellence, transparency, and strengthening due diligence across our supply chain.

As part of our recruitment process, we introduced a new Applicant Tracking System with enhanced monitoring capabilities to help identify potential indicators of modern slavery.

Following a risk assessment on our suppliers in 2024, we engaged directly with suppliers identified as high-risk and further integrated EcoVadis into our supply chain sustainability programme.

We have also established plans to further enhance our human rights due diligence practices through targeted supplier site visits, which will commence in 2026. These visits aim to support our suppliers in meeting our standards, raise awareness of human rights-related risks and safeguard working conditions and worker welfare across our supply chain.

Entain aligns with the Ethical Trade Initiative’s Base Code, embedding its principles into relevant Group policies and procedures. We have also maintained our Tier 2 ranking in CCLA’s independent annual modern slavery statement benchmarking exercise.

Preventing financial crime

In 2025, our Anti-Financial Crime (“AFC”) function built upon the robust framework established in 2024 to prevent financial crime within the betting and gaming industry. Under the leadership of the Group Money Laundering Reporting Officer and the Global Head of Anti-Financial Crime, and with the support of our dedicated AFC team, we enhanced and optimised our function to ensure it remains agile, sustainable, and proportionate in managing and mitigating financial crime risks.

Our governance framework continues to ensure effective oversight and control of financial crime risk across the Entain platform and our international subsidiaries, reinforcing our commitment to combating financial crime. The establishment of regional Financial Crime Committees across both international and subsidiary platforms has enabled AFC to continually assess the maturity and

effectiveness of local AFC risk programmes and provide upskilling where necessary. These evaluations are supported by on-site visits which test the effectiveness of policies, procedures, and controls, identifying areas for improvement.

Additionally, all Entain Leadership Team (“ELT”) members completed a mandatory two-hour training session, which covered topics including anti-money laundering, the new failure to prevent fraud offence and liability for actions of senior managers, under the Economic Crime and Corporate Transparency Act 2023.

This training ensures our senior leaders are fully aware and understand relevant legal requirements, as well as their obligations to nurture a strong ethical culture across the business.



Fostering integrity in sports

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

We are a founder and longstanding member of the International Betting Integrity Association ("IBIA"). The IBIA operates a global alert platform which now includes over 40 regulated members from around the world. Members input their own suspicious betting activity to the global alert platform, enabling concerns to be shared amongst betting operators. This global network of members is invaluable to Entain's efforts to stamp out match-fixing.

We also financially support the Professional Players Federation ("PPF") in their athlete education initiatives, designed to reduce the risk of match-fixing in sport. In 2025, the PPF focused on educating sports participants on the risks of betting within their own sport, and the improved detection systems in place between operators, integrity monitoring bodies and gambling regulators.

Ensuring trustworthy artificial intelligence ("AI") usage at Entain

In 2025, we expanded our efforts to strengthen the governance of AI across the Group to ensure innovation is delivered responsibly and securely.

We established an AI Governance Committee to provide oversight of AI-related risks, maintain compliance, and guide the development and deployment of AI systems.

To embed best practice, we launched an AI Governance Hub, serving as a central resource that offers guidance, standards, and training materials to build AI literacy among colleagues. Our AI Policy includes SAFE AI principles, namely Security, Awareness, Fairness, Education, Accountability, and Integrity, which set out a clear foundation for responsible AI use. These measures help us to strike the right balance: realising the benefits of utilising AI, mitigating risks associated with its use, and building trust with our customers and partners.



These measures help us to strike the right balance: realising the benefits of utilising AI, mitigating risks associated with its use, and building trust with our customers and partners.

Safeguarding our corporate and customer information

Data privacy is embedded in everything we do, with dedicated resources to monitor the effectiveness of our privacy activities globally, keeping risks under review, and updating policies, processes and procedures. Our standards and commitments are outlined in our policies, comprising the Group Data Protection Policy and the Group Data Retention Policy, which are publicly available on our website <https://www.entaingroup.com/sustainability-esg/esg-policies-reports/>.

In 2025, we restructured our Group Data Privacy function into two dedicated subdivisions, allowing us to expand our capabilities and divide responsibilities so that legal and compliance matters are dealt with by Data Protection Officers ("DPOs") and Legal Counsels, and other matters by our operational subdivision. As a result, our operations are now better organised to support effective execution against our data privacy strategy.

To enhance collaboration and support for DPOs across regional teams and jurisdictions, we host a periodic DPO forum alongside smaller regional forums where colleagues can connect, address common topics, and share best practices.

We have instigated projects to strengthen our data privacy practices, including Privacy by Design, with appropriate resources made available to all our colleagues. Data privacy is also included within our mandatory Big4 compliance training modules, with more specific training provided to functions where a focused approach is needed.

The Data Privacy function has worked closely throughout the year with national data protection authorities and other industry regulators, consistently addressing individuals' rights, for example when supporting the business on implementing brand- and product-specific opt-in processes.

Maintaining strong cybersecurity practices

Cybersecurity remains a principal risk for Entain and a critical enabler of our long-term success. In 2025, we continued to embed robust cybersecurity policies and practices into the foundation of our business – supporting resilience, regulatory confidence, and sustainable growth across the Group. Our approach goes beyond protection by actively engaging with business units and executives to ensure that security measures accelerate delivery and enhance operational efficiency. We are not only committed to monitor and respond to current security threats, we also conduct horizon scanning to anticipate potential risks to protect our players.

In 2025, we welcomed a new Board member, Edmond Mesrobian, with expertise relevant to this field, to support our commitment to embedding a culture and awareness of cybersecurity across the business. Given that cybersecurity is a principal risk, the Director of Cybersecurity and the Chief Information Officer regularly present to the Audit & Risk Committee.

Cybersecurity training is included in our Big4 compliance training modules. Beyond this, we identified functions which are at a higher risk of being targeted by cybersecurity threats and delivered tailored training and risk awareness campaigns to them. During our Cybersecurity Month held in October 2025, we delivered further training and information, which established individual responsibilities on cybersecurity for the entire workforce.

Cybersecurity underpins the integrity of our financial and operational processes. From supporting regular audits to embedding secure-by-default principles, we ensure that controls protect critical systems and maintain trust across the Group. We conducted over 80 audits of cybersecurity in 2025 and helped establish information security requirements for our business partners and key stakeholders. Following monitoring improvements in 2024, we also extended our 24/7 cybersecurity monitoring, making us more resilient and faster to respond to potential threats. We also extended our ISO 27001 certification to our office in Pune, India to reinforce trust with

Sustainability at Entain

customers and other stakeholders – building on our success in gaining certification across 27 offices in 2024, representing 78.5% (2024: 81.5%)⁹ of our operations. These measures help us to reduce systemic risk and safeguard continuity in regulated markets.

As AI adoption accelerates across Entain, cybersecurity has played a central role in shaping policy and enforcing safeguards through the AI Governance Committee. At the same time, we are leveraging AI within cybersecurity to enhance threat detection and audit automation – scaling our defences while enabling innovation.

Looking ahead, cybersecurity will remain key for Entain's ability to grow responsibly and maintain trust with customers, regulators, and shareholders. As technology and threats evolve, we will continue to adapt our security posture and governance frameworks, ensuring that protection measures keep pace with innovation.

Policies

Relevant policies

Code of Conduct – www.entaingroup.com/media/rouaghuf/english-code-of-conduct-november-2025.pdf

Supplier Code of Conduct – www.entaingroup.com/media/vhzdysod/supplier-code-of-conduct-2025.pdf

Anti-Money Laundering (AML) and Counter Terrorist Financing (CTF) Policy Statement – www.entaingroup.com/sustainability-esg/esg-policies-reports/aml-statement/

Group Data Privacy Policy – www.entaingroup.com/media/0dwlqp1w/group-data-privacy-policy-2025.pdf

Group Data Retention Policy – www.entaingroup.com/media/g5hfneue/group-data-retention-policy-2025.pdf

Group Artificial Intelligence Policy – www.entaingroup.com/media/llshkd2b/artificial-intelligence-policy.pdf

Group Anti-Bribery and Corruption Policy – www.entaingroup.com/media/jp1lh45k/entain-group-anti-bribery-and-corruption-policy-1.pdf

Group Anti-Facilitation of Tax Evasion Policy – www.entaingroup.com/media/oewlpkbt/entain-group-anti-facilitation-of-tax-evasion-policy-v4-1.pdf

Group Anti-Fraud Policy – www.entaingroup.com/media/ymym4o2f/entain-group-anti-fraud-policy.pdf

Group Competition/Antitrust Policy – www.entaingroup.com/media/zp0bqxwi/entain-group-competition-and-antitrust-law-policy_final-002.pdf

Group Economic and Trade Sanctions Policy – www.entaingroup.com/media/esbk22rw/entain-group-sanctions-policy_final.pdf

Group Human Rights and Modern Slavery Policy – www.entaingroup.com/media/3dfpk5v3/entain-group-human-rights-modern-slavery-policy.pdf

Group Whistleblowing Policy – www.entaingroup.com/media/hjebfj2r/speak-out-whistleblowing.pdf

Metrics

Metric	2025	2024	2023
% of revenues from domestically regulated or regulating markets	100%	100%	100%
Number of markets exited with no clear path to a sustainable and safe regulated betting and gaming industry	—	2	5
% of operations certified under ISO270016	78.5%	81.5%	80.0%
% of technology budget dedicated to cybersecurity	10.0%	12.0%	3.2%
£ impact of security incidents	0.025 m	0.7 m	0.7 m
Big4 compliance training completion rate	98%	99%	97%
Integrity survey score	83	80	N/A

9. The decrease in ISO 27001 coverage from 81.5% in 2024 to 78.5% in 2025 reflects an increase in operational headcount for markets not covered by the certification. This expansion temporarily impacted the percentage coverage despite extending certification to Pune, India.



Create the environment for everyone to do their best work

To be an employer of choice, and build an inclusive and supportive culture where talent from all backgrounds can thrive.

<p>Aligned Material Topics</p> <p>Own Workforce: Working conditions and equal opportunities and treatment for all</p>	<p>Oversight</p> <p>People & Governance Committee</p>
---	--

Focus areas	2025 Highlights
<p>Attract, engage and retain the best, most diverse talent</p>	<ul style="list-style-type: none"> ▶ Launched our UK Women in Leadership apprenticeship, with 21 talented participants in 2025. ▶ Activated our new global employer brand and launched our employee value proposition. ▶ Partnered with the Government of Gibraltar to host an industry-first Open Day and launch our summer internship programme, inspiring the next generation of talent through hands-on experience.
<p>Provide the right growth opportunities for all</p>	<ul style="list-style-type: none"> ▶ Hosted career fairs to support our retail colleagues in exploring internal opportunities and enhance the diversity of our teams. ▶ Introduced our first collaborative and highly immersive global leadership programme, Elevate. ▶ Launched a programme of unlimited 1:1 professional coaching for middle managers, to complement our executive coaching offering. ▶ Introduced a global approach to performance management, to support growth and embed a culture of continuous feedback.
<p>Build a sense of belonging for all Entainers</p>	<ul style="list-style-type: none"> ▶ Achieved Tier 1 status within CCLA’s Corporate Mental Health Benchmark. ▶ Received 3 awards and 17 nominations at the 2025 Women in Gaming Diversity Awards. ▶ Received an award for Outstanding LGBTQ+ Network of the Year at the Diversity Network Awards 2025. ▶ Concluded our two-year mental health training programme, with nearly 3,000 managers having participated. ▶ Launched the “Made for Managers” wellbeing hub with 40 hours of content to help managers lead wellbeing conversations and foster safe, high-performing teams. ▶ Launched “Nova”, our AI-powered wellbeing coach on stress, sleep, confidence and low mood, with over 1,200 colleagues having engaged. ▶ Achieved a record-high 84 out of 100 (2024: 77) score in our employee engagement survey, “Your Voice”. ▶ Launched the Gibraltar Rockstar Awards, recognising colleagues who embody our values and celebrating the behaviours that drive our culture of collaboration and excellence. ▶ Continued to engage our colleagues on DE&I topics through a range of events and campaigns from our Women@Entain, BlackProfessionals@Entain and BeYou@Entain employee networks.

Our sustainability strategy in action

Launching our global employer brand and employee value proposition

Our mission is to attract, acquire and retain the talent that power our strategic priorities. In 2025, we reached the final milestone of our three-year plan, the creation of Entain’s first global employee value proposition (“EVP”) and employer brand.

Built on extensive internal and external research, the EVP centres on four global pillars – “energy”, “impact”, “pride” and “here to win” – which define the distinctive

experience we offer across all markets. Our strapline: “Entain – there’s nothing like it” reflects the unique culture and opportunities that set us apart. Our new visual identity positions Entain as a modern, innovative, Tier 1 global operator. It features our own people from around the world and is supported by a scalable framework that has the agility to adjust to local needs.

The employer brand launched in India in October, aligned with the transition to “Entain India” and marking the opening of our new Hyderabad office. The two-month outdoor and digital campaign was designed to sharpen our differentiation in a highly competitive market and attract high-quality talent.



UK Women in Leadership Apprenticeship

Launched in February 2025, the Women in Leadership Apprenticeship Programme welcomed 21 talented learners from across our UK business. Designed specifically for mid-level female leaders, the programme offers a distinctive and empowering development experience.

Driven by the vision and leadership of the incredible women at Entain, this initiative reflects a strong commitment to championing gender diversity in leadership. It blends the nationally recognised Level 5 Operations Manager Apprenticeship with a bespoke Women in Leadership curriculum, enriched by Entain-led Lunch & Learn sessions and interactive workshops. Together, these elements create a holistic and impactful learning journey.

We are proud to support high-potential female leaders as they take bold steps toward personal growth and professional success. Their ambition and drive are shaping the future of leadership within our organisation.

Following the success of the inaugural cohort, the programme is set to relaunch in 2026, with anticipated enrolment numbers mirroring those of the first intake.

Supporting internal mobility through our career fairs

We ran virtual sessions for our retail colleagues interested in finding out more about remote and field-based roles. These provided colleagues with the opportunity to meet a variety of our functions, understand their work and key skills.

We also held dedicated workshops on honing transferable skills, CV-writing, and interviewing.

Championing career opportunities in Gibraltar

As Gibraltar’s largest private employer, Entain has taken a proactive approach in the community through collaborating with the Government of Gibraltar to host an industry first open day for university students, showcasing the many career opportunities that Entain offers.

Entain proudly opened its doors at Regal House for its inaugural Open Day in June, held in collaboration with the Government of Gibraltar and the Connect Hub. The event welcomed over 20 local students to an immersive experience showcasing the diverse career opportunities within the global gaming industry.

The students joined eight interactive sessions, giving students hands-on exposure to a variety of departments. The event provided a unique opportunity to engage directly with Entain colleagues, explore career pathways and experience our dynamic work environment.

Building on this success and with the aim of inspiring the next generation of talent, we welcomed six ambitious students into our very first summer internship programme: a four-week journey designed to offer real-world experience, cross-functional exposure and a chance to make a meaningful impact.

Over the course of four weeks, our interns rotated across 15 departments, gaining hands-on experience, shadowing professionals and learning the inner workings of our business.

The interns collaborated on a final project in week four, applying everything they had learned to solve a real business challenge: how can we attract and retain younger customers? Their ideas, insights and creativity were showcased in a presentation to senior leaders, who were impressed by the quality of work and fresh thinking. To wrap it up in one sentence, one intern said: "I had a great

experience; I came into Entain with high expectations, and I'm blown away with how great my experience was."

Elevating the next generation of leaders at Entain

In 2025, we launched Elevate, Entain's first global leadership development programme, to accelerate the development of 104 senior leaders from 16 countries. Participants were typically three to four levels below the Executive Committee and were selected through a rigorous process, requiring evidence of impact and potential. Participants reflect all of our major markets, functions and spanned across a broad range of demographics.

Informed by insights from our 360-degree feedback tool, Elevate focuses on the capabilities most critical to our organic growth strategy: leading high-performance teams,

driving change and achieving results through cross-team collaboration. Over 10 weeks of immersive, live and scenario-based learning, leaders don't just learn about effective leadership – they practise it. Working in diverse peer groups, they apply new tools to realistic challenges, supported by expert facilitators and AI-enabled coaching. This combination of live practice, expert support and peer learning makes Elevate a modern, engaging programme that strengthens everyday leadership across our global business.

Participants rated the programme highly, with an average satisfaction score of 4.3 out of 5 and an outstanding advocacy rating of 4.5 out of 5. Participants reported a notable increase in leadership confidence, rising from an average score of 7.5 before the programme to 8.8 after.



Elevate focuses on the capabilities most critical to our organic growth strategy: leading high-performance teams, driving change and achieving results through cross-team collaboration.

Coaching for success

In 2025, we extended our coaching far beyond the top of the organisation by launching our "Coaching Journey", a tailored programme for unlimited 1:1 coaching for middle managers across the Group.

In its first two waves, 88 colleagues from all our markets, functions, and diverse backgrounds worked with external professional coaches on real, day-to-day challenges, to sharpen their impact where it matters most for colleagues and customers.

This fresh, flexible approach sits alongside our more traditional executive coaching offering for the most senior leaders, meaning high-quality coaching now reaches deep into our leadership pipeline.

The programme achieved an outstanding coach impact score of 4.9 out of 5, with coaching sessions rated 4.8 out of 5 for effectively addressing participants' development goals.



Our new global performance framework

Our first global performance framework, Podium Performance, was launched in 2025 and provides a consistent, contemporary approach to goal setting, feedback and development for colleagues across the Group.

The framework enables high performance with minimal bureaucracy through outcome-focused objectives, regular two-way feedback, and end-of-year conversations covering results, impact, and future development priorities.

To strengthen our managers' capability for high-quality performance discussions, we supported more than 800 leaders through live workshops and an AI-enabled practice platform designed to build effective feedback skills.

In its inaugural year, the process saw strong adoption, with feedback captured for approximately 85% of our people throughout the year, and 100% receiving impact ratings by year end. This achievement reflects not only high participation but the successful establishment of a globally embedded approach that strengthens accountability, enhances transparency, and supports a culture of continuous growth.

Investing in wellbeing and psychological safety

In 2025, we continued to strengthen our commitment to colleague wellbeing by nurturing a culture where psychological safety is the norm and people feel empowered to look after themselves in ways that matter most to them. Entain Well-Me, our global wellbeing strategy launched in 2025, remains grounded in prevention, early intervention, and ongoing care, delivered through our core programmes: Think Well, Live Well, and Work Well. You can read more about the Well-Me strategy on our website https://www.entaingroup.com/media/vlyp4x5t/entain_wellbeingstrategy_2025.pdf.

Upskilling our managers on mental health-related issues

People managers play a pivotal role in shaping healthy, thriving teams, and for the past three years, we have invested heavily in building their capability to support wellbeing in practical ways. This remained a priority throughout 2025, and we successfully completed our two-part mental health training programme, rolling out the final module across India and our UK offices.

Almost 3,000 managers have completed both parts of the training, and its positive impact was highlighted in this year's all-employee engagement survey, where we achieved an outstanding 88 out of 100 for "My manager takes an interest in my wellbeing."

To help sustain these skills, we introduced "Made for Managers" across the Group, a dedicated platform offering over 40 hours of bite-sized content designed to build confidence in leading supportive conversations and fostering psychologically safe, high-performing teams. So far, 1,660 managers have joined the Unmind platform and have access to the "Made for Managers" hub.

Our self-booking coaching and therapy services continued to be a trusted source of high-quality, innovative support, with engagement remaining strong throughout the year. In 2025, colleagues accessed 3,547 sessions. These sessions contributed to significant, measurable improvements, including reductions of 36% in anxiety and 31% in low mood, moving average cases from clinical to mild levels, based on pre- and post-clinical assessments. Among colleagues who completed pre- and post-therapy assessments, absenteeism fell by an average of 5.8 hours per person.

Unlocking the power of AI in supporting colleagues

Our wellbeing ecosystem was expanded with the launch of Nova, an AI-powered coach created in partnership with psychologists and delivered via the Unmind platform. In 2025, over 1,200 colleagues engaged with Nova, generating over 3,800 wellbeing conversations.

Nova has enabled us to offer personalised, evidence-based support on topics such as stress, sleep, confidence, and low mood, and to direct colleagues to additional help when needed.

Hearing the voice of our colleagues

In June 2025, we carried out our all-employee engagement survey, "Your Voice". The survey measures engagement and drivers of the employee experience through a series of questions.

The overall engagement score for the Group stood at a record-high 84 out of 100 (2024: 77), with the most significant uplifts in scores realised in communication, company direction, and listening, each improving by eight points since the prior year.

The results of the survey, including qualitative comments, were reviewed by the Executive Committee and the Board.

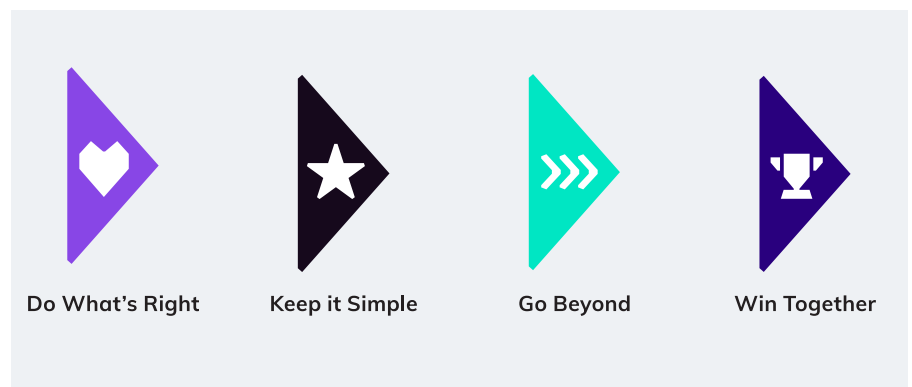
We are encouraged by an upward trend in employee engagement and are actively embedding insights from the survey into our leadership discussions, culture strategy, and people-initiative design.

Bringing our Entain values to life

Our Entain values – www.entaincareers.com/en/working-here are more than just words on a wall. They are the heartbeat of how we work and succeed together. That is why, in Gibraltar, we were excited to launch our inaugural recognition awards that bring those values to life in a bold and unforgettable way: The Gibraltar Rockstar Awards.

In 2025, we invited our senior leaders to nominate those people who truly embody our values. 100 Gibraltar Rockstars were nominated, who invited a colleague to celebrate with them on the night of the awards. The event brought excitement, energy, and a few surprises including the reveal of our 10 Headliners, who walked away with a trophy, glory and an amazing prize.

This initiative goes beyond celebration. It reinforces a culture where living our values is recognised and rewarded.



Building an inclusive culture

As part of our commitment to diversity, equity and inclusion, we understand the importance of global employee networks in providing a safe space for colleagues with a shared identity or experience. Our highlights throughout 2025 included:

Women@Entain

Our global network to give women at Entain the chance to connect, collaborate, celebrate and inspire each other.



This year's theme of Entain's "What a Woman" campaign was transformation. Women at Entain who have embraced change in many forms; whether personal, professional, physical, or mental, shared their stories through a series of video messages to inspire others to face their own changes with strength.

We also launched a series of campaigns to recognise key moments and women's issues, with seminars and real-life stories to mark events such as Breast Cancer and Menopause Awareness Months, Global Pregnancy and Infant Loss Awareness Day, and Global Period Action Day. To support practical needs, we introduced feminine hygiene products in our offices, receiving outstanding feedback from colleagues.

Our Lean-In Circles returned for a third year, with growing participation and engagement. These 60-minute sessions brought together small groups of women globally to explore topics such as confidence, visibility, leadership and balance, fostering peer support and mentoring.

Our Chief Executive Officer and Chief People Officer also held in-person events at our offices in India and Austria to explore women's experiences in the workplace. The discussion provided insights on authenticity, confidence and inclusion, encouraging women to lead with purpose.

Women@Entain helps create an environment where women feel supported, empowered, and heard.

BlackProfessionals@Entain

Our community of trailblazers, dedicated to celebrating, inspiring, and empowering black professionals within Entain.



This year's Black History Month theme, "Standing Firm in Power and Pride," honoured the strength, resilience and lasting influence of the black community.

Our Chief People Officer introduced a four-week programme of initiatives, including:

- Education to spotlight black history and black leaders aiming for everyone to learn more about black heritage and get inspired by those many outstanding heroes and their achievements.
- Movie nights across our markets to learn more about the richness of black culture and heritage.
- A global panel discussion to explore the experiences and collective power of guest speakers, ex-football players John Barnes (ex-Liverpool) & Clinton Morrison (ex-Birmingham City).
- A closing competition where colleagues made pledges to share how they show their power and pride, or their allyship with the black community.

Alongside our partner, 10,000 Interns Foundation, we also welcomed three participants to our internship programme which aims to address the underrepresentation of black talent for a second year. Two interns were offered permanent positions at Entain.

BlackProfessionals@Entain champions an inclusive culture where black colleagues feel seen, valued, and supported.

BeYou@Entain

Our global network that focuses on creating an environment where our colleagues can be their authentic selves and feel accepted, heard and valued for who they are.



This year's Pride Month theme was "Allyship to Advocacy". We hosted a global webinar "BeYou Stories" to open conversation on gender identity and held a global panel discussion with our Chief Executive Officer to share experiences of active allyship and explore how we can make Entain a safer place for everyone.

Our teams in Italy also hosted a webinar focused on inclusive language. This provided a powerful opportunity to explore the topic, challenge existing biases in a safe way, and highlight the importance of choosing words that help everyone feel seen, respected, and included.

Entain was proud to be a platinum sponsor of Gibraltar Pride, and our local teams showed up in full force to champion equality, inclusion, and love.

We partner with myGwork, which allows us to connect directly with LGBTQ+ professionals and ensure our open job roles are visible to a broader, more diverse audience. In 2025, we collaborated with myGwork to offer a series of workshops and webinars to all our employees, focused on building an inclusive culture and exploring intersectionality. We contributed to panel discussions on gender identity, inclusive language, and lesbian visibility across media, workplaces, and communities. We also took part in WorkPride, the world's largest virtual pride conference in the workplace, with 15,000 attendees. Through these efforts, we continue to promote allyship as a core value, encouraging everyone to play an active role in fostering inclusion and respect for all.

BeYou@Entain helps create a culture where individuality is celebrated and discrimination is challenged.

Supporting disabled employees

We are committed to tackling inequalities and creating a diverse and inclusive business. It is our responsibility to ensure that we do not discriminate based on disability, amongst other characteristics. Our Group Diversity, Equity & Inclusion Policy sets out our commitments, including to recruit, promote and reward our people based on merit and ability, avoiding unconscious bias and making reasonable adjustments where applicable.

We seek to ensure equality and fairness in terms of pay, benefits, conditions of employment and training.

Policies

Relevant Policies

Group Health, Safety, Wellbeing and Workplace Policy – www.entaingroup.com/media/3kzjl0j4/entain-hssw-policy-statement-2024-final.pdf

Group Diversity, Equity & Inclusion Policy – www.entaingroup.com/media/nx3lp43c/entain-group-diversity-equity-and-inclusion-policy-2025.pdf

Group Flexible Working Policy – www.entaingroup.com/media/pzhd5mc/global-our-approach-to-flexible-working-march-2022.pdf

Metrics

Metric	2025	2024	2023
Employees worldwide (headcount)	28,413	30,639	29,582
Employees worldwide (full-time equivalent)	23,628	24,909	23,650
Female employees	13,265	14,091	13,645
% female employees	47%	46%	46%
Male employees	15,130	16,130	15,931
% male employees	53%	53%	54%
Male Board members	7	7	6
Female Board members	4	4	3
Male senior managers	723	629	573
Female senior managers	284	252	221
Part-time employees	9,678	9,685	9,968
% part-time employees	34%	32%	34%
Median hourly pay difference between male and female colleagues (Gender Pay Gap) ¹⁰	4.19%	4.27%	4.00%
Mean hourly pay difference between male and female colleagues (Gender Pay Gap) ¹¹	13.38%	14.14%	16.00%
Median bonus pay difference between male and female colleagues ¹²	0.00%	36.46%	44.00%
Mean bonus pay difference between male and female colleagues ¹³	51.68%	42.41%	65.00%
Females in all management positions (as % of total management workforce)	37%	37%	37%
Females in junior management positions (as a % of total junior management workforce)	40%	39%	39%
Employee age groups:			
<30	33%	33%	35%
30-50	50%	48%	47%
50+	16%	15%	15%
Unknown	1%	5%	3%

10. Data for UK-based employees only.

11. Data for UK-based employees only.

12. Data for UK-based employees only. The shift in the median bonus gap, which reduced from 36.5% in 2024 to 0.00% in 2025, can be attributed to payment of previously awarded free shares to colleagues and a change in the way that we recognise our colleagues in our retail business.

13. Data for UK-based employees only.

14. Our whistleblowing service accepts any complaint made about suspected breaches of policies, operating practices or our Code of Conduct. Due to extensive promotion of the process, a higher proportion of HR- and retail shop-related procedural complaints were received through the whistleblowing route in 2025, which may have been more appropriately directed through other channels.

15. Data for UK-based retail employees only.

Metric	2025	2024	2023
Employee contract types:			
Permanent	97.0%	97.4%	99.0%
Fixed-termed	1.0%	0.3%	0.1%
Contractors	2.0%	2.3%	1.0%
Customer satisfaction	77%	74%	78%
Average hours per employee of training and development	19.2	16.4	13.0
Employee turnover – all	23%	25%	28%
Employee turnover – voluntary	16%	17%	20%
Whistleblowing incidents reported and investigated ¹⁴	166	125	65
Whistleblowing incidents reported and investigated, broken down by topics:			
Fraud and theft	18	16	12
Code of conduct	59	62	32
Procedural non-compliance	42	24	15
Health, safety, security and environment	8	3	1
HR Grievance	37	20	4
Not provided	2	—	1
Accidents	743	547	603
Employee work-related injuries	77	70	72
Employee reportable incidents	6	10	5
Public work-related incidents	1	4	5
Public reportable incidents	—	—	—
Robberies	58	56	50
Incidents of anti-social behaviour	6,222	6,506	6,137
Incidents of assault	271	281	452
Absenteeism rate ¹⁵	4.2%	4.2%	4.0%
% of internal hires	16.7%	17.1%	23.8%
Employee engagement score	84	77	N/A



Positively impact our communities

To support and positively impact our communities around the globe, and work towards achieving net zero for our own operations (Scope 1 and 2 greenhouse gas emissions).

Aligned Material Topics

Climate Change: Climate change mitigation and climate change adaptation

Affected Communities: Communities' economic, social and cultural rights

Oversight

Sustainability & Compliance Committee

Focus areas

2025 Highlights

Reduce our environmental impact

- ▶ Announced our revised greenhouse gas ("GHG") emission reduction targets to reduce our Scope 1 and 2 GHG emissions by 42% by 2030, and 90% by 2035, based on a 2023 baseline.
- ▶ Appointed a new independent partner, Bureau Veritas, to provide limited assurance over our Scope 1, 2 and 3 GHG emissions data.
- ▶ Procured 76.0% (2024: 68.0%) of global electricity from renewable sources, with Poland and Croatia having signed renewable energy agreements this year.
- ▶ Renewed our ISO14001: Environmental Management certification in the UK, with no major non-conformances.

Create a sustainable value chain

- ▶ Enrolled 41% (2024: 46%) of our in-scope third-party spend on the EcoVadis platform, providing a detailed assessment of supplier performance and returning an average supplier score of 62% (2024: 61%), with the strongest scores across the environment pillar.

Promote grassroots, women's and disability sports

- ▶ Awarded Grassroots Initiative of the Year for our Pitching In programme, at the Global Football Industry Awards.

Support the communities in which we operate

- ▶ Supported the full renovation of two basketball sports facilities in Greece and received five awards at the Boussias Sponsorship Awards 2025 for bwin's commitment to sports, social responsibility, and society.
- ▶ Partnered with the Moonee Valley Racing Club in Australia to support its "Cheering for Charity" initiative, which united racing fans and charitable giving across the 2024-25 horse racing season.
- ▶ Advanced our community agenda in Poland by supporting five sporting beneficiaries, promoting fair play through educational initiatives, and strengthening community partnerships.
- ▶ Refreshed our guidelines for charitable giving and community investment activity, enabling a consistent approach across the Group.
- ▶ Donated £5m (2024: £5m) to UK charities focused on preventing and remediating gambling-related harm and supporting mental health and education through sports, as part of Entain's obligations under its deferred prosecution agreement with the UK Crown Prosecution Service.

Working towards our GHG emission reduction targets

We are committed to working towards achieving net zero within our own operations (Scope 1 and 2 GHG emissions) and to continuing to engage with our suppliers, to try to reduce emissions in our value chain (Scope 3 GHG emissions). Our targets are as follows:

Metric	Scope of Application	Base Period	Target Period	Target	Nature of Target	Alignment
Scope 1 and 2 GHG Emissions	Entain plc and its controlled subsidiaries	2023	<ul style="list-style-type: none"> ▶ Near-term: 2030 ▶ Long-term: 2035 	<ul style="list-style-type: none"> ▶ 42% reduction by 2030 ▶ 90% reduction by 2035 	Absolute emissions target	Informed by Paris Agreement (well below 2°C)

Further details on our baseline period and actual GHG emissions can be found in the metrics section below.

Our ability to achieve these targets depends on a range of assumptions and dependencies, some of which are outside of our control. A key assumption for our near-term target is that we will be able to enter into renewable power purchase agreements in certain jurisdictions on reasonable commercial terms prior to 2030. This is explored in further detail overleaf.

Our
sustainability
strategy in
action

Our key decarbonisation levers

Our key decarbonisation levers

We focus on energy efficiency to support our decarbonisation goals. Our main sources of energy in our own operations are our retail shops and stadia. Through our rolling UK shop refurbishment scheme, we are continuing to reduce the GHG emissions from our shops year-on-year – through improved efficiencies in televisions and advertising boards, appliances, lighting, heating, and cooling. We will continue to implement energy savings opportunities raised through our ongoing Energy Savings Opportunity Scheme audits.

Building on our success in the UK and Ireland, we are now procuring renewable energy across some of our key European markets. In 2025, we entered into an agreement for electricity sourced from renewable sources in Poland. In Croatia, we secured a three-year Power Purchase Agreement, which commenced in September 2025.

Entering into agreements of this nature ensures that all energy consumed in our facilities in these locations is sourced from renewable sources. Such initiatives are key to our decarbonisation strategy and are our most feasible way of decreasing fossil fuel use. We continue to assess the viability of sourcing renewable energy across our key markets globally, though our ability to secure these agreements is dependent on the availability of renewable energy, across our markets.

Climate transition planning

A key focus for 2026 will be the development of a transition plan to assess, identify and model key levers and actions to achieve our Scope 1 and 2 GHG emission reduction targets.

This will provide us with detailed modelling to structure our future activity against, taking consideration of market sensitivities and key operational locations. Access to this level of detail will ensure that we continue to make proportionate and informed choices to drive the correct actions, establish relevant oversight and demonstrate our continued commitment to decarbonise our own operations in line with our Scope 1 and 2 GHG emission reduction targets.

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



Gross Scope 1, 2 and 3 GHG emissions

Our GHG emissions are prepared in line with the operational control boundary, as defined by the GHG Protocol Corporate Standard¹¹. We calculate GHG emissions through combining activity data with emission factors from credible sources such as the IEA and UK Government. Where possible, we use primary activity data. If this is not possible, we use spend- and revenue-based methods, as specified by the GHG Protocol.

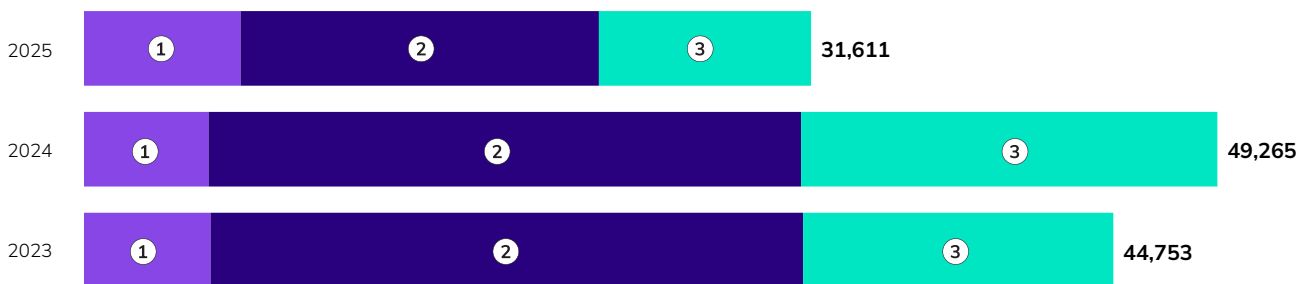
Our categories of GHG emissions are defined below. Our methodology and assumptions are explored in further detail within our basis of reporting, which is available on our website <https://www.entaingroup.com/media/2otlg0mo/entain-basis-of-reporting-v40.pdf>. In 2025, in accordance with best practice, we changed our external verification emissions partner from Carbon Trust to Bureau Veritas for continued verification. Bureau Veritas provided limited assurance over our 2024 Scope 1, 2 and 3

GHG emissions data in accordance with ISO 14064-3. The reported amounts include recalculations necessitated by a reconciliation of UK utility billing discrepancies identified during the assurance process. Fugitive emissions were excluded from the scope of Bureau Veritas’s assurance statement. This statement is available on our website <https://www.entaingroup.com/media/akhj3qdw/entain-2024-assurance-report-iso-14064-3.pdf>.

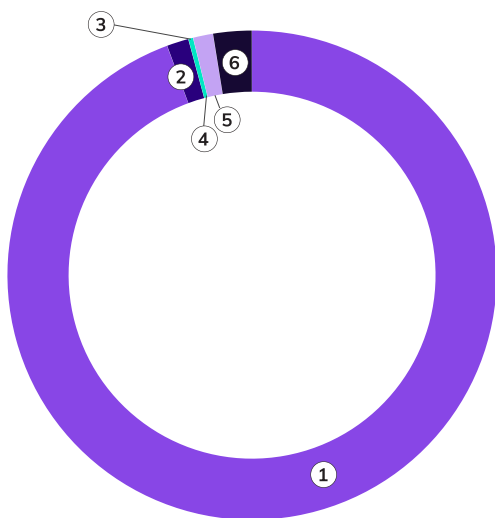
Scope 1 GHG emissions	Scope 2 GHG emissions (market-based and location-based)	Scope 3 GHG emissions
Direct GHG emissions occurring from sources that are owned or controlled by Entain, such as boilers and fleet vehicles.	Indirect GHG emissions associated with the purchase of electricity, steam, heating or cooling.	Indirect emissions from our value chain, including but not limited to products and services procured, business travel, waste generated and employee commuting.

Our gross Scope 1 and 2 GHG emissions (2023 – 2025)¹²

- 1 Gross Scope 1 GHG emissions (tCO₂e)
- 2 Gross Scope 2 location-based GHG emissions (tCO₂e)
- 3 Gross Scope 2 market-based GHG emissions (tCO₂e)



Our gross Scope 3 GHG emissions (2024)



Category	tCO ₂ e
1 Category 1: Purchased Goods & Services	369,636
2 Category 3: Fuel and energy-related activities	8,989
3 Category 4: Upstream Transportation & Distribution	1,245
4 Category 5: Waste	26
5 Category 6: Business Travel	5,130
6 Category 7: Employee Commuting	10,021

11. The operational control boundary refers to GHG emissions from operations where Entain, or one of its subsidiaries, has the authority to introduce and implement operating policies. In most cases, this applies to facilities the company operates. Under this approach, we account for 100% of GHG emissions from these operations.

12. The increase in our 2025 Scope 1 GHG emissions is primarily driven by F-Gas emissions, with primary data from air-conditioning services used to replace estimates applied in 2024. A greater proportion of primary data for natural gas also highlighted increased consumption in some markets, whilst mobile consumption remained broadly consistent with the prior year.

Racing for good in Australia

We proudly partnered with the Moonee Valley Racing Club in Australia to support its Cheering for Charity initiative across the 2024/25 horse racing season. This united racing fans and charitable giving, with each Ladbrokes Friday Night Lights race meeting dedicated to a different charity.

Fans voted for horses representing their chosen cause, and the horse with the most votes became the Cheering for Charity horse

for the given week. If the selected horse won, Entain donated \$2,000 to the featured charity; if it did not, Moonee Valley Racing Club contributed \$500, ensuring every race night made a difference.

Across the season, the initiative raised \$15,500 for a range of charities across Australia, reinforcing our commitment to creating a positive impact in our communities, beyond the track.

Supporting sports and society in Greece

We were proud to be recognised for Entain’s contributions in Greece through the bwin brand. Our support for sports, social responsibility, and the support of Greek society was recognised at the Boussias Sponsorship Awards 2025, with awards received across the following categories:

- 
Platinum and Gold Sponsorship for Diversity & Equality, for our bwin cares programme
- 
Gold Sponsorship Continuity, for our longstanding partnership with Olympiacos BC
- 
Gold Basketball Sponsorship, for our sponsorship of Olympiacos BC
- 
Gold Sports Sponsorship, for our “Team Future” – www.bwincares.gr/en/category/news-team-future-en/
- 
Gold Mass Partnership Sponsorship, for our support of the Spetsathlon and the [Spetses Mini Marathon](http://www.spetsesmarathon.com/en/homepage/) – www.spetsesmarathon.com/en/homepage/

The brand continues to support vulnerable social groups by offering them athletic experiences and assistance, while promoting social inclusion and equal opportunities.

bwin also supported the full renovation of two basketball sports facilities, upgrading them with modern equipment and high-quality, safer playing surfaces. Guided by the belief that every child should have equal access to sport, these improvements not only enhance the overall experience for young athletes, but also ensure they can train and play in a secure, well-maintained environment.

Building the chance for sport in Poland

Our Polish brand, STS Sports, implements projects through its foundation, “Sport Twojg Szansq” or “Sport is a chance for you”. In 2025, the foundation provided ongoing financial support to five beneficiaries who achieved sporting success both internationally and in Poland. The foundation also conducted a project which involved the publication of an audiobook and a printed book, “Lewa łapa Leona” or “Leon’s left foot”, aimed at educating readers and listeners about fair play in sport and everyday life. One of Poland’s most famous footballers, Grzegorz Krychowiak, became the book’s pro bono ambassador.

Our sustainability strategy in action

Celebrating success for our Pitching In programme

Pitching In is a dedicated brand created by Entain to champion grassroots sport through a multimillion-pound investment programme. It operates entirely separately from any betting and gaming activities and is focused solely on community support and development. Pitching In was initially established to provide vital financial support to grassroots football clubs to cope with the impact of Covid-19 lockdowns. Entain’s continued support for the leagues is currently committed until the end of the 2027-28 season.

Since then, the trailblazing initiative has made a huge impact at the non-league level of England’s national game. Pitching In is the title sponsor of the Isthmian, Northern

Premier and Southern Leagues – collectively known as the Trident Leagues – that comprise 264 clubs at steps three and four of the non-league pyramid.

Pitching In, however, has always been about more than a flagship sponsorship. At the heart of the initiative is the ambition to enhance engagement between football clubs and their local communities. This led to Entain being the founding partner of the Trident Community Fund (“TCF”) in 2020.

The TCF was launched to help clubs establish and expand community initiatives, maximising the remarkable impact that grassroots football clubs have on their local area. Every club in the Trident Leagues is encouraged to apply for a grant of up to £5,000 annually to support community initiatives. Since its inception, the TCF has supported more than 150 such projects, helping to expand youth, women’s and walking football, as well as supporting initiatives focusing on local upskilling, tackling anti-social behaviour, and supporting local veterans and food banks.

In 2022, Pitching In launched the Volunteer Hub to provide a one-stop online portal for clubs to post volunteering vacancies and for local people to sign up and get involved. In the last 12 months, the Pitching In Volunteer Hub had over 1,000 visitors per month learning about volunteering and listing or seeking chances to get involved in their community.

Award winning initiative

In 2025, Pitching In was honoured to receive an award for Grassroots Initiative of the Year at the Global Football Industry Awards.

In the category, Pitching In triumphed against other major household brands including McDonalds, Barclays, Adidas, Nike and Coca-Cola, who were among the other shortlisted nominees for the Grassroots Initiative of the Year prize.

Hosted by football royalty – Jamie Carragher and Peter Crouch – the awards celebrate the visionaries, pioneers, and change-makers powering world football from behind the scenes.

Furthermore, STS regularly engaged in and implemented projects for local communities in collaboration with the four clubs that it sponsors. Thanks to regular joint initiatives with these clubs, financial and in-kind support reached centres supporting people with Down's syndrome, football academies, and dog shelters, among others.

In total, over £20,000 worth of support was delivered to those in need through our activities. This is important to STS, as we support sports-related causes that are inherent to the brand's DNA, as well as the goals of the clubs we work with, strengthening our partnerships and efforts as a committed, socially responsible brand.

Refreshing our approach to charitable donations

When we launched the Entain Foundation in 2019, we made a commitment to invest in responsible gaming initiatives and to provide support for our people and the communities in which we operate, around the world. We are proud of what we have achieved over the past six years and all the partners that we have supported through both the Entain Foundation and Entain Foundation US. At the end of 2024, Entain made the decision to cease the activity of both Foundations.

In 2025, in its place, we implemented a new approach to charitable giving and community investment to provide a clearer, more efficient and more localised approach to identifying and giving to worthy causes and supporting the communities in which we operate, whilst retaining a balance through central themes to align with our global ambitions. This new approach, delivered through the adoption of consistent guidelines for entering into charitable partnerships and undertaking community investment activities across the Group, will ensure our activity continues to align with the key areas of our sustainability strategy, such as supporting responsible gambling, grassroots, women's and disability sports, the environment and the communities upon which we depend and in which we operate. Our activities in this area will continue to be overseen by the Sustainability & Compliance Committee.

In 2025, Entain donated £5m (2024: £5m) to charitable organisations in the UK which provide services to help prevent gambling addiction, combating the effects of gambling addiction and/or deal with the wider consequences of gambling addiction. These donations were made pursuant to Entain's obligations under its deferred prosecution agreement entered into with the UK Crown Prosecution Service in December 2023. Specifically, Entain donated to the following charities:

Gordon Moody

Gordon Moody offers residential treatment, advice, counselling, and online support to individuals experiencing gambling-related harm. The charity also provides peer support through dedicated groups, including those for women, family and friends. Entain's support will ensure its treatment centres facilities continue operating at a high standard, and support remains available to users who require it.

GamCare

GamCare is the founder of the National Gambling Helpline and provides advice and support for anyone affected by gambling-related harm. The charity's other core activity is provision of gambling harm treatment in England and Scotland, as well as a range of prevention focused programmes aimed at people with higher risk of harm. Entain's support will progress GamCare's infrastructure developments, allowing investments in infrastructure (telephony, websites) to enable them to increase capacity for support for those affected by gambling harm.

BetBlocker

BetBlocker provides a free software application that helps users block access to thousands of online gambling sites. By setting a self-exclusion period—ranging from 24 hours to five years—on their devices, the tool supports responsible gambling and helps prevent relapse during the exclusion period. Entain's support will ensure BetBlocker provides continuity of services for existing users and availability for additional users in 2026.

EPIC Restart Foundation

EPIC Restart Foundation is dedicated to supporting individuals in recovery and empowering people to rebuild positive lives after suffering gambling-related harm. The charity focuses on the "restart" journey, offering practical tools and coping strategies that enable people to rebuild the confidence and resilience needed to overcome legacy harms and sustain a lasting recovery. Entain's support will allow EPIC Restart Foundation to further develop their regional work in communities. The donation will directly contribute to building a physical presence in key strategic communities, helping the charity to develop relationships with other partners, raise awareness and reduce shame and stigma to ensure that more people receive support in their recovery from gambling harm.

Debt Advice Foundation

Debt Advice Foundation is a national debt education and advice charity that offers free, confidential debt advice to more than 10,000 people each year. Support is provided through a free helpline, webchat service, and call-backs, covering a range of debt solutions including crisis management advice and budgeting support. Entain's support will enable the charity to deliver vital debt and welfare advice services to thousands of households across the UK by directly funding front-line debt advisers, digital infrastructure and support services.

StepChange Debt Charity

StepChange, operated by the Foundation for Credit Counselling, provides free debt advice and tailored plans to help people manage their debts. This includes assessing a client's budget, income, and debts; identifying a suitable solution; and setting up the debt plan with ongoing support as needed. Entain's support will contribute to StepChange's vision of a society free from problem debt, allowing the charity to continue to support as many people as it can to become debt free.

Sport in Mind

Sport in Mind uses sport and exercise to improve the lives of people experiencing mental health challenges. Its programmes are co-designed by healthcare professionals and individuals with lived experience and is delivered in partnership with the NHS. Entain's support will help Sport in Mind support the recovery of 5,000 people struggling with their mental health (including gambling-related harm) and help 100,000 people through groundbreaking campaigns, promoting the benefits of being active on mental health and in preventing suicide.

Connection at St Martin's

The Connection at St Martin's is a homelessness charity providing specialist support for people experiencing or at risk of rough sleeping in London. Their services cover people's immediate needs with food, hot drinks and showers as well as mental and physical health support. It also provides outreach, one-to-one advice, accommodation, healthcare, skills development, and employment advice to support an individual with their specific needs. In 2024/25, The Connection at St Martin's supported over 1,400 people on their journey away from homelessness. Entain's support will help the charity to save lives through physical and mental health interventions, while empowering people sleeping rough to access the guidance, stability, and safe accommodation they need to rebuild their lives.

Policies

Relevant Policies

Group Environment Policy –
<https://www.entaingroup.com/media/3iccpxr/entain-environment-policy-oct-2025.pdf>

Group Gifts, Hospitality and Donations Policy –
www.entaingroup.com/media/4o1bzisu/entain-group-gifts-hospitality-donations-policy-2.pdf

Metrics

Metric	2025	2024	2023
Energy consumption (kWh)	86,686,691	112,683,011	116,213,551
Energy consumption: United Kingdom (UK)	52,536,877	61,429,677	77,967,379
Energy consumption: Rest of the World (ROW)	34,149,814	51,253,334	38,246,172
% of purchased electricity from renewable sources	76.0%	68.0%	69.6%
Gross Scope 1 GHG emissions (tCO ₂ e)	6,853	5,491 ¹³	5,566
Gross Scope 2 location-based GHG emissions (tCO₂e)	15,581	25,738	25,751
Gross Scope 2 location-based GHG emissions: UK	7,336	10,669	—
Gross Scope 2 location-based GHG emissions: ROW	8,245	15,069	—
Gross Scope 2 market-based GHG emissions (tCO₂e)	9,177	18,036	13,436
Gross Scope 2 market-based GHG emissions: UK	143	111	—
Gross Scope 2 market-based GHG emissions: ROW	9,034	17,925	—
Gross Scope 3 GHG emissions (tCO₂e)¹⁴	—	395,047	383,585
Category 1: Purchased Goods & Services	—	369,636	339,654
Category 3: Fuel and energy-related activities	—	8,989	9,598
Category 4: Upstream Transportation & Distribution	—	1,245	22,342
Category 5: Waste	—	26	86
Category 6: Business Travel	—	5,130	7,543
Category 7: Employee Commuting	—	10,021	4,362
Total Gross GHG emissions (tCO ₂ e)	—	426,276	414,902
Gross GHG emissions intensity per employee (tCO ₂ e/headcount)	0.77	1.01	1.06
Waste generated (tonnes) ¹⁵	3,084	3,599	4,123
Supplier spend ¹⁶	£3.1bn	£3.0bn	£2.8bn
Number of suppliers	10,393	9,702	12,613
% of in-scope suppliers onboarded onto EcoVadis ¹⁷	41%	46%	35%
Average EcoVadis score of in-scope suppliers	62%	61%	N/A

Basis of Preparation

This report has been prepared on a group consolidated basis for Entain plc and its controlled subsidiaries (together “Entain” or “the Group”) for the financial year ended 31 December 2025, unless stated otherwise.

Sustainability-related key performance indicators, including those relating to environmental and employee matters, are disclosed on pages 49-69.

13. Fugitive emissions (representing 2,577 tCO₂e) were excluded from the scope of Bureau Veritas’s assurance statement but are disclosed in this report.

14. Scope 3 GHG emissions data for 2025 is not available at the time of reporting, and will be disclosed within our 2026 Annual Report and Accounts.

15. Data for UK-based operations only.

16. Includes non-addressable spend items associated with taxes. Excludes intercompany transfers and subsidiary entities that sit outside of Entain’s ERP platform, including 365 Scores, STS, SuperSport and Crystalbet.

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