

Entain

GENDER PAY

United Kingdom Report 2025

GAP

► DETERMINATION AT PLAY



WHY DIVERSITY, EQUITY AND INCLUSION IS IMPORTANT TO US

At Entain, we are committed to fostering an inclusive workplace where employees from all backgrounds can thrive. Doing what's right is one of our core values, which is why we view Diversity, Equity and Inclusion (DE&I) as a responsibility for the whole business. Inclusive workplaces enhance innovation, strengthen collaboration, unlock the full potential of diverse perspectives, and ensure we reflect all our customers.

Entain's success is built on delivering the most entertaining customer experience supported by in market-leading player protection, and a diverse and inclusive workplace is essential to making that happen. It is central to who we are, how we work and our commitment to doing what's right.

We are clear in our ambition to tackle inequality and embed diversity, equity and inclusion in everything we do. To win in a highly competitive market, we are building a business that reflects the customers we serve, increasing access to opportunity, strengthening capability and attracting, developing and retaining outstanding talent.

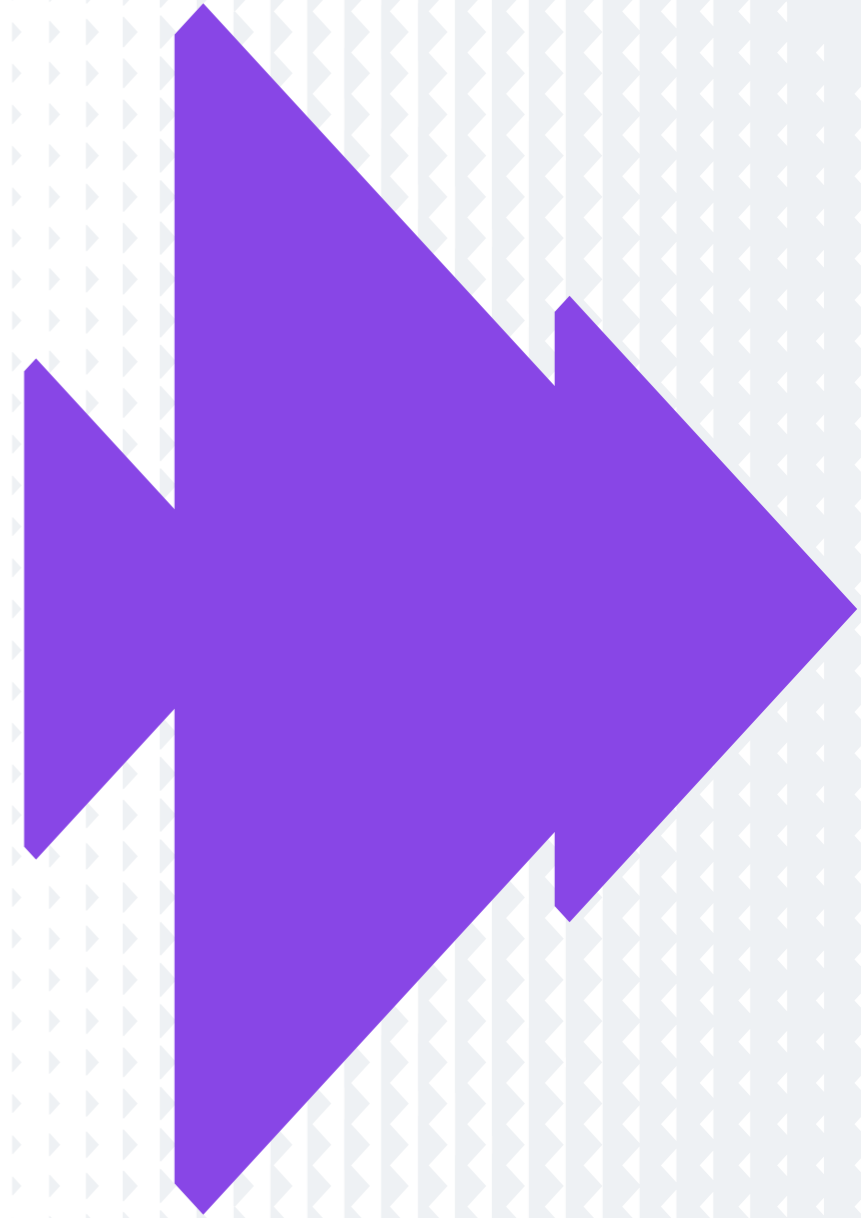
As a leading player in the global betting and gaming sector, we know that workforce diversity plays an essential role in our success and is vital to delivering outstanding products and services for our customers.

Our ambition is to continue driving a culture where women are represented at all levels across the business, and where people from all backgrounds feel valued, respected and included.

Investing in our workforce elevates our employees to do their best work. Entain is dedicated to developing its people through training programmes, career development opportunities, and leadership development initiatives. Our DE&I strategy includes the growth of strong employee networks, such as Women@Entain, designed to inspire and advance women, supporting their wellbeing and professional growth. We recognise that there is always work to do, and we will continue to champion DE&I as a core value across the business.



As a leading player in the global betting and gaming sector, we know that workforce diversity plays an essential role in our success and is vital to delivering outstanding products and services for our customers.





A MESSAGE FROM OUR CHIEF PEOPLE OFFICER



This year, our mean hourly pay gap showed further improvement, decreasing from 14.1% in 2024 to 13.4%. In the case of our median gender pay gap, we welcome another slight decrease from 4.3% in 2024 to 4.2% in 2025.

We are proud to see that our work to drive Diversity, Equity and Inclusion across the business is reflected in these figures. However, we know that there is still work to be done.

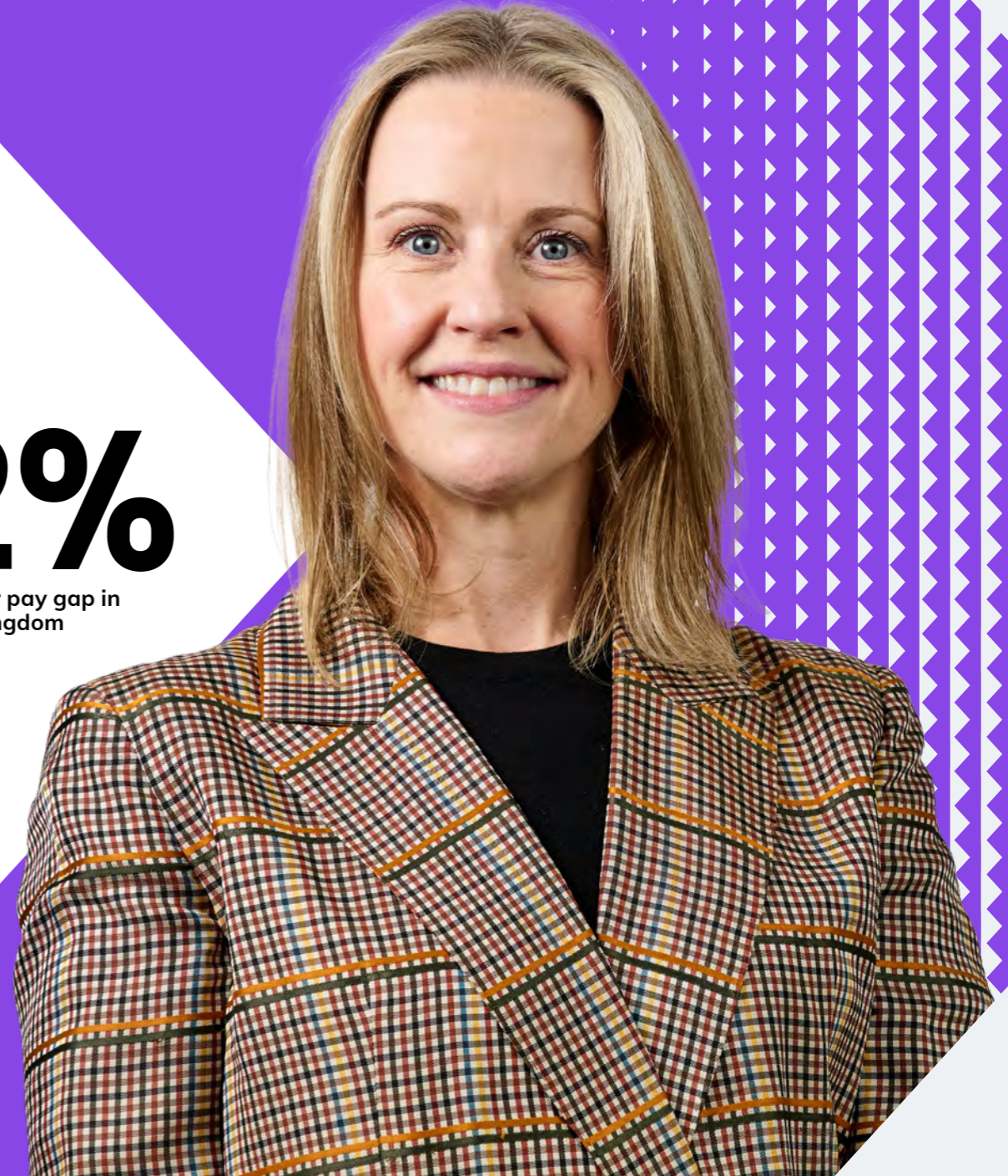
Our mission is to ensure people from all backgrounds thrive at Entain and to increase gender diversity right across our organisation. In 2025 we were proud to launch our first Women in Leadership Apprenticeship initiative, where a cohort of talented female colleagues were invited to take part in a bespoke leadership development programme. This is only one of the many examples of the work we are doing to foster an empowering and gender-inclusive culture.

In 2025, our global employee networks continued to provide support and a safe space for our employees to learn, as well as a place where achievements are championed. Through our inclusive hiring practices, enhanced wellbeing initiatives and energised global networks, 2025 was another year that showcased Entain's commitment to a supportive environment where all employees can thrive."

Melanie Tansey

4.2%

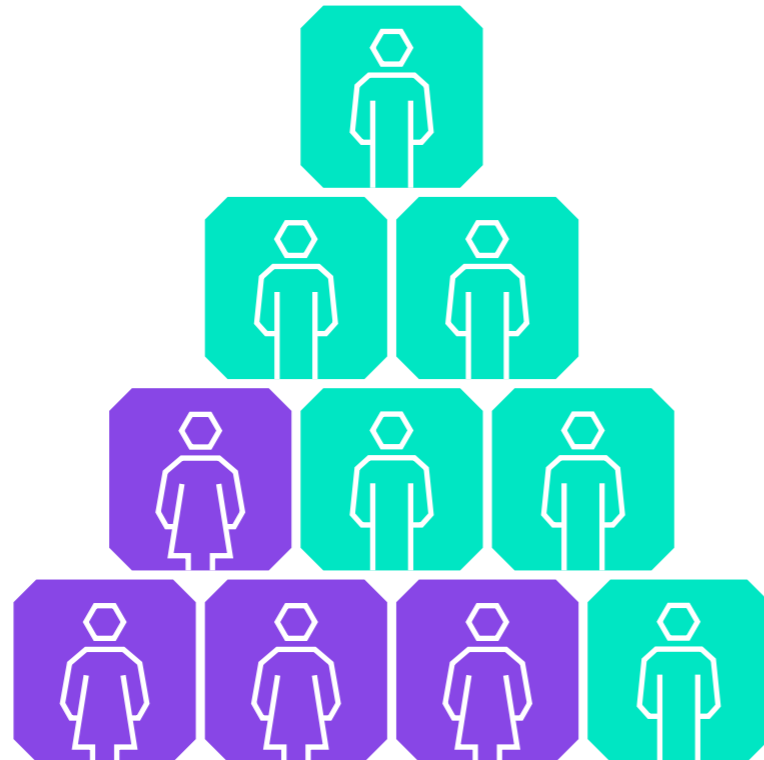
Our median gender pay gap in the United Kingdom



THE DIFFERENCE BETWEEN GENDER PAY GAP AND EQUAL PAY

Gender Pay Gap

The **gender pay gap** is different from the issue of equal pay, which is governed in the UK by the Equality Act 2010. A gender pay gap shows the difference between the average earnings of men and women over a period of time, irrespective of their role or seniority, whereas unequal pay explains the pay differences between two individuals or a group of workers carrying out the same or comparable work.



Equal Pay

Unequal pay – paying women less because of their gender – is unlawful. The gender pay gap is a measure of economic inequality for women in today's labour market. A gender pay gap can be driven by several factors including a lack of women in highly paid leadership roles and an overrepresentation of women in lower-paid and part-time positions.

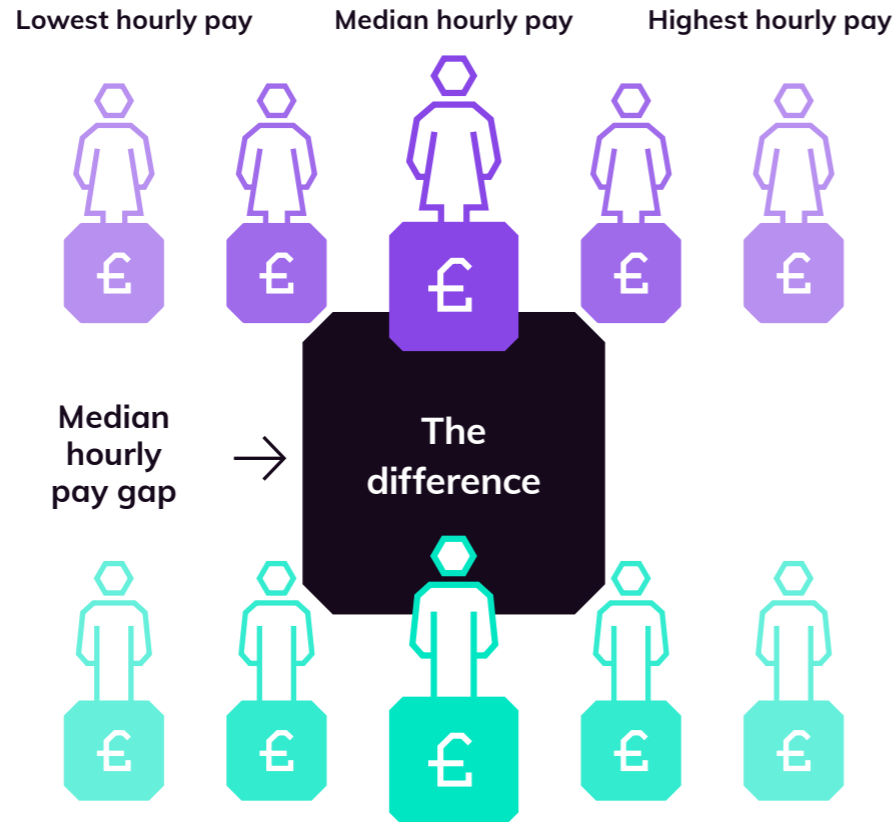




HOW WE CALCULATE THE GENDER PAY GAP

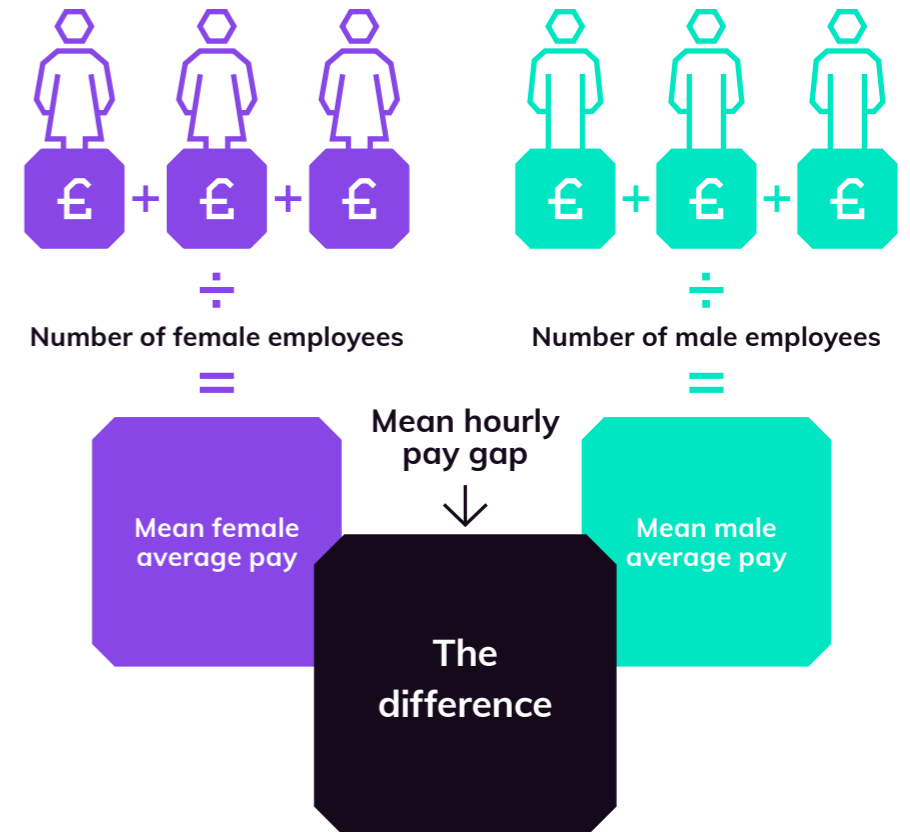
How we calculate the median gap

Imagine all our female colleagues standing in a line in order of hourly rate of pay, and imagine all our male colleagues doing the same. The **median gender pay gap** is the difference in pay between the female in the middle of their line and the male in the middle of their line.



How we calculate the mean gap

The “mean” is often called the “average” in everyday language. To calculate the **mean gender pay gap**, firstly we add up all the hourly pay rates for our female colleagues and divide by the number of female colleagues to find their mean hourly rate of pay. We then do the same for male colleagues and the mean gender pay gap is the percentage difference between the two figures. For example, an average male pay of £100 per hour and an average female pay of £85 per hour would indicate a gender pay gap of 15%.

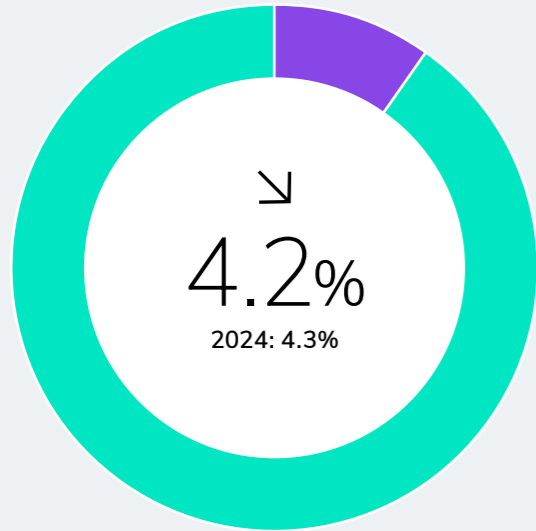




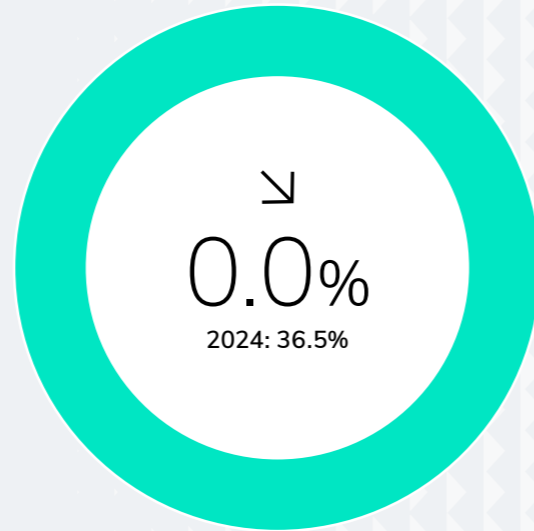
THE FIGURES

The 2025 gender pay gap figures for Entain in the United Kingdom¹ are:

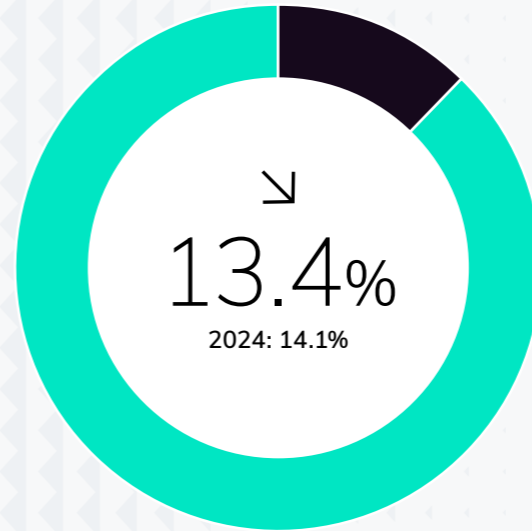
Median Hourly Gender Pay Gap



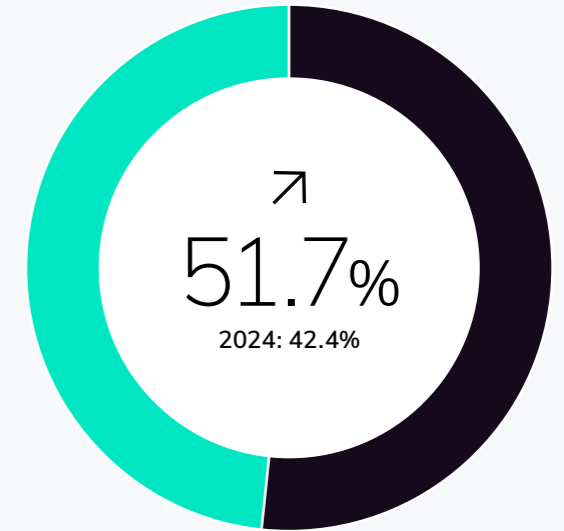
Median Bonus Gender Pay Gap



Mean Hourly Gender Pay Gap



Mean Bonus Gender Pay Gap



Inclusive workplaces enhance innovation, strengthen collaboration, unlock the full potential of diverse perspectives, and ensure we reflect all our customers.

¹ Figures cover all Entain employing entities in the UK with the snapshot date of the 5th of April.



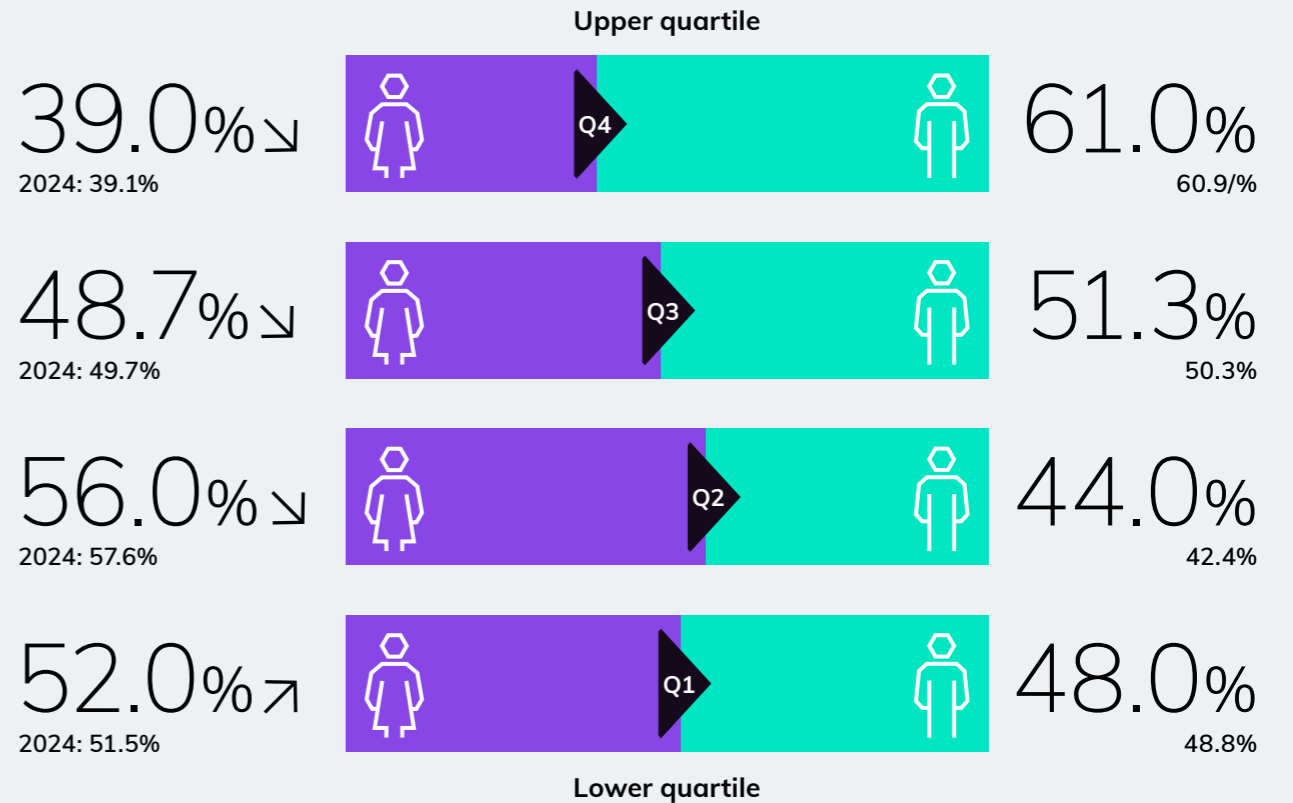
THE FIGURES

Proportion of males and females receiving a bonus²



Our ambition is to continue driving a culture where women are represented across the business, and where individuals from all backgrounds feel valued, respected and included.

Proportion of male and female employees in pay quartiles



² Figures cover all Entain employing entities in the UK with the snapshot date of the 5th of April.



Our mean gender pay gap in the UK has continued to decrease from 14.1% in 2024 to 13.4% in 2025.

Our median gender pay gap has also decreased slightly from 4.3% in 2024 to 4.2% in 2025.

The median hourly pay gap is affected by the differences in the hourly pay of employees at Entain Marketing UK Limited who have left the business compared to new hires. This is a result of a greater percentage of higher-paid females leaving the organisation compared to males in 2025, which is reflected in the pay gap.

The shift in the median bonus pay gap, which has decreased from 36.5% in 2024 to 0% in 2025, can be attributed to a one-off Christmas bonus paid to all retail employees, who make up 87% of our UK workforce. This payment dominated the results, meaning the median bonus reflects retail outcomes rather than the wider business. This year, the number of overall colleagues receiving bonuses also increased across the business.



Closing the gap in leadership roles, where women are underrepresented, is our biggest opportunity to drive change and level the playing field.

In 2025, 90.3% of our female employees and 87.7% of our male employees received a bonus, which has increased from 29.9% and 38.9% respectively in 2024. This is due to the payout of free shares, as well as the Retail Christmas bonus which went to all retail employees.

Our pay gap is also reflected in the higher proportion of males that are in our highest pay quartile, representing 61.0% of the population versus 39.0% of females. Closing the gap in leadership roles, where women are underrepresented, is our biggest opportunity to drive change and level the playing field. We are committed to creating opportunities that enable women's professional and personal growth, and making sure everyone is empowered to thrive.

The following initiatives demonstrate the actions we have taken to not only close our pay gap but align with Entain's commitment to DE&I.

Our mean gender pay gap in the UK in 2025

13.4% ↓

Our median gender pay gap in the UK in 2025

4.2% ↓

SOME OF OUR ACTIONS TO CLOSE THE GAP

Women@Entain network

Women@Entain provides a place for our women and their allies to network, connect, support and inspire each other. With almost 1,800 members and 1,000 allies across the globe, the network provides a programme of initiatives which promote DE&I across the business. The network continued to grow throughout 2025, with membership and allies growing to 16% and 10% respectively at their peak. Women@Entain plays a key role in addressing the pay gap, through providing a space for our female employees to feel empowered and develop in their careers.

Our senior female leaders promote and inspire leaders across the global network. In October, Stella David (Chief Executive Officer) and Melanie Tansey (Chief People Officer) participated in a Women@Entain session in India, which explored themes including inclusion, managing self-doubt and achieving balance. The network is an inclusive space which brings women from across the globe together, closing the gap by championing and inspiring our female talent.

In 2025, we held several initiatives for our members of Women@Entain, including:

What a Woman!

This global campaign showcased incredible women at Entain who have faced major transformations and changes. Through sharing their stories, we aim to provide support and advice to other women in the business facing similar life events. We make sure that all stories support readers by connecting them to relevant educational resources, as well as global and local Entain policies.

Health Series: MindBodyHER

MindBodyHER is a virtual quarterly women's health series which aims to amplify and provide learning on women's physical and mental health topics. Each session focuses on a different area, providing women with a space to learn about topics they feel are important. Ultimately, this deepens our inclusion efforts through providing a platform for women's issues, ensuring all employees feel seen, and that wellbeing concerns, needs or support requests are addressed.

Lean in Circles

Our Lean in Circles initiative has experienced significant growth after its relaunch, with over 250 women now having joined. It aims to support women in their professional growth by connecting women from across the business and different corners of the globe, providing a safe space for peer support, mentoring and sharing lived experiences. We also mix women by seniority level and department, to ensure a diverse range of experiences and learning.

Awareness Days

At Entain, we believe in the importance of recognising and championing key moments that highlight women's experiences. Throughout the year, we actively supported dedicated awareness days and months focused on women's issues. Initiatives included building knowledge and recognition of breast cancer through Breast Cancer Awareness Month, holding local events across our global offices. Recognising *Global Pregnancy and Infant Loss Awareness Day* raised awareness of fertility issues and provided support for those women who have been affected by this topic. *Global Period Action Day* was brought to Entain through providing period products in all offices and building greater understanding of accessibility and affordability issues. These efforts create opportunities to help close the pay gap, by celebrating our female colleagues, fostering inclusion and strengthening wellbeing across the business.

Women@Entain
members across the globe

1,800

► DETERMINATION AT PLAY

Apprenticeship programme for Women Leaders

Launched in February 2025, the Women in Leadership Apprenticeship Programme welcomed 21 talented learners from across the 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 Q1 2026, with anticipated enrolment numbers mirroring those of the first intake.

21

talented learners from across the business welcomed into the Women in Leadership Apprenticeship Programme in 2025



Enhance, Establish, and Elevate Your Game

Establish, Enhance, and Elevate Your Game are leadership programmes for our retail business designed to strengthen management capabilities. These programmes help to remove barriers and empower our female leaders to develop and grow in their careers, an important step towards closing the pay gap.

Establish Your Game supports Customer Service Managers through a mix of self-paced e-learning modules and interactive Pitstop sessions. E-learning includes Global Inclusion and The Workplace of Tomorrow, while the live Pitstops focus on practical skills such as Time Management & Prioritisation, Difficult Conversations & Feedback, and Communication & Listening.

Enhance Your Game builds on this for Retail Shop Managers and Marketplace Managers, using blended learning with case studies to bring the topics to life and e-learning to build foundational knowledge, and Pitstops to deepen their understanding through expert-led discussions. It covers all Establish topics plus additional modules such as Grievance eLearning and a Grievance Pitstop.

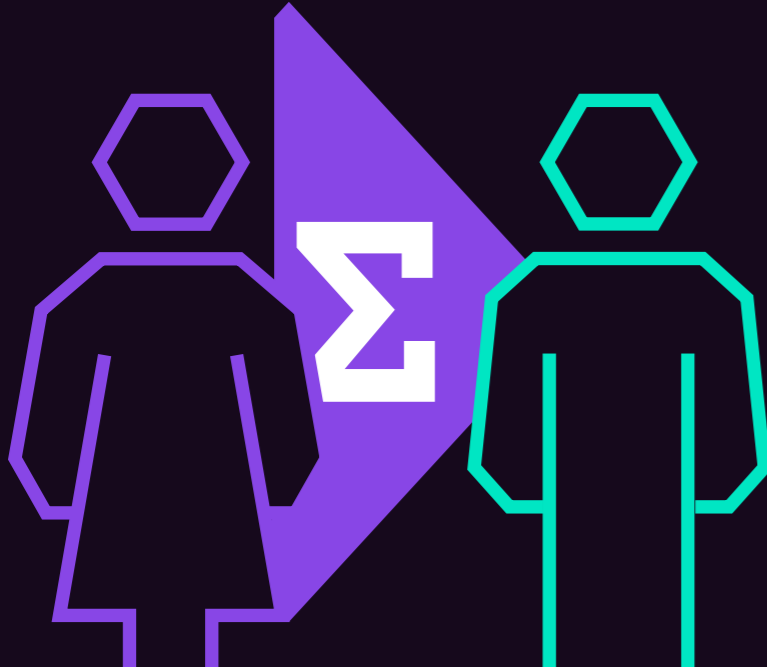
Elevate Your Game is a flexible development programme created for Area Managers, offering a library of essential and optional learning modules. Essential content focuses on core skills and behaviours to ensure success in their roles, while optional modules support broader professional growth.



These programmes help to remove barriers and empower our female leaders to develop and grow in their careers, an important step towards closing the pay gap.

Inclusive Recruitment

In 2025, our focus was to champion inclusive recruitment through enhanced processes and training, while working closely with our DE&I and Data Protection teams to implement robust and compliant data collection and reporting. These efforts help us improve inclusive recruitment practices and identify barriers to reduce drop-out rates in hiring processes, as well as supporting progress toward gender parity in leadership roles and narrowing the pay gap. Underpinning all these efforts, we have maintained our partnership with Where Women Work to enhance our employer brand and engage female talent and also sponsored Balance the Board, a pioneering initiative aimed at increasing diversity at senior leadership levels.



Retail Careers Fayre

In 2025, to help our retail colleagues explore new opportunities, we ran in-person and virtual sessions for those interested in office based or remote and field-based roles. Entain colleagues were given the opportunity to meet with departments and understand more about the work they do, and the skills involved. The sessions also comprised of upskilling workshops, including CV writing, transferable skills and interview skills. These initiatives play a vital role in reducing the gender pay gap by broadening access to career progression pathways and empowering female colleagues with the skills and confidence to step into higher paying and leadership roles.

Retail Inclusivity Day

In 2025, we hosted our annual inclusivity events in London and Manchester which spotlight employee networks and wellbeing groups. Sessions included workshops on allyship and inclusive language, and actively brought women and men together to share thoughts on issues affecting other colleagues. These events also provided a space for women's issues in the workplace to be discussed, such as overcoming self-limiting beliefs and dealing with menopause. These events empower employees to engage openly on topics such as gender and offer a supportive environment for meaningful peer to peer connection.

Menopause Matters

In 2024, we introduced our global menopause policy, alongside a Menopause Matters support group. Since then, we have hosted eleven Menopause Cafés across our retail estate, creating safe spaces for open discussion and support. We also launched a Menopause Hub, offering bite-sized training and resources for employees and managers. Following its success, we continued to host our 'Menopause for Men Café' initiative, which helps male colleagues better understand and support colleagues experiencing menopause. Our Menopause Matters Online community continues to grow and support each other, with a growth of nearly 16% in membership in 2025 to 650 members. In 2025, we celebrated International Menopause Day across the month of October by showcasing some of our inspirational female colleagues, as well as top tips on available support from our toolkit and how we have educated our male colleagues.

650

members in 2025 - an increase of nearly 16%

Supporting mental health

We know that when our people feel their best, they perform at their best. Our training and wellbeing initiatives help create an inclusive environment for women and all employees, support career development, and contribute to closing the gender pay gap.

Workplace of Tomorrow

Workplace of Tomorrow is a global initiative that strives to equip our managers with better awareness around mental health and wellbeing in the workplace. Since its inception in 2022, these e-learning programmes have strengthened the culture and psychological safety across our teams, spearheading tangible action surrounding wellbeing.

In 2022-2023, 94% of managers completed the Workplace of Tomorrow 1. 73% reported taking action and 82% reported positive outcomes, demonstrating how this training has helped managers support Entain employees. Following this success, we launched Workplace of Tomorrow 2 in 2024, with 77% completion in 2024-2025 and even greater impact, with 97% reporting taking action and 99% reporting positive outcomes.

This builds a solid foundation upon which women's wellbeing, and that of all employees, is continuously supported and championed.

Nova

Our range of wellbeing initiatives were further strengthened by the launch of Nova, an AI-powered coaching tool developed with psychologists and delivered through the Unmind wellbeing platform available to all colleagues. Nova provides confidential, personalised and evidence-based support across areas such as stress, sleep, confidence, and low mood, enabling colleagues to access help in the moments that matter most. By providing accessible, high-quality wellbeing support to everyone, Nova supports the creation of conditions for sustained performance, retention, and progression across our workforce, including for women at all stages of their careers.

Energy Edge Programme

Energy Edge, our resilience training programme offers colleagues practical techniques, actionable tips and strategies to boost performance and wellbeing through e-learning and live sessions. To date, over 7,900 colleagues across the globe have completed the e-learning programme.

In 2025, we delivered a tailored live resilience session specifically for women, where nearly 100 attendees gained practical strategies to manage their energy and build resilience in everyday life. The session also featured a live demo of the wellbeing app Unmind, which demonstrated the personalised wellbeing tools available to women on the platform.

Energy Edge 2.0 will serve as our main resilience training programme in 2026, offering targeted training to support women and colleagues in areas of transformation across the business.

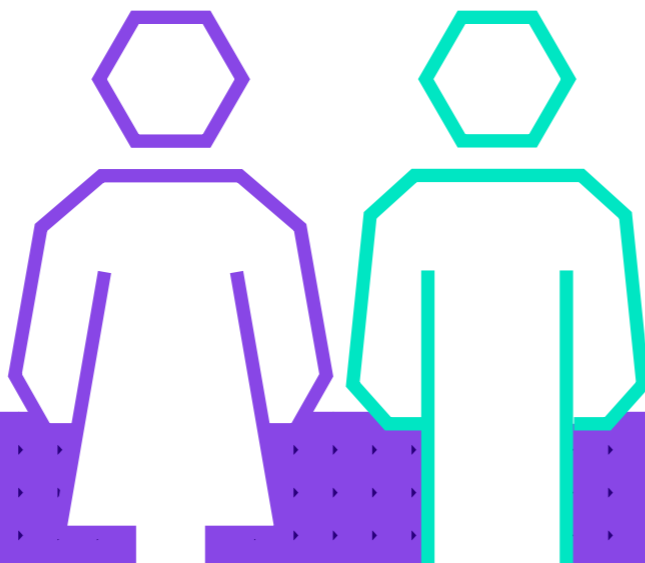
Psychological Safety Training

In 2025, colleagues participating in the Women in Leadership Apprenticeship Programme (see above) were supported with psychological safety training. This created a space where they could speak openly, share ideas, take risks, which helped them to build confidence as leaders, by stepping into more advanced roles and building momentum in their careers.

In 2026, we will extend this initiative globally. Supporting people managers to lead with trust, fairness, and care, will create a culture where women, and wider colleagues, can flourish at work.

2026 Wellbeing Focus

Our 2026 wellbeing programmes will focus on early intervention, to build inclusive cultures through strong manager capability, and use data and insights to deliver continued and targeted support. Together, these areas support fair and sustainable workforce outcomes, and help us to better understand the connection between wellbeing and wider factors, including the gender pay gap.



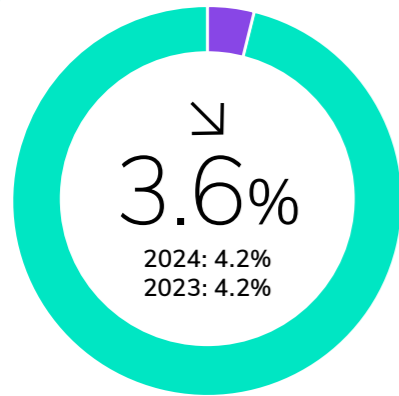
7,900

colleagues across the globe have completed the e-learning programme

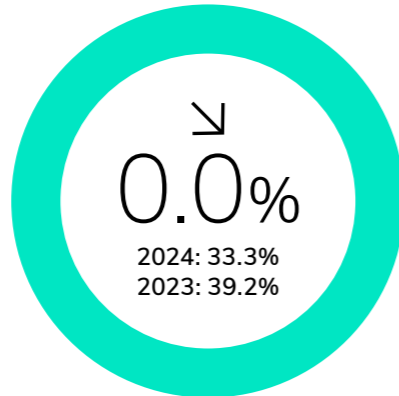
Additional Figures

Official reporting for Ladbrokes Betting & Gaming Ltd³

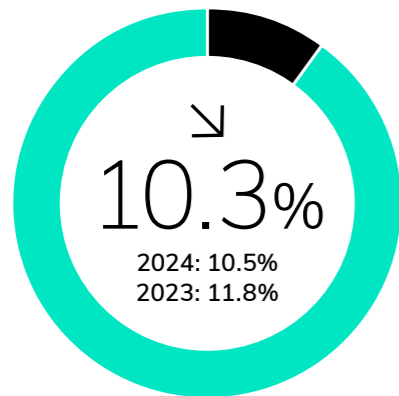
Median Hourly Gender Pay Gap



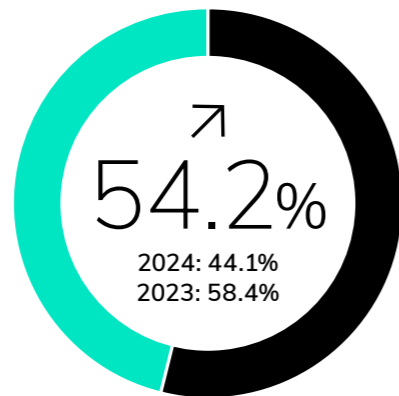
Median Bonus Gender Pay Gap



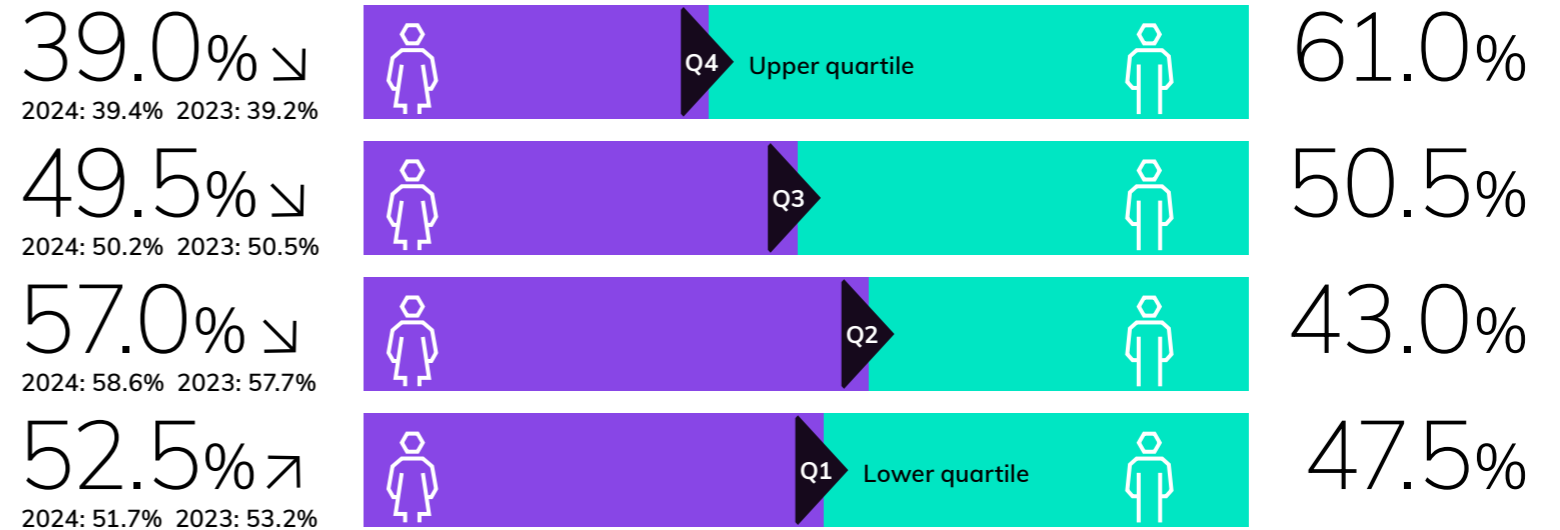
Mean Hourly Gender Pay Gap



Mean Bonus Gender Pay Gap



Proportion of male and female employees in pay quartiles



Proportion of employees receiving a bonus



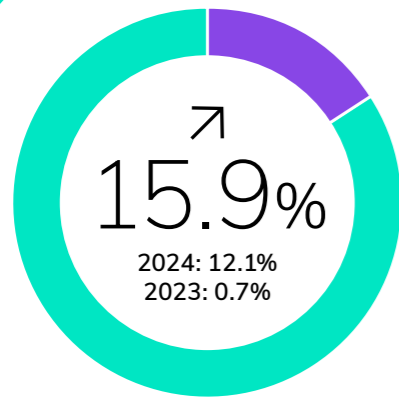
³ Entity employing over 250 people.



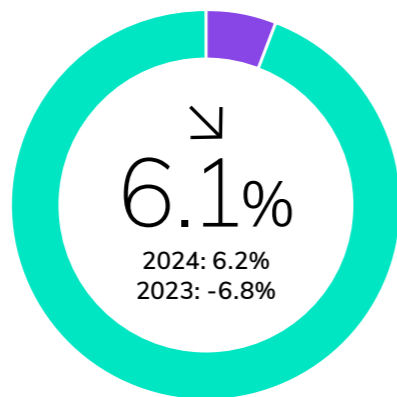
Additional Figures

Official reporting for Entain Marketing UK⁴

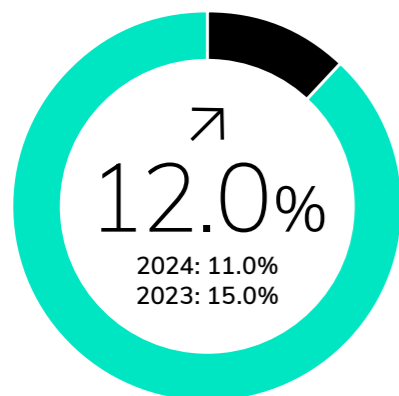
Median Hourly Gender Pay Gap



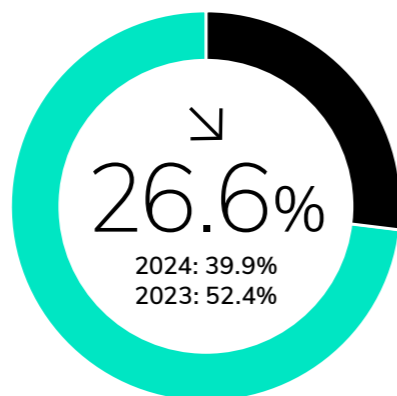
Median Bonus Gender Pay Gap



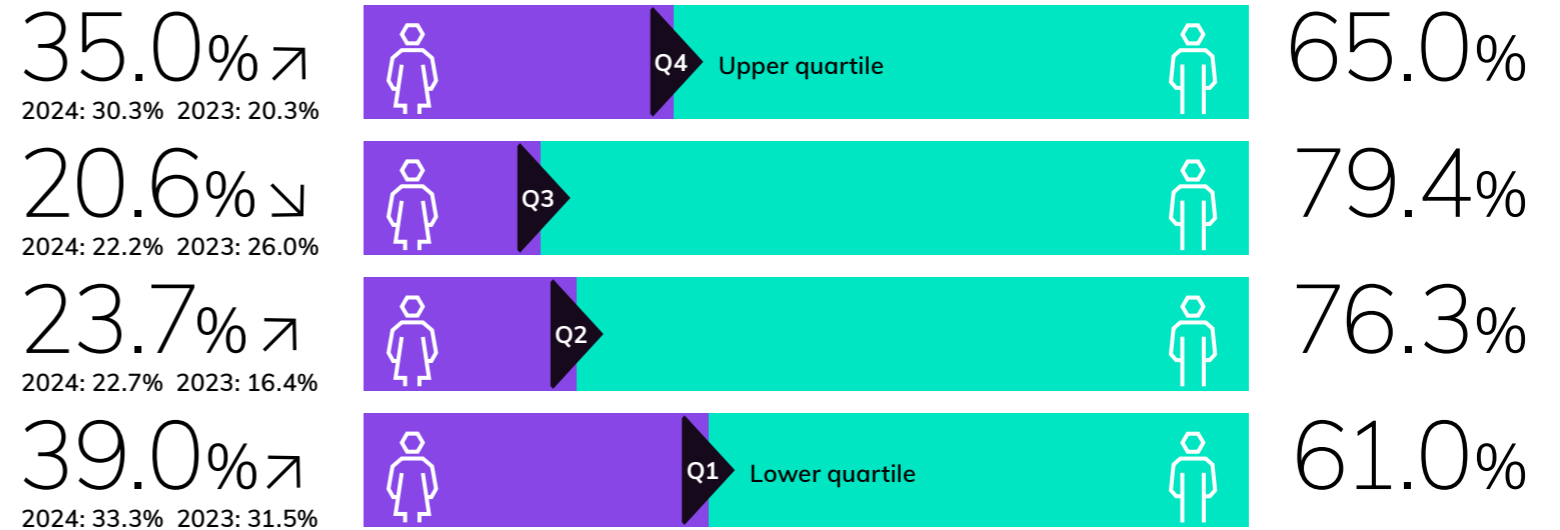
Mean Hourly Gender Pay Gap



Mean Bonus Gender Pay Gap



Proportion of male and female employees in pay quartiles



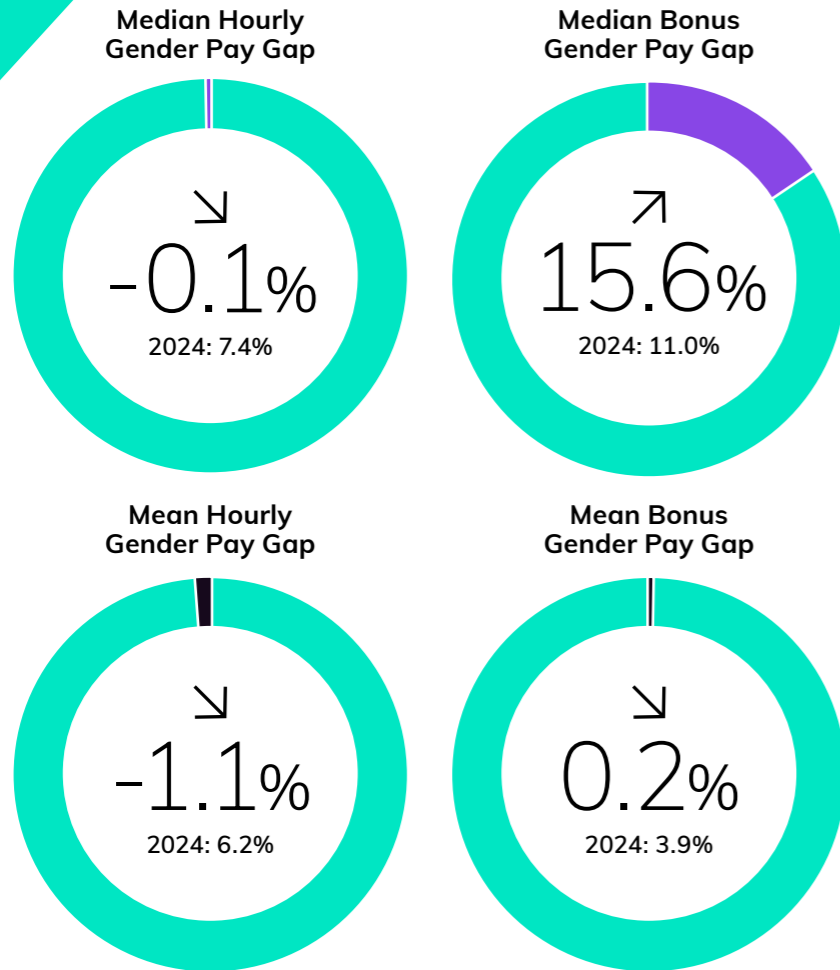
Proportion of employees receiving a bonus



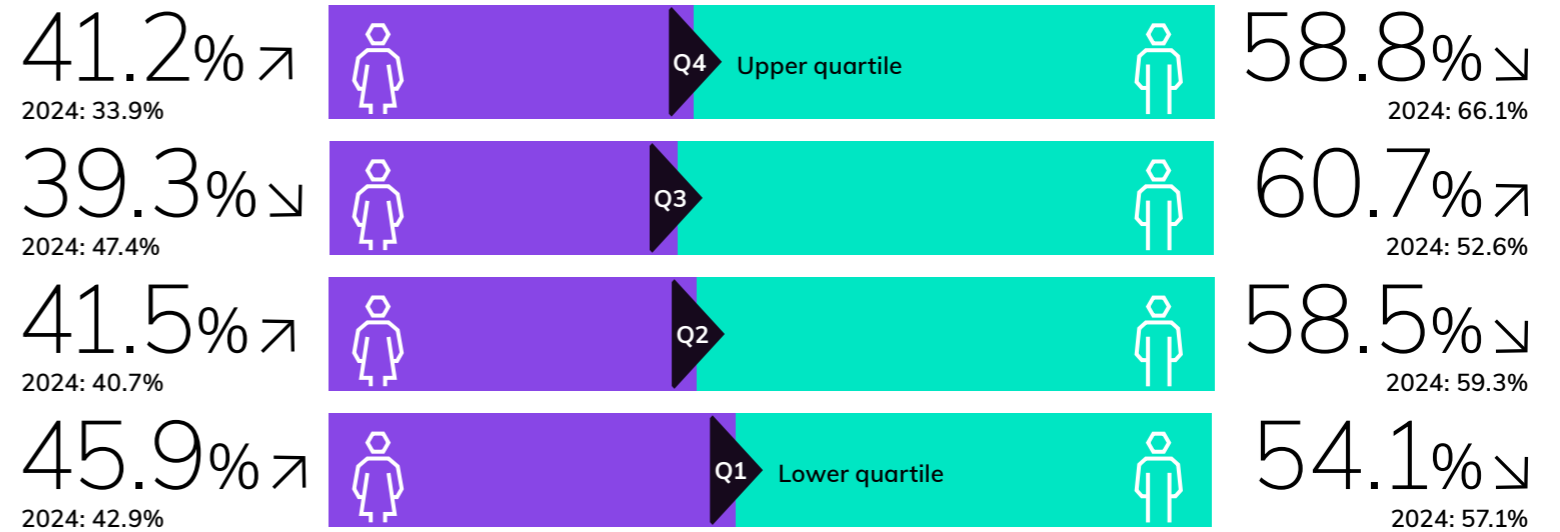
⁴ Entity employing fewer than 250 people. Figures included on a voluntary basis

Additional Figures

Official reporting for Entain Holdings (UK) Limited⁵



Proportion of male and female employees in pay quartiles



Proportion of employees receiving a bonus



⁵ 2025 is the first year Entain Holdings (UK) Ltd has met the statutory gender pay gap reporting threshold of 250 employees. Data for 2024 is presented for comparative purposes.

Entain plc
Incorporated in the Isle of Man
under number 4685V

entaingroup.com

