

Well-e



v1 Mar-25

Well-being
Strategy

Σntain

Well-being Strategy

We want everyone to feel healthy and supported at work and at home.

Part of the bigger picture...

Colleague's well-being is at the heart of Entain's HSSE and Risk strategy. It's a vital part of our mission to keep everyone healthy, safe and secure, while preventing harm to the environment we work in.



What do we mean by well-being?

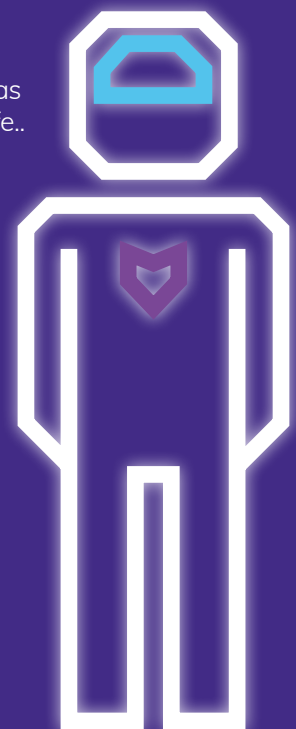
Well-being is about how someone is feeling mentally, emotionally and physically. All three aspects are equally important.

Why it's important

The benefits of promoting well-being are clear. Colleagues who are happy and healthy are more likely to deliver extraordinary results. They'll take less time off sick, because they'll be more able to deal with the ups and downs of life at home and at work. Not only that but the business that puts well-being first, fosters a high-performance workforce, making it easier to attract and retain the best people - It's a win-win situation.

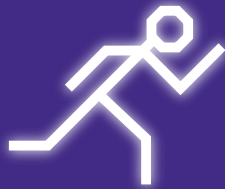
Our **emotional** and **mental** health is affected by work, the people we live and work with, as well as the pressures of daily life..

Our **physical health** is influenced by our lifestyle (what we eat, how we exercise) as well as our physical surroundings (and mental health!).



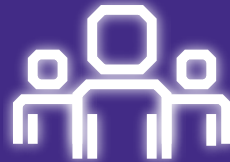
Culture and principles

At the heart of our well-being strategy are three principles which underpin the culture of well-being we want to create:



1. We put our health first

Looking after our health and well-being is our first priority.



2. We look out for each other

We need to think about our colleagues' well-being and help when we can.



3. We ask for help when we need it

Nobody should suffer in silence - support is always available.

To make those principles meaningful, we have to turn them into behaviours - the things we can all DO on a daily basis to make them real - as individuals, as leaders of teams and as a business.

How it works

Our well-being strategy works on two levels. First, by encouraging people to make positive changes to improve their personal physical, mental and emotional health. To help them, our **Well-me** programme provides information, tools, training and targeted support through our **Think-well**, **Live-well** and **Work-well** initiatives. Our role is to help colleagues look after their own well-being in a way that's right for them.

As a business, we're also making sure that well-being is fully integrated into everything we do and how we do it. We want to create a culture of trust and psychological safety, making sure well-being is embedded across all our 'employee touchpoints' - from recruitment and inductions through to, comms, training, reward and performance management.

In a nutshell

Purpose

“To help our colleagues feel healthy and supported at work and at home”

Values: What we stand for

- 1. We put our health first** - looking after our health and well-being is our first priority.
- 2. We look out for each other** - we need to think about our colleagues' well-being and help when we can.
- 3. We ask for help when we need it** - nobody should suffer in silence - support is always available.

Well-being programme focus areas:

Providing information, tools, training and support for employees

Think-well

Enhancing and supporting colleagues' mental health

Live-well

Enhancing and supporting colleagues' physical health

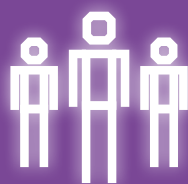
Work-well

Making sure our working environment promotes well-being

Well-e

Cultural focus areas:

Influencing what we see, feel, say and do, how we interact with others and how we are treated



Leadership commitment:

Helping our leaders to become well-being role-models



Employee touchpoints:

Making sure well-being is embedded in every aspect of the employee experience



Global well-being network:

Using a network of colleagues to shape the programme and deliver well-being across the business



Leadership commitment

Our aim is to inform and educate our leaders about well-being, emphasising the importance of leaders role-modelling our values. Training is also given to managers and leaders to provide the skills to identify and manage health and well-being risks before they become issues.

We want to remove the stigma of mental health issues (in particular) and encourage people to speak up when they need help.



Employee touchpoints

To embed well-being in our company's DNA, our programme needs to be delivered across multiple colleague touchpoints, from recruitment and induction to performance management, reward and learning and development.

What we're doing

1. Visibility – Making sure well-being appears in leadership reports and key meetings;
2. Role-modelling – Encouraging leaders to look after own health and well-being, making sure their leadership style doesn't have a negative affect on the well-being of their teams;
3. Accountability – Educating leaders and managers to adjust working conditions that could harm their team's well-being. This could include an excessive workload, working hours, or physical factors of the working environment;
4. Advocacy – Encouraging leadership participation in well-being campaigns and initiatives; and
5. Training – Providing training to people managers (at all levels) to help them identify and manage health and well-being risks before they become issues.

What we're doing

1. Including well-being in our office and retail inductions;
2. Incorporating well-being awareness into managers' on-boarding and our learner journey;
3. Integrating and aligning well-being with our recognition tools and process; and
4. Improving communication by creating global and local well-being calendars.



Global well-being network

The Well-me strategy was designed to get continuous feedback from employees at all stages. The global well-being network has been organised for ongoing programme development using two stakeholder groups: well-being leads and well-being champions.

Well-being leads were nominated in each part of the business to lead on the well-being agenda; they provide thoughtful input on global initiatives and ensure relevance to their area or location. Well-being champions were recruited across the business and act as eyes and ears on the ground. The champions support the delivery and communication of local well-being initiatives, and advocate for the strategy in their area.

The well-being leads meet with their champions monthly to discuss ongoing activity and collect feedback, this is then communicated to the Head of Well-being in a regular one on one meeting. All global well-being leads also come together monthly to shape global initiatives, maximise the value locally and share best practices.

The Well-me Strategy is championed at the top of the business, with our Chief People Officer as the Exco champion for well-being and mental health. The Entain Board receives quarterly updates on the progress of our Well-me strategy as part of the People & Governance Committee, as well as an annual review of well-being as one of the Group significant risks.



Our Well-me Strategy covers all Entain employees across the globe, including contractors and contingent workers.

Well-being Global Footprint



Local Network (LN)

The Local Network (LN) is a team in each location that adapts and promotes global well-being initiatives to meet local needs, ensuring effective communication to all employees.

Well-being Leads:

Provide input in the development of global initiatives and lead on the delivery of the local agenda.

Well-being Champions:

Support and communicate local well-being initiatives.

Mental Health Champions:

Promote mental well-being, provide peer support, and sign post to further support.

*Figures correct as at February 2025



Think-well is a programme designed to support and enhance colleagues emotional and mental health. Mental health problems range from the worries we all experience as part of day-to-day life, to serious long-term conditions requiring treatment. Mental health issues can affect the way you think, feel and behave.

We've structured our approach to provide support at three levels - for colleagues who are thriving, for colleagues who are struggling and for colleagues who may be ill or off work.

What we're doing

1. Implementing a structured approach for mental health training at every level:
 - a) Empowering leaders and managers to drive cultural change around mental health by offering basic training to all people managers.
 - b) Providing all colleagues with the information and practical tools to look after their mental health by giving them free access to Unmind - a digital platform where they can learn techniques to manage stress and anxiety, improve sleep, tackle low mood and more.
 - c) Providing an in-depth mental health training for first-line support roles (i.e. HR BPs, Customer Services). Making sure they have the confidence and skills to help those in need, and the ongoing support to look after own mental health.
2. Establishing Unmind as an integral part of the Think-well programme – including embedding into employee's career lifecycle;
3. Providing colleagues free access to a self-booking therapy and coaching services, ensuring one-to-one support is available, whether for proactive mental well-being or reactive support.
4. Providing education and training focused on prevention, helping colleagues to build skills and behaviours that increase resilience and the ability to cope with stress and life pressures.
5. Running regular mental health anti-stigma campaigns to create openness and psychological safety.

What we've put in place

Support for all	Thriving	<ul style="list-style-type: none"> • Resilience Training (e-learning and class room format) • One-to-one coaching services • Unmind (mental well-being digital platform) • AI Well-being coach (Nova)
Targeted support for those employees who need it	Struggling	<ul style="list-style-type: none"> • 24 hour helpline (EAP) • One-to-one self-booking therapy services • Mental Health supporting network (Mental health first aiders and champions) • Unmind (mental well-being digital platform) • Regular anti-stigma campaigns including story-telling from leaders and colleagues • AI Well-being coach (Nova)
	Ill or off work	<ul style="list-style-type: none"> • Occupational Health / phased return to work with appropriate adjustments

Live-well

Live-well is our programme to improve colleagues' physical health through lifestyle changes, including diet, health, fitness, work-life balance and social inclusion.

We can provide education, practical advice and courses to raise awareness and to enhance colleagues energy levels and vitality.

What we're doing

1. Providing education, practical advice and courses to raise awareness and help people improve their physical health through nutrition, rest, hydration and fitness;
2. Providing free exercise classes at Entain's offices (where possible) and via our online gym - Well-fit. We run regular fitness competitions and challenges to motivate colleagues to improve their fitness levels and combat sedentary living;
3. Offering regular workshops on how to build healthy habits into routines, ensuring the learnings of the Live-well programme result in lasting behaviour change.

Work-well

Work-well is our programme designed to improve the health and well-being aspects of our work culture and environment.

Workplace well-being relates to all aspects of our working life, from the quality and safety of where we work, to how colleagues feel about their working environment and how their work is organised.

We have a "Glocal" approach to deliver well-being at Entain. A **global** programme, powered by **local** initiatives. This approach enables a holistic, inclusive and relevant programme for all our people.

What we're doing

1. Embedding well-being throughout Entain, across functions. Making sure well-being is fully integrated in working practices and company policies. e.g. flexible working, menopause policy, financial well-being and employee benefits);
2. Providing targeted support to different groups and geographies tailored to their specific needs and culture nuances;
3. Auditing and optimising physical working environments where we can.

