

The Board and stakeholder considerations

Entain's purpose is to revolutionise gambling to create the most exciting and trusted entertainment for every customer; this puts stakeholders at the centre of the Board's decision-making. Over the year the Board sought to promote our purpose and strategy and made decisions having considered the matters set out in s172 of the Companies Act 2006 (UK).

Stakeholders

The Board has responsibility for leading the Group's stakeholder engagement and considering the implications of key decisions on the Company and its stakeholders. The Board recognises that effective engagement with our stakeholders will drive long-term value creation, making Entain a company that people want to invest in, buy from, partner with and work for.

Entain has identified six stakeholder categories and our report on Board Activities provides an overview of how the Group's key stakeholders are considered in Board discussions and deliberations on strategy.

1. Shareholders
2. Employees
3. Suppliers
4. Customers
5. Communities
6. Regulators

During the year, the Board gave regard to the differing needs of its stakeholders in its decision making, recognising that the global pandemic had impacted their interests and views – for example, balancing the need to preserve cash to support our people, suppliers, customers and communities during a time of uncertainty versus our shareholders' wish to receive dividend income.

Our people

We have a number of colleague forums within Entain. These play an important role in providing our people with a voice and allow them to provide the business with valuable insight and feedback on a range of topics, including remuneration.

Virginia McDowell, in her capacity as Designated Workforce Director, remains a regular attendee to Employee Forums, enabling her to provide the Board (and its Committees) with informed feedback and insight into the realities of everyday working life at Entain.



Further information on Section 172 of the Companies Act 2006 can be found in the Strategic Report on: [page 36](#)

Entain's Global Conference was held in December 2021.

The Conference considered a range of people-related topics from mental health to employee onboarding processes, but specifically focused on the ongoing impact of the Covid-19 pandemic, both holistically across the Group, and the varied experience of individual business units. It was at this event that Mark Gregory (Chair of the Remuneration Committee) announced the increase to the minimum rate of pay in excess of the Real Living Wage for UK retail colleagues. The Conference supported the proposed increase, agreeing that a more competitive salary reflected the strength and resilience shown by UK retail colleagues throughout the pandemic; and would also enable the Company to attract and retain talent.

From a remuneration perspective, Mark Gregory's attendance at the Global Conference offered colleagues from across the Company the opportunity to openly share their experiences, views, and thoughts on working life at Entain, and specifically on remuneration. Valuable insights gained from this and future employee events enable Mark and the Remuneration Committee to better understand the individual roles our colleagues play in delivering our strategic objectives.



Employee Forum

Virginia McDowell, Chair of the ESG Committee, appointed as Designated Workforce Director in 2019, attended Entain's Global Conference (representing colleagues across the Group) in December 2021. Throughout her attendance, Virginia actively engaged in conversations around the ongoing employee impact of the pandemic; mental health and well-being; women in leadership initiatives; the future of hybrid working models; and the cultural embedding of responsible betting and gaming practices within the Group.

Other Board members, including Mark Gregory (Chair of the Remuneration Committee), also attended Entain's Global Conference, answering questions from colleagues on a range of topics, including talent acquisition and retention initiatives; employee onboarding and training programmes; as well as the cultural embedding of company values, and the importance of the 2035 drive to reach net-zero.

Board attendance to such events facilitates effective oversight of everyday life within the company for our employees; and enables the Board to:

- Understand how the strategy has been translated and implemented into everyday working practices.
- Gauge the degree in which the Group's values have been culturally embedded.
- Understand what really matters to our colleagues.
- Engage with our colleagues in open, honest and candid conversations.

Shareholders

The Board receives feedback on shareholder views in different ways, including through the Chairman and executive management who meet regularly with shareholders throughout the year, as well as an investor study compiled by an independent third party. Board members listen in to results and trading updates held by the Group for analysts and institutional investors and can hear directly the questions and comments on Company performance.

The Chairman held one-to-one meetings with major institutional investors during the year, including during the two potential offers for the Group, collecting their views and sharing these with the rest of the Board. In addition, the Chair of the Remuneration Committee held calls with large institutional investors to discuss and receive feedback on potential developments for our Remuneration Policy.

All resolutions put to the 2021 Annual General Meeting received overwhelming support of those investors who voted, being approximately 78% of our shareholder base (a moderate decrease over the 2020 vote of 82%). The results of the voting at all general meetings are published on our website: www.entaingroup.com.

Entain:Sustain event

➔ For further details see [page 43](#)

In November 2021, we held an inaugural sustainability showcase – Entain:Sustain – which highlighted Entain's commitment to and progress in the areas of safer gambling, diversity and inclusion as well as wider societal and environmental initiatives. The event included a series of keynote speeches from prominent Entain colleagues, including Chief Executive Jette Nygaard-Andersen, ESG Committee Chair Virginia McDowell, Chief Governance Officer Robert Hoskin and Entain Foundation Chair, Ed Davis.

The event was held physically in London with over 100 people attending in person, and nearly 200 delegates joining a specially developed platform online from across the UK, Europe and US. The audience included shareholders, regulators, legislators, media, as well as industry stakeholders and partners.

Topics discussed included:

- ARC™: an update on the progress of our Advanced Responsibility and Care™ programme.
- Harvard Medical School Faculty giving an overview of studies they have conducted in the safer gambling space through their collaboration with Entain.
- Publication of a new Social Impact Report, measuring the human impact of our support and initiatives globally.
- Launch of the new EnTrain initiative – an Entain programme to support diversity within and access to technology.
- An update on the work of the Entain Foundation.
- Reducing our environmental impact.

