



# Our Global Approach to Flexible Working

Global hybrid working principles  
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**Entain**

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# Our approach

The world of work has changed. Here at Entain we're in a great position to use that to our advantage. Agility is in our DNA and we know how to enable the best people to do their best work.

We believe that enhancing genuine flexibility of where and how we connect, collaborate and innovate will strengthen our position as an industry leader and further elevate Entain as an employer of choice.

To truly magnify the many opportunities of working in a flexible way, requires shared responsibility, trust and good communication.

As a diverse and inclusive global business, we appreciate and value that flexibility means different things to different people. There is no 'one size fits all'. Our global approach and its principles, along with our local country policies, will enable constructive conversations around flexibility.

We care about our people and regardless of where they work or what they do, their health, safety, security and well-being is a core business value. Conversations and considerations around the practicalities of genuine flexibility, will always have this value in mind.

\* Please refer to your local policy where applicable, to ensure you are following the right guidelines.

## Our approach is anchored in:

- Our Entain strategy - best place to work goal.
- We expect to work in a highly flexible and inclusive manner.
- Making related decisions at the lowest level of accountability: empowering and expecting managers and colleagues to bring this to life.
- Our learning culture: we know we don't have all the answers yet, so we test and learn as we go.
- Our ambition to power and connect a workplace where everyone can thrive, perform and grow.

## Principles to consider:

1. **Team is one of our guiding principles: where possible, this happens best in person.** While we are flexible in where we work, and technology enables this, the office provides an important social environment where we can connect, collaborate and deliver.
2. **It's recommended that office-based colleagues globally, should aim to be in the office at least three days a week to come together as teams, to plan and prioritise our work, collaborate to solve new problems and continue to serve our customers and win in an increasingly competitive environment.** Our offices are important, and our colleagues have flexibility to agree with their manager how they work the in place that makes most sense to them. This is determined at the lowest appropriate level, with expectations set at department level and specific arrangements agreed between manager and individual.
3. **We are inclusive and progressive in our use of digital platforms for meeting and collaboration.** All of us embed digital into daily routines: whether we are in the office or at home, we make the most of digital tools to engage with colleagues across distributed global locations.
4. **We will reduce our carbon footprint by reducing air travel, above all for internal meetings.** We will seek to reduce CO2 emissions on travel with each team and individual encouraged to consider their need to travel.
5. **We look out for each other's well-being, and we own this together.** We encourage managers to share good practice, and for every colleague to share ideas, experiences, feedback and opinions – all in service of our shared well-being.

## Flexible workplace – office-based people

| <b>Office only</b><br> some people   | <b>Office/home</b><br> many people   | <b>Home/office</b><br> many people    | <b>Home only</b><br> few people   |
|---|--|---|--|
| <p><b>Always in the office – rarely at home</b></p> <p>Work can only really be done effectively by physical presence at the office.</p> <p>e.g. Receptionists, SMC, on-site IT support, Operations support.</p> | <p><b>Mostly in the office – sometimes flexing between office &amp; home</b></p> <p>High level of visibility needed. Best effectiveness secured through frequent physical presence or interaction &amp; meetings with team members.</p> <p>e.g. Certain SLT roles, ops leaders, team-based developmental work, Customer Service Teams &amp; Shared Services.</p> | <p><b>Regularly flexing between home and office</b></p> <p>Flexibility to work at "odd hours". For global cooperation.</p> <p>Intractivity with colleagues primarily virtually due to distance.</p> <p>e.g. Project work, part of global team, large proportion of work is individual with no other input required, confidential/sensitive work, field-based roles.</p> | <p><b>Always at home – rarely at office</b></p> <p>The exception to the rule.</p> <p>Special requirements e.g. disability / individual circumstances agreed, Skill based, unique skill retention, only person in team based in location.</p> |

### Reasons to work together include...

Innovation -- Problem solving -- Team building -- Onboarding

## Let's talk about flexibility

Dependent on which country you work in, there may be some localised practices or processes you need to take into account. Have a look on our intranet or ask your HR contact to see if there are any local country policies that are relevant to you. These should be taken into consideration, along with our global hybrid working principles.

### 1. Consider the impact/s your flexibility will have:

You should always consider the impact that flexibility will have on you, your people/team, customers, and the business (operations, cost implications etc). We want our people to enjoy the benefits that come with working flexibly. These benefits need to be balanced against their impact and the ability to continue to deliver great business results. If you're unsure about how working flexibly may impact you, your people and the business, have a chat with your line manager.

## 2. Discussing flexibility with your line manager:

Talk to your line manager about what types of flexibility you're interested in. Knowing what is important to you and why, will help a constructive discussion about what is possible. We will always aim to meet our people's desires, but we must find a balance between flexibility and business performance.

## 3. Coming to an agreement:

During discussion, you and your line manager may be able to agree what will work for you, your team and the business. In some instances, further time may be needed to review your request before providing a decision. It's important to remember that any request will need to ensure that the business continues to operate efficiently and effectively at all times. If you and your manager are unable to agree, it would be worthwhile looping in your HR Business Partner to help a discussion around further options.

## 4. Communication, feedback and review:

You and your line manager will need to ensure a high level of communication is maintained in order to provide regular feedback and conversations on the agreed way of working. This is to ensure that both parties remain comfortable with the arrangement. Should either you or your manager have a concern/s about the way of working or there are unintended consequences – a meeting should be held as soon as possible to discuss the scenario in more detail.

## 5. What if things change?

Sometimes life has other ideas, and despite best efforts things can happen that may necessitate a change to the agreed way of working. People need to be mindful that changes in both your personal life or business operations could mean that the flexibility arrangement in place may not be fit for purpose any longer. In such circumstances, changes that could have an impact on your flexibility arrangement must be raised for discussion as soon as possible.

**Σntain**