

Flutter™

IRISH GENDER PAY GAP

Reporting Year 2023



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FOREWORD

AMY HOWE, CEO OF FANDUEL & GLOBAL ADVOCATE FOR GENDER

As both a female Flutter Executive Committee member, and in leading Flutter's US business, FanDuel, I believe that I have a responsibility and duty to advance gender diversity, not only within Flutter, but globally across our industry.

According to McKinsey & Company's 'Diversity wins: How inclusion matters' 2020 report, the benefits of cultivating a diverse and inclusive organisation is compelling and undeniable. Diverse and inclusive businesses prove to be higher performing, maintain more engaged employees who find lasting career success and identify opportunities for growth.

As Flutter's Global Advocacy Programme (GAP) Executive Committee lead for gender, I aim to use my voice to inspire change and action. But this is a team effort that includes everyone, which is why I'm delighted that, as a Global Group, we are committed to achieving our diversity goal:

40% of top leadership roles to be held by women by the end of 2026.

It is encouraging to see that female representation has increased at senior levels across Flutter's Head Office population in Dublin, Ireland, which has contributed to an 8.7% reduction in our Irish Gender Pay Gap for 2023. Initiatives and levers supporting this reduction include:

- The extension of Lean In networks, our peer support network for women, in our UKI and International divisions, with expansion into more divisions planned for 2024.
- A global partnership with Women in Travel, Hospitality and Leisure (WiHTL) and Flutter in 2023. WiHTL is the collaboration community devoted to increasing diversity and inclusion in the hospitality, travel, and leisure industry. Flutter is also sponsoring WiHTL's Women Non-Exec Director Programme and Flutter's CFO, Paul Edgecliffe-Johnson is a founding member of WiHTL's CFO Committee.

- A focus on gender through Flutter's Every Voice Matters internal employee campaign throughout the year and at key milestones such as International Women's Day. Through our Every Voice Matters campaign, we raise awareness and educate people on gender diversity issues as well as network and celebrate globally.
- A successful Women in Leadership Development Programme that supports female representation in top leadership roles. Earlier this year at FanDuel, we hosted a pilot senior women's leadership 2.5-day summit in New York. Based on its success, we are running RISE, a Global Women's Leadership Summit in March 2024. In addition to providing development and networking opportunities for senior female leaders across Flutter, the aim is to inspire, and effect change for RISE spin-off activities within the divisions globally.

While Flutter's progress is something to be proud of, our commitment remains stronger than ever to push further and achieve more. Achieving our goal requires a continued collective effort from each one of us, and I look forward to collaborating with all leaders to advance our mission of gender diversity in 2024.

Amy Howe

**CEO of FanDuel
& Global Advocate
for Gender**

WHAT IS THE GENDER PAY GAP?

A Gender Pay Gap is the difference between the average earnings of men and women across all roles and levels within an organisation. It is different from Equal Pay – that is the legal obligation for men and women to receive equal pay for equal work.

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics, on a 'snapshot' date. Flutter's chosen snapshot date for this reporting year is June 30th 2023, and the pay period in question is the 12 months prior to this date. These metrics include:



MEAN GENDER PAY GAP

The Mean figure is the difference in the average hourly pay for women compared to men within a company, for the snapshot date in the reporting year.



MEDIAN GENDER PAY GAP

The Median represents the middle point of a population. If you separately lined up all the women and men in a company, the Median Gender Pay Gap is the difference between the hourly pay rate for the middle-woman compared to that of the middle-man for the snapshot date.



PROPORTION OF MALES AND FEMALES RECEIVING A BONUS AND A BENEFIT-IN-KIND

This is the percentage of men and women who received bonus pay and/or benefit-in-kind (BIK) in the 12 months leading up to the snapshot date.



PROPORTION OF MALES AND FEMALES BY PAY QUARTILE

This is the percentage of men compared to women in four separate pay quartiles.



OUR REPORTING

Flutter™

PADDYPOWER | betfair

PP. RETAIL

betfair INTERNATIONAL

POKERSTARS
POKER | CASINO | SPORTS

WHO'S INCLUDED?

Flutter in Ireland is comprised of several different employing entities. We report and analyse the data for each of these entities separately and we add the data from our online businesses, to ensure we have a good picture of our gender pay gap.

This analysis is used to understand what's driving our pay gaps and it helps instruct our actions. The data and associated commentary can be found in the following papers.

SNAPSHOT DATE

Government guidelines have indicated that we select a 'snapshot' date in the month of June for 2023 reporting. Flutter's chosen snapshot date for this reporting year is 30th June 2023. The pay period is the 12 months prior to this date.

ONLINE EMPLOYEES

PADDY POWER | BETFAIR Power Leisure Bookmaker Ltd
Flutter Group, Betfair, Paddy Power Online, Retail Head Office employees in Ireland.

POKERSTARS TSG Interactive Services (Ireland) Limited
PokerStars and Betfair International employees in Ireland.

PPB TREASURY UNLIMITED COMPANY* (12 EMPL)

PPB DEVELOPMENTS AND INSIGHTS* (4 EMPL)

* We are not including a separate report for these entities due to their small population size, thus flagging as a risk to their anonymity. However, they are included in the data for the overall Flutter results.

RETAIL EMPLOYEES

PADDY POWER RETAIL Flutter Entertainment Ltd
Paddy Power Retail employees in Ireland.



FLUTTER OVERALL RESULTS

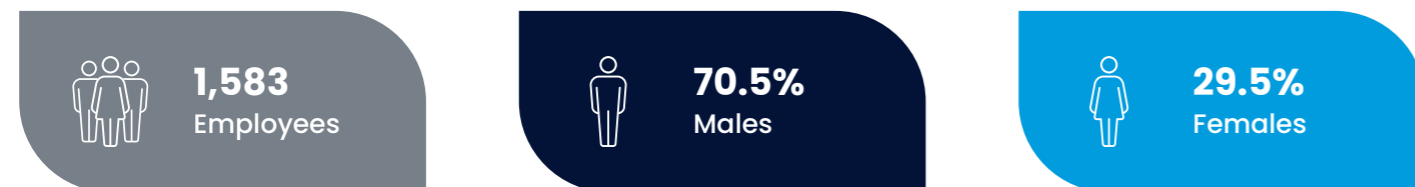
Entities Combined

Flutter™



HEAD OFFICE / ONLINE

Key data VLY = Variance on 2022



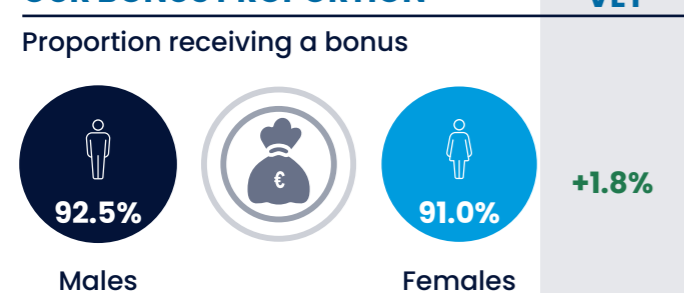
PAY GAP DATA 2023

		VLY
Mean hourly pay	3.9%	-8.7%
Median hourly pay	5.0%	-1.3%
Mean bonus pay	9.5%	-21.0%
Median bonus pay	3.5%	-4.4%

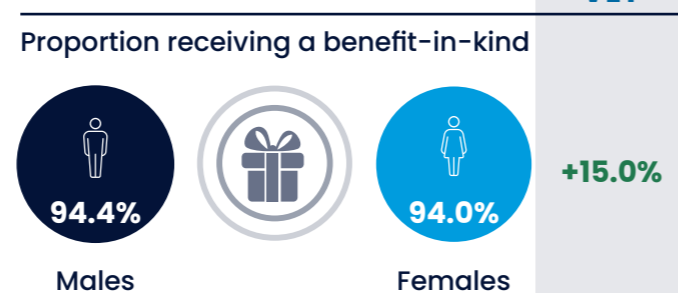
PART-TIME & TEMPORARY 2023

		VLY
Mean part-time pay	-32.7%	+21.3%
Median part-time pay	-9.8%	+15.8%
Mean temporary pay	13.3%	+24.7%
Median temporary pay	1.1%	-6.5%

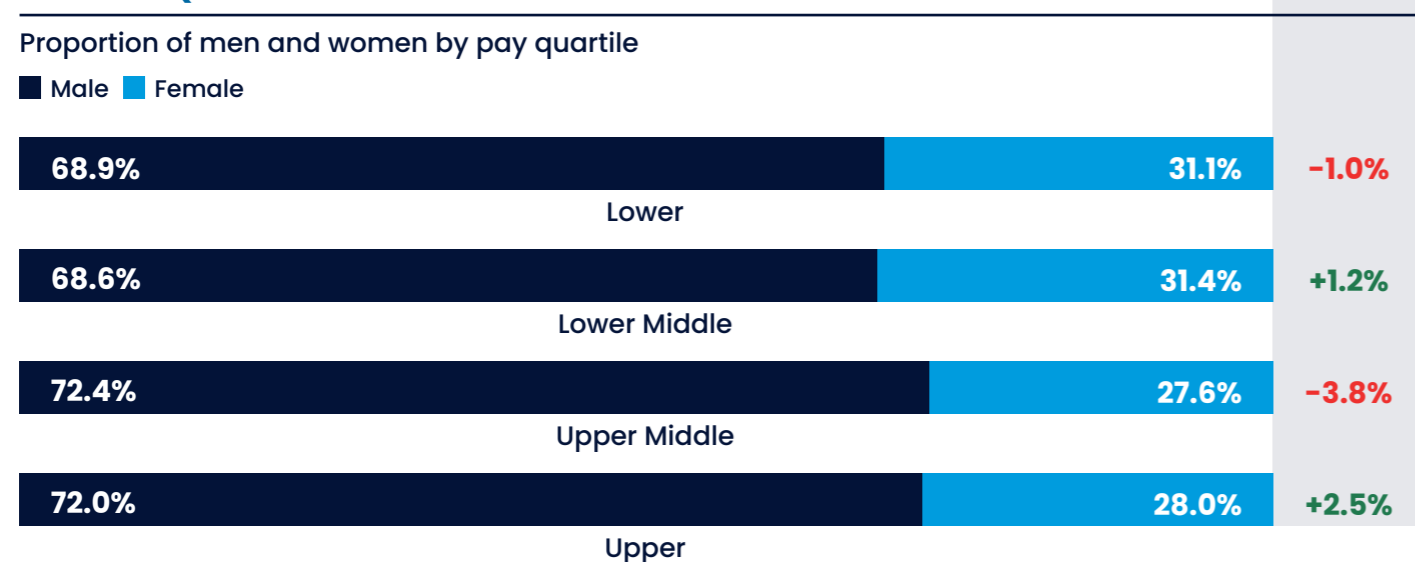
OUR BONUS PROPORTION



BENEFIT-IN-KIND



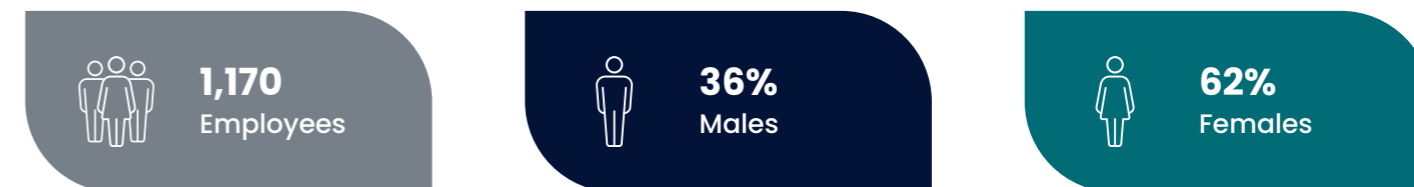
OUR PAY QUARTILES 2023



RETAIL

Key data VLY = Variance on 2022

*2% no gender declared



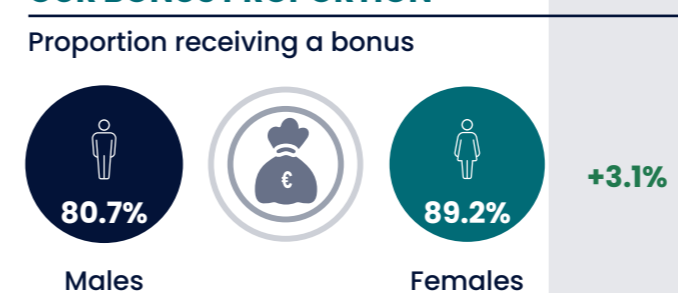
PAY GAP DATA 2023

		VLY
Mean hourly pay	-4.3%	+3.0%
Median hourly pay	-4.4%	+2.6%
Mean bonus pay	-13.3%	-5.9%
Median bonus pay	-9.6%	-8.0%

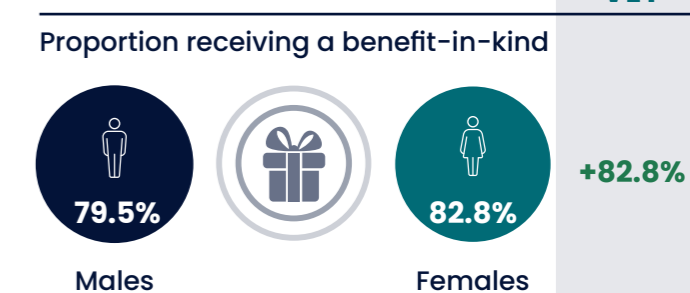
PART-TIME & TEMPORARY 2023

		VLY
Mean part-time pay	-2.8%	+11.5%
Median part-time pay	-2.5%	+8.2%
Mean temporary pay	-28.7%	-34.2%
Median temporary pay	-25.8%	-24.2%

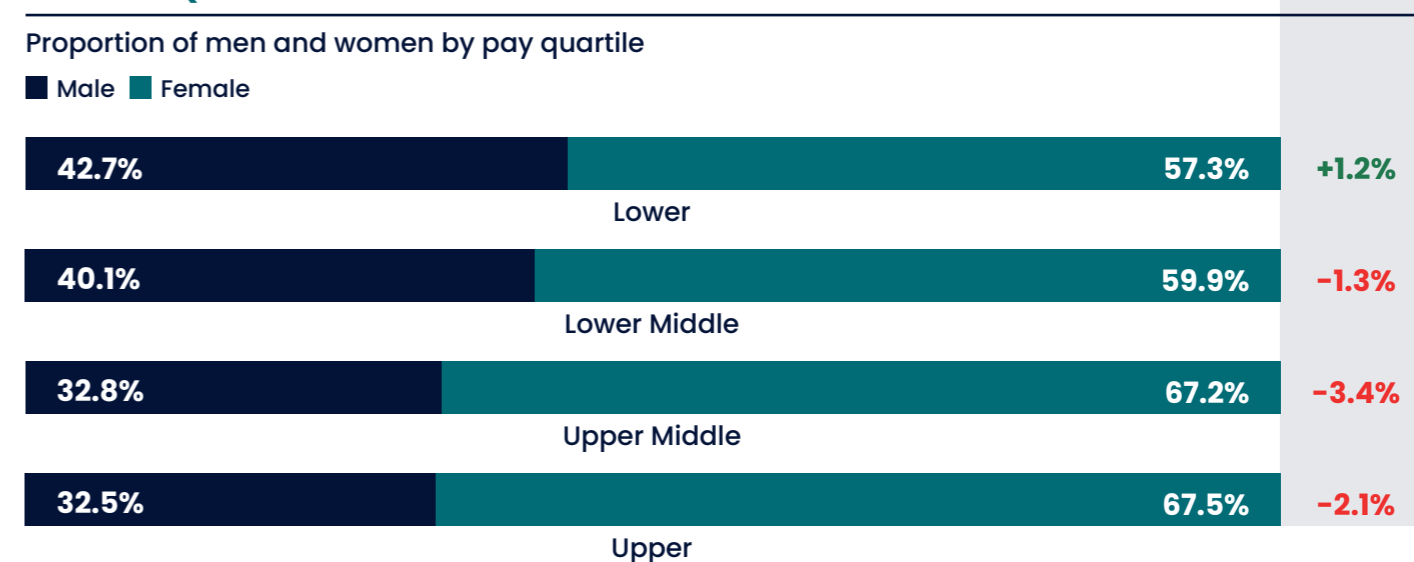
OUR BONUS PROPORTION



BENEFIT-IN-KIND



OUR PAY QUARTILES 2023



DATA INSIGHTS

FLUTTER OVERALL DATA INSIGHTS

Pay Gap - Head Office & Online

The figures for Head Office and Online Mean and Median Pay Gaps include all Irish entities, excluding Retail. Because this is our second year publishing our Irish Gender Pay Gap, we can see a year-on-year comparison for the first time. Of the 28 metrics measured in our overall results, 16 had a positive variance in favour of women.

In this case, the Mean and Median Pay Gaps have decreased by 8.7% and 1.3% respectively - an encouraging result. This aligns with strong decreases across the PLBL and TSG entities. These decreases in Mean and Median results are due to increased female representation at more senior levels in both entities, as referenced further in the Insights section.

Pay Gap - Retail

In Retail, there were increases in both Mean and Median hourly pay that was more favourable to men, compared to last year's figures. We also saw a decrease in female representation in the upper quartiles. However, due to a higher representation of women than men working in our Irish Retail Estate, our Gender Pay Gap in Retail in 2022 was largely in favour of women. That means the 2023 results are bringing their overall Pay Gap closer to zero - a positive

indicator of more equitable pay between men and women, compared to last year.

Bonus

Overall, both the Mean and Median bonus gap have reduced since last year. This is primarily driven by improved female representation in senior roles, and their inclusion in share-based remuneration schemes, due to improved tenure.

FLUTTER OVERALL PROGRESS AND ACTION PLAN

Progress made

Although our results are encouraging, we are actively continuing to address our Gender Pay Gap. We remain dedicated to tackling the primary cause of our Gender Pay Gap - namely the lower representation of women in our top two pay quartiles.

Through Flutter's Positive Impact Plan, we are addressing challenges around attracting, promoting and retaining women, across all our Irish entities.

- We continue to make positive progress towards our gender diversity goal of 40% of Senior Leadership roles to be held by women by the end of 2026.
- As part of the Work Better pillar of our Positive Impact Plan, the Global Advocacy Programme (GAP) is an initiative led by members of our Executive Committee. Its purpose is to champion different diversity groups and amplify their voices on a global scale. The programme comprises of four global focus areas - Gender, Multicultural, LGBTQIA+ and Accessibility - where we believe we can make a collective impact and strive for positive change across the Group.
- We continue to work on our GAP

Gender focus area plan across Ireland, and globally. This is led by sponsor Amy Howe, CEO of FanDuel and her focus-area co-lead Lina Givara, GM Technology Platforms, SportsBet.

- At a local Irish level, initiatives like "Lean In", our peer support network for women, have extended their presence in UKI and International divisions and have future expansion plans for colleagues in Group Functions.
- Recent Global awards include Women in Gaming Awards- D&I Wellness Initiative Award, SBC Awards- Employer of the Year and EGR Awards - Diversity & Inclusion Model of the Year.

Looking ahead

In 2024, we'll continue our focus on attracting, developing and retaining women in senior leadership positions to support reducing our Gender Pay Gap. Following a successful pilot in FanDuel in 2023, planning is underway to host RISE in March 2024. Led by Amy, Lina and an internal team, RISE is a global Women's Leadership Summit providing a unique development and networking opportunity for 100 senior female leaders from across Flutter. The event will be a catalyst for further spin-off events and activations.

INSIGHTS & DATA

Split by Entity

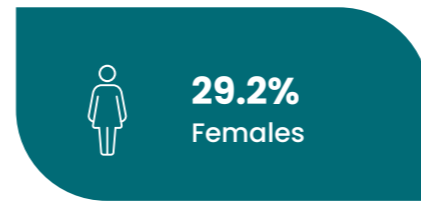
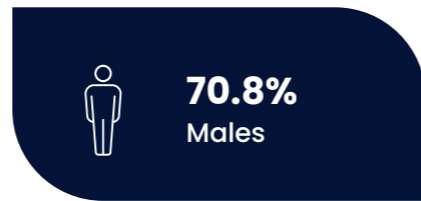


POWER LEISURE BOOKMAKER LTD [PLBL]

Flutter Group, Betfair, Paddy Power Online,
Retail Head Office employees

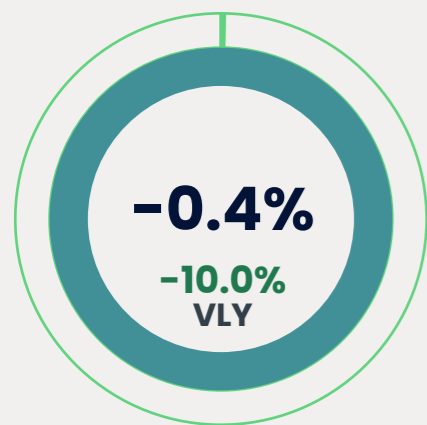


DATA

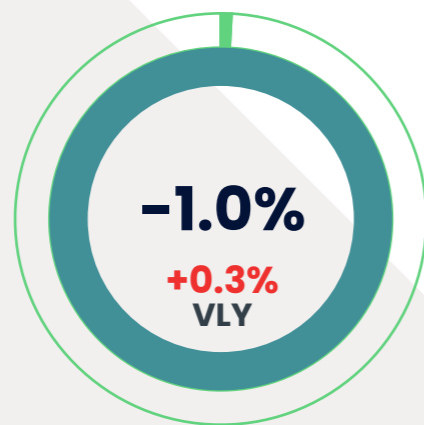


PAY GAP DATA 2023

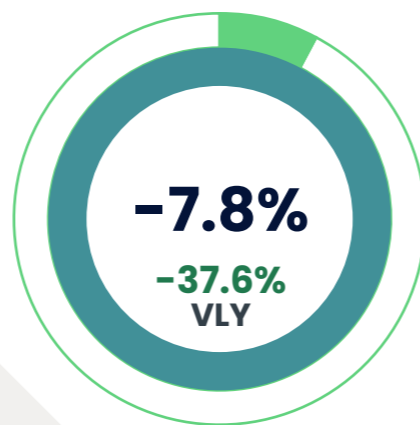
■ Difference ■ Negative Value **VLY** = Variance on 2022



Mean hourly pay



Median hourly pay



Mean bonus pay

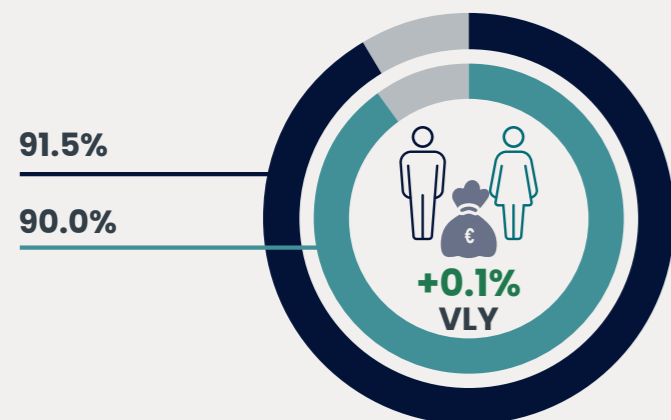


Median bonus pay

BONUS PROPORTION

Proportion of men and women receiving a bonus

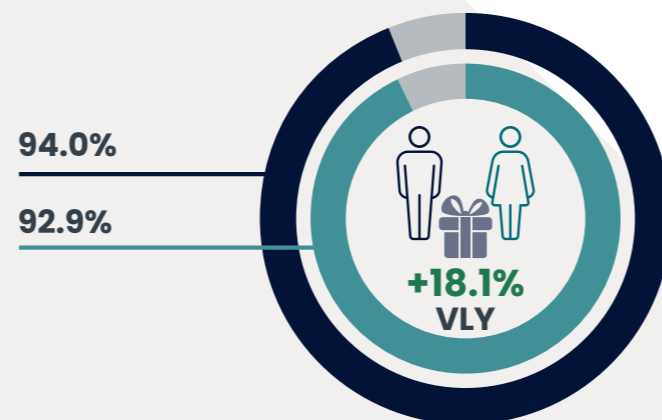
■ Male ■ Female ■ Not paid a bonus



BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

■ Male ■ Female ■ Not receiving a benefit



PART-TIME & TEMPORARY 2023

Mean part-time pay	-30.8%
Median part-time pay	-9.3%
Mean temporary pay	-16.5%
Median temporary pay	0.0%

QUARTILES 2023

Proportion of men and women by pay quartile

■ Male ■ Female

Quartile	Male	Female	VLY
Lower	70.1%	29.9%	-0.1%
Lower Middle	71.8%	28.2%	-1.2%
Upper Middle	70.0%	30.0%	-2.6%
Upper	71.3%	28.7%	+1.5%



DATA INSIGHTS

PAY GAP

Our Pay Gap for this entity in 2023 is in favour of women, but not disproportionately so.

The -0.4% Mean Hourly Pay Gap is a variance of -10% since last year; this gap has improved thanks to an increase in women in the upper quartile of the organisation. This has been further supported by the doubling of women at PLBL in the top 20 earners, as well as senior women exercising large amounts of shares.

The -1.0% Median Hourly Pay Gap is once again in favour of women. However, it has increased by +0.3% compared to last year. The number of women across the entity has declined by 0.8% compared to last year. As the overall number of joiners was smaller than number of leavers, we saw an overall decrease in headcount.

We have more females than males working part-time, which is why we see Mean and Median part-time Pay Gaps in favour of women.

To maintain the improvements in our overall Mean Pay Gap, we'll need to ensure we continue to create opportunities for women to progress into our upper quartiles - and achieve a lower attrition rate, as well as encourage further participation in share compensation schemes.

BONUS

Overall, the Mean bonus pay is in favour of women (-7.8%). This means women have on average been paid more than men when it comes to bonuses. However, we have found that a small number of senior women in our UKI Division exercising a large number of shares has contributed to this figure. Such a large variance (-37.6%) on last year is further complicated by senior men previously leaving the business and exercising a large amount of shares. The Mean bonus pay gap has had an impact on the overall salary gap, as bonus amounts are included in salary calculations. The Mean pay gap is always more heavily impacted by large outliers than the Median gap.

This is a very common outcome of pay gap reporting, when shares are considered in salary and bonus. Ensuring equal opportunities to share compensation schemes could reduce year-on-year volatility of the figures, as well as putting more women into these upper quartiles.

Overall, the Median bonus pay is equal across the entity, which is favourable. This means men and women in the middle of the organisation are paid similarly when receiving bonuses.

QUARTILES

We are pleased to see the variance of the upper quartile increased by 1.5% in the past year, to 28.7%. This means more women have reached higher salary levels, and this in turn has contributed to the overall increase in our Mean pay gap.

In proportions of the lowest, lower-middle and upper-middle quartiles, more women left than joined. However, in the top quartile, this trend is reversed: 37% of the people who joined the top quartile were women, which is proportionally higher than our overall female headcount. Only 28% of the people who left the top quartile, and the business, were women. Also, if we look at how quartiles shifted in 2023, 12% of women in this entity moved up a quartile, compared to 10% of men who were in the business during the snapshot of last year's report. Of those who progressed to the top quartile, 50% were women.



OUR PROGRESS & COMMITMENT



UKI PROGRESS

INTRODUCTION

In March 2023, Flutter UK & Ireland (UKI) hired our first Head of Diversity, Equity and Inclusion. An inclusion-led DE&I strategy was drafted with our leadership team, to ensure DE&I supports our business vision to make the organisation a place of trust, play and innovation.

Earlier this year, colleagues heard from our new leadership team about our People Promises - one of which centres around our commitment to create a workplace where everyone belongs. We supported the co-creation of our new divisional set of core values, shaping how we think, feel and act. Our new values, Customer First, Always; Change The Game; Win Together; Free To Be Me, will form the fabric of how we build an inclusive culture.

While our DE&I strategy is still in development, it will take an insight-driven approach. To help understand our current starting point, we conducted in-depth internal research, interviews and listening sessions across our Head Office and Retail estate, over the last quarter of 2023. These were with a wide range of people across the business, including women at all levels.

WOMEN'S EXPERIENCES

In addition to our qualitative internal research, we are also using our monthly Peakon engagement surveys to better understand the experience of women in our business. For our UKI colleagues based in the Irish Head Office we've learned:

- Engagement scores among women are now the same as men at 7.8 and an improvement of 0.1 in the past year (7.8 vs 7.7).
- Health and Wellbeing scores are positive and improving; 7.8 for women, compared to 7.9 for men (an improvement of 0.1 over the past year).
- Our diversity and inclusion scores are also improving: 8.0 for women, compared to 8.6 for men (an improvement of 0.1 in the past year).
- Scores on career growth among women and men are now the same at 8.0 (an improvement of 0.1 for women in the past year).
- Unfortunately, sentiment towards autonomy is lower for women (8.1) compared to men (8.4), which is a decline of 0.2 in the past year. Note: Autonomy includes feelings towards flexibility.

LEADERSHIP READINESS

As part of our DE&I strategy we will be developing modern and inclusive leadership mindsets, behaviours, and skills for leaders at all levels.

This year we have started this through our Leadership Readiness workshops, introducing modern and inclusive leadership capabilities for our Top 80 leaders, as well as launching 'Creating a Culture of Respect' workshops across all Leadership levels and People Managers.

In addition we have worked closely with colleagues and other DE&I teams globally on the development of co-divisional, co-located employee networks, under the umbrella of 'Fair Game'. These networks are where our people can come together, share stories and make meaningful connections; ensuring Flutter is a place where they feel that they belong. We have created a bespoke training and coaching learning journey for our Network Chairs, to grow their confidence, develop their inclusive leadership skills and mentoring skills, and prepare them to lead their networks in 2024.



UKI PROGRESS

CAREER DEVELOPMENT

Leadership Programmes

In 2023, we have invested in our leaders more than ever, to ensure that all of our people can make their mark at Flutter. We hosted two, two-day summits across the UK and Ireland for our wider Leadership team and completed talent identification and talent development programmes for those predominantly at Heads Of Departments, Directors and above. This is to help improve female representation at Flutter UKI at these levels, particularly in Ireland. For example, only 23% of our employees at N-4 (4 levels below group CEO) in Ireland are female, compared with 42% of those in the UK. We paired all females in the talent group with a Leadership team mentor, and as a result of the programme, we now have seven High Potential women in the Extended Leadership Team group, as well as 13 High Potential women in the Wider Leadership Team group. This tallies with our 2024 target to increase the appointment of female senior leaders by 3.3% to a figure of 33.6%.

Code First Girls

We know that women are under-represented in Science, Technology, Engineering and Mathematics and we see the same trend at Flutter UKI, where

30% of our technology employees are female.

In 2022 we sponsored eight women to complete a Code-First Girls Degree and from the beginning of 2023, we were proud to see that all eight became permanently employed as junior engineers within Sky Betting and Gaming.

We repeated the sponsorship again in 2023 and for the first time, we have widened it to tech opportunities across Flutter UKI. Ten women have been selected to commence their Code First Girls Degree and will commence employment in January 2024. In addition, Flutter UKI sponsored 2023's Reframe Women in Tech Conference.

Lean In

In October 2019 we created our Lean In network for women to share their experiences, build new skills and support one another. Earlier this year, the women in our Lean In network completed a bespoke coaching programme to support their career development. We also held a listening session with some of our Lean In members and this will help shape our 2024 ambitions to develop the network further.

Flutter Compensation Review

As part of our commitment on pay transparency, we've created a unified set of principles through the adoption of 'Flutter Levels' to ensure consistency in our pay offering across Flutter UKI and the wider Flutter family. As a result, our women now have more parity and better pay transparency to aid their career progression conversations. This is reflected positively in our data -in the past year, women's sentiment towards reward has increased by 0.1.



UKI PROGRESS

HIRING PRACTICES AND EMPLOYER BRAND DEVELOPMENT

Early Careers Programmes

2023 marked the first year in which we have aligned our Graduate Programmes across our brands into one offering.

The Flutter UK & Ireland Graduate Programme has recruited 53 graduates, of whom 55% are female. Notably, the Commercial, Technology and Customer Operations streams have a higher proportion of women than men (61%, 53% and 75% respectively).

Our graduate recruitment teams used inclusive hiring methods to achieve this higher female representation, including gender decoding on job advertisements, the recruitment tool HireVue, a 50:50 gender shortlisting and mixed-gender interview panels. In addition, there was no specific degree classification required to apply to the programme.

Design Thinking an Inclusive Recruitment Strategy

Our graduate recruitment demonstrated the key role that inclusive recruitment will play in the success of our Flutter UKI DE&I Strategy. Using design thinking principles, the Talent Acquisition team and the DE&I team brought together colleagues from across the People Team in July 2023 to understand how we might best attract, recruit, and retain diverse talent.

As part of this workshop, we conducted an audit of our end-to-end recruitment process, as well as listening sessions and surveys with recent hires and hiring managers. This data will help us form our action plans for 2024. We were pleased that 91% of recent male and female hires that we surveyed felt supported during the hiring process.

Employer Brand Development

Our Employer Brand team have increased the profile of Flutter UK & Ireland to make our opportunities more accessible and easier to find across all our brands. Colleague storytelling has been a primary content pillar, which has consistently performed the best on social media, especially around International Women's Day, and within our recruitment campaigns such as our Graduate campaign.

The team have also been supporting our Trading function to demystify trading, by conducting research groups to identify perceptions and what they want to be known for. This builds on the ambition of senior leaders to increase female representation, as in our Ireland Head Office, only 8% of those who work in Trading are women.

WELLBEING AND FAMILY SUPPORT

Wellbeing

While our Wellbeing engagement scores among women are improving, they are still lower than male scores. In previous years, we saw success in Sky Betting and Gaming on the introduction of Wellbeing Champions, so earlier this year we trained over 60 Champions across the Division. They are mix of genders, providing a listening and supportive role for anyone in the Division who wants a safe space to talk; creating a culture of trust and psychological safety.

Research shows that women are more likely to be impacted than men during a cost-of-living crisis. In Q4 2023, we introduced a Flutter-funded financial Wellbeing tool called 'Nudge', for our Head Office colleagues. Nudge uses behavioural psychology and data to provide colleagues with a personalised experience that helps them to develop the knowledge and skills to achieve financial Wellbeing. During Q1 2024, Nudge will be rolled out across our Retail Estate. We hope to track the engagement of this tool over the year, to assess its impact.

Family Support

We know that parental leave and childcare responsibilities disproportionately impact the retention and growth of women. From 1st January 2023 we improved our Family Friendly policies to include an improved primary leave policy, an increase of secondary leave and a new neonatal policy, with bonuses paid in full while on leave. The eligibility period was also removed for new parents so it becomes a day one right. In 2023, we had over thirty individuals participating in our Parental Workshops. These are designed to retain and develop females after becoming new parents; only one of the thirty participants left the business this year.

In addition, we held a series of round-tables with parents and carers to understand their experiences at Flutter. They identified the need for more consistent support and greater connection with other parents and carers across the business. As a result, we are co-creating a new employee network with parents and carers - a confidential space for them to share experiences with others and to navigate these challenges together.



UKI PROGRESS

DATA AND MEASUREMENT

Drawing on data has enabled us to have a clear focus on addressing some of the biggest barriers for women, and ensures we measure progress regularly.

Since the introduction of our unified HR system in Q4 of last year, we implemented a monthly People Metrics Report for senior leaders across the business. The report enables us to break down our metrics by different diversity demographics. We now have a detailed view on gender, including new starters, leavers and turnover data by segments, such as job families and locations across the Division.

This enables leaders to see how their decisions impact our Gender Pay Gap. It also allows us to accurately measure our progress towards Flutter's ambition for 40% of top leadership roles to be held by women, by end of 2026.



UKI ACTIONS

2024 ACTIONS

With the foundations set, our 2024 UKI DE&I Strategy will move from a focus on listening to communication and further strategic action, for both our Head Office and our Retail Estate. Our focus will be on 5 strategic pillars, ensuring inclusion and diversity is holistic and underpinned by measurable goals. These are:

1. Grow Modern & Inclusive Leaders

We believe a new era of leadership built on inclusion capabilities is required to lead us into the future. In 2024, we will continue to develop Leadership Readiness and Inclusive Leadership capabilities. Key to this, will be the commencement of measurement for DE&I with leaders, along with a formal Modern & Inclusive leadership programme.

2. Create a place of Trust, Play and Innovation

We know that an inclusive and customer-centric culture unlocks our business vision to be the most trusted, played, and innovative. We will begin the communication of our internal research and we will craft a strategic culture narrative with the business, starting with a cultural transformation programme for top performers and DE&I Champions.

3. Develop and support our diversity

We want all our people to grow, to feel they are both valued and that they belong. However, we know that to create this environment, we must level the playing field.

For our female talent, we will provide career development support as well as improved structure and allyship for our female network, 'Lean In'.

We envision that our Fair Game Employee Networks launching to the business next year will link with our Global Advocacy Programme. The networks are designed to advance allyship and empower our people to advocate and be a collective voice on DE&I at Flutter.

We will also continue to provide family workshops, to support women transitioning to and from family leave, as well as providing resources for managers.

For our Retail Colleagues, we are aiming to build on Shopworks and provide a better work-life balance, as well improving our Road to Equity. Shopworks is a workforce management tool which we use for employee scheduling, time and attendance tracking, and absence management in our Irish Retail Estate. We hope that we can create bespoke

rostering by using Artificial Intelligence, to understand an individual's working patterns over the previous four-month period.

4. Build trusted partners for DE&I

We know that to achieve our ambitions, we must develop trusted partnerships across the business, including alignment on strategy with DE&I Leads in other Divisions, globally. In UKI, we will develop a local support model and begin with building HR foundation skills, so that the People Team can strategically advise on all things DE&I.

We will also continue to partner with our Talent Acquisition teams and support them to build their capability to hire inclusively. Our Head Office will create gender-balanced shortlists for all roles, expand talent sourcing, increase emphasis on internal mobility and implement diverse interview panels across all interview stages. There will also be continued education for hiring managers along with tailored interview experiences for candidates. Our Retail Estate plans will promote inclusive hiring initiatives, like ensuring that interview managers are fully trained, that video segments of HireVue are removed and that assessment centres are reintroduced.

For our Graduate Programmes, there will be a new rotation into the Finance Department for Graduates. This will include the opportunity for a qualification in Finance, as part of the plan by Finance to increase female representation in our Ireland office from 27%. Graduate wellbeing will also be a focus for 2024.

Partnering with Irish Life, there will be five workshops across the first year, dealing with anxiety, financial wellbeing, burnout and change management.

5. Hardwire DE&I into everything we do

DE&I must be part of all that we do and be hardwired into our policies and metrics. During 2024, we will review and refresh key policies, and we will focus on data, metrics, reporting on progress and accountability.

We found from our internal research that female colleagues have expressed a need to improve existing policies and create new policies, to enhance their experiences at Flutter. Research is currently underway on simplifying our policy landscape and on reviewing the language of current policies to ensure inclusivity. Our Retail Estate are also reviewing their family policies, including neonatal care, maternity, and paternity leave.

The long-term plan for our People Metrics Report is to provide an accessible dashboard, where relevant data can be viewed in real time. It will also work with other data and analytics teams to measure and report gender representation across other areas of the employee lifecycle - for example in the applicant funnel and promotions. As part of this focus on the employee lifecycle, our People Experience team have also relaunched our Exit Interview process. Our ambition is that in 2024, we will gain valuable insights on why women are leaving Flutter UKI.

GROUP FUNCTIONS

OUR PROGRESS

- Across the Group, we continue contributing to reducing the Gender Pay Gap by committing to a figure of 40% of Women in Leadership by 2026. Our focus for the Leadership Team for 2024 will be to create a culture of belonging and pride, and a place for female talent to thrive.
- We focused on nurturing our talent and launched a Mentoring programme in September 2023. This will continue in 2024 as we further embed and expand our range of Mentors across all Flutter Divisions.
- We rolled out DE&I initiatives across the globe, to help foster a sense of belonging across all divisions and bringing our people together as one company – we are Flutter.

IN 2024 – ELEVATING OUR FEMALE TALENT EXPERIENCE AT FLUTTER.

- Talent Acquisition – this is all about providing a great recruitment process. We will implement gender-balanced candidate shortlists and work on providing a better interview experience, with gender-balanced interview panels.
- Create a culture where our diverse talent can thrive, with our **Inclusive Leadership Programme** across Group Functions.
- Scale and grow the **Lean In Circles** network across Group Functions, learning from teams across the other Divisions who are leading the way when it comes to female talent networks.
- Revising and future-proofing our **People Policies**, to create a progressive environment for our diverse talent.
- Explore more opportunities to develop and retain our female talent for example with our Sponsorship programme and **Global Female Leadership Programme**.

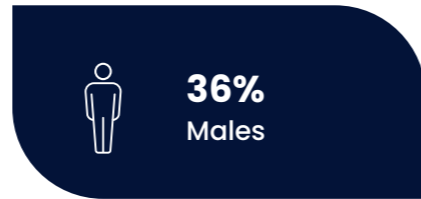


FLUTTER ENTERTAINMENT LTD

Paddy Power Retail employees



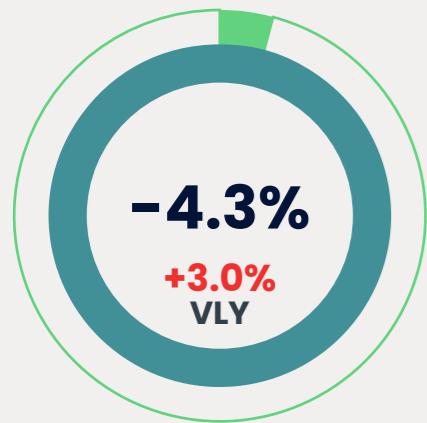
DATA



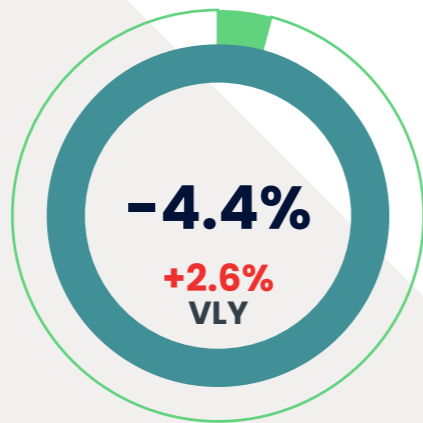
PAY GAP DATA 2023

■ Difference ■ Negative Value VLY = Variance on 2022

*2% No Gender Declared



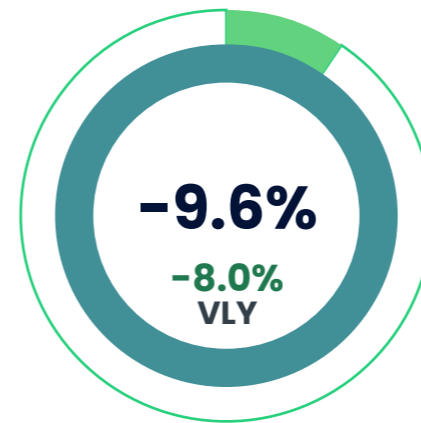
Mean hourly pay



Median hourly pay



Mean bonus pay

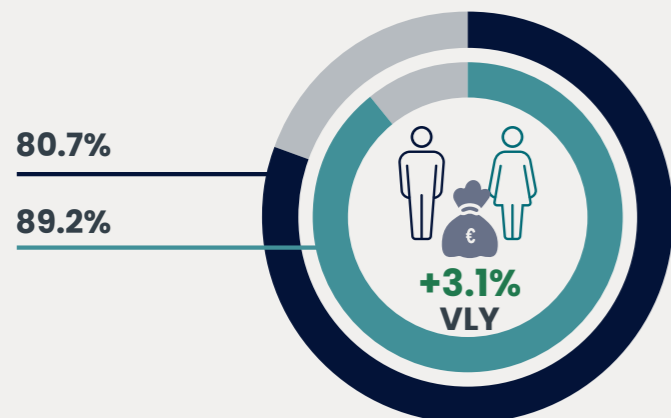


Median bonus pay

BONUS PROPORTION

Proportion of men and women receiving a bonus

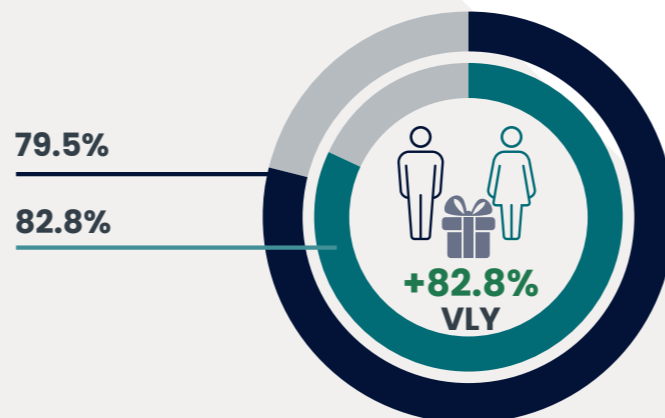
■ Male ■ Female ■ Not paid a bonus



BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

■ Male ■ Female ■ Not receiving a benefit



PART-TIME & TEMPORARY 2023

Mean part-time pay	-2.8%
Median part-time pay	-2.5%
Mean temporary pay	-28.7%
Median temporary pay	-25.8%

QUARTILES 2023

Proportion of men and women by pay quartile

■ Male ■ Female

Quartile	Male	Female	VLY
Lower	42.7%	57.3%	+1.2%
Lower Middle	40.1%	59.9%	-1.3%
Upper Middle	32.8%	67.2%	-3.4%
Upper	32.5%	67.5%	-2.1%

DATA INSIGHTS

PAY GAP

We have a higher representation of women (62%) than of men working in our Irish Retail Estate, and both our Mean and Median Pay Gaps favour women. This is because the Retail market typically attracts women and they hold a greater proportion of senior roles in Retail.

Despite the Pay Gaps being in favour of women, the Mean Hourly Pay Gap and Median Hourly Pay Gap has increased to favour men, compared with last year (+3% and +2.6% respectively). This is because 50% of the male population in Retail have either moved up a quartile from the previous year or are new starters, compared to 36% of women. There has also been a reduction in the number of women in each of the top three quartiles. That means there has been a more even distribution of pay across men and women, compared to last year.

BONUS

As a result of a higher proportion of women in our most senior roles in Retail, the Bonus Pay Gaps are also in favour of women. Our Retail bonuses are calculated on shop performance. The location of the shop also plays a large role in how bonuses are distributed.

Although there has been a reduction in the hourly Pay Gap, there has been an increase in the Bonus Gap with a large variance on last year. This is related to a gift of shares, awarded in 2022. The shares were the same amount, regardless of tenure and role, so they would have reduced the Bonus Gap for that year.

This demonstrates the impact equal access to employee initiatives can have when they do not link to tenure and should be viewed as a positive way to reduce Pay Gaps in the future.

BENEFIT-IN-KIND

During the reporting year we resumed a voucher scheme for all colleagues in our Retail Estate who worked over the Cheltenham Festival period. As a result, there is a +82.8% variance year on year for women receiving benefit-in-kind across the Irish Retail Estate.

QUARTILES

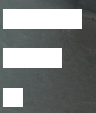
Despite an overall decline in our female population, we still have more women in the upper quartiles. This is driving a Pay Gap in favour of women and is primarily related to seniority of role and tenure:

- Tenure varies between male and females in the upper most quartile – an average of 20.8 years for females vs 14.1 years for males. 99% of individuals in the upper quartile were present in the analysis for last year and have over one year's service
- A greater proportion of our most senior roles in Retail are held by women. 67% of managerial roles are held by females, while 24% of females on the snapshot date were in managerial grades vs 20% of males.

The decrease of variance in the upper three quartiles is not just due to an increase in the movement of men – it is also because more women have left the business due to shop closures in Ireland over the past year.



OUR PROGRESS



OUR PROGRESS

WOMEN'S EXPERIENCES

In our Ireland Retail Estate, where the population of women compared with men is higher than in our Head Office, women have higher engagement scores on accomplishment, freedom of opinion and autonomy, compared to their male colleagues.

However, in the past year we have seen a slight decrease in overall engagement for women in our Retail Estate from 6.6 to 6.4, which we hope to understand better during our qualitative research.

HIRING PRACTICES

2022 was the first year that HireVue was used in retail recruitment.

With HireVue we can innovate the hiring process using AI, cast a wider talent net, reduce unconscious bias as well as empower hiring managers to review and assess top candidates collaboratively; all of which will greatly benefit our goal of bringing more women into our business.

This year, we integrated HireVue into our unified HR system. Any individual who applies for an entry-level role in Retail will now automatically receive an invite to the next assessment stage, should they answer critical questions correctly.

CAREER DEVELOPMENT

Like many retail businesses, we have faced recruitment and retention challenges since the Covid-19 pandemic. Over a nine-month period in 2023, 53% of those who left our Retail Estate in Ireland were female.

To address this, we invested heavily in our Retail Talent Programmes across the year. The Switch It Up programme, in which Retail colleagues spend 12 months working with Head Office teams, recruited ten colleagues, compared to four recruited in 2020. We have seen the

programme trialled in the Risk & Trading team this year with huge success. Over 80% of colleagues succeeded in attaining positions within Head Office before the close of the programme.

We launched a new Programme for 2023 – Retail's Got Talent. We welcomed 80 colleagues onto the programme with the aim of identifying high-potential talent in Retail and supporting them to achieve their career goals across the Retail Estate. The programme aimed to build on their skills, using tailored Udemey

learning paths based on their career aspirations. There were also in-person development days and networking events, culminating in the sole ownership of driving a Key Objective within their Retail district.

WELLBEING

We recognise that while our female colleagues in Retail feel slightly more positive sentiment towards Wellbeing than men (+0.1), there is still a wide disparity between Wellbeing scores for our Retail colleagues compared to our Head Office colleagues (6.0 overall vs 8.0). To improve on this, we refreshed Wellbeing resources for Retail colleagues, so they can access resources like crisis support, domestic violence support or Wellbeing webinars at any time.

Every quarter, we also promote our Retail Wellbeing Champions, of whom a large number are Shop Managers.

This year we also implemented a new rostering mobile app called 'Shopworks'. This allows colleagues to access shop rosters in real time and provide visibility on their work patterns for the month ahead. This is particularly important to create a better work-life balance for female care-givers. Most importantly, the software is driven by automation which removes any bias or favouritism when it comes to allocating overtime shifts. All colleagues now have an equal opportunity to work more hours should they be available.



TSG INTERACTIVE SERVICES LIMITED [IRE]

PokerStars and Betfair International employees in Ireland



DATA



365
Employees



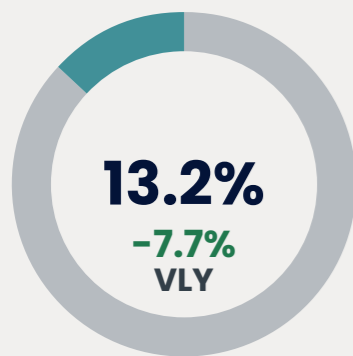
70.1%
Males



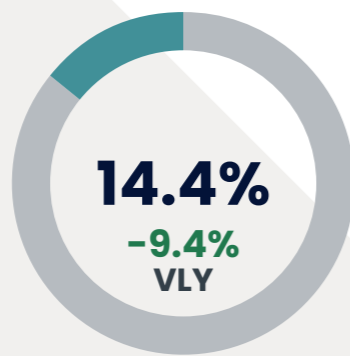
29.9%
Females

PAY GAP DATA 2023

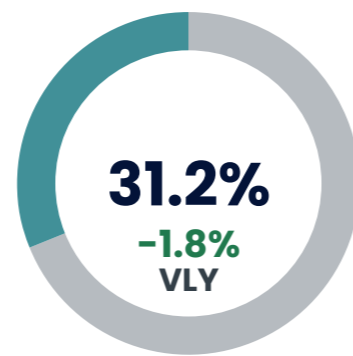
■ Difference ■ Negative Value VLY = Variance on 2022



Mean hourly pay



Median hourly pay



Mean bonus pay

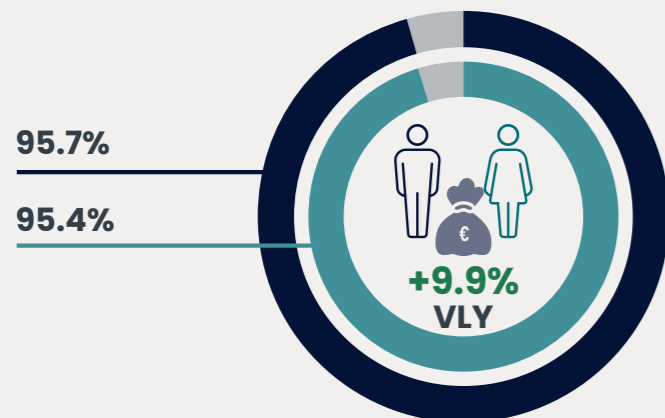


Median bonus pay

BONUS PROPORTION

Proportion of men and women receiving a bonus

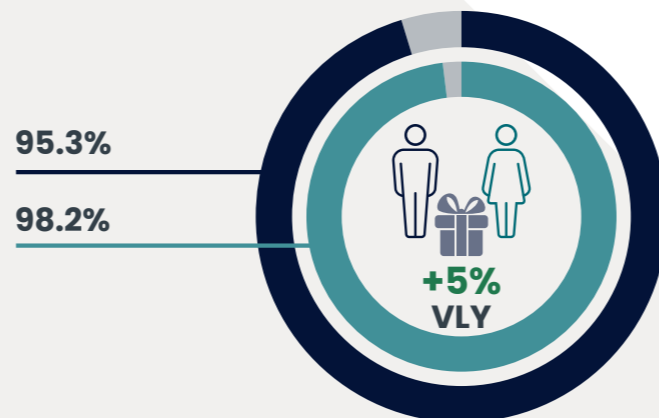
■ Male ■ Female ■ Not paid a bonus



BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

■ Male ■ Female ■ Not receiving a benefit



PART-TIME & TEMPORARY 2023

We have not included part-time data due to a small population size and to include them would be a risk to their anonymity. However, they are included in the data for the overall Flutter results.

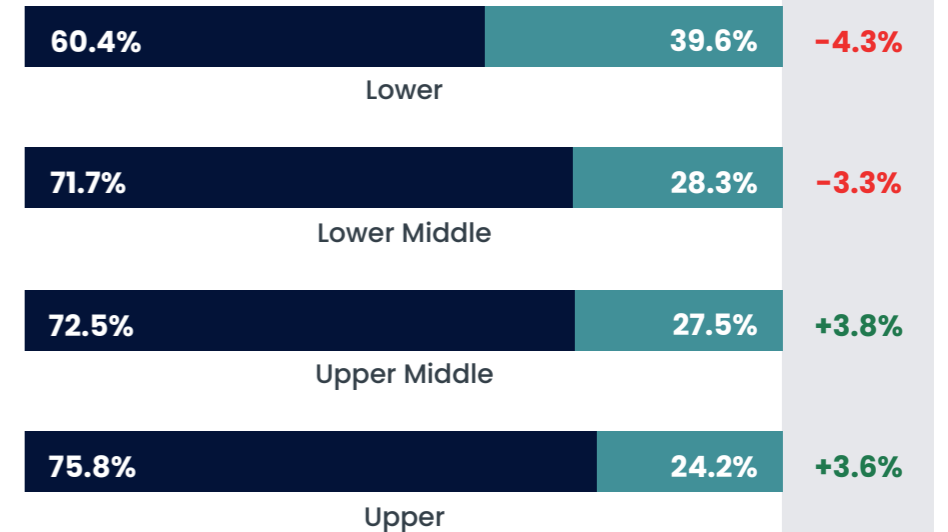
Mean temporary pay -27.5%

Median temporary pay -8.4%

QUARTILES 2023

Proportion of men and women by pay quartile

■ Male ■ Female



DATA INSIGHTS

PAY GAP

Our Pay Gap has continued to decrease since last year, from 20.9% in 2022 to 13.2% in 2023. This has been driven by the increase in female representation in senior leadership positions, an increase that is seen in the upper quartiles. We know that our Pay Gap is determined by the job composition and the bonus-related pay of our senior leaders. This means that where there is a lower representation of women in senior leadership roles, our Pay Gap can be impacted. This year however, we have seen a decrease in both the Mean and Median Pay Gaps, showing that there has been an overall change to pay distribution across the whole entity. We have also seen an increase in the number of women at Director level and above, which has doubled year-on-year and supports the decrease in the Pay Gaps across the organisation.

Another factor affecting the Pay Gap is the make-up of the organisation. We have seen a slight change compared to last year, when Customer was our largest area - this has now changed, and Commercial and Technology are our largest areas. Both of these areas have seen an increase in female representation. For Technology in particular, where representation is still low, we will continue to focus on attracting, growing, and retaining women in this area, and others like data analytics, to continue to close the Pay Gap.

BONUS

There has been a significant decrease in the Median bonus pay from 23.3% in 2022 to 13.4% in 2023. This means we have made good progress in improving the equities within our systems, and improving the processes in how performance and bonuses are managed. There has been a decrease in Mean bonus pay, which has shifted from 33.0% in 2022 to 31.2% in 2023.

Although both Median and Mean bonuses have decreased, we know that this is driven by the bonus-related pay of our senior leaders. This year we have seen an increase in the number of women receiving our top bonus payouts. To continue to reduce the Pay Gap further, we need to continue to increase representation of women in senior leadership and their inclusion in share-based remuneration schemes. In addition, we will continue to focus our attention on retaining women in senior leadership roles, as cumulative compensation increases over tenure. In 2023, 22% of men had over 10 years' service in comparison to 15% of women.

QUARTILES

There has been a slight decrease in the representation of women in lower quartiles, and we will focus on increasing representation at all levels in 2024 to ensure we have a flow of talent. However, the representation of women in the upper quartiles has seen an upward trend, which is having a positive impact on our Pay Gap. The upper quartile has increased from 20.6% in 2022 to 24.2% in 2023 and the upper middle quartile has increased from 23.7% in 2022 to 27.5% in 2023. We have seen positive results in the internal growth of women with two internal moves across Flutter as well as an internal promotion and external hire in the top quartile. Growth will be a continued focus area for our learning and development offering for 2024.



OUR PROGRESS & COMMITMENT



OUR PROGRESS

WOMEN'S EXPERIENCES IN FLUTTER INTERNATIONAL

We continue to use a variety of ways to collate the lived experiences of women across our business, to identify the areas we need to focus on. Insights from Peakon over the last 12 months has shown that scores for both genders remain positive. Overall, our Diversity, Equity, Inclusion and Belonging (DEIB) scores have seen a +0.1 improvement in 2023. We know that there is a slight variance in the sentiment in some of our drivers between males and females and in 2023 we have actively sought input to understand these differences.

Sentiment from International colleagues based in the Irish Head Office, has informed us that:

- Engagement for both genders has seen a slight change of -0.1 in comparison to last year (7.9 in 2022 to 7.8 for women in 2023 vs 8 in 2022 to 7.9 in 2023 for men).
- Workload has shown the biggest improvement in scores for females with a +0.3 improvement in 2023 (7.7 in 2022 to 8 in 2023).
- Diversity and inclusion scores remain strong and are consistent with last year at 8.1 for women and 8.4 for men.
- Across most drivers such as Engagement, Health and Wellbeing and Diversity and Inclusion female scores are on average -0.1/-0.2 behind benchmark in comparison to males who are either in line or 0.1+ or ahead of benchmark.

To gain a deeper understanding of the differences between sentiment of men and women, we continued to use functional listening sessions. This enabled a targeted approach and provided solutions, based on the needs we identified, allowing us to continue taking a data-led approach to our decisions.

DE&I STRATEGY DEVELOPMENT

In 2023 we created our 3-year Diversity, Equity and Inclusion strategy, to move to a position where DE&I is led by our business leaders with inclusion at the heart of people processes and ways of working.

The DE&I strategy is focused on enabling colleagues to work in an environment where they can be their true selves and is aimed at fostering a real sense of inclusion and belonging. We know from internal and external insights that focusing on creating an inclusive environment along with increased representation has a positive impact on engagement and performance. The strategy has been created to drive four strategic attentions:

- Our hiring processes and approach are fair and are free from bias.
- Our leaders are committed to, and accountable for, creating an inclusive culture.
- We take targeted action to develop under-represented groups and address systemic barriers to progression.
- We use data to make decisions and measure progress on DE&I.

We have made great progress to date and the 0.1+ increase in our DEIB scores on Peakon is testament to this.

WELLBEING AND FAMILY SUPPORT

As part of our well-being offering, we have continued to build our mental health proposition through providing a wide range of resources and access to a trained Mental Health First Aider (MHFA) and membership with Head Space.

We have invested in our MHFA's through training for new members as well as retraining existing MHFAs and our HR Business Partners (HRBP). In addition, we have continued to widen our resources for women's Wellbeing through our continued partnership with an external Menopause expert and coach. Through this ongoing partnership we provide colleagues with the tools they need to support women who are going through these menopausal stages.

We have continued to provide family workshops to support women and colleagues transitioning to parenting leave or returning to work. In addition, the launch of our Little Flutters Club in 2022, the network for parents and carers has continued to grow in strength with nearly 230 members and has hosted several sessions to support and help colleagues thrive.



OUR PROGRESS

CAREER DEVELOPMENT

Lean In Networks

We have continued to nurture our Lean In networks and have established 6 circles across Betfair International, PokerStars and central teams and have 44 members. Members meet monthly, either virtually or face-to-face, depending on the location of its members. Feedback from circles has been positive and members report the value of a trusting environment and safe space.

External Learning Support

We know from our learning surveys and Peakon, that career development is a key driver of growth for our colleagues. We have seen a +0.3 increase in our growth scores on Peakon. An important part of our learning offer is the provision of further development through our external learning support. Our data informs us that over 30% of the funding that is accessed is by women, which is in line with our overall female representation. It also informs us that career development is important to women in the business.

Women's Career MGMT Programme

In 2022, we ran an eight-week career development programme called Elevate, which was piloted in our Tech function to support women progressing into

senior leadership roles. This programme is facilitated by an external facilitator and executive coach and is tailored to the insights from our internal research around barriers to career progression for women. The positive feedback from participants and line managers led to this programme being rolled out to both the Tech and Commercial function in 2023. To date over 50 women have completed this programme and plans are in place to expand across the remaining functions in 2024.

Female Mentoring

We have continued to run our Flutter Female Mentoring programme, which is an in-house career initiative for women who are paired with an internal mentor to support their aspirations and development needs. We know that mentoring is a key part of retaining our female talent because over 79% of those who have taken part in the initiative are still in the organisation. In 2022, we matched 47 pairs and provided tools and resources for successful mentoring relationships. In 2023, we saw a surge in mentee applications, with over 86 women registering for a mentor. We have over 100 mentors registered for the programme including our EXCO and their leadership teams. In addition, we launched our first mentoring page on our intranet, including specialist resources on inclusive mentoring.

LEADERSHIP PROGRAMMES

Inclusive leadership

In line with our DE&I strategy to support DE&I being leader-led, we partnered with an external provider to develop and create our first Flutter International inclusive leadership programme. The aim of this programme is to create an inclusive vision and behavioural expectations, to drive building an inclusive environment where everyone can thrive. In 2023, the programme was piloted in Betfair International, PokerStars and Central teams, with the view to cascading and rolling out in 2024 across Flutter International brands. Our Flutter International EXCO, Extended leadership, HRBPs and DEIB Champions have completed this training and have created a set of commitments which will support moving our DE&I strategy forward, as well as achieving our positive impact goals.

Great Leadership

We continue to deliver our GREAT leadership development programme. This is a 9-week programme tailored for junior and middle managers, providing them with the tools and resources to lead effective, high-performing and inclusive teams. The programme was launched in 2022 and has had over 184 people managers take part. Of these, 33% were women, which is supporting our representation of female line managers.

In 2023, we launched a pilot for future managers in Bulgaria, to support those looking to move on to managerial positions. We know that to achieve our Positive Impact Plan diversity goal, we need to improve representation at all levels of the business, to maintain that talent pipeline.



OUR PROGRESS

POKER POWER

As part of our commitment to boost representation in Poker, we partnered with Poker Power – the women-led organisation to give women more opportunities in Poker.

The goal of this organisation is to teach one million women how to play Poker and how the skills required support other life skills. We know from our listening sessions that some women see a lack of product knowledge as a barrier to progression.

Plans are now in place to pilot this external event internally, to support increasing their product knowledge and confidence in Poker.

HIRING PRACTICES

We launched ‘how we hire’ in August 2023 to provide a standardised, agile, and dynamic process for hiring.

This initiative highlights the importance of attracting, hiring, and retaining the best of talent. It also mitigates bias in the recruitment process, to encourage diversity in hiring and to reflect company values at every stage of the hiring process.

This project will evolve in 2024 into training to ensure processes are adopted

and utilised. In the short term, the focus is on embedding the How We Hire recommendations and online content, to mitigate bias in the recruitment process.

DATA AND MEASUREMENT

In line with our DE&I strategy to use data and insights to drive our actions, we have made improvements in the way we provide information on key trends to our leadership teams.

In 2023 we created People and Culture Check-Ins for our functional leadership teams, creating a new dashboard with four focus areas in Peakon: Engagement, DEIB, Values and Health & Wellbeing. This made it easier for our leadership teams to view a snapshot of their teams and of trends over time. As a result, leaders have increased their knowledge and understanding of the focus areas to drive improvement and targeted actions.

We have created a DE&I dashboard providing our senior leaders with data

and insights. These focus on our progress in Flutter’s Positive Impact Plan goal of having 40% of senior leadership roles held by women by 2026 – essential in improving our gender representation.

In Q2 we ran a targeted data campaign called Play Your Part to support the increase in self-disclosure rate in Flutter across a number of DE&I demographics like gender identity, sexual orientation and race. This information is pivotal in allowing for better and robust data insights. We want to be able to identify whether our systems and processes are equitable across our demographics as well as measuring sentiment – two of the goals in our Work Better pillar under the Positive Impact Plan.



OUR ACTIONS

2024 ACTIONS

Wellbeing and Family Support

- We will continue to provide family workshops to support women and colleagues transitioning to and from family leave and we will provide resources for Managers.
- We will continue to expand our mental health and Wellbeing offering, providing resources which foster safe spaces and inclusion for all.

Leadership

- Our leaders will share their commitments and actions for fostering Inclusion and Belonging among their teams.
- Our leaders will role-model inclusive leadership and they will advocate and act as allies to marginalised groups, addressing and challenging resistance and non-inclusive behaviours.
- We will continue to embed our inclusive leadership programme across the business, setting a clear vision and behavioural expectations.
- We will continue to develop our people managers through our Manager Development Programmes, to support building inclusive and high performing teams.

Career Development

- We will continue to grow and develop our female talent through expanding our Elevate career management programme, along with our Flutter female Mentoring programme.
- We will explore a mentoring-for-all proposition, to help connect colleagues with mentors in the business.
- We will expand our Lean In networks creating further circles and develop our Lean In Managers to incorporate their feedback and learnings.

Women in Poker

- We will commit to supporting women in our business in developing their knowledge of Poker and how to play it, through our partnership with Poker Power. This will give women the confidence to join our internal Poker events as well as fostering career opportunities in product-related roles, which have lower representation of females.

Hiring Practices

We commit to the following initiatives by the end of 2024:

- Removing gender-biased language using Textio, to increase diversity in the talent applying, along with standardised job descriptions for each location.
- Targeting job boards most utilised by diverse talent and new suppliers being identified for the 2024 roadmap.
- Utilise existing content and ambassadors, to target female-specific recruitment activity (roles, events and benefits).
- TA and Business to attend external diversity-specific events.

Data and Measurement

- We will integrate voluntary self-disclosure touch points into our systems and processes, making it easier for colleagues to update their data as part of their employee experience.
- We will create action plans based on our data insights on areas we need to improve colleagues' experiences to foster inclusion and belonging.



CLOSING STATEMENT

PETER JACKSON, GROUP CEO

In Flutter's second year reporting our Gender Pay Gap in Ireland, I am encouraged to see positive progress to reduce the gap, moving closer to achieving pay parity between men and women. We remain steadfast in our commitment to attract, hire, and retain top-tier talent throughout our entire business, and continue to focus on gender diversity as one of our DE&I goals.

In 2023 we implemented initiatives to accelerate progress in our divisions, such as the launch of Leadership Readiness workshops in the UKI, the Inclusive Leadership Programme in International, as well as mentoring programs across a number of divisions.

I am delighted that our DE&I initiatives are recognised externally with wins including: Women in Gaming Awards-

DE&I Wellness Initiative Award, SBC Awards- Employer of the Year and EGR Operator Awards- Diversity and Inclusion Model of the Year.

Through the Work Better pillar of Flutter's Positive Impact plan, our aim is for our teams to be representative of the people and places we live and work, and we are steadily moving the dial on gender diversity. In 2021, we set ourselves a goal of '40% of top leadership roles to be held by women by the end of 2026';

- In Q1 2022, 30.2% of top leadership roles were held by women
- In Q4 2023, 35.6% of top leadership roles are held by women

While these figures are encouraging as we keep working towards 40% throughout 2024, ongoing focus is needed to achieve our goals, and we remain dedicated to taking a leading role both locally and globally.

Peter Jackson
Group CEO



REPORTING STATEMENT

Kat McGurk

I can confirm that our Gender Pay Gap figures have been checked to ensure complete accuracy and have been formulated using the mechanics set out in the Gender Pay Gap reporting legislation.

Kat McGurk

Group DE&I Director

