

Board Diversity Policy

1. Purpose

The Board Diversity Policy (the “**Policy**”) sets out the approach to diversity on the Board of Directors (the “**Board**”) of Flutter Entertainment plc (the “**Group**”). This Policy seeks to ensure that diversity in its broadest sense continues to remain a significant feature of the Board.

This Policy incorporates the requirements of the 2018 UK Corporate Governance Code, together with the recommendations of the Hampton-Alexander Review on gender diversity and the Parker Review of ethnicity for FTSE100 companies.

2. Policy Statement

We aim to have a Board that is well-balanced and has the appropriate skills, knowledge, experience and diversity for the needs of the business. Diversity is considered in the broadest sense including age, gender, nationality, independence, professional background, social and ethnic backgrounds, business and geographic experience, as well as cognitive and personal strengths. These differences are considered in determining the optimum composition of the Board, and when possible, should be appropriately balanced.

3. Measurable Objectives

The Nomination Committee reviews all measurable objectives for achieving diversity on the Board and recommends them for Board adoption. At any given time, the Board may seek to improve one or more aspects of its diversity and measure progress accordingly.

The Board is committed to improving diversity on the Board and aspires to meet the recommendation of the Hampton Alexander Review of 33% female representation on the Board. It is recognised that there may be periods of change on the Board when (exceptionally) this number may be smaller while the Board is refreshed. However, it is the Board’s longer-term intention to at least maintain this balance.

The Board supports the recommendations set out in the Parker Review on ethnic diversity and is committed to improving its representation of diverse social, cognitive and ethnic backgrounds. The Board aims to have at least one Director from an ethnic minority on the Board.

4. Implementation of this Policy

The Board is committed to having a diverse Board and ensuring an open and fair recruitment and selection process for all Board appointments. In identifying suitable candidates for appointments to the Board, the Nomination Committee will consider candidates on merit against the objective criteria, considering the balance and appropriate mix of skills and experience the Board as a whole requires to be effective, with due regard for the benefits of diversity. Recognising the benefits of wider experience, consideration of Non-Executive Director candidates from a wider pool of experience relevant to the operation of the Board is taken into account when considering Non-Executive Director appointments.

The Nomination Committee only engages with search firms which are accredited under the Enhanced Voluntary Code of Conduct for Executive Search Firms in Board appointments. The recruitment and selection process for Non-Executive Directors requires longlists of potential candidates comprise at least 50% female candidates.

As part of the annual performance evaluation of the effectiveness of the Board, the Nomination Committee will consider the balance of skills, experience, independence and knowledge on the Board and the current and future diversity representation of the Board.

5. Monitoring and Reporting

In line with requirements of the 2018 UK Corporate Governance Code and EU Non-Financial Reporting Directive, a summary of this Policy together with the process used for the selection of candidates for appointment and the outcomes of the annual performance evaluation of Board effectiveness, the measurable objectives set for implementing this Policy and progress made towards achieving those objectives will be reported annually in the Corporate Governance section of the Annual Report.

6. Policy Review and Governance

The Nomination Committee will review this Policy annually, which will include an assessment of the effectiveness of the Policy. The Nomination Committee will seek Board approval for any future recommendations and revisions to the Policy.

Approved by: The Board, 28 July 2021

Last reviewed: 30 July 2020