



UK GENDER PAY GAP

UK Gender Pay Gap Report
Reporting Year 2023

Published April 2nd 2024



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FOREWORD

Foreword from Lisa Sewell

As Flutter continues to grow, creating a workplace where everyone is welcome and where every voice is heard is a critical enabler to us achieving our business goals. In this report we share our overall UK Gender Pay Gap figures and outline the progress we have made within each of our brands throughout 2023 and into 2024, as well as the actions we are committed to delivering, to continue moving the business forward.

In 2023, we continued to act on our Work Better pillar of Flutter's Positive Impact Plan, increasing the representation of female leaders and making meaningful progress towards our gender diversity goal to have 40% of top leadership roles held by women by the end of 2026.

In March 2024, we have our inaugural RISE event, led by Amy Howe, CEO, FanDuel, Lina Giavara, GM Global Betting Platform, Sportsbet and Kat McGurk, Group DE&I Director, Flutter. RISE is a global Senior Women's Leadership Summit, providing a unique development and networking opportunity for 100 leaders across Flutter and I am excited to be part of it.

We have made good progress but there's more to do and our commitment is to keep our momentum and keep moving in the right direction. To this end, I look forward to continuing to work with leaders across the business to progress our Diversity, Equity, and Inclusion goals and initiatives in 2024 and beyond.

Lisa Sewell

Group CPO



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. Equal pay is the legal obligation for men and women to receive equal pay for equal work.

The Gender Pay Gap Report includes information on hourly Gender Pay Gaps across a range of metrics, taken at a snapshot date, within the reporting year. The snapshot date for the UK Gender Pay Gap is 5th April 2023. 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 figure represents the middle point of a population. If you lined up all of the women and men in a company separately, the Median Gender Pay Gap would be the difference between the hourly pay rate for the middle-woman compared to that of the middle-man, for the snapshot date in the reporting year.



PROPORTION OF MALES AND FEMALES RECEIVING A BONUS

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



PROPORTION OF MALES AND FEMALES BY PAY QUARTILE

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



OUR REPORTING

Flutter **sky betting & gaming**

PADDYPOWER. **betfair**

PP. RETAIL **tombola.**

POKERSTARS
POKER | CASINO | SPORTS

FANDUEL

WHO IS INCLUDED?

In the UK, Flutter is comprised of several employing entities.

We report and analyse the data from each of these entities separately. We also combine this data for our online businesses, to give us an accurate picture of our Gender Pay Gap across these similar businesses.

This analysis is used to understand what is driving those gaps and it helps inform our actions in addressing them. The data and associated commentary can be found in the pages that follow in this document.

ONLINE EMPLOYEES

Betfair Ltd:

UK online employees including Flutter Group, Paddy Power & Betfair

Hestview Ltd:

UK Sky Betting and Gaming employees

Halfords Media UK Ltd:

UK PokerStars employees

tombola Ltd:

UK tombola employees

FanDuel Ltd:

UK FanDuel Technology Hub employees

RETAIL EMPLOYEES

Power Leisure Bookmakers Ltd:

UK Paddy Power Retail employees ('PLBL')



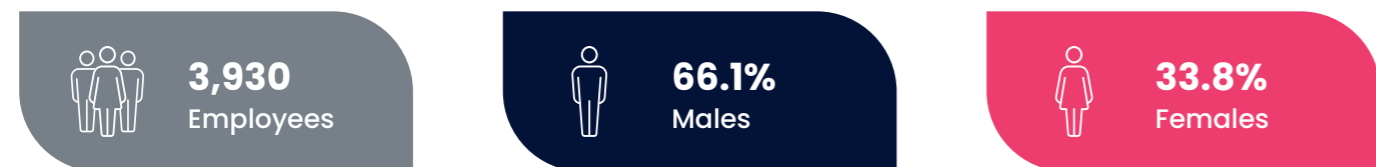
FLUTTER OVERALL RESULTS



HEAD OFFICE / ONLINE

Key data VLY = Variance vs 2022

0.1% did not declare gender



PAY GAP DATA 2023

		VLY
Mean hourly pay	22.5%	+3.0%
Median hourly pay	26.6%	-1.6%
Mean bonus pay	47.8%	+13.1%
Median bonus pay	41.9%	+20.8%

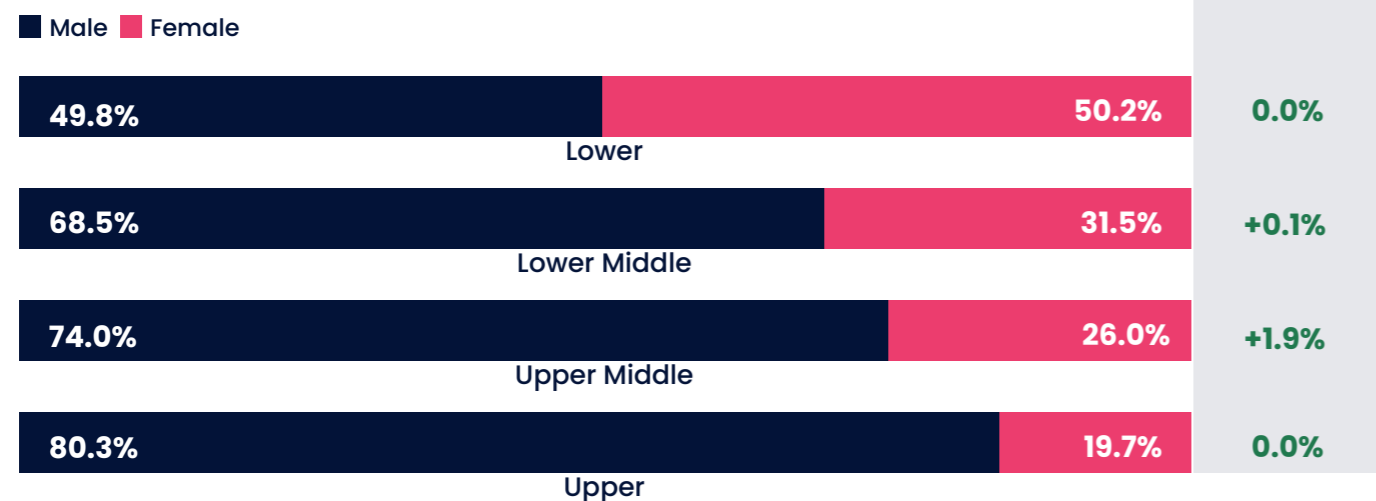
OUR BONUS PROPORTION

Proportion receiving a bonus



OUR PAY QUARTILES 2023

Proportion of men and women by pay quartile



RETAIL

Key data VLY = Variance vs 2022

0.5% did not declare gender



PAY GAP DATA 2023

		VLY
Mean hourly pay	6.4%	-3.2%
Median hourly pay	0.5%	-1.7%
Mean bonus pay	53.9%	-14.1%
Median bonus pay	25.0%	-7.2%

OUR BONUS PROPORTION

Proportion receiving a bonus



OUR PAY QUARTILES 2023

Proportion of men and women by pay quartile



*The year-on-year comparison presented for the bonus proportion and pay quartiles, represents the change in female representation between 2022 and 2023.

DATA INSIGHTS

FLUTTER OVERALL RESULTS (COMBINED ENTITIES)

*Separate from Board Level Diversity

Overall Results

Our figures for Head Office and Online results include all of our UK-based entities, excluding Retail.

Our Mean hourly pay gap has seen an increase of 3% this year, with a decrease of 1.6% for our Median hourly pay gap.

We have seen an increase in both our Mean and Median bonus-pay metrics due to changes in our executive leadership in 2023. The increases in the metrics show that we need to continue to increase the representation of females in our more senior roles, and to increase executive-level female representation.

Progress Made

We are actively continuing to address our Gender Pay Gap and remain focussed on the primary cause of the gap – the lower representation of women in the senior levels of our Upper Pay Quartiles. Through Flutter’s Positive Impact Plan, we are addressing challenges around attracting, promoting and retaining women, across all of our UK entities.

- We are making positive progress towards our gender diversity goal of 40% of Senior Leadership roles to be held by women by the end of 2026*.
- 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 worldwide scale. This programme comprises of four global focus areas: Gender, Multicultural, LGBTQIA+

and Accessibility, where we believe we can make a positive impact and strive for change across the Group.

- We continue to work on our GAP Gender-focus area plan across the UK and globally. This is led by sponsor Amy Howe, CEO of FanDuel with Lina Giavara, GM Global Betting Platform, Sportsbet.
- At a local level, initiatives like “Lean In” – our peer support network for women – have extended their presence in UKI and in International divisions, with plans to extend in the future 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 the EGR Awards – Diversity & Inclusion Model of the Year.
- We submitted results to the FTSE Women’s Leader Review again for 2023. For FTSE 100 Rankings Women on Boards and in Leadership, we have had a 3-point positive increase in ranking compared to 2022 and our current ranking is 53 for 2023. In the Travel & Leisure Sector for FTSE 350 and Top 50 Private Companies Sector Rankings: Women on Boards and in Leadership, our ranking remains at 11.

Looking ahead

In 2024, we’ll continue to focus on attracting, developing and retaining women in senior leadership positions.

Following a successful pilot in FanDuel in 2023, planning is underway to host RISE in March 2024. Led by Amy

Howe, CEO FanDuel, Lina Giavara, GM Global Betting Platform, Sportsbet, Kat McGurk, Group DE&I Director, Flutter, and an internal project 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

Across our brands



FLUTTER UKI BRANDS

sky **betting & gaming**

Hestview Ltd

Sky Betting & Gaming employees

PADDYPOWER.  betfair

Betfair Ltd

Online & Head Office employees including Flutter Group, Paddy Power & Betfair

PP. RETAIL

Power Leisure Bookmakers Ltd

Paddy Power Retail employees ('PLBL')

tombola™

tombola Ltd

tombola employees



DATA

sky betting & gaming

Hestview Ltd: Sky Betting & Gaming employees

KEY DATA



1,585 employees



70.7% male

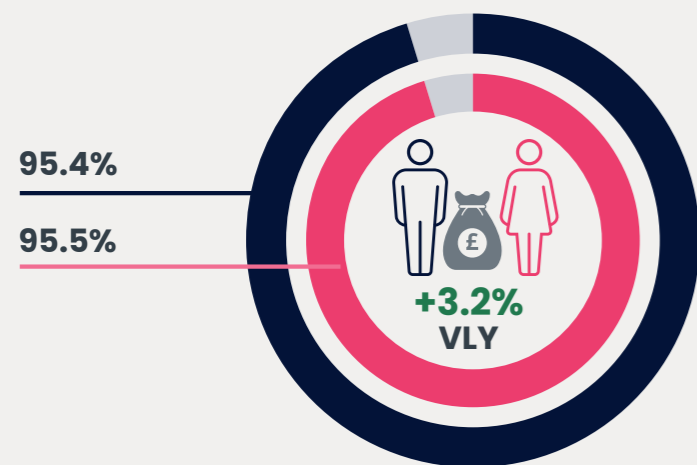


29.3% female

BONUS PROPORTION

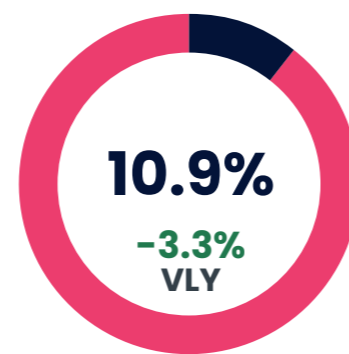
Proportion of men and women receiving a bonus

Male Female Not paid a bonus

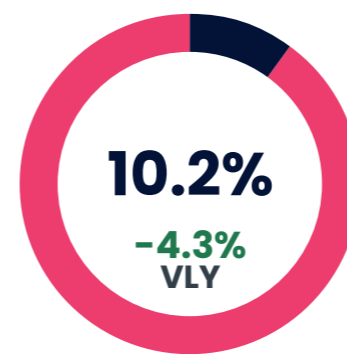


PAY GAP DATA 2023

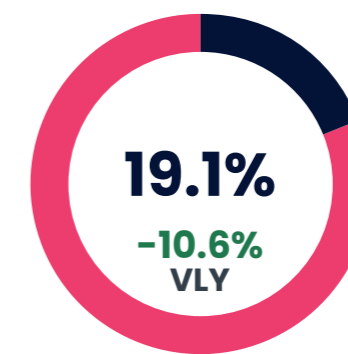
Difference VLY = Variance vs 2022



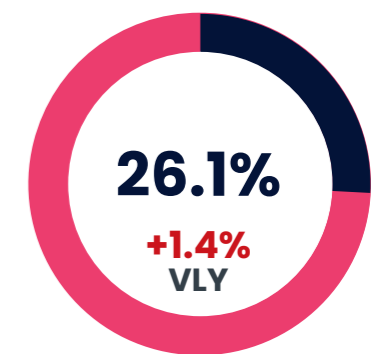
Mean hourly pay



Median hourly pay



Mean bonus pay

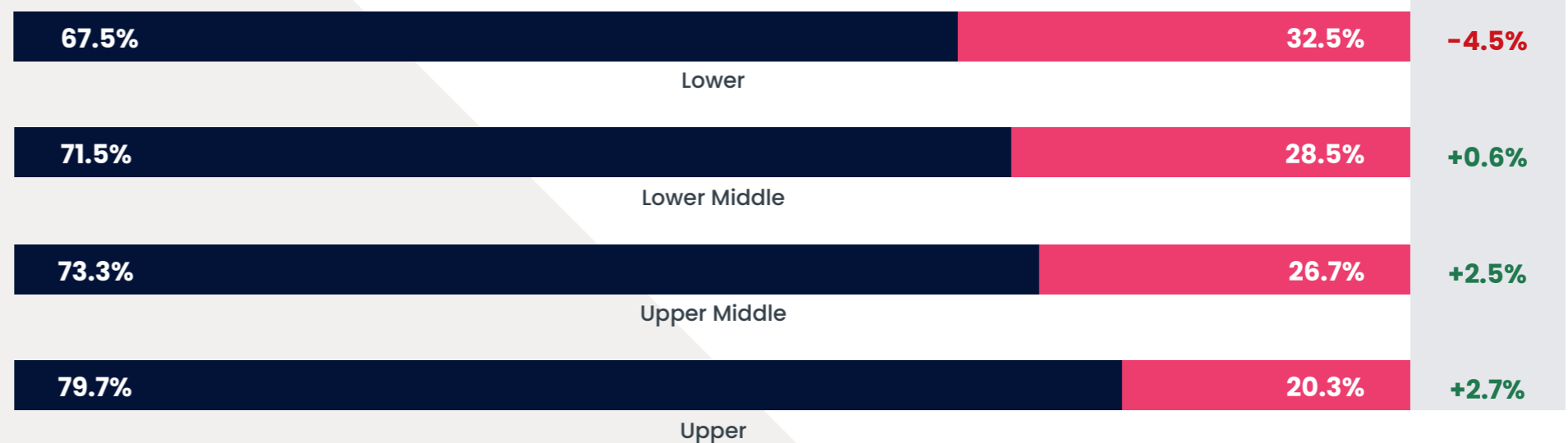


Median bonus pay

QUARTILES 2023

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

SKY BETTING & GAMING INSIGHTS

Pay Gap

The Hourly Pay Gap in this entity has continued to reduce, with a positive variance of -3.3% for Mean Hourly Pay, and -4.3% for Median Hourly Pay. The reduction in the Hourly Pay Gap is influenced by an increase in the number of women in the Upper-Middle and Upper Quartiles. While it is positive that the number of women in these quartiles is increasing year-on-year, the representation of women is still lower than men in Hestview, and this is contributing to the overall Hourly Pay Gap.

Bonus Gap

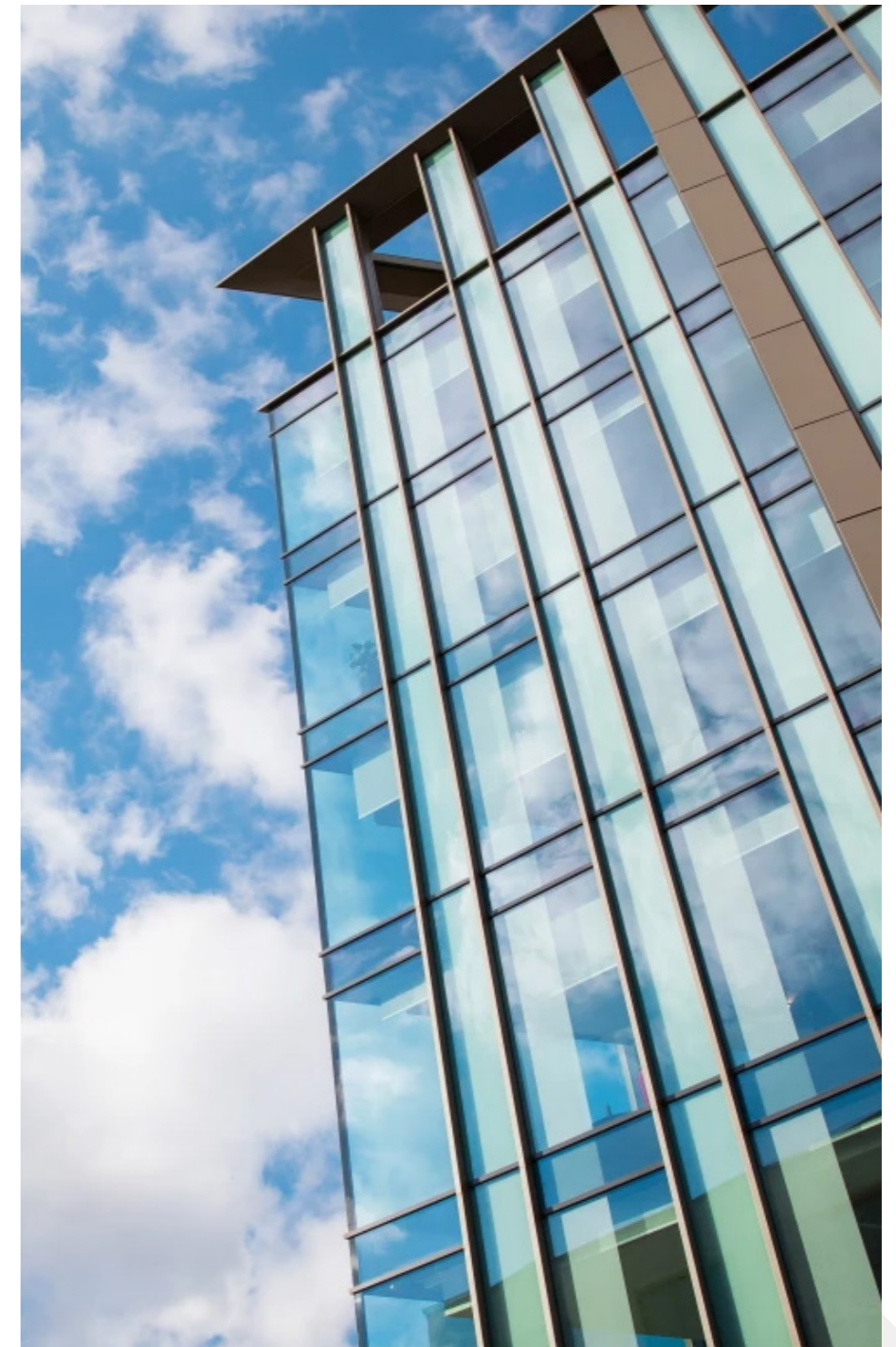
This year, there is a minimal difference between the proportion of men and women receiving a bonus. Historically gender representation has never been the driver of differences. These differences have been driven by employee's start dates and their eligibility for a bonus - for example someone being a fixed-term contractor.

The Mean Bonus Pay Gap has improved by 10.6%. However, this improvement is due to pro-rata bonus payments for senior leaders. The Median Bonus Pay Gap has increased by 1.4% and this too is attributed to pro-rata bonus payments. The improvement in representation of women in the Upper-Middle and Upper Quartiles has not been enough to impact our Bonus Pay Gaps, because of the method of pro-rata calculation.

Quartiles

We are pleased to see that the number of women in our Upper-Middle and Upper Quartiles has increased.

There has been a reduction of -4.5% representation of women in our Lower Quartile. While this may possibly be due to a reduced headcount in Hestview, it's important to note that Hestview is only one entity within Flutter UKI, and any team can be made up of employees from multiple entities. As a result, it can be more difficult to pinpoint the exact reasons for variances in each entity.



DATA



Betfair Ltd: Online & Head Office employees including Flutter Group, Paddy Power & Betfair

KEY DATA

0.2% did not declare gender



579 employees



68.0% male

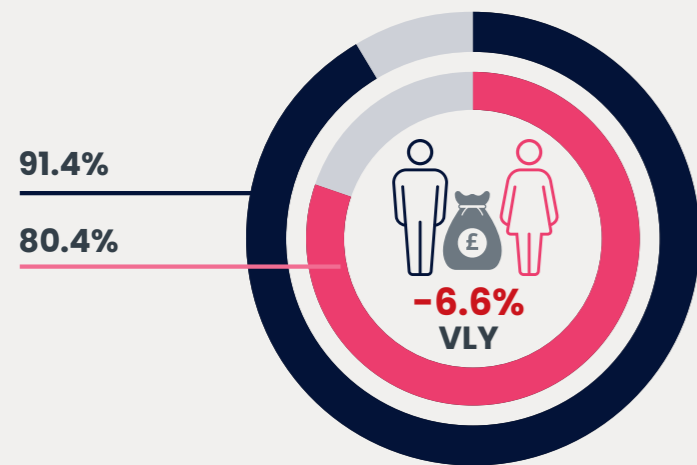


31.8% female

BONUS PROPORTION

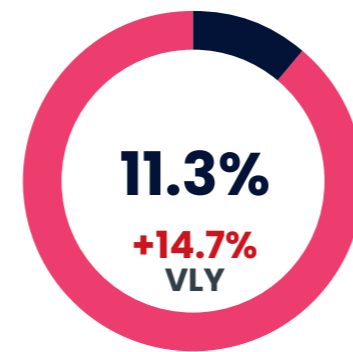
Proportion of men and women receiving a bonus

Male Female Not paid a bonus

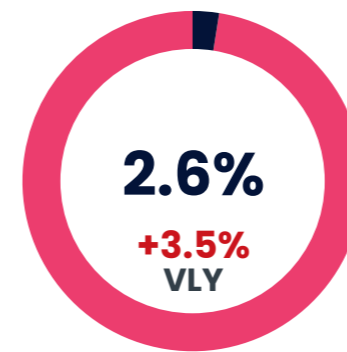


PAY GAP DATA 2023

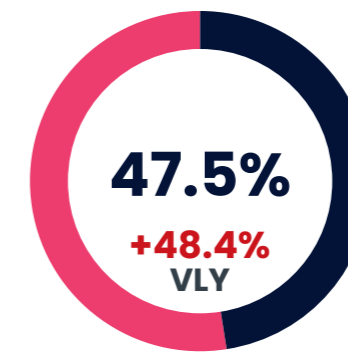
Difference Negative Value VLY = Variance vs 2022



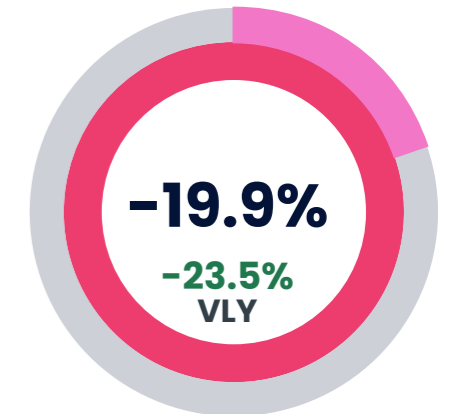
Mean hourly pay



Median hourly pay



Mean bonus pay

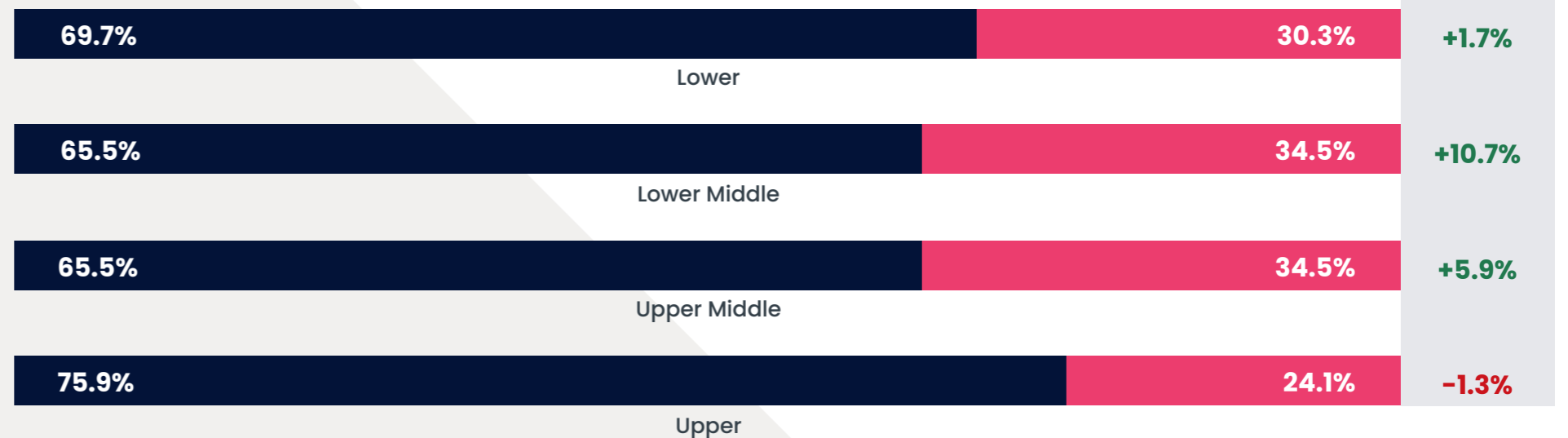


Median bonus pay

QUARTILES 2023

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

PADDY POWER, BETFAIR & GROUP INSIGHTS

Pay Gap

The Mean Hourly Pay Gap has increased to 11.3% this year, compared to a figure of -3.4% in 2022. The Median Pay Gap also increased, but by a smaller amount. This indicates that the shift in the pay gap has happened largely at the top levels of the organisation.

This is being driven by senior executive role movement. Previously we had three men on the executive committee employed by the entity, whereas in 2023 there were five. This, combined with outlying bonus payments made in April, outside of the usual annual bonus cycle, has affected the Hourly Pay Gap.

Bonus

We can see a large contrast between the Mean and Median Bonus Pay Gap. As the Bonus Pay Gap includes share exercises, the figure is often subject to fluctuation, year-on-year. The Mean Bonus Pay Gap at 47.5% is being driven by share-based remuneration and is being skewed upwards by an outlier.

To improve our Bonus Pay Gap year on year, retention of women in senior roles is important; longer tenure within the business should allow their share-based remuneration opportunities to increase.

We can see a Median Bonus Pay Gap of -19.9% in favour of women. 11% of men opted into the Bonus Sacrifice scheme compared to just 5% of women. This has reduced the bonus amounts paid to men and emphasised a Median Pay Gap in favour of women.

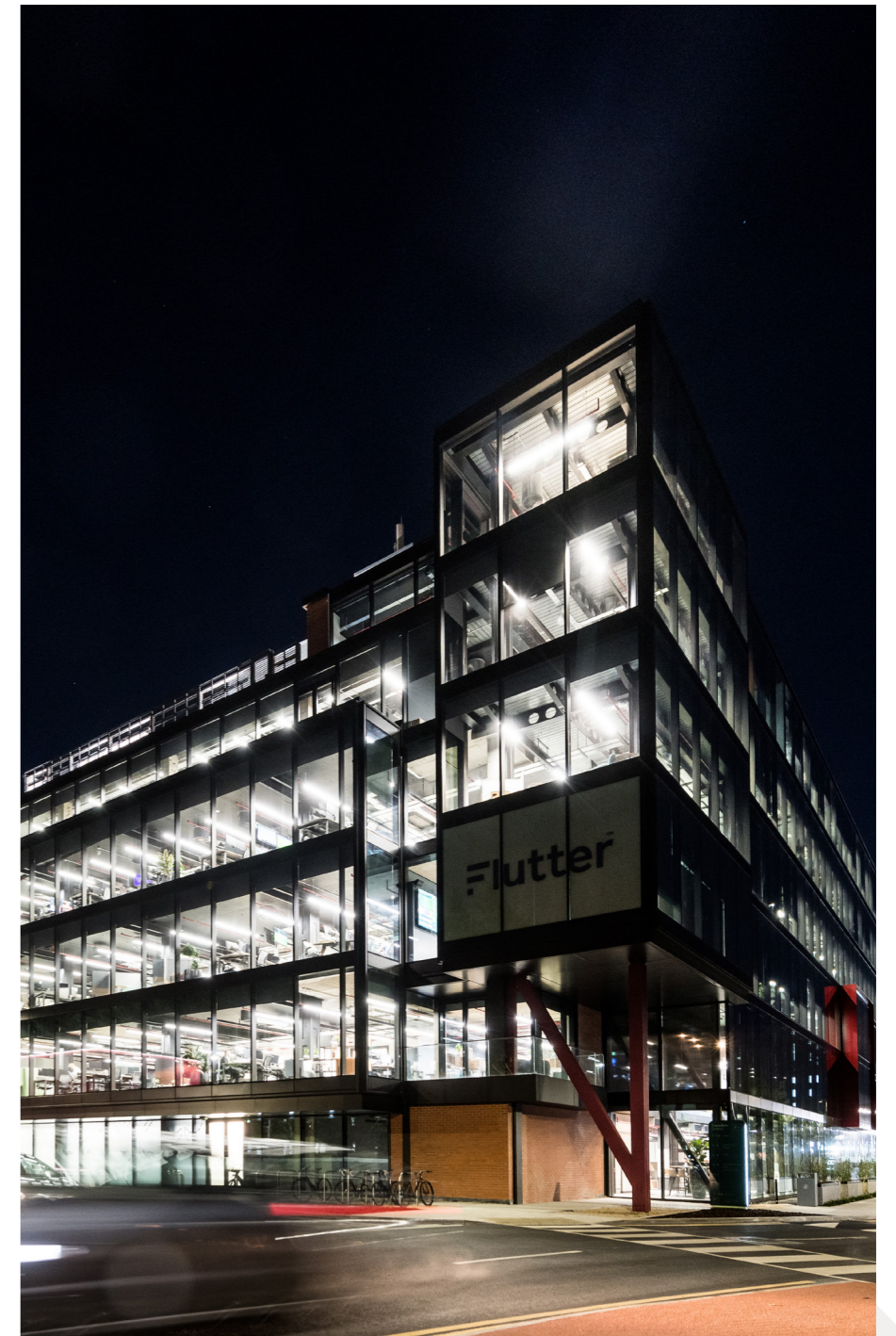
Quartiles

The decrease in the proportion of women in the Upper Quartile has been a contributing factor to the overall rise in the pay gap.

Although we have seen an increase in the pay gap, we have also seen very encouraging progress in our overall representation of women within the entity – increasing from 27% to 31.8%.

In addition – we can see there has been a large increase in the proportion of women in the lower middle quartile.

Increasing the number of women in the lower quartiles can initially increase the average pay gap in the short term. However, if we continue to encourage the upward movement of talent, we should see a decrease in the Gender Pay Gap over time.



DATA

KEY DATA

0.5% did not declare gender



1,855 employees



58.3% male



41.2% female

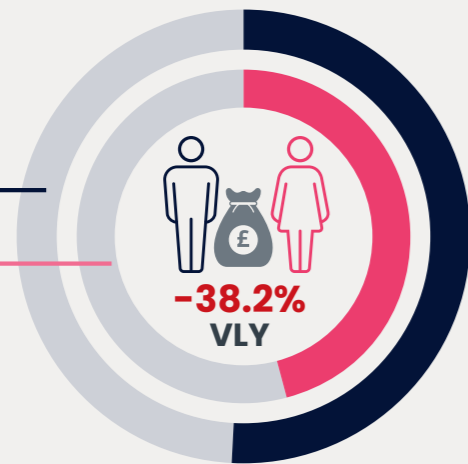
BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus

51.1%

46.1%

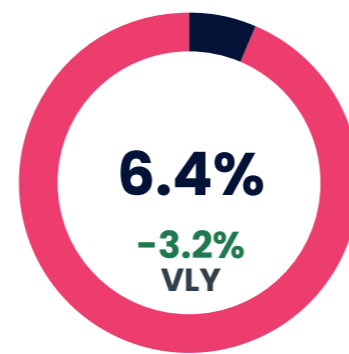


PP. RETAIL

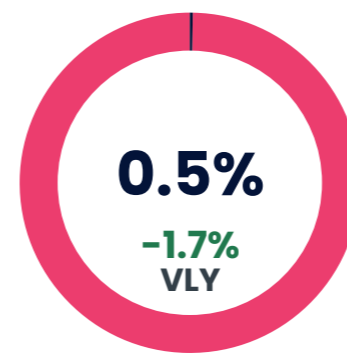
Power Leisure Bookmakers Ltd: Paddy Power Retail employees ('PLBL')

PAY GAP DATA 2023

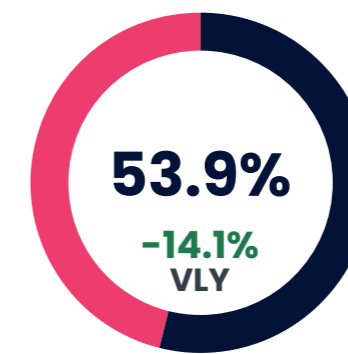
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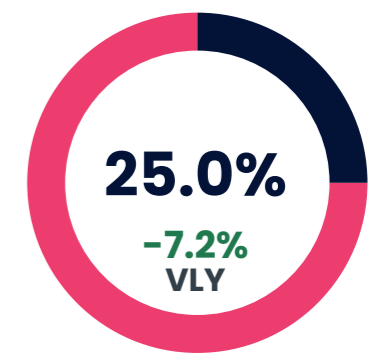
Mean hourly pay



Median hourly pay



Mean bonus pay

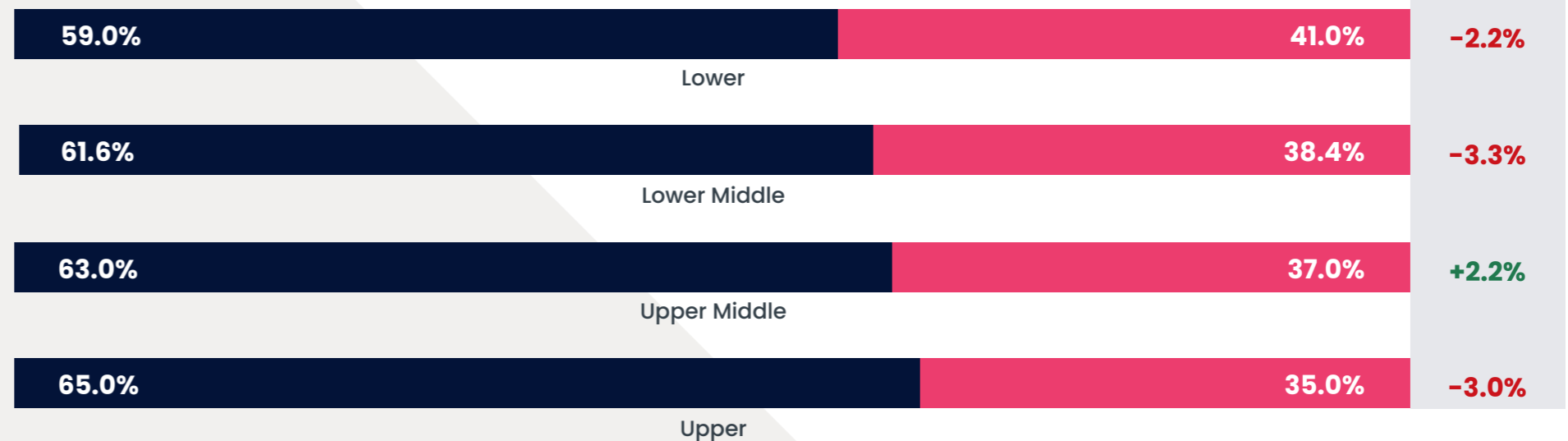


Median bonus pay

QUARTILES 2023

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

PADDY POWER RETAIL INSIGHTS

Pay Gap

We are pleased to report a reduction in the Mean Hourly Pay Gap in Retail to 6.4%. We have seen an improvement in the number of women in senior roles which has influenced a reduction in our overall Pay Gap. Last year there were three women in the top 30 hourly rates, while this year there were five.

The Mean Hourly Pay Gap is more heavily influenced by larger salaries at the top end of the scale, whereas the Median Hourly Pay Gap isn't, so it is more reflective of the majority within our retail shops. As our pay scale is well defined for our retail staff, it is encouraging that we have a 0.5% Median Hourly Pay Gap, which has reduced by 1.7% in comparison to last year.

Bonus

The main driver of the Mean Bonus Pay Gap at 53.9% is a combination of senior men in the Upper Quartile, share-based compensation, along with a small sample size of staff who received the annual bonus. Until more women are represented at the very top of the organisation, we will continue to see a large bonus gap.

Whilst the Mean Bonus Pay Gap can be linked to a lack of senior female representation, the Median Bonus Pay Gap is being largely driven by ad-hoc incentive bonuses. The amounts of these bonuses vary over time.

Compared to last year, the 2023 calculation shows a lower proportion receiving a bonus, making it difficult to compare figures for both years. The difference between men and women receiving a bonus is 5%, which is a larger gap than last year of 0.8%.

During that year, a gift of share payments was exercised by a wide range of staff, resulting in a higher amount of employees receiving a bonus. In addition, legislative changes within the UK during the bonus period for 2023 meant we have had to adapt bonus amounts, to ensure a competitive and attractive base pay rate for our retail employees.

Quartiles

Previously the population was 44% women, compared to 41.2% this year.

Proportionally we can see more women left the lower quartiles with a 2.2% in the Lower Quartile, and a 3.3% reduction in the Lower-Middle Quartiles.

However, more women joined the Upper-Middle Quartile which will have also had an impact on the overall decrease of the pay gap.



UKI OUR PROGRESS

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OVERVIEW

Introduction

In March 2023, Flutter UK & Ireland (UKI) hired our first Head of Diversity, Equity and Inclusion (DE&I). 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.

Colleagues also 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 Head Office employees, we've learned:

- Engagement scores among women and men are the same at 7.6.
- Health and Wellbeing scores are positive, although men score 8.2, compared with 8.0 for women.
- Our Diversity and Inclusion scores are similarly positive, although men score higher at 8.3, compared with 8.0 for women.
- Scores on career growth among women are slightly higher than men at 7.9, compared with 7.8, while sentiment towards autonomy is the same across both women and men at 8.3.

For our Retail employees, we've learned:

- Women and men have similar engagement scores (7.3 for men compared with 7.2 for women). This has increased by 0.2 over the past year for women.
- Compared to men, women have marginally higher

scores for goal-setting (8.8 vs 8.7), growth (7.0 vs 6.9) and meaningful work (8.2 vs 8.0). However, they do have lower scores on freedom of opinion (7.2 compared with 7.5), organisational fit (6.7 vs 6.9), peer relationships (7.4 vs 7.7) and recognition (6.6 vs 6.8). We are trying to understand why this is the case, through our qualitative research.

- We are pleased to see that our women and men retail colleagues feel positively towards diversity and inclusion (8.0 and 7.9 respectively). It is also interesting to note that women feel more strongly about diversity (8.2 vs 8.0) and about non-discrimination (8.0 vs 7.9) than men.



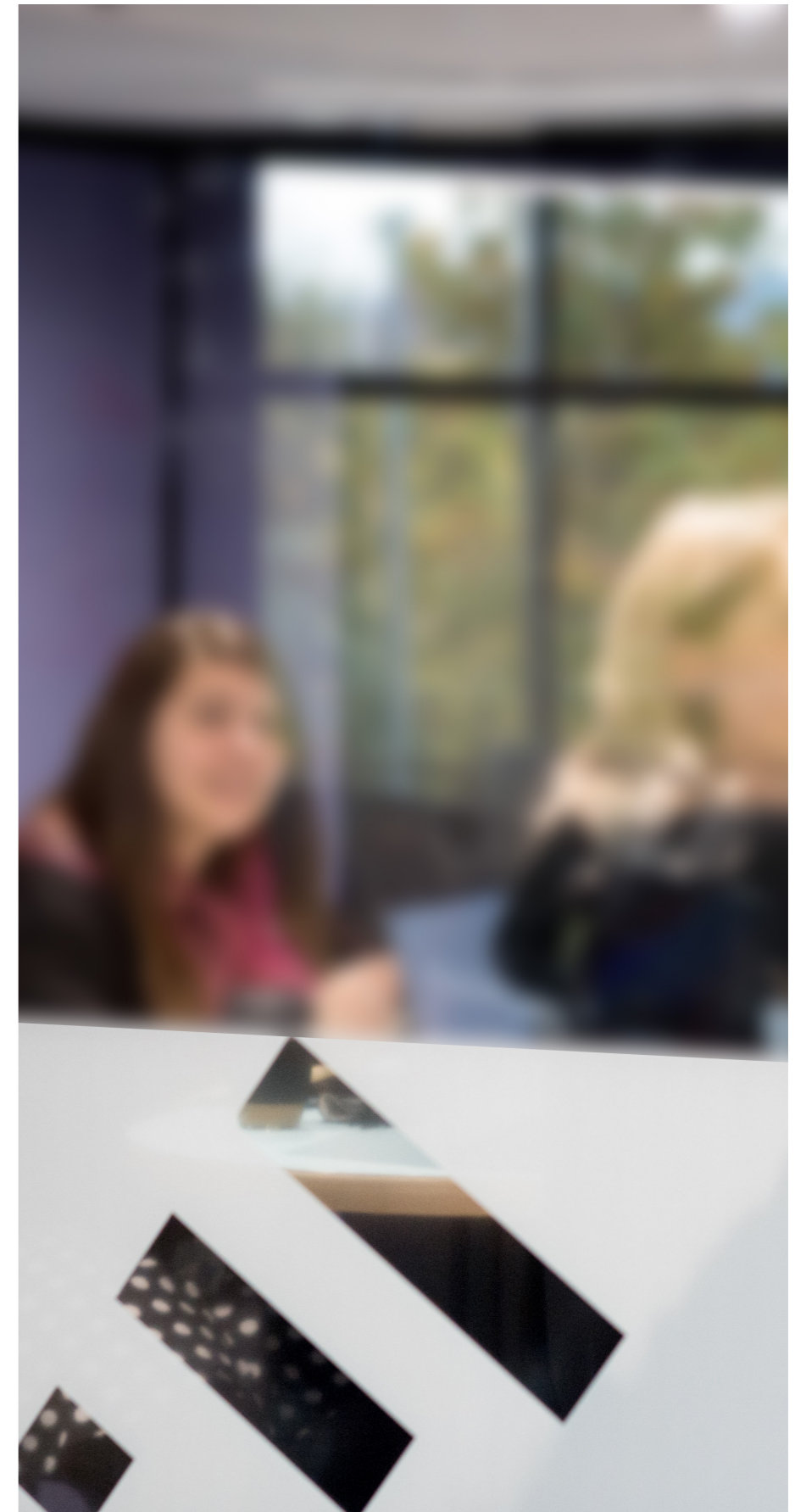
OVERVIEW

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.

We've started this journey through our leadership readiness workshops, introducing core modern and inclusive leadership capabilities to our Top 80 leaders as well as rolling out a 'culture of respect' workshops across all leadership levels and people managers.

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



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CAREER DEVELOPMENT

Head Office's Leadership Programmes

In 2023, we invested in our leaders more than ever, to ensure that everyone can make their mark at Flutter. We hosted two, two-day summits across the UK and Ireland for our wider Leadership team and we completed talent-identification and talent-development programmes for those predominantly at Heads Of Departments levels, Directors and above. This was to help improve representation of women at Flutter UKI at these levels. We paired all women in the talent group with a Leadership team mentor, and as a result, we now have seven High Potential women in the Extended Leadership Team group, as well as thirteen High Potential women in the Wider Leadership Team group. This tallies with our 2024 target to increase the appointment of women to senior leader positions by 3.3%, to a figure of 33.6%.

Code-First Girls

We know that women are underrepresented in Science, Technology, Engineering and Mathematics generally, 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 from

the beginning of 2023, and we were delighted to see that all eight became permanently employed as junior engineers within Sky Betting and Gaming.

We repeated the sponsorship in 2023 and for the first time, we have widened it to include Tech opportunities across Flutter UKI. Ten women were selected to commence their Code-First Girls Degree in January 2024.

Lean In

In October 2019 we created our Lean In network for Head Office 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 across the wider Flutter family. As a result, our women now have more parity and better pay

transparency to aid their career-progress conversations.

Retail Programmes

To improve retention in our Retail Estate, we have invested heavily in our Retail Talent Programmes throughout the year. The Switch It Up programme, in which Retail employees spend twelve months working with Head Office teams, recruited a total of ten employees, compared to four in 2020. We have seen the programme trialled among the Risk & Trading team this year with great success. Over 80% succeeded in attaining positions within Head Office before the programme was closed.

We also launched a new Programme for 2023 called "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 Udemy 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.

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HIRING PRACTICES

Early Careers Programmes

2023 marked the first year in which we have aligned our Graduate Programmes across our brands into one entity. 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, with 61%, 53% and 75% for each of the streams respectively.

Our graduate recruitment teams used inclusive hiring methods to achieve this higher representation, with gender decoding on 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 for the programme.

Design Thinking an Inclusive Recruitment Strategy

Graduate recruitment demonstrates the key role that inclusive recruitment will play in the success of our Flutter UKI DE&I Strategy.

Using design thinking principles, the Head Office and Retail recruitment teams worked with our DE&I team in a two-day workshop, to understand how best to attract,

recruit and retain diverse talent, and to help our business to be trusted, inclusive and innovative.

As part of that 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 focus on what action to take in 2024. We were pleased to find that 91% of recent hires felt supported during the hiring process.

Employer Brand Development

Our Employer Brand team have increased the profile of Flutter UK & Ireland to make opportunities across our brands accessible and easier to find. Colleague Storytelling has been a primary content pillar - it has consistently performed best on social media, especially around International Women's Day and in our recruitment campaigns, for example our Graduate Recruitment work. The team have also been supporting our Trading business unit to demystify the area by hosting research groups to identify perceptions and what they want to be known for. This builds on the ambition of senior leaders to increase representation of women, where only 8% of those who work in Trading are women.

HireVue

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.



UKI OUR PROGRESS

sky betting & gaming PADDYPOWER. betfair PP. RETAIL

WELLBEING AND FAMILY SUPPORT

Wellbeing

In previous years, we saw success in Sky Betting and Gaming on the introduction of Wellbeing Champions, so during 2023 we trained over 60 Champions across the Division. They are a mix of genders, providing a listening and supportive role for anyone who wants a safe space to talk, creating a culture of trust and psychological safety.

We also refreshed wellbeing resources for retail employees, 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, a large number of whom are Shop Managers.

Financial Wellbeing

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, helping them to develop the knowledge and skills to achieve financial wellbeing.

Nudge will be rolled out across our Retail Estate, and we hope to track the engagement of this tool during 2024 to assess its impact.

Work-Life Balance

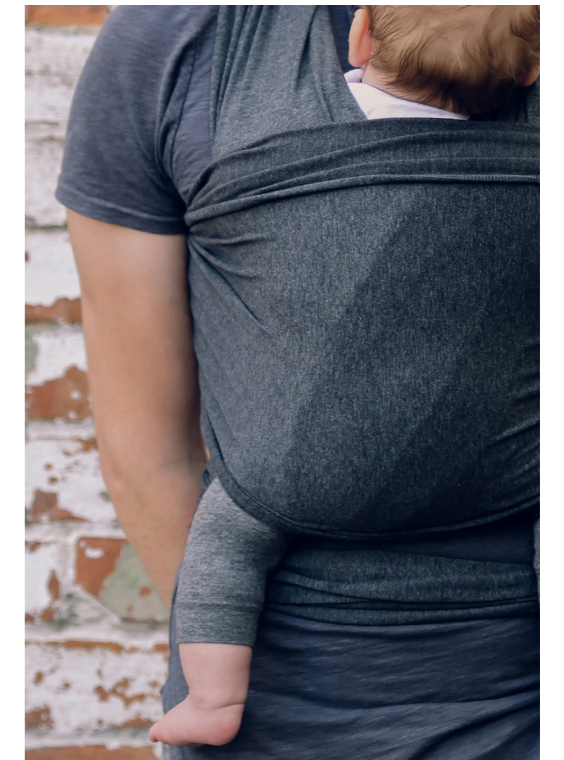
During 2023, we implemented a new rostering mobile app called 'Shopworks' for our retail employees. This allows employees to access shop rosters in real time, and to show their work patterns for the month ahead. This is important to help create a better work-life balance for care-givers. The software is driven by automation, which removes any bias or favouritism when it comes to allocating overtime shifts. All employees now have an equal opportunity to work more hours should they be available.

Family Support

We know that parental leave and childcare responsibilities disproportionately impact the retention and progression of women. From 1st January 2023 we improved our family-friendly policies to include an improved Primary Leave policy, an increase in 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 women after becoming new parents; only one of the thirty participants left the business during the year.

In addition, we held a series of round-table meetings with parents and carers across Head Office, 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 - a confidential space for parents and carers to share their experiences with others and to navigate these challenges together.



UKI OUR PROGRESS

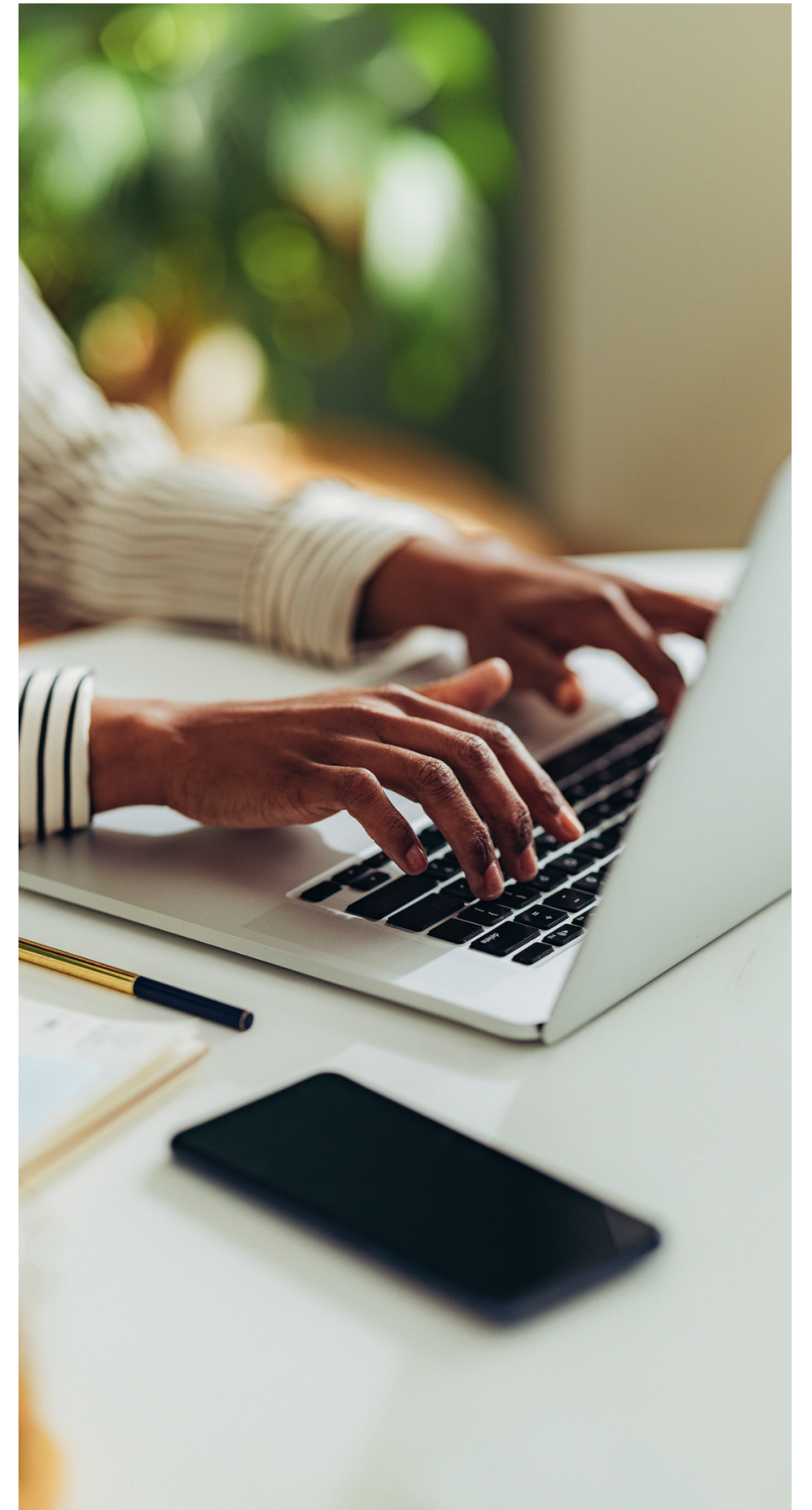
sky betting & gaming PADDYPOWER. betfair PP. RETAIL

DATA AND MEASUREMENT

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

Since the introduction of our unified HR system in 2022, we have now 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. It gives us a detailed view on gender, including new starters, leavers and turnover data by segments – for example, job families and locations across the division.

This allows 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 the end of 2026.



UKI OUR 2024 COMMITMENTS

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With the foundations established, our 2024 UKI DE&I Strategy has moved from a focus on listening to one of communication and further strategic action, for our Head Office and Retail Estate. Our focus will be on five strategic pillars, ensuring inclusion and diversity is holistic and underpinned by measurable goals.

FIVE STRATEGIC PILLARS

1. Grow Modern & Inclusive Leaders

We believe a new approach to leadership is required to lead us into the future, one built on inclusion capabilities. 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 Culture of Trust, Play and Innovation

We know that an inclusive and customer-centric culture helps bring to life our vision to be the most trusted, played, and innovative. In 2024, we plan to communicate our internal research and we will craft a strategic culture narrative within 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 that they are valued and that they belong. However, we know that to create this environment, we must first 'level the playing field'.

We will launch our redesigned Lean In network, 'Lean In Together'. The network will provide more structure, connection and career support for our women, as well as sponsorship and allyship from all. This network will be incorporated into our Fair Game Employee Networks.

Our ambition is that our Fair Game Employee Networks will link with our Global Advocacy Programme. These networks are designed to advance allyship and empower 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 useful and relevant resources for managers.

For our Retail Employees, we aim to build on Shopworks and provide a better work-life balance, as well as 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 Retail Estate. Using Artificial Intelligence, we hope to create bespoke rostering, identifying an individual's work patterns based on the previous four-month period.



UKI OUR 2024 COMMITMENTS

sky betting & gaming PADDYPOWER. betfair PP. RETAIL

FIVE STRATEGIC PILLARS

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 are developing a local support model, beginning with 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, supporting 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 – for example, 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 for Graduates into the Finance Department. This will include the opportunity to study for a qualification in Finance, as part of the plan by Finance to increase representation of women from 28% in our UK offices. Graduate wellbeing will also be a focus for 2024, with workshops dealing with anxiety, financial wellbeing, burnout and change management.

5. Hard-wire DE&I into everything we do

DE&I must be part of all that we do and be hard-wired into our policies and metrics. During 2024 we are reviewing and refreshing key policies, focusing on data, metrics, progress reporting and accountability.

From our internal research, we found that women identified the need to improve existing policies and create new policies, to improve 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 that focus, 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 leave Flutter UKI.

GROUP FUNCTIONS

OUR PROGRESS & 2024 FOCUS

GROUP FUNCTIONS

Our Progress

Across the Group, we continue to contribute to reducing the Gender Pay Gap, remaining firmly committed to achieving a minimum of 40% female representation in our senior leadership roles by the end of 2026.

The focus for our Leadership Teams for 2024 will be to continue to build our culture of belonging and pride, and a place where female talent thrive.

Through 2023 we have focused on a range of initiatives, development and events that support in bringing together, connecting and enabling our female talent including the launch of our first mentoring programme in September.

We have hired DE&I specialists in each of our key hub locations in 2023 (Cluj and Porto) and in 2024 will hire a DE&I lead in our Hyderabad hub and in our central Group Function to enable us to prioritise and drive sustainable progress in DE&I across all of Group Functions in 2024.

We have also started to introduce a series of listening sessions to create the opportunities for us to hear every voice, and to better understand our people's unique lived experiences; these started in August 2023 with our female colleagues across Finance.

These endeavours will continue into 2024 and be built upon further, alongside our wider DE&I initiatives, across the globe; all helping to further foster a sense of belonging across the Group.

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.
- In March 2024 we have launched the Textio app to enable hiring managers and talent acquisition

specialists to create inclusive job descriptions and job posts.

- 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**.



DATA

KEY DATA

0.3% did not declare gender



710 employees



39.6% male

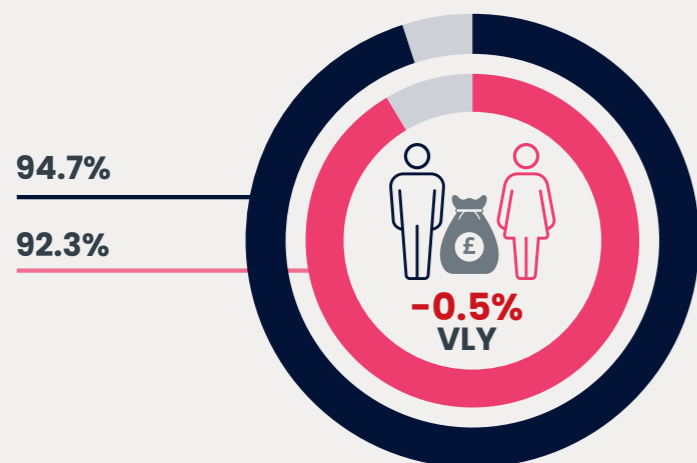


60.1% female

BONUS PROPORTION

Proportion of men and women receiving a bonus

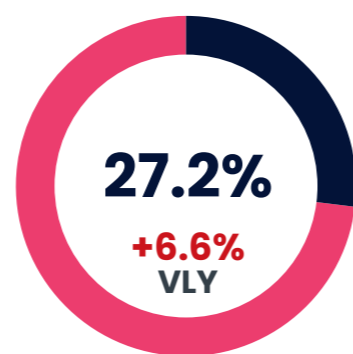
Male Female Not paid a bonus



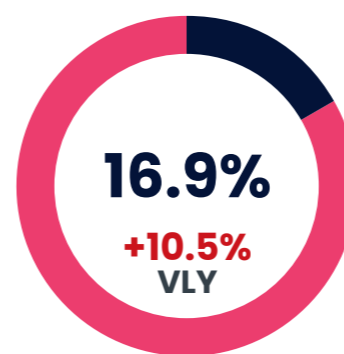
tombola Ltd: UK tombola employees

PAY GAP DATA 2023

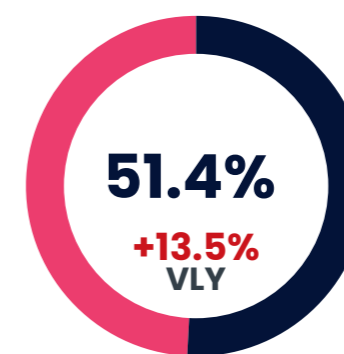
Difference VLY = Variance vs 2022



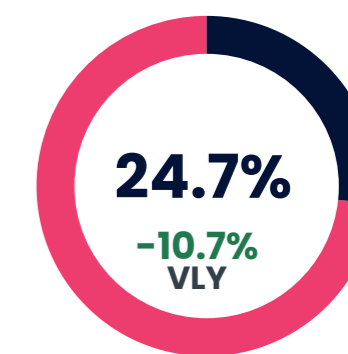
Mean hourly pay



Median hourly pay



Mean bonus pay

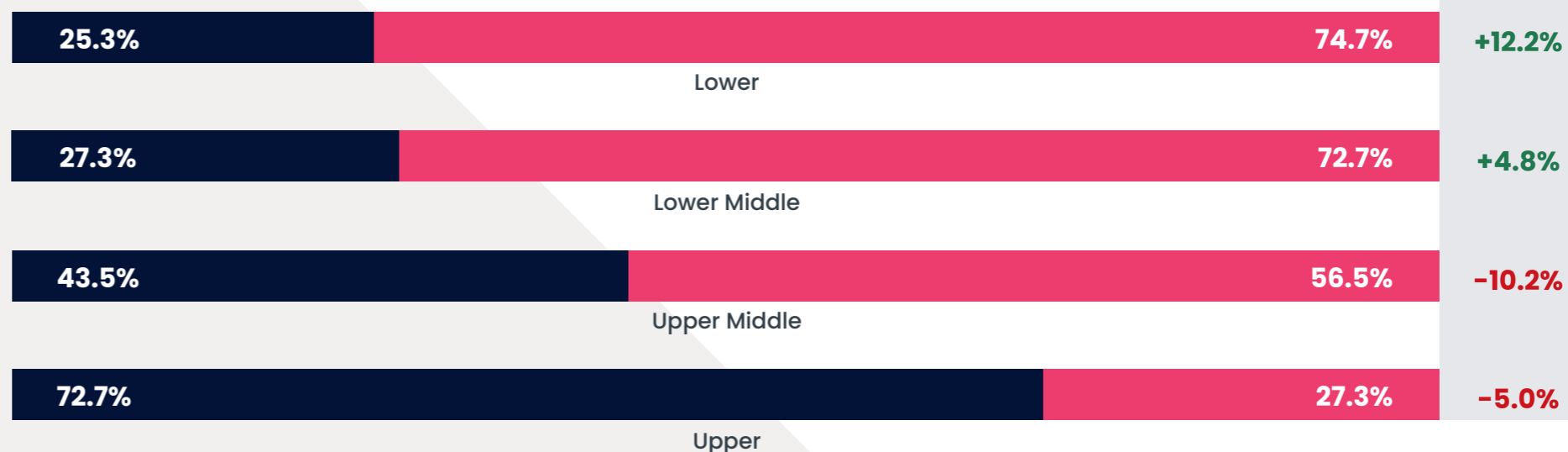


Median bonus pay

QUARTILES 2023

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

TOMBOLA INSIGHTS

Pay Gap

In 2023, our Gender Pay Gap widened compared to the previous year. The main driver for the gap is the unequal distribution of males and females across quartiles, with a lower representation of females in the Upper Quartile and a larger proportion in the Lower Quartiles.

We have two distinct areas of the business, Customer Experience and Technology. The Gender Pay Gap has widened due to headcount growth at tombola and the unequal gender split in these divisions.

In September 2023, tombola announced investment in its future growth in Technology and Product divisions. This extended the opportunities within these divisions. Although not represented in this year, two females were promoted into more senior roles in the Technology division. Creating opportunities in this area will help address under representation of females in the Upper Quartiles of our Technology business unit.

Bonus

Our bonus scheme is established on a quarterly basis throughout the financial year. From their first day of employment, everyone is entitled to receive the same percentage of bonus. The only eligibility requirements affecting the bonus amount is the individual's start or leave date within the given quarter. As a result, gender representation is not the driver of the differences in bonus.

While the current figures show 92.3% of women within tombola received a bonus, the policy did not include those on parental leave and long-term sickness,

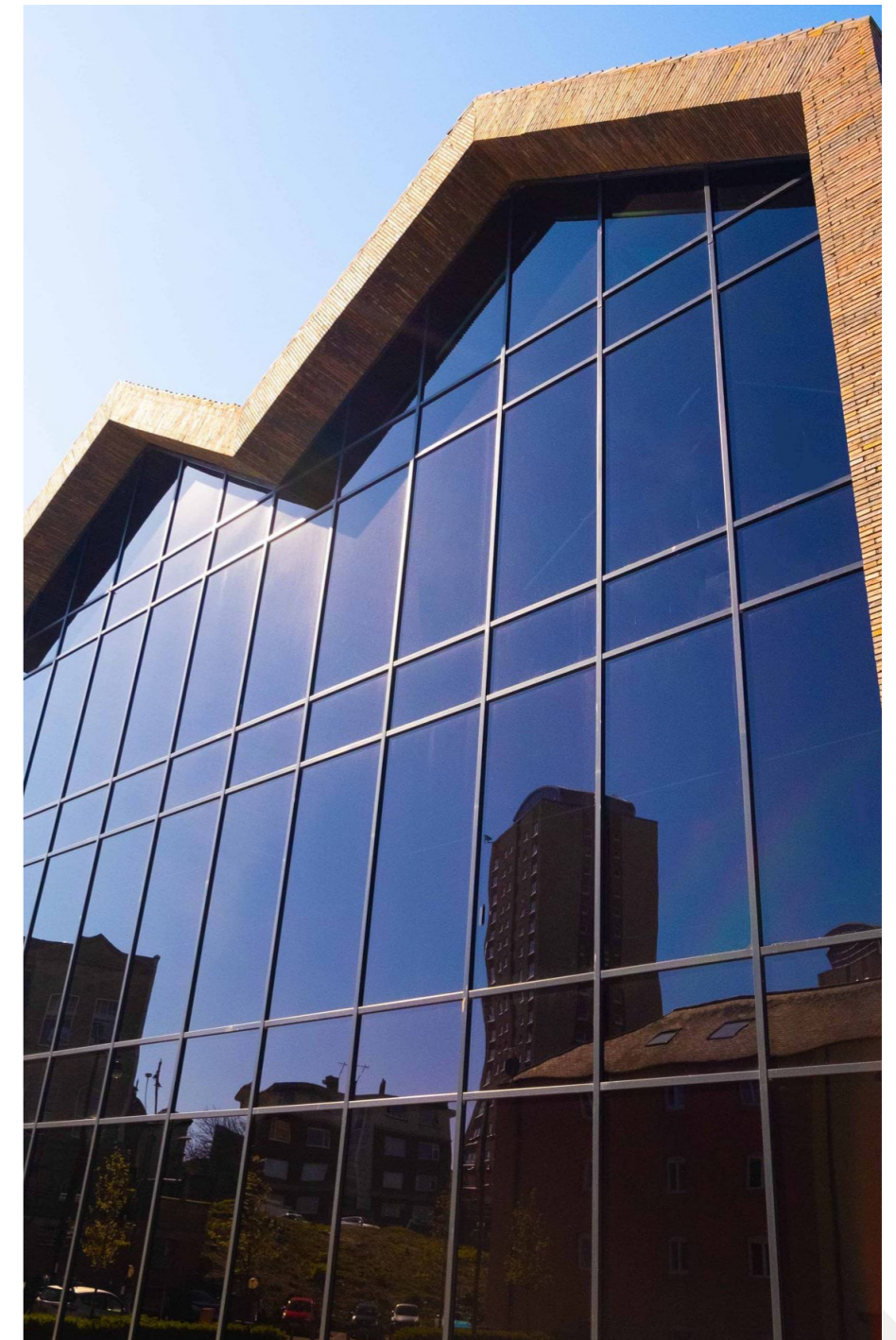
meaning they did not qualify for a bonus. We changed the guidelines in January 2023, which now entitles individuals to receive bonus while on parental leave, a change that will not impact this year's figures.

Quartiles

Customer Experience is made up of predominantly female colleagues and 61% of our overall headcount. We experienced a 19% increase in headcount numbers here, from April 2022 – March 2023, increasing the proportion of females in our Lower Pay Quartiles.

We continue to see a higher representation of females in the Lower Quartiles, as our home-based roles offer more flexibility than our office-based roles and part-time work, which is from 12 hours per week upwards.

Our Upper Quartiles are predominantly made up of our Technology teams, where females are currently underrepresented, which is our biggest challenge.



tombola

OUR PROGRESS

tombola™

OVERVIEW

Introduction

In April 2023, tombola recruited the first of three area-specific roles - Inclusion, Wellbeing and Community Partner, People Analytics Partner, and Emerging Talent Partner who joined in June and December of 2023, respectively.

An Inclusion and Wellbeing strategy was drafted with the tombola Leadership Team and published in August 2023. The Inclusion and Wellbeing Strategy is a long-term commitment to creating an inclusive environment that supports everyone.

The strategy describes the desire for everyone to be their authentic self, where people feel a sense of belonging, feeling valued, where they can thrive at work and where there may ultimately be improvements in diversity.

The strategy document takes a stepped approach to achieve this, built around the pillars of collaboration, developing and growing. Collaboration is learning from others to give insights on how the business

can improve. Development is taking those insights and creating interventions, projects or initiatives to improve. Growing is scaling these initiatives, reviewing and improving them as we progress.

In September 2023, we refreshed our values and included the UKI value "Free to be me", where differences are celebrated and where the long-term aim is to build a culture of respect and inclusivity.

This value plays an important part in our 2024 OKRs, as it focuses around feeling a sense of value and belonging. It will be an important result for us and measured through our monthly engagement survey.

Women's Experiences

To better understand the experiences of women in the business, we established the first safe space for people who identify as women, to attend and share their lived experience in our Women's Network. The success was replicated in a sub-group for our Women in

Tech. Both groups are peer-led and bring together women to give their insights to help the business be more inclusive. The Women in Tech Network offers growth and development opportunities for anyone across the business who has a specific interest in our Tech teams.

Education and learning from lived experience

An example of how the Inclusion and Wellbeing strategy came to life in 2023 is the Inclusion Chats work. This is where people from across the business meet in a safe space to discuss inclusion and diversity-related topics, including sexism, homophobia and transphobia. Over 50 people attended the Inclusion Chats across 2023, demonstrating an appetite for learning and positive change.



tombola

OUR PROGRESS

tombola™

OVERVIEW

Enhanced parental leave

In February 2023, we adjusted our parental leave policies to offer an enhanced benefit. These include:

- 26 weeks of primary leave at 100% pay
- Four weeks of secondary leave at 100% pay
- Any bonus payment due while a colleague is on parental leave to be paid fully, at the usual time

Changes to our recruitment processes

We have tested adjusting the identifying data available to hiring managers. Specifically, we anonymised applicant names through our recruitment platform. Research suggests that the removal of names from applications makes an impact on removing unconscious bias.

Employer of the year

tombola won gold at the

EGR Operator Awards, demonstrating commitment to organisational performance improvement through investment in recruitment, personal and skill development.

Wellbeing

We began to recruit and train Mental Health First Aiders across tombola in the latter half of 2023. Their role is in identifying the signs and symptoms of poor mental health in the workplace and directing those affected to get the appropriate support. Although this does not prevent mental health issues from occurring, it is a positive way to offer initial intervention. The majority of Mental Health First Aiders that have been trained are from our Customer Experience department, which has a predominantly female representation.

People Analytics

In 2023, we recruited a dedicated People Analytics Partner who can better capture,

analyse and present our People Data across the business. We now have regular People Data packs, which are presented across our Leadership and Senior Management levels to give a better understanding of our workforce. Using people analytics can help tombola turn data-driven decisions into actionable steps, through insight, tracking initiatives and flagging underrepresented areas of the business.



tombola

OUR 2024

COMMITMENTS

tombola™

PLANNED ACTIONS

Investing in people

The essence of how we will deliver the tombola strategy is based around investing in people. We will invest more in development, creating opportunities and we will strive to make tombola the best it can be as a workplace.

We aim to not only retain our female talent, but to attract more women to tombola by investing in development, new opportunities and increasing female representation. We will explore leadership development schemes and accelerator programmes to give women a structure for progressing.

This year, we will be introducing salary bands for all roles, which will ensure that everyone will be paid within a fair and appropriately researched range of salaries, regardless of gender. We will apply a set of principles to ensure fair decision making around pay, considering differences between men and women.

In addition, recent updates to our family-friendly policies will

offer more flexibility to a diverse range of people, specifically where women can benefit.

Building opportunities

We will build external relationships to raise aspirations for females by showcasing tombola as a great place to work.

We will also support our current women to take up mentorship roles within our communities whilst being able to demonstrate tombola as a great place to work.

Learning from our Communities

One of our top priorities this year is to identify what makes people feel valued and that they belong here. Through existing networks, we will create safe spaces for those with shared identities and from similar backgrounds, where they can feel 'Free to be me' and where we can create positive change and improvements.

We understand and support that people may have multiple protected characteristics and we will bring this message to a wide and diverse audience.

We will also look outside of tombola to learn how other businesses close their Gender Pay Gap, so we can learn from their experiences.





FanDuel Ltd:
FanDuel Technology Hub employees



DATA

KEY DATA

0.2% did not declare gender



432 employees



84.3% male

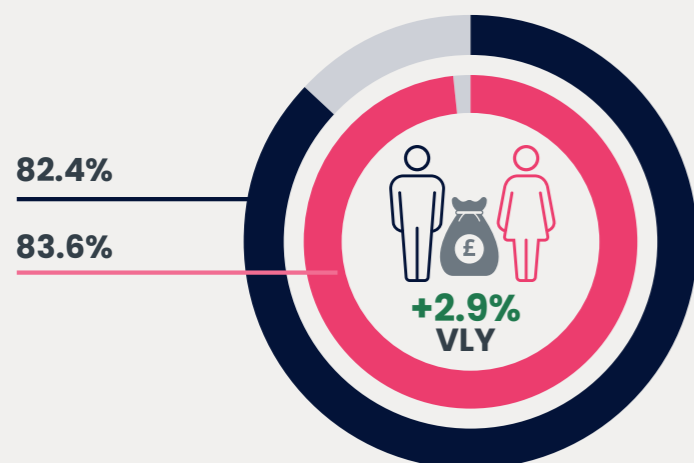


15.5% female

BONUS PROPORTION

Proportion of men and women receiving a bonus

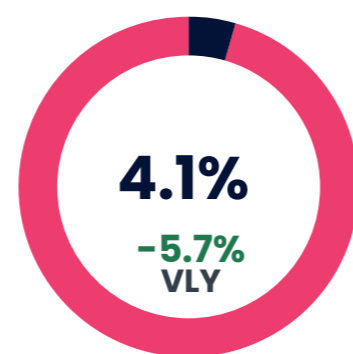
Male Female Not paid a bonus



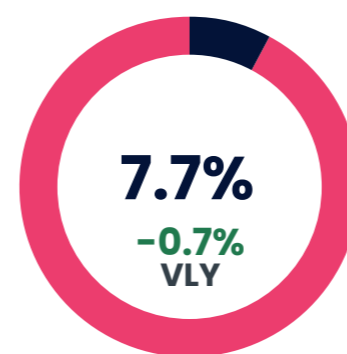
FanDuel Ltd: FanDuel Technology Hub employees

PAY GAP DATA 2023

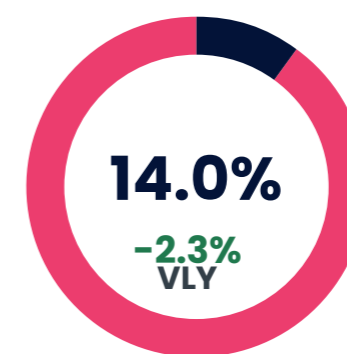
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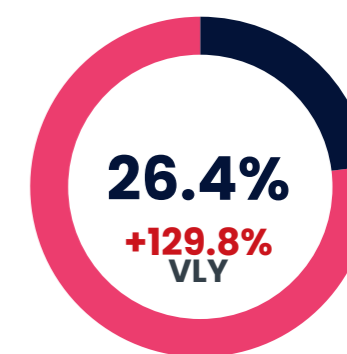
Mean hourly pay



Median hourly pay



Mean bonus pay

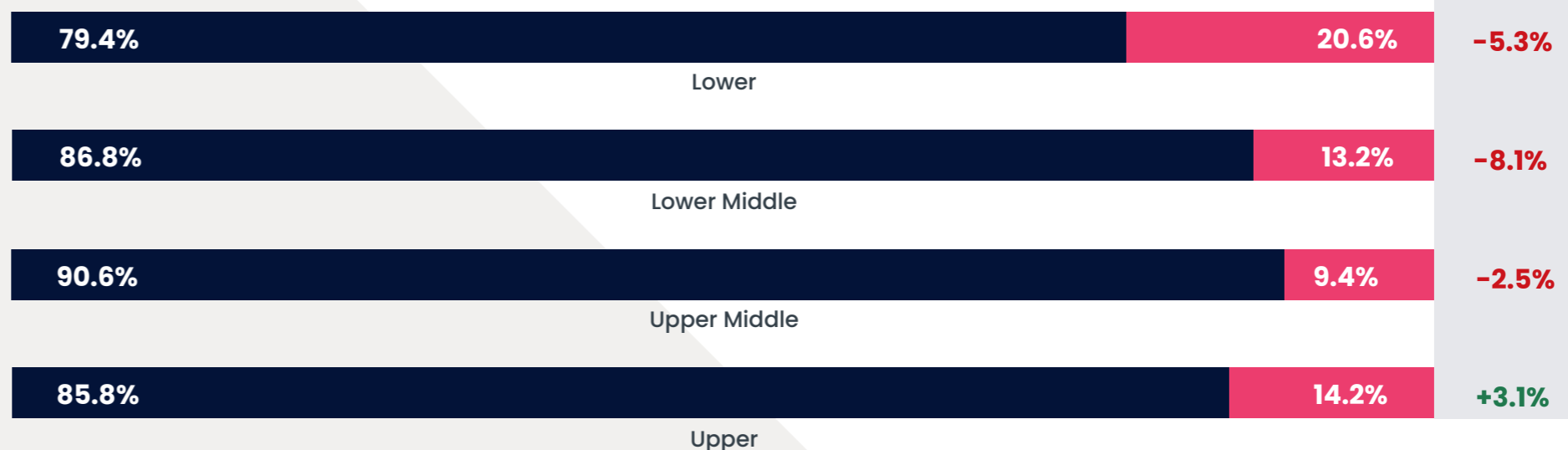


Median bonus pay

QUARTILES 2023

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

FANDUEL INSIGHTS

Pay Gap

The primary driver behind our pay gap continues to be the gender distribution between our male and female colleagues. The proportion of males increased by 2%, with 84.5% of our new hires being male, outpacing the female hiring rate of 15.5%. This has resulted in an overall male population growth of 38% with females increasing to 19%.

However, we saw a 5.7% decrease in our Mean GPG and a 0.7% decrease in our Median GPG. This gap reduced with more females stepping into leadership positions (at Director level and above) in our Upper Quartile. This marks a 67% increase in female employees at these levels versus last year, with 15% of our female employees now in leadership roles - up from 11% last year.

Additionally, we identified that overall attrition rates for the year 22-23 for females is three times higher than that for males (19% vs 6%). For 2024, retention is an area we will focus on, supporting our internal programmes and development initiatives to drive improvements.

Bonus

All permanent employees are eligible for an annual bonus, and any bonus ineligibility for employees is due to a hire date after the October 1st cut-off.

Our Mean bonus gap has reduced by 2.3% and our Median bonus gap sits at 26.4%, which is a 129.8% increase from last year's results. Last year, we had skewed numbers from a legacy equity plan payout,

which will have its final payout next year. After that, all eligible employees will be on the same Long-Term Incentive Plan.

Quartiles

The female representation in our Upper Quartile has increased by 3.1% - a testament to our hiring decisions and in growing and diversifying our leadership positions. We also saw decreases in our Upper Middle, Lower Middle, and Lower Quartile, as our male population growth is still outpacing females.



FANDUEL

OUR

PROGRESS



OVERVIEW

Continuing to drive positive initiatives with our DE&I strategy

In 2022 FanDuel hired a Global Head of DE&I and in 2023 her team expanded, with the hiring of a DE&I program manager, reinforcing FanDuel's commitment in this area.

While making a greater impact, the team continues to focus on enhancing and improving the strategy around attracting, hiring and retaining employees from underrepresented groups, and in getting leaders aligned and committed to a standard set of principles. The goal is to drive the DE&I strategy forward and create lasting change.

Development Programmes

In 2023 FanDuel continued to take a proactive approach to curate and implement initiatives and programmes.

These aim to grow FanDuel's female profile by establishing a Women's Leadership Development Programme, curating Lean In Circles,

activating Mentoring Circles and rebranding our women's employee resource group, WIN (Women Impact Network).

Women in senior leadership roles at FanDuel

FanDuel continues to grow in female representation at the most senior levels and by the close of 2023 we had 37% female representation.

FanDuel's Executive Leadership Team continues to have 42% female representation.

Continued support for ERG's

Recognising the importance of Employee Resource Groups, serving as an effective pillar of our DE&I strategy, FanDuel has taken the steps to centralise and recharter all Employee resource groups – including WIN (resource group for female employees) to support and amplify our diversity.

The mission of WIN is to advocate for the professional and personal growth of FanDuel

women and their supporters by fostering a community built on education, positivity and inclusion.



FANDUEL

OUR

PROGRESS



OVERVIEW

Building on partnerships for inclusive hiring

We have continued to focus on developing partnerships to ensure our opportunities reach underrepresented groups.

This includes community organisations in the technology sector in Scotland. We also provide space, resources and support for a number of diverse meet-up groups, including JavaScript MeetUp and the Ministry of Testing. We partnered with DataKirk, a tech bootcamp that provides training for underrepresented groups on a number of events, to diversify our talent pipeline as we grow.

This year we supported students and teachers from CodeClan, Scotland's first digital Bootcamp, after that organisation went into administration. We offered our amphitheatre space for continued teaching and arranged onsite workshops for individuals to conclude their coursework.

Enhancing and developing our Employer brand

In 2023 we made significant investment in enhancing and developing our Employer brand in the UK, utilising our culture and deep technology expertise. Our Online Employer presence has grown and we have presented a number of articles highlighting the benefits and raising awareness around Parental Leave, Neurodiversity, and joining FanDuel after a career break.

We have ensured that our culture is at the forefront of our brand enhancement work. We have highlighted Responsible Gaming, collaboration and investment in people and technology, to support an inclusive employer voice that will resonate with candidates from different backgrounds.

We have reviewed and enhanced our employee benefits and we will continue to seek out opportunities to improve in this area. During 2024, we will review and enhance our Sick Pay and Parental Leave policies.

We are expanding our visa sponsorship package to make it more family-friendly.



FANDUEL

OUR PROGRESS



OVERVIEW

Pay transparency

In 2023 we introduced a new Manager Dashboard and an Employee Pop-up in our HRIS, showing their salary range and where their salary lands within the range, to enable more transparency around pay for managers and employees.

Along with that rollout we held several sessions showing employees on how we benchmark roles, create salary ranges and set pay within the organization. This generated very positive feedback from managers and from direct feedback, as it goes well beyond legislative requirements and aligns with our philosophy of being more transparent with our pay practices.

'Evidenced' Interview platform pilot

We have implemented a pilot scheme for this new interview platform, giving interviewers the support they need for consistent, fair and data-driven decision-making, to reduce

bias and improve candidates' experience. The platform "Evidenced" actively prevents instinctive decision-making and instead, supports objective hiring decisions. Initial feedback on this is positive and subject to a detailed review, it will be more widely used.

Employee Resource Groups

Employee resource groups are an important pillar in our DE&I strategy. FAME UK – FanDuel's Amazing Minority Ethnicities – was launched in 2023 to create a home for our minority ethnicities, built with allies and supporters. During 2023, the group hosted several well-attended cultural events and learning sessions. The Outfield, our LGBTQIA+ employee resource group, hosted its biggest-ever Edinburgh Pride event with almost 40 team members attending. The group also hosted webinars and sessions to raise awareness around LGBTQIA+ identities.



FANDUEL

OUR 2024

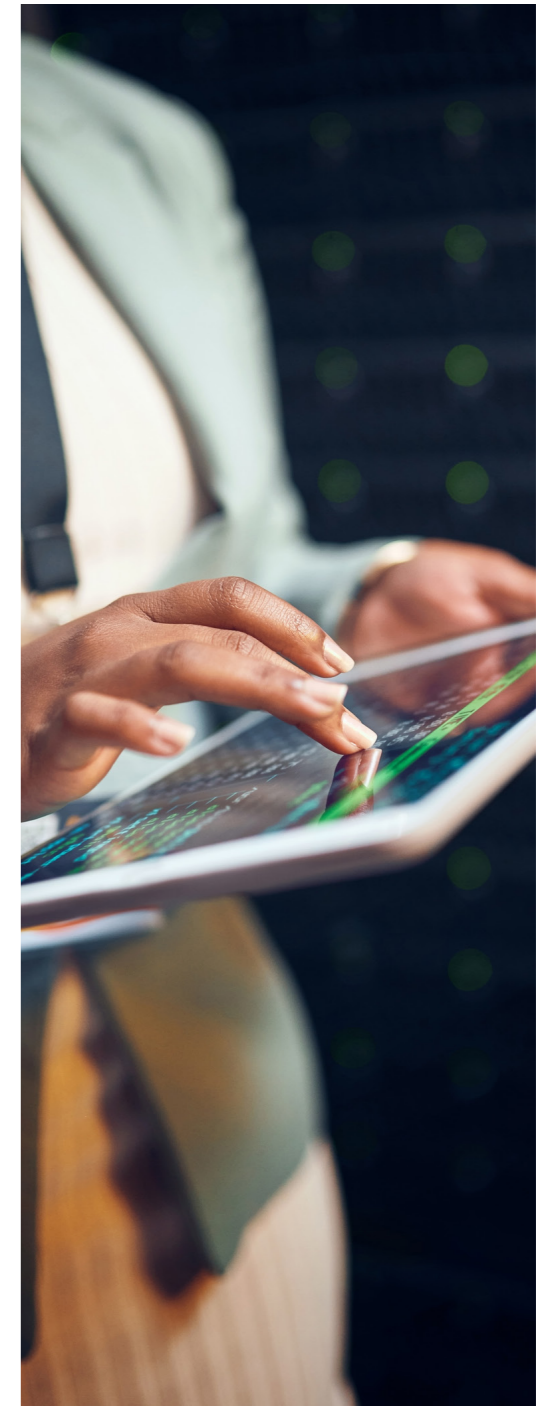
COMMITMENTS



In 2024 we plan to complete the following initiatives to improve retention and attract top talent, especially from underrepresented groups. These initiatives include:

PLANNED INITIATIVES

- Conducting an internal 'Self-ID' campaign for employees to share their identities with us. This will give us an updated picture of representation across our business, as input for our DE&I strategy.
- Reviewing and refreshing the diversity questions asked at point of application, and to develop applicant tracking from there, to measure demographics and have a consistent and complete source of data.
- Growing our 'Re-Ignite' career-returner programme with further groups in 2024, and to explore the opportunity to extend it to other teams.
- Focusing on inclusive hiring, by sourcing diversified pools of talent for all open roles.
- Supporting WIN, our Women's Impact Network (employee resource group) in building a supportive community in their newly-founded UK Chapter, through events, education and mentorship.
- Continuing to drive inclusivity through benchmarking and reviewing our benefits and policies; specifically, to review and enhance Sick Pay entitlements and Parental Leave offering.
- Continue educating colleagues on different accessibility needs and the types of support available.





Halfords Media UK Ltd:
PokerStars employees



DATA



Halfords Media UK Ltd: PokerStars employees

KEY DATA



624 employees



69.9% male

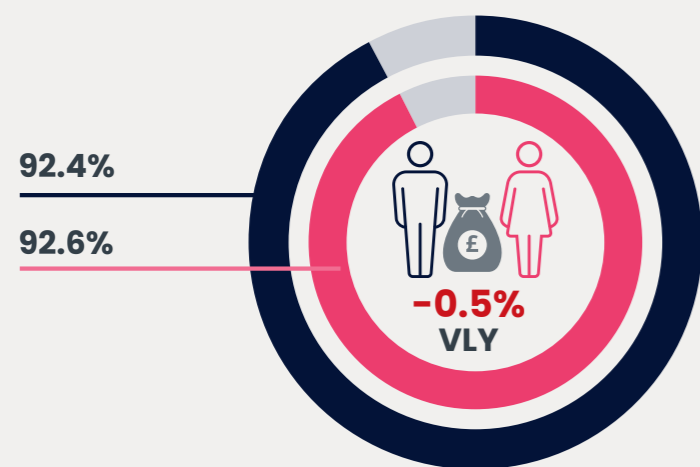


30.1% female

BONUS PROPORTION

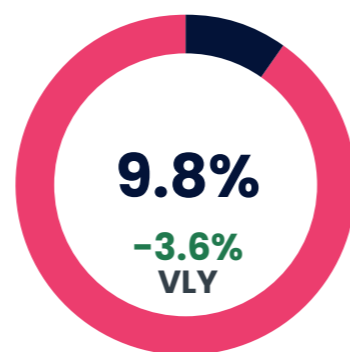
Proportion of men and women receiving a bonus

Male Female Not paid a bonus

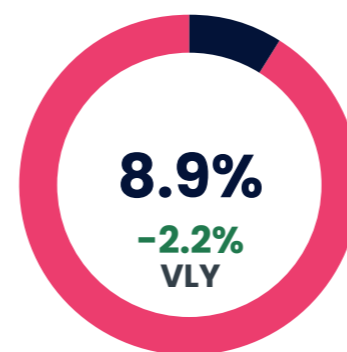


PAY GAP DATA 2023

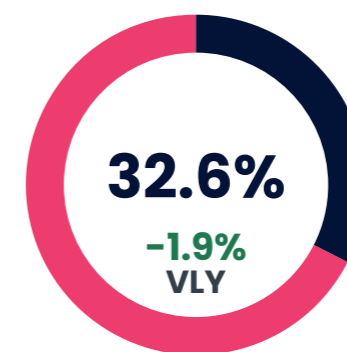
Difference VLY = Variance vs 2022



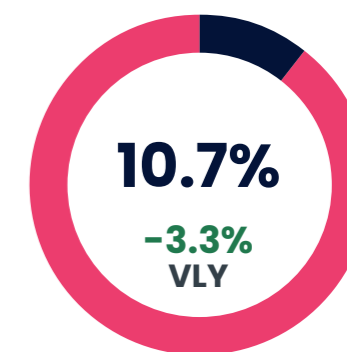
Mean hourly pay



Median hourly pay



Mean bonus pay

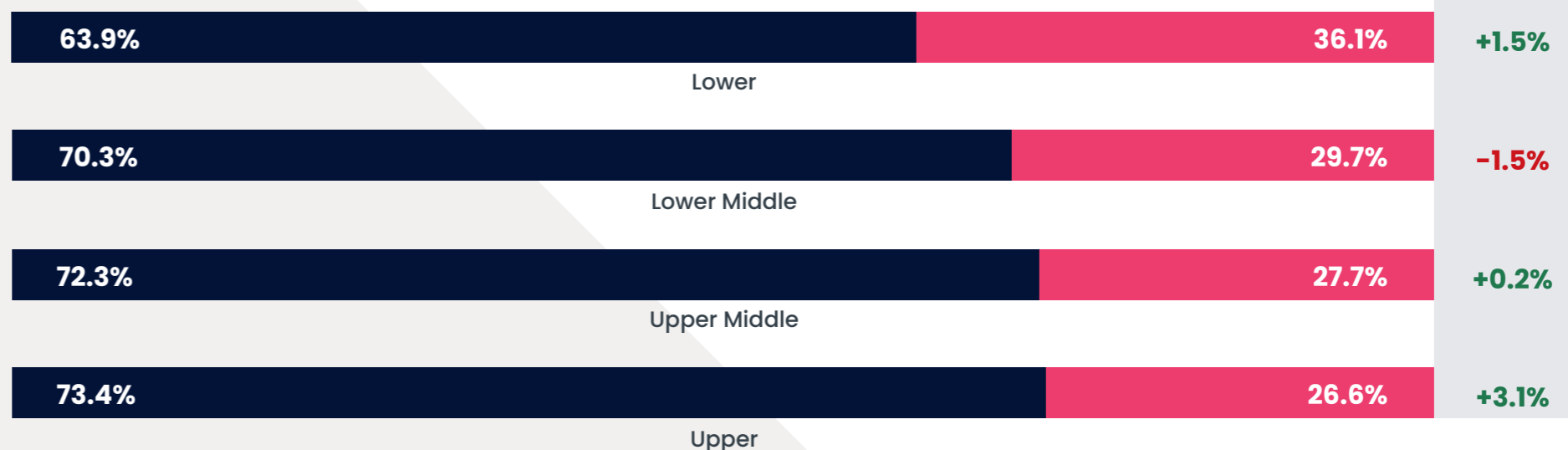


Median bonus pay

QUARTILES 2023

Proportion of men and women by pay quartile

Male Female



DATA INSIGHTS

POKERSTARS INSIGHTS

Pay Gap

We are delighted to see that for another year running our pay gap has continued to decline, with this year being the lowest recorded.

We have seen a decrease in our mean pay gap from 13.4% in 2022 to 9.8% in 2023. In addition, we have seen a reduction in the median pay gap from 11.1% to 8.9% this year. A reduction in both the mean and median together means that pay equity is continuing to improve throughout the organisation, not just at certain levels. We know this reduction is being driven by the increased representation of women in senior roles as well as an increase in average female tenure.

Looking at the target population for this report, we have seen an increase in the representation of females in senior leadership roles. In 2023, we had ten females at director level and above compared to eight in 2022. An increase which is helping us to achieve not only a reduction in the pay gap but is helping us to achieve our Flutter wide goal of 40% of senior leadership roles to be held by women by the end of 2026.

We know that not only is it important for us to attract and grow females in our business, but it is also important to retain them, and we have seen an increase in average tenure for females, increasing from 2.26 years in 2022 to 3.08 years in 2023.

Bonus

Our results in the bonus gap has seen a slight reduction in comparison to the previous year. The increase in female representation in senior leadership roles and

tenure has helped to reduce this gap.

Seniority and tenure both have an impact on the bonus calculations. Different types of remuneration such as share and long-service awards are included in the bonus calculation and are more likely to be accumulated by staff in senior roles with longer tenure.

We have seen a reduction in both the mean and median bonus gap, but our mean bonus gap is still much bigger than our median. This indicates the bonus gap is being impacted by the amounts at the top end of the scale. We know there is more work to be done to reduce the bonus gap in our most senior roles to ensure we have a year on year decrease in this gap.

Quartiles

Our female overall representation has remained the same as last year, at 30.1% female. However, the distribution of these females within the organisation has changed which demonstrates progress.

We have seen an increase from 23.5% to 26.6% females in our Upper Quartile which shows we have more females in the top pay bracket. This means we have reduced our pay gap because we have more women proportionally in the highest pay quartile compared to last year.

In addition, we have seen a change in the distribution of males in the Lower Middle Quartile. This went from 68.8% in 2022 to 70.3% in 2023. This tells us that a decrease in the pay gap is also attributed to an increase in male representation at lower pay levels.

Going forward, to continue to drive the gender pay gap down we need to continue to improve representation at all levels. As a minimum we want to see our quartiles be reflective of the levels of overall female representation across the organisation. To achieve this, we need to retain our existing female senior leaders, recruit more females into senior leadership roles, and continue to grow and develop our female talent through the quartiles.



POKERSTARS

OUR PROGRESS



OVERVIEW

DE&I Strategy Development

Throughout 2023, we continued to implement our multi-year Diversity, Equity and Inclusion (DE&I) strategy for PokerStars, Betfair International and Central teams 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 underrepresented 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 +0.2 increase in our DE&I scores on Peakon is testament to this.

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 males and females remain positive. Overall, our Diversity, Equity, Inclusion and Belonging (DEIB) scores have seen a +0.2 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.

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. In addition, we have sought feedback from participants of our existing programmes to build a broader understanding of the experiences of women within Flutter International.



POKERSTARS

OUR PROGRESS



OVERVIEW

Wellbeing and Family Support

As part of our wellbeing 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 MHFA's 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 trained and launched menopause champions who provide colleagues with a safe space as they navigate challenges at this stage of life.

We have continued to provide family workshops to support women and colleagues transitioning to parenting

leave or returning to work. In addition, our Little Flutters Club, the network for parents and carers has continued to grow in strength with 245 members and has hosted several sessions to support and help colleagues thrive.



POKERSTARS

OUR PROGRESS



OVERVIEW

Lean In Networks

We have continued to nurture our Lean In networks and have established six circles across Betfair International, PokerStars and central teams with 44 members. Members meet monthly, online or face-to-face. Feedback has been positive – reporting the value of a trusting environment and safe space, and we will continue to build on this in 2024.

External Learning Support

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

Women's Career Management Programme

In 2023, we expanded our women's career development programme, "Elevate", designed to support women progressing into senior leadership roles. Successfully piloted in the Tech function, this programme is tailored to the insights from our internal research around barriers to career progression for women. Qualitative feedback from participants and line managers show real, tangible benefits after taking part in the programme. In 2023, we ran two cohorts which over 50 women have completed, and we will be expanding across Flutter International in 2024 to support growth of our talent pipeline.

Female Mentoring

We have continued to run our Flutter Female Mentoring programme. This is an in-house initiative for women who are paired with an internal mentor to support their career 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 this initiative are still in the organisation. In 2023, we were delighted to see a surge in mentee applications, an 82% increase from 2022. Over 100 mentors registered, including our ExCo and their leadership teams, and we successfully matched 85 women with a mentor. We also launched our first mentoring page on our intranet, with resources on inclusive mentoring, confidence building, work-life balance and imposter syndrome. 96.3% of the participants report that they would highly recommend the programme.



POKERSTARS

OUR PROGRESS



OVERVIEW

Inclusive Leadership

In line with our DE&I strategy to support DE&I being leader-led, we partnered with an external provider to develop our first Flutter International Inclusive Leadership Programme. The aim is to create an inclusive vision and behavioural expectations, 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 rolling out in 2024 across Flutter International brands. 97 people have completed the training, including our Flutter International ExCo, Extended leadership, HRBPs and Inclusion Champions.

Leadership Programmes

To ensure that we are continuing to equip managers with the skills to manage effectively, we have embedded inclusion and inclusive practices into our leadership programmes.

In 2023, we launched our GREAT essentials programme to support new managers and plan to roll this out across our locations in 2024.

To achieve our Positive Impact Plan diversity goal with new talent, we continue to improve representation at all levels, and we continue to deliver our GREAT leadership development programme. This is a 9-week programme tailored for middle managers, providing the tools and resources to lead effective, high-performing and inclusive teams. It was launched in 2022 and over 184 People Managers have taken part. Of these, 33% were women, which is supporting our representation of female Line Managers.

Poker Power

To boost female 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. We know from our listening sessions that

some women see a lack of product knowledge as a barrier to progress. We will continue to run events which support increasing women's product knowledge and confidence in Poker.

Hiring Practices

In 2023, we launched 'How we Hire' which provides a standardised, agile, and dynamic process for hiring. This initiative highlights the importance of attracting, hiring and retaining talent, and how to mitigate bias in the recruitment process. We will implement initiatives that embed DE&I practices throughout recruitment, helping us to hire diverse talent and create diverse and inclusive teams across the business.



POKERSTARS

OUR PROGRESS



OVERVIEW

Data and Measurement

In line with our DE&I strategy to use data and insights to drive our actions, we have improved 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 leadership teams to view a snapshot of their teams and of trends over time.

We have also 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 the end of 2026.

In 2023 we ran a data campaign called Play Your Part to support the increase in self-disclosure rate in Flutter across a number of DE&I areas like gender identity, sexual orientation, and race. We streamlined the approach to self-disclosing DE&I data,

making it easier to find and update information. As a result, we have seen improved disclosure rates for sexual orientation from 3.3% to 36.2%, for race and ethnicity from 4.5% to 50%, and for disability from 1% to 16.2%. This information is pivotal for providing better and more robust data insights. We want to identify whether our systems and processes are equitable across our demographics as well as measuring sentiment.



POKERSTARS

OUR 2024

COMMITMENTS



PLANNED ACTION

Wellbeing and Family Support

We will continue to provide family workshops to support women and colleagues transitioning to and from family leave, and 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.

We will continue to invest in women's wellbeing in the workplace, developing policies, practices and champions to support their life stages.

Leadership

Our leaders will share their commitments and actions in fostering Inclusion and Belonging among their teams.

Our leaders will role-model inclusive leadership practices 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.

We will offer development for leaders at all levels.

We will continue to use storytelling and amplify the voices of our senior female leaders to inspire our future leaders across the business.

Hiring Practices

We will continue to improve how we hire, creating a consistent and scalable process.

We will remove gender-biased language using Textio and providing a standardised approach to job descriptions to increase diversity, to recruit the best talent.

We will target job boards most utilised by diverse talent, identifying new suppliers who can support us in achieving this outcome.

We will utilise existing content and ambassadors to target specific recruitment activity that focuses on attracting more women.

We will continue developing our TA team and business, attending external diversity events to maintain best-in-class recruitment practices.

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 evolve our Lean In networks to provide more structure, sponsorship and consistency across the content shared in meetings.



POKERSTARS OUR 2024 COMMITMENTS

PLANNED ACTION

Data and Measurement

We will share regular updates on our progress, being transparent with our data insights and actions resulting from these inputs, reinforcing the importance of self-disclosure.

We will create Action Plans based on our data insights in areas where we need to improve colleagues' experiences, to foster inclusion and belonging.



CLOSING STATEMENT

PETER JACKSON, GROUP CEO

As Flutter grows and evolves, gender diversity continues to be a priority focus for our business, and we remain steadfast in our commitment to attract, hire, and retain top-tier talent.

We are making good progress towards our global gender diversity goal of '40% of top leadership roles to be held by women by the end of 2026,' with 35.7% of top leadership roles being held by women at the end of Q4 2023.

We're taking action to reduce the gap further, recognising that change takes time. Our brands continue to focus on addressing the main driver of our Gender Pay Gap, namely the lower proportion of women in our most senior roles.

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 our International

division, as well as mentoring programmes across several 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.

I'm looking forward to RISE, our Senior Women's Leadership Development event in March 2024, which will bring together 100 of our most senior women across Flutter globally; as well as providing an opportunity to learn and connect, our aim is that the event will be a catalyst for further spin-off events and activations across our brands and locations globally.

While these initiatives are a positive step in the right direction, we need and want to do more as we continue to build a diverse, inclusive, and

equitable environment. As a Group Executive Committee, we are committed to further improving our focus on female talent attraction, progression, and retention across all our UK brands, and the Group more broadly, and want to lead the way on this 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

