



FlutterTM

Irish Gender Pay Gap

Reporting Year 2022

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Foreword: Amy Howe

CEO of FanDuel & Global Advocate for Gender



Our Positive Impact Plan sets out how we'll bring about change through our Diversity, Equity and Inclusion strategy. We're committed to increasing diverse representation throughout our organisation, with a focus on female leaders; by the end of 2026, 40% of top leadership roles will be held by women.

But we know a representation target, alone is not enough.

As a female ExCo member, CEO of FanDuel and Global Advocacy Lead for Gender, I'm passionate about using my voice to drive change. It all starts with listening. Alongside my global advocate Gender Co-Lead, Lina Giavara, we're running regular global listening sessions across our business divisions to hear about the barriers our female talent face and learn what they need at Flutter to thrive. We have to take action to break down these barriers and we've started a number of initiatives already.

At FanDuel, we've launched our first Female Leadership Programme focusing on developing the careers of present and emerging female leaders. Assuming this initial pilot is successful, this will serve as a blueprint that will be embedded across Flutter divisions globally. Our Lean In Network in UK & Ireland provides peer-led support for over 300 women and has been operating since 2019. And our technology hub in Cluj, Romania, typically a male-dominated discipline, has 43% female representation and is led by a female General Manager.

We're moving in the right direction at Flutter, and our Cluj technology hub is a great example, but there's still a long way to go. We need and want to do more.

Gender equity is not a female issue, it's an 'everyone' issue, we need everyone to be allies on gender equity, men and women, and for us all to work together to achieve our goal.

I look forward to working with all leaders, male and female, to push forward on our goals and initiatives in 2023.

Amy Howe
CEO of FanDuel & Global Advocate for Gender

What is the Gender Pay Gap?

The gender pay gap is the difference between the average earnings of men and women across all roles and levels within an organisation.

Gender pay gap is different from equal pay. Equal pay is the legal obligation for men and women to receive the same pay for doing the same work.



The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. These include:



Mean gender pay gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company for the snapshot date chosen within the reporting year.



Median gender pay gap

The median gender pay gap 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 a snapshot date chosen within the reporting year.



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 a benefit-in-kind in the 12 months leading up to the snapshot date.



Proportion of males and females by pay quartile

Quartiles represent the pay rates from the lowest to the highest for our Irish employees split into four equal sized groups, with the percentage of women and men in each quartile for the same pay period.

Our Reporting

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 as well as combine the data for 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 help instruct our actions. The data and associated commentary can be found in the following papers.

Online Employees

PADDY POWER | BETFAIR

Power Leisure Bookmaker Ltd
Flutter Group, Betfair, Paddy Power Online, Retail Head Office employees

POKERSTARS

TSG Interactive Services (Ireland) Limited
PokerStars and Betfair International Employees in Ireland

PPB TREASURY UNLIMITED COMPANY (9 EMPL)

PPB DEVELOPMENTS AND INSIGHTS (6 EMPL)

We have decided not to include a separate report for these entities due to their small 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

Snapshot Date

Government guidelines have indicated that we select a 'snapshot' date in the month of June for 2022 reporting. Flutter's chosen snapshot date for this reporting year is 30th June 2022. The pay period is the 12 months prior to this date.



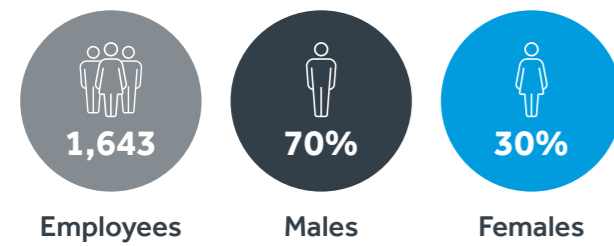


Flutter Overall Results

Flutter Overall Results

Head Office / Online

Key data



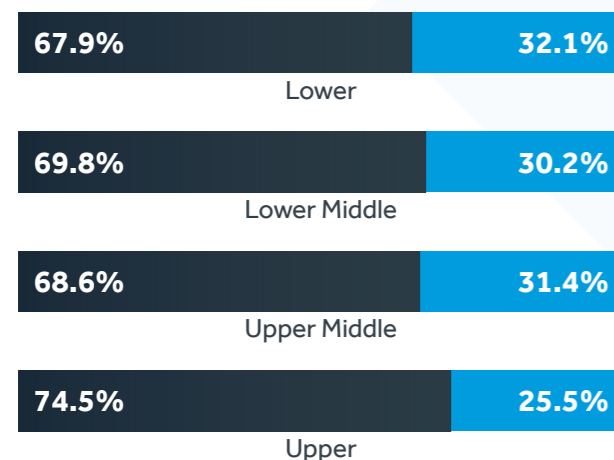
Pay Gap Data 2022

Mean hourly pay	12.6%
Median hourly pay	6.3%
Mean bonus pay	30.5%
Median bonus pay	7.9%

Our pay quartiles 2021

Proportion of men and women by pay quartile

■ Male ■ Female



Our bonus proportion

Proportion receiving a bonus



Part-time & Temporary 2022

Mean part time	-54.0%
Median part time	-25.6%
Mean temporary	-11.4%
Median temporary	7.6%

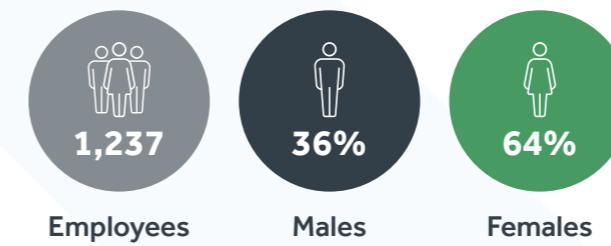
Benefit-in-kind

Proportion receiving a benefit-in-kind



Retail

Key data



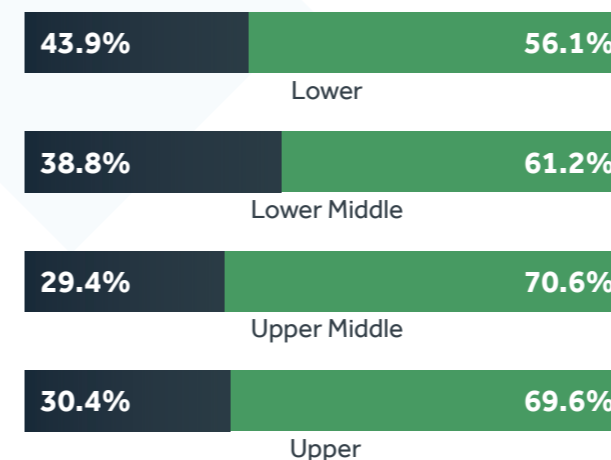
Retail Pay Gap Data 2022

Mean hourly pay	-7.3%
Median hourly pay	-7.0%
Mean bonus pay	-7.4%
Median bonus pay	-1.6%

Our pay quartiles 2021

Proportion of men and women by pay quartile

■ Male ■ Female



Our bonus proportion

Proportion receiving a bonus



Part-time & Temporary 2022

Mean part time	-14.3%
Median part time	-10.7%
Mean temporary	5.5%
Median temporary	-1.6%

Benefit-in-kind

Proportion receiving a benefit-in-kind*



*Retail employees don't receive any benefit-in-kind



Insights and Data split by entity



Power Leisure Bookmaker LTD :

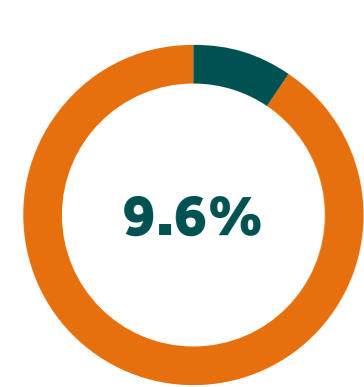
Flutter Group, Betfair, Paddy Power Online,
Retail Head Office employees

Data

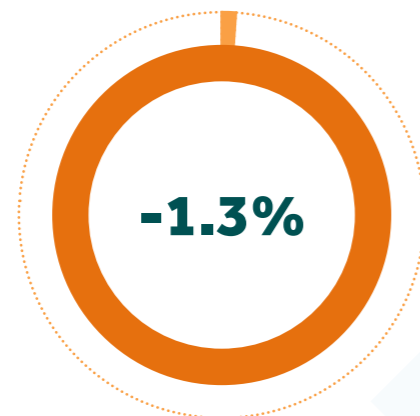


Pay Gap Data 2022

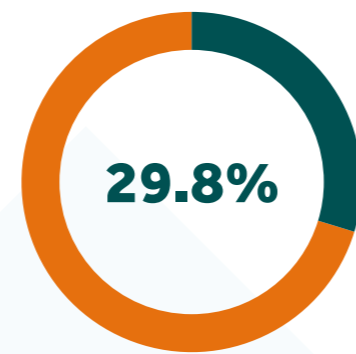
■ Difference ■ Negative Value



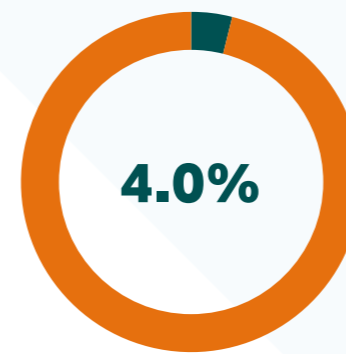
Mean hourly pay



Median hourly pay



Mean bonus pay



Median bonus pay

Part-time & Temporary 2022

Mean part time	-52.1%
Median part time	-24.4%
Mean temporary	-10.4%
Median temporary	12.7%

Bonus Proportion

Proportion of men and women receiving a bonus

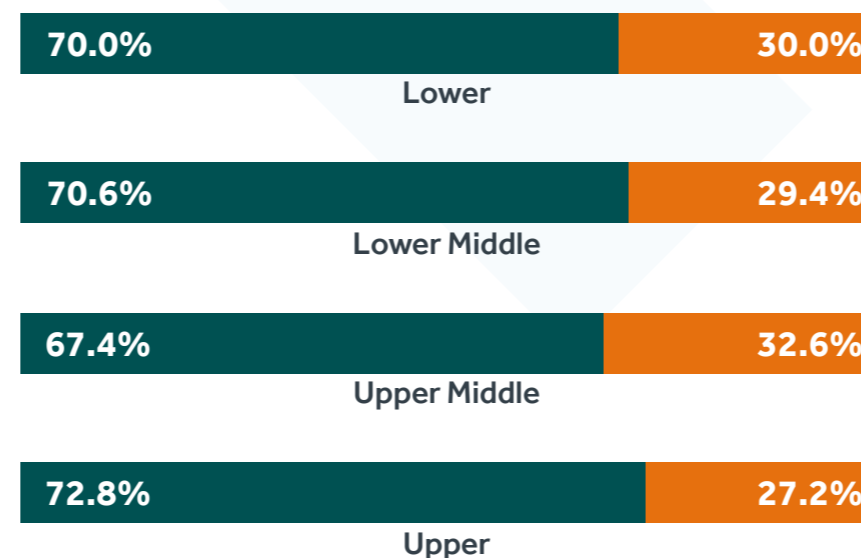
■ Not paid a bonus



Quartiles 2021

Proportion of men and women by pay quartile

■ Male ■ Female



Benefit-in-Kind

Proportion of men and women receiving a Benefit-in-Kind

■ Not receiving benefit-in-kind



Insights

Pay Gap

The main driver of the Pay Gap is the unequal representation of women across this entity.

The 9.6% Mean Pay Gap is due to our most senior roles including technology roles, being held by men.

We are pleased to see our Median Pay Gap value, is slightly in favour of women. The job family groups driving this more favourable data set are non-technology roles such as HR, Risk and Legal.

We have more females in senior roles that work part-time than we do men which is why we see Mean and Median part-time Pay Gaps in favour of women. For example, 72.3% of males on part-time hours are in junior customer operation roles versus 52.27% for females.

To see improvements to our overall Mean Pay Gap, we'll need to create opportunities for women to progress into our upper quartiles, with a particular focus on technology roles and improving our hire rates in this quartile.

Bonus

Our Mean Bonus Pay Gap is again driven by the unequal representation of women in our most senior roles. Employees in these roles are eligible for additional forms of bonuses including Long Term Incentive Plans. By increasing representation of women in C-suite roles we would improve our Mean Bonus Gap significantly.

Quartiles

We know that our industry presents challenges when recruiting female talent for our most senior roles and it is where we see the lowest representation at 27.2%.

Our mean values across our lower through to our upper quartile are not a concern but we have a large disparity in our upper quartile due a lack of representation of women in this quartile. The tenure in our most senior roles across gender's is significant, with men's length of service almost double that of their female counterparts.

This year, we launched a new careers site and we'll be focused next year on improving our employer brand perception. We will also continue to focus our attention on creating opportunities for women to progress through the organisation so that we retain our top female talent.

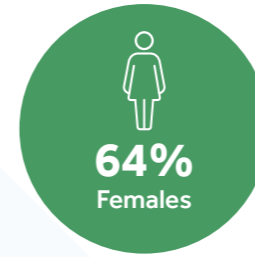
Benefit-in-kind

3 in 4 of our employees receive some form of Benefit-in-Kind due to our wide benefits offering. 6.5% of our employees in this entity consist of customer service agents who are offered discounted health care rates but uptake for this discount is low which is why not all employees receive a benefit-in-kind.



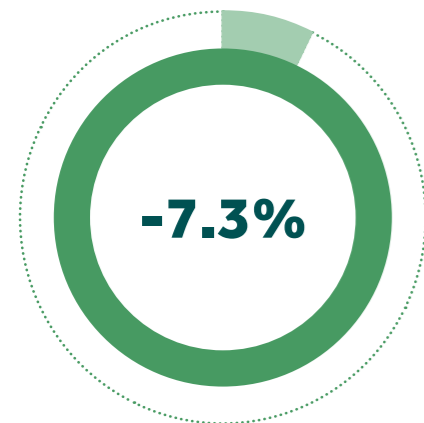
Flutter Entertainment Ltd
Paddy Power Retail Employees

Data



Pay Gap Data 2022

■ Difference ■ Negative Value



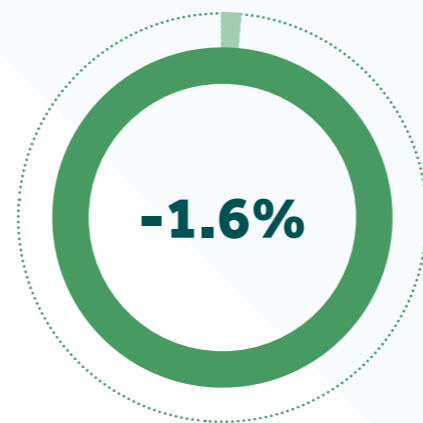
Mean hourly pay



Median hourly pay



Mean bonus pay



Median bonus pay

Part-time & Temporary 2022

Mean part time	-14.3%
Median part time	-10.7%
Mean temporary	5.5%
Median temporary	-1.6%

Bonus Proportion

Proportion of men and women receiving a bonus

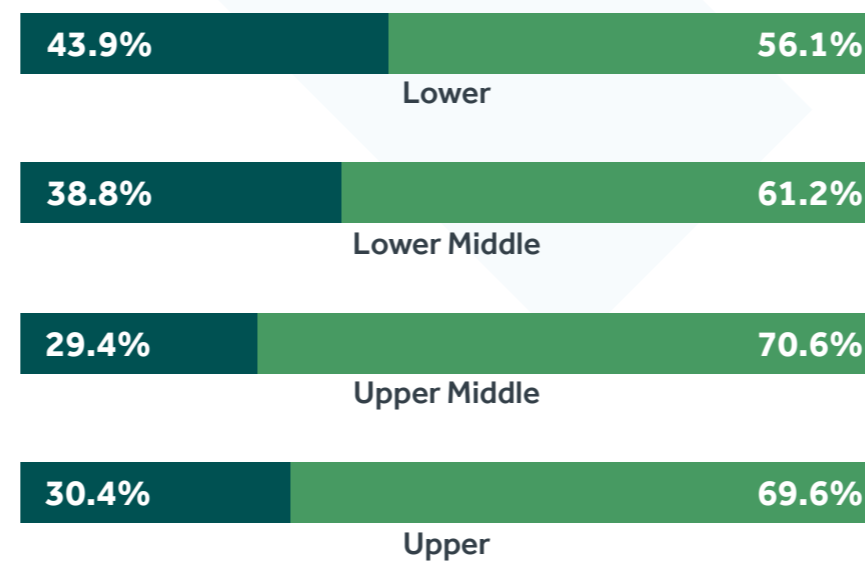
■ Not paid a bonus



Quartiles 2021

Proportion of men and women by pay quartile

■ Male ■ Female



Benefit-in-Kind

Proportion of women receiving a Benefit-in-Kind*

■ YES ■ NO



*Retail employees don't receive any benefit-in-kind

Insights

Pay Gap

We have a higher representation of women (64%) working in our Irish retail estate than we do men. This is a result of a greater proportion of our most senior roles in retail being held by women. Therefore, both our Mean and Median Pay Gaps favour women.

We know that the retail market attracts more women than men and we're pleased to see that despite a male dominated industry, we remain an attractive employer for women in the retail market in which we have operated in Ireland for many years.

Our flexible working weeks empower our female employees to work around their home lives with 65% of our part-time staff being female.

Over the course of the 12 months leading up to the snapshot date, when comparing the amount earned through Overtime, Bank holiday and Sunday shifts, women were paid on average €198 more than men.

Bonus

As a result of a higher proportion of women in our most senior roles in our Irish retail estate, 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.

Quartiles

When considering the overall representation of females in our retail estate, women hold 56% of roles in our lowest quartile rising to 70.6% and 69.6% in the upper middle and upper quartiles respectively.

In our most senior roles in retail, women have significantly longer tenure than their male counterparts. For example, female managers (most of whom) sit in our upper quartile, have on average 20.21 years' service, 6.11 years more than male managers.

Benefit-in-kind

There is no benefit-in-kind to consider for this entity.



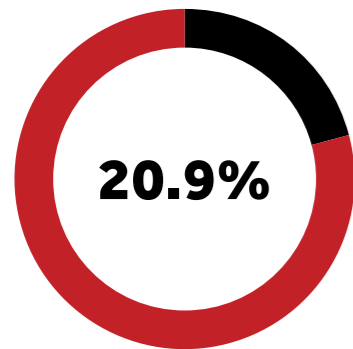
TSG Interactive Services (Ireland) Limited
PokerStars and Betfair International Employees in Ireland

Data

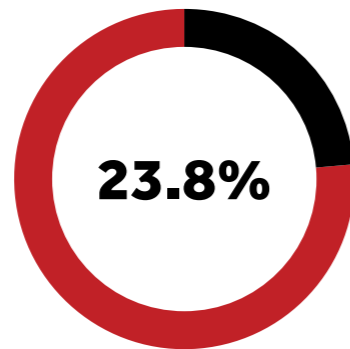


Pay Gap Data 2022

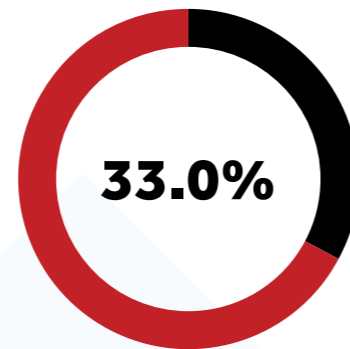
■ Difference



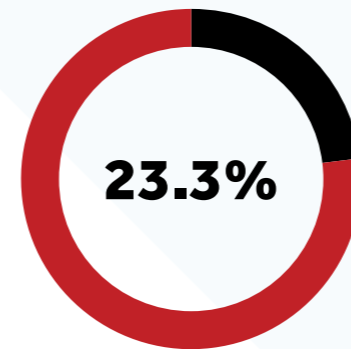
Mean hourly pay



Median hourly pay



Mean bonus pay



Median bonus pay

We have not included Part-Time & Temporary data as we only have 2 employees who fall into this category and to include them would be a risk to their anonymity. However, they are included in the data for the overall Flutter results.

Bonus Proportion

Proportion of men and women receiving a bonus

■ Not paid a bonus



Quartiles 2021

Proportion of men and women by pay quartile

■ Male ■ Female



Benefit-in-Kind

Proportion of men and women receiving a Benefit-in-Kind

■ Not receiving benefit-in-kind



Insights

Pay Gap

The pay gap in this entity is primarily driven by job composition of the office and bonus related pay for senior individuals.

40% of the female population in the TSG Ireland entity are in customer operations-based roles; compared to only 21% of males. In contrast to this, only 7% of the female population were in Technology & Analytics roles; compared to 20% of males. For us to make meaningful steps to close the pay gap, we need to strive to a more equal gender balance across all job roles in the business, particularly STEM based roles such as technology and data analytics.

3% of females were director level and above, compared to 6% of males. This difference in senior leadership numbers has a two-fold effect on the pay calculation, both on the salary and pro-rated bonus amounts which contribute to the hourly pay rate. As senior leadership compensation is designed to be more heavily performance-driven, they receive part of their remuneration package in the form of bonuses and shares. Ensuring we have more women in senior leadership positions with eligibility to performance incentives will help us to close the gap.

Bonus

The bonus gap is being driving by the proportion of males in senior roles, as outlined above, and their length of service. Employees with longer length of service are more likely to be eligible for historic share awards and cumulative incentive schemes. On the snapshot date, 18% of males had over 10 years continuous service, compared to just 10% of females. All of the individuals who did not receive a bonus had started in the prior 6 months. To close the bonus-gap we need to ensure we are focusing our efforts on improving female representation at senior roles through attraction and retention policies and approaches.

Quartiles

At the lower quartile, there is an almost even split, due to the composition of Operation and Customer service-based teams. The overall gender split for the office is 30% female. In order to improve the quartile split we need to focus on achieving a more even distribution of women across organisational levels.

Of the people with under 1 year's service on the snapshot date, 40% were women; if we ensure that the rate of hires is larger than the average headcount split; this should improve the office composition and drive better quartile splits; alongside the retention and senior leadership improvements mentioned above.



Our Progress & Commitment

Our Journey of positive change

Our brands have made individual positive progress but collectively Flutter has created bold ambitions to progress towards achieving Gender Equity.

2021

- First Group Director of Diversity & Inclusion appointed
- Parental Workshops to support new and returning parents
- Pilot sponsorship programme at Paddy Power Betfair
- Culture and inclusion surveys in Flutter International
- Focus on education and awareness through ongoing campaigns throughout the year
- First Flutter Female Mentoring Programme in International

2022

- Externally published Positive Impact Plan with clear Diversity, Equity and Inclusion Goals
- Internal quantitative research study conducted
- Created a Global Advocacy Programme
- Active promotion of flexible working options
- Expanded our female network Lean In as a global network
- Bespoke development coaching programme for Lean In members
- Global Female Development Programme Pilots created
- Announced our improvements to family friendly policies
- Mentoring Programmes rolled out
- Partnership with First Code Girls
- Improved Hiring Practices
- Launched HireView into retail recruitment and Flutter International
- Re-launched a Commercial Graduate Programme
- Broadened the reach of our parental workshops
- Full roll-out of new Global HR system

2023

- Continue to listen, learn and act through our Global Advocacy Programme
- Take steps to unify inclusive hiring practices
- Launch a Global Female Development Programme blueprint
- Launch a Global Mentoring Programme blueprint
- Make further investment into parental workshops and embed family friendly policies
- Publish Positive Impact Plan 1 year report
- Utilise new Global HR system reporting
- Meet our Inclusion Goal set out in our Positive Impact Plan
- Meet our Equity Goal set out in our Positive Impact Plan

Our Progress



Closing the gap

As Flutter grows, we're embracing the opportunity to leverage our collective power to close our gender pay gap and remain committed to creating a workplace where difference is valued, you can always be yourself. We've provided data beyond the figures we're required to produce to demonstrate our progress and commitment throughout the report.

Traditionally our sector is male orientated which creates challenge for us as a business to attract and retain female talent. In 2021, we established the foundation for our **Global Diversity, Equity & Inclusion strategy (DE&I)** and appointed our Global DE&I Director Greg McCaw to get leaders aligned and committed to a standard set of principles and values to drive our strategy forward.

In March 2022, we set out 3 strategic Group DE&I goals forming our **Work Better** pillar as part of our **Positive Impact Plan**.

- **Diversity Goal** - Our ambition is for 40% of top leadership roles to be held by women by the end of 2026 (CEO -1 to -4)
- **Equity Goal** - We'll report on pay, performance, progression and retention in every division and across different demographics by the end of 2023
- **Inclusion Goal** - We'll measure the difference in sentiment across different demographics by the end of 2022

Our ambitious goals set the framework to enable our divisions and brands to continue to operate in a federated model with a common goal while still driving impactful local strategies. Our DE&I efforts have been primarily focused on improving employee experience as well as redesigning and creating a culture that values and benefits from the diversity of our people.

Our principle and approach for driving impactful and positive change is to constantly listen and learn from under-represented groups in the business. In August 2022, we set up our **Global Advocacy Programme**, with four global workstreams led by our Executive Committee. Amy Howe, CEO of FanDuel and our Global Advocate for Gender, held a number of listening sessions across our divisions to understand the greatest challenges and opportunities for our female talent. These listening sessions will translate into a clear action plan for 2023 and beyond.

Our Progress

Women's Experiences at Flutter

In addition to the listening sessions, we use a range of tools and methods to better understand the real experience of women in our business including regular Pulse engagement surveys as well as quantitative and qualitative research. Through this, we've found:

- Overall engagement scores are higher among females - 7.8 for females versus 7.6 for males out of 10
- Health and wellbeing scores are positive – 7.8 for both males and females out of 10
- Positive sentiment about flexibility – 8.5 for both males and females out of 10

These insights also highlighted barriers for women in our organisation, such as career advancement in a male-dominated industry. The research cites increased gender diversity, mentoring, access to stretch assignments, clear career growth processes as well as a more inclusive culture would lead to improved retention rates among women.

A bespoke inclusion survey conducted by our International division suggested women feel less positive about career development opportunities, mental health support and balancing parenting with career demands than male colleagues.

Our Pulse engagement surveys indicate, although our diversity and inclusion scores have improved in our Dublin Head Office by +0.1 among our female population year on year, it still remains -0.2 below industry benchmark. Growth scores are in line with our male population which is up +0.5 versus the industry benchmark, but overall growth scores are down -0.1 year on year.

In Retail, our female population growth scores have also increased by +0.2 within the last 6 months.

Drawing on this rich data has enabled us to have a clear focus on addressing some of our biggest barriers and measure our progress regularly.



Our Progress

A collective view of progress across our brands in 2022:

Career Development

In October 2019 we created our **Lean In** network for women to share their experiences, build new skills, lead and support. So far, we've seen great success, with 30% of members achieving promotions across 2020 and 2021.

This year we expanded our network across our European offices and now have over 300 members, with over half signing up for a bespoke 9-month development group coaching programme this year. These sessions have been delivered by two professional coaches specialising in female development and leadership. Feedback has been extremely positive:

"It is so great to meet, focusing on self-development, reflecting and to sharing our challenges across a new network. I really liked the fact that everyone got to share, and I liked the mix of structured elements and free flow conversation."

People Manager Training

We know education and awareness are key enablers to drive a more inclusive culture, so our new **People Manager Induction Training** features a dedicated module to support People Managers on how to care for their team and create a sense of belonging.

Our **Manager Development Programme** also has a module for leaders to understand how to promote diversity, equity and wellbeing within their teams and our wider organisation as well as an inclusive hiring training module with a mix of on demand and live content which we'll roll out next year.

Female Development Programmes

Tech Pilot

This year we developed and delivered an 8-week pilot career development programme with 13 women, facilitated by an external leadership expert and tailored to the needs of women in tech progressing into senior leadership roles. The aim is to ensure women have the support for career management and receive robust feedback on their strengths and weaknesses through a series of masterclasses with guest speakers, 1:1 coaching, 360 feedback and a completed development plan. Line managers were also trained as part of the pre and post briefing of the programme to foster an environment of continued learning for participants where future stretch assignments are considered.

Female Leadership Development Programme

Our colleagues at FanDuel recently launched a pilot programme with 10-15 female leaders and emerging leaders who will participate in a 6-month programme focused on professional development, sponsoring/mentoring and community building. Our aim is for this to become a blueprint for us to roll out globally, thus support our goal of increasing gender diversity at leadership level and improve talent retention.

Early Career Programmes in Dublin

In September we welcomed 16 new graduates on our Commercial Graduate programme, 53% of whom are female. We also created 5 entry level tech roles this year, 2 of whom are female.

Tech Partnerships

Code First Girls

We've created a partnership with the charity and sponsored 180 women to learn to code and an additional 10 women to complete a nanodegree with the potential to recruit into Sky Betting and Gaming in January 2023.

Our Progress

Mentoring Programmes

The **Flutter Female Mentoring** programme is our International division's first ever in-house mentoring programme designed to support and encourage female colleagues to develop skills and career pathways through a framework built on trust and relationship. The programme launched in August 2021 and has had two cohorts complete a 3-month mentoring programme with over 130 pairings, many of which have chosen to continue their mentoring relationship. Based on feedback, we've extended our third cohort to a 6-month programme with over 50 new pairings confirmed.

"My mentor was amazing, and I really felt the benefit of the programme. Thank you also for co-ordinating and running such programmes."

At Sky Betting and Gaming, part of our Flutter UK & Ireland division, we continued our **'Level Up'** programme, a reciprocal mentoring scheme which aims to level the playing field in careers and understand SBG life from different perspectives. This year 90% of mentoring matches were female. Moreover, 20% of these included participants from minority groups such as different ethnic backgrounds, with disabilities or with neurodivergent conditions. So far, 20% of mentees have received promotions and mentee feedback demonstrates the importance and success of the scheme:

"It was good to learn more about SBG from a Director perspective and alongside being able to share my feedback. It encouraged me to think about my career and push myself out of my comfort zone and apply for a head of Ops role in Paddy Power which I have just found out I was successful in getting."

Retail Development Programmes

We've ensured a healthy balance of females apply to our two development programmes for our Retail colleagues:

- For our **'Switch it Up'** programme (which gives Retail staff an opportunity to gain skills in a different area of the business), 54% have been female across our 2021 and 2022 programmes.
- 45% of places on **Ireland's Future Leaders** programme were successfully filled by females.
- This year we've been testing our **'Take the Reins'** development programme to introduce Retail Betting Agents and Customer Service Team Leads to the role of Retail Shop Manager. Each participant is coached by an experienced shop manager over a 3-month period and the objective is to have a talent pool of colleagues ready and trained to become shop managers, thus aiding with career progression. In 2021, 71% of participants were female. In 2022's cohort one, 71% were female while cohort two had a 39% female participation rate.

Women in Poker

At PokerStars, our teams have been leading the way in making poker more inclusive. PokerStars is committed to the growth of the game and to supporting women in poker.

Over the years, PokerStars has carried out various activities to engage and celebrate women players through special giveaways, more opportunities to enter prestigious online and live events, unique content and most importantly, by listening and learning from women in our community.

In 2021, PokerStars created 'Our Voices', a female insights community for women in poker. Our Voices is a space where PokerStars directly encourages and engages in discussion on both female-focused and general topics, activities and ideas.

PokerStars continues to increase representation in poker and have leading female professional players Jennifer Shahade and Georgia James representing PokerStars at its biggest live and online events, as well as Lali Tournier, from top Brazilian esports team Furia, PokerStars' partner.

Our Progress

Hiring Practices

UK & Ireland Division

Within our UK & Ireland division, we've been working towards the creation of a new careers site whilst continuing to make key changes across our hiring practices to ensure we've access to the widest possible pool of talent.

- We've created a best practice guide with clear goals for our TA teams based on an external audit on our current hiring practices and processes.
- We no longer share applicant's previous salary data with Hiring Managers.
- We're trialling sharing interview questions in advance to help candidates better prepare and set them up for success.
- We continue to use gender decoder software when creating job descriptions to remove gender bias.
- We've created a guide to support hiring managers to conduct inclusive interviews.
- We became members of the Open Doors initiative in 2021, so we can share our opportunities to some of the most marginalised members of society.

Paddy Power Retail

Since the Covid-19 pandemic, the hospitality and retail industry faces ongoing recruitment challenges. We've used this as an opportunity to re-think our recruitment processes by removing phone screen and CV reviews, instead implementing **HireVue's** video interviewing, development framework assessment and gamification solutions. This has allowed us to assess candidates based on job-relevant skills, mitigating bias and attracting a more diverse pool of candidates.

- We continue to partner with Indeed, the largest retail traffic of any job's board, to increase gender balance at the application stage. Indeed accounted for 50% of our total hires this year, of which 27% were female.
- We continue to use a gender de-coder in all of our job posts, with scores of 88/100 which is flat versus last year.
- We're on a committed path to equality, fairness, transparency and openness about salaries, and we continue to advertise salaries in our job posts.

International Division

- We launched a new Employer Value Proposition to facilitate the hiring practice and drive inclusion through the creation of an authentic globalised message, adapted to suit local markets and brands to ensure a diversity, equity and inclusion lens is applied to all images and information used to reflect our internal voice.
- We're currently using **Textio** to ensure our job descriptions are gender neutral. From October 2022, all job descriptions are to be automatically measured for their inclusiveness and given a score; we've set the benchmark score at 90.
- We refreshed content for our single careers site utilising and showcasing diverse storytelling of career paths.
- We adopted **HireVue** to accelerate and mitigate bias during the interview process.
- Over 30 Talent Acquisition partners were given refresher training to improve assessment and selection applying skills first approach to the hiring process.
- We kicked off a project to review the end-to-end process of hiring so we can understand what improvements we can make in 2023 and beyond.

Our Progress

Family Support

Improvements to Family Friendly Policies.

Together at Flutter we want to support our colleagues at every stage of life and improving new parent's experiences was a priority, so from 1st January 2023 we're bringing colleagues in our Ireland, UK, Malta and Isle of Man offices a more consistent experience.

For Irish colleagues, our Family Friendly policies mean an improved primary leave policy, an increase of secondary leave and a new neonatal policy, with bonuses paid in full while on leave. We're also removing the eligibility period for new parents so it becomes a day one right.

Parental Workshops

We know parental leave and childcare responsibilities disproportionately impact the retention and growth of women in Ireland. In late 2020, we launched parental workshops to retain and develop females after becoming new parents. In 2021, five of our 45 females who participated had since been promoted and 98% were still working with us.

This year we had over 75 individuals, including secondary leave takers, participating in our workshops and we've trialled a Line Manager workshop to ensure new parents get the right support before parental leave – and when they return.

Active Promotion of Flexible Working Options

Flexibility is an important element of our evolving culture. Earlier this year we confirmed all of our job vacancies will champion hybrid working, offering a flexible blend of home and office working with full autonomy to decide how many times you travel into the office. We also have fully remote working contracts available for certain role types.

We follow three key principles to ensure our ways of working work for everyone. With a flexible, community and digital-first approach, all our people have a positive, inclusive and fair opportunity to work in a way that best suits them and their team.

Women's Wellbeing

To acknowledge the awareness discussions around menopause, we ran a menopause education session on **World Menopause Day**.

To keep the conversation going, we've been running safe space discussion groups so those with lived experience can openly share their stories and get the right support as they transition through this phase of life.

We've also recruited Menopause Champions and held open sessions to educate managers and colleagues on how best to support women going through the menopause.

Data

As part of our commitment to measure equity across our markets, we've rolled out a unified HR system which will enable us to gather diversity demographic data in early 2023 and report on pay, progression and retention across diversity demographics by the end of the year.

It'll also empower us to be more transparent about our HR data and processes and will make Flutter Levels more visible so women across the organisation can see a clear path of progression.

Our Commitments for 2023



Under the umbrella of our Global Advocacy Programme, we'll continue to listen to our female talent so we can make impactful changes to support their careers at Flutter. By the end of Q1 2023, we'll have a clear action plan which addresses the global and local challenges we've heard, and we'll be telling colleague stories through our new 'Every Voice Matters' Diversity and Inclusion campaign. We'll also continue to drive forward and scale our current initiatives and ensure we're offering a degree of consistency across our brands and divisions.

Career Development

Global Female Development & Mentoring Programmes

Following the results of different local pilot programmes, we'll roll out global development and mentoring programme blueprints to leverage our scale, diversity and global footprint.

Lean In

We'll continue to invest in our female network and hope to increase participants by referencing the network on our new careers site, during the onboarding stage and across the colleague lifecycle, so women have a strong peer support community to empower them in their careers.

Education and Awareness

In our UK & Ireland division, we'll continue to build an inclusive culture by introducing key educational programmes, starting with the roll out of our Inclusive Hiring Training.

Early Careers Programmes

We'll continue to invest in entry-level opportunities to break down barriers to employment with graduate schemes, entry level roles in technology and a new KickStart programme to provide opportunities to those from underprivileged backgrounds. We'll continue to work with community organisations such as Code First Girls to increase entry level opportunities for women in technology.

Retail

In 2023 we'll launch our first talent identification programme in Retail. The programme will identify the top talent and has Diversity and Inclusion goals aligning to the rest of Flutter. The talent identified will be placed on tailor-made development programmes and aims to engage, motivate and retain our top talent as well as closing skill gaps between shop roles and head office roles, thus creating more career opportunities for Retail colleagues.

Hiring Practices

As we roll out new career sites across our brands in our UK & Ireland division, we'll ensure existing inclusive practices and processes across brands are unified and consistent and we'll continue to set goals to achieve best practice.

We'll be developing our Employer Brand to ensure that we're a brand of choice among female talent in the Irish jobs market.

Our new Global HR system will enable us to track diversity across the recruitment process, so we'll be able to identify key barriers at each stage and mitigate bias in a more agile way.

We'll focus on measurement so that we understand the impact of new tools such as HireVue to ensure it's driving the right outcomes.

Family Support

From January 2023, we'll have our new Family Friendly policies in place. We'll go beyond policy change and embed a family friendly culture by creating a great people experience for those going through this life transition. We'll make further investment into parental workshops, review and consider additional improvements and policies such as shared parental leave and baby loss. Our flexible working options will remain a key element of our employer value proposition to attract diverse talent.

Our Commitments for 2023

Women's Wellbeing

We'll continue to run our menopause workshops based on demand and educate our HR business partners to enable them to support colleagues going through this change. We'll also undertake research to enable us to launch a menopause policy next year.

Measurement and Data

Positive Impact Plan

March 2023 marks one year since we launched our Positive Impact Plan, so we'll be sharing an update on how we've progressed and how we're tracking our gender diversity goal.

Unified Global HR System

We expect to be able to report on pay, progression and retention across diversity demographics by the end of 2023 which signals our commitment to report more widely than legislatively required.

We'll be able to utilise our engagement survey in a more meaningful way with the ability to break down aggregated data by diversity demographic to help us measure if our efforts are driving change across under-represented groups.



Closing Statement: Peter Jackson

Group CEO

Earlier this year, I was delighted to officially open our new global HQ in Dublin which is a Technology and Innovation Centre of Excellence for Flutter. The teams working in this location help drive innovation for the Group, through the development of industry-leading digital products for consumers across the world. While supporting highly skilled jobs in Dublin and contributing significantly to the local and national economies, I remain committed to creating an environment and a culture at Flutter in which everyone can thrive.

Gender diversity remains a priority focus for us within our DE&I goals.

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, we were at 30% and we're currently at 33%. While these figures are encouraging, we need and want to do more to maintain progress towards our goal.

Decreasing our Gender Pay Gap is equally important, if somewhat complicated to address due to the global nature of our organisation.

Our Retail business continues to be an attractive place for women to work.

In our divisions, we're piloting several initiatives to accelerate our progress, including a Women in Tech Career Development programme within International, enhanced family friendly policies in UK&I, a Work180 partnership in Australia, as well as the US initiatives Amy covered at the start of this report.

We have also launched a new Board apprentice programme with a focus on developing a diverse pipeline and representation at senior levels. Each apprentice is assigned a mentor and will rotate through three six-month period (totaling 18 months) of shadowing Board and ExCo level forums.

We have plenty more to do to meet our DE&I goals and remain committed to leading the way on this locally & globally.

Peter Jackson
Group Chief Executive Officer

Reporting Statement

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.

Mikael Piker
Global DE&I & Reward Director

The Flutter logo is centered on a dark blue background. It features a stylized 'F' icon composed of three horizontal bars of decreasing length, followed by the word 'flutter' in a lowercase, rounded sans-serif font. A small 'TM' trademark symbol is positioned above the 'r'. The logo is overlaid on a large, semi-transparent diamond shape that is also centered.

FlutterTM

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