

Flutter™



GENDER PAY GAP

2019

Flutter is required to disclose its gender pay gap for its **Paddy Power Betfair (PPB) UK** employees on the UK Government's website. This data has now been published.



MESSAGE

"We believe diverse teams are the best teams for our people and for our business.

We are committed to attracting and developing the best talent available and creating an inclusive environment in which everyone can thrive.

We continue to invest in initiatives that increase our ability to hire and advance the careers of women that will, over time, contribute to reducing the gender pay gap which challenges many organisations and our society as a whole."



PETER JACKSON
CHIEF EXECUTIVE OFFICER







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MESSAGE

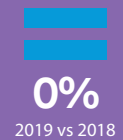


CAROLINE ROSS
CHIEF PEOPLE OFFICER

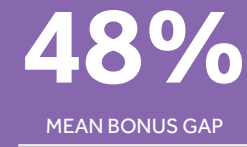
"In 2019 we continued our efforts to improve gender balance and increased the proportion of females in our workforce by a further 2-percentage points. We are moving in the right direction and while much remains to be done we are confident that we will continue to make progress as we strive to increase our gender diversity and reduce the gender pay gap."

DIVERSITY & INCLUSION – AN OVERVIEW

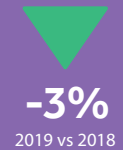
Increases in both female hires and total female representation in 2019 are a strong foundation for improving our gender balance and reducing the gender pay gap over time.



Gender diversity has traditionally been stronger in our Retail business, so we are pleased to see the proportion of females in our corporate workforce increase by 2% to 33% in 2019 (42% including Retail) and females hires increase by 7% to 41% (42% including Retail).



We achieved these results by continuing to focus on our recruitment and selection practices, employer brand activities and flexible working proposition. Attracting diverse candidates to our industry and organisation is a necessary prerequisite for improving gender diversity at all levels. Building on encouraging results in female hires, we are increasingly focused on supporting our pipeline of female talent to progress their careers and improve the representation of females in senior roles.



WHAT IS

THE GENDER PAY GAP?

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

The gender pay gap is different from equal pay.

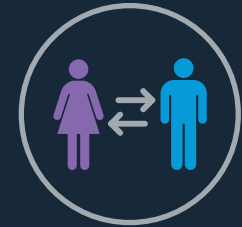
Equal pay is the legal obligation for employers to pay a man and a woman equal pay for the same or similar work.

A company can have a gender pay gap without breaching equal pay provisions. Our gender pay gap in PPB UK is not as a result of equal pay issues.

We have a gender-neutral approach to determining pay for our roles at all levels, we have no evidence of an equal pay issue and we regularly monitor this to ensure we continue to meet legal and moral obligations.

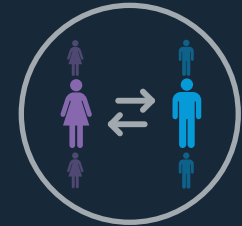
MEAN GENDER PAY GAP

The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company for the month of April 2019.



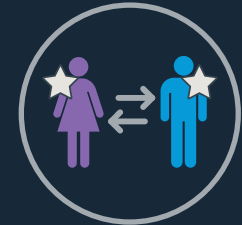
MEDIAN GENDER PAY GAP

The median pay gap represents the middle point of a population. If you separately lined up all the women and men in a company, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man for the month of April 2019.



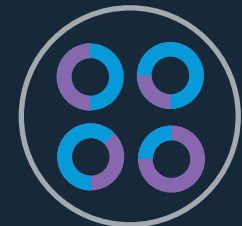
PROPORTION OF MALES AND FEMALES RECEIVING A BONUS

This is the percentage of men and women who received bonus pay in the 12 months leading up to the snapshot date of 5 April 2019.



PROPORTION OF MALES AND FEMALES BY PAY QUARTILE

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



PPB UK DATA

WHAT IS REQUIRED OF US?

Flutter is required to disclose its gender pay gap for its **Paddy Power Betfair (PPB) UK** employees on the UK Government's website. This data has now been published.

The regulations require all employers to disclose their data for each employing entity with over 250 employees, separately. **PPB in the UK** is made up of various entities, with two main employers, with more than 250 employees: **Power Leisure Bookmakers Ltd.** (Retail employees) ('**PLBL**') and **Betfair Ltd.** (online employees).

At **PPB** we have decided to report the data for the combined population as well as separately, as we believe this provides the most transparent and representative view of our entire UK business. On the following pages, you can find the detailed breakdown of the **UK reporting as well as the figures for Ireland** which we choose to include in our analysis.

01

PADDY POWER
BETFAIR
(PPB UK)

02

POWER LEISURE
BOOKMAKERS Ltd.
(PLBL)

03

BETFAIR Ltd.
(BETFAIR)

04

PADDY POWER
BETFAIR
(PPB IRE)

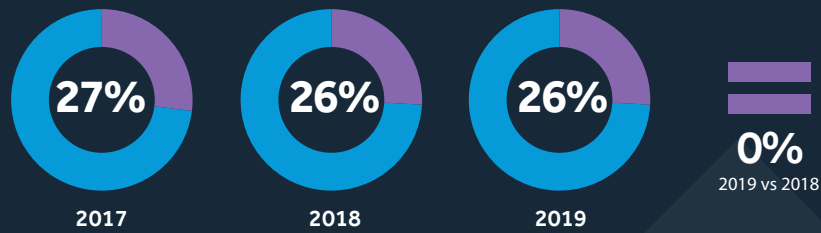


PPB UK DATA

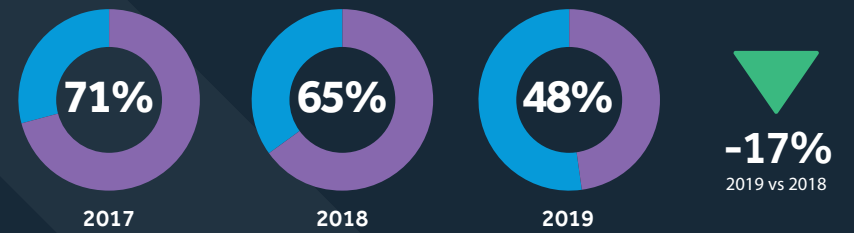
PPB UK PAY AND BONUS GAPS

Mean and median pay and bonus gaps between men and women for PPB UK combined employees.

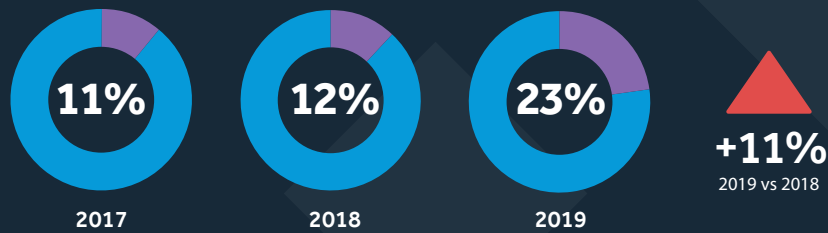
MEAN PAY GAP



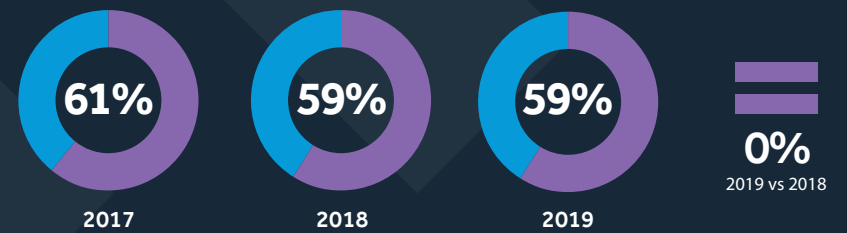
MEAN BONUS GAP



MEDIAN PAY GAP



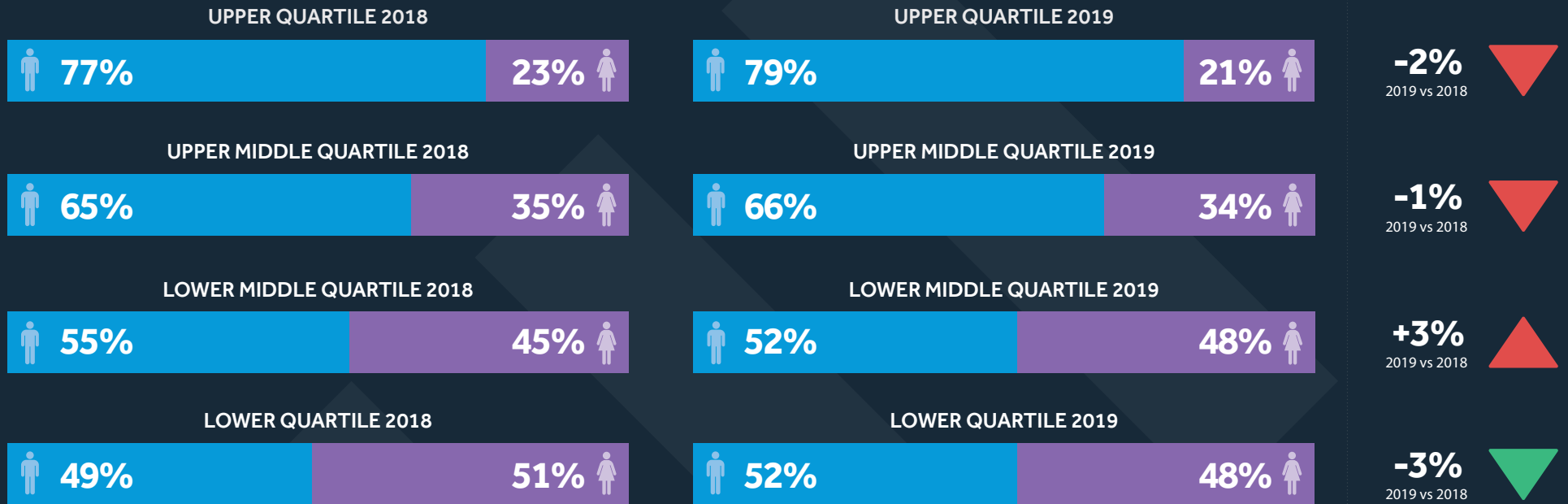
MEDIAN BONUS GAP



PPB UK DATA

PROPORTION OF MEN AND WOMEN BY PAY QUARTILE

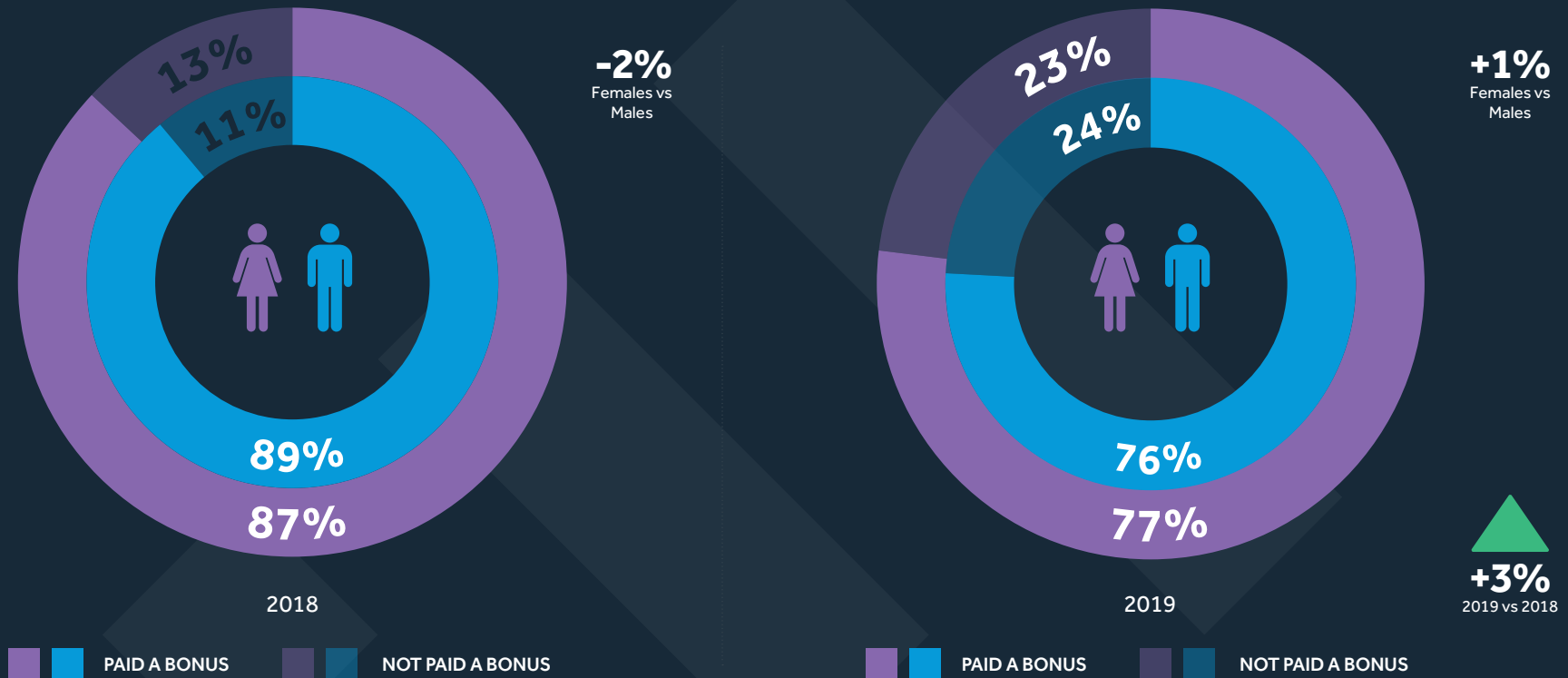
Quartiles represent the pay rates – from the lowest to the highest – for our UK employees split into four equal size groups, with the percentage of men and women in each quartile.



PPB UK DATA



PROPORTION OF MEN AND WOMEN PAID A BONUS

Proportion of men and women paid a bonus in 2019 and year on year comparison to 2018



PPB RESULTS 2019

BREAK-DOWN BY COMPANY

PAY/BONUS GAP FIGURE REPRESENTATION	DATA REPORTED TO THE GOVERNMENT		DATA REPORTED IN THIS DOCUMENT	
	BETFAIR	PLBL	PPB UK	PPB IRL
MEAN GENDER PAY GAP	11%	7%	26%	21%
MEDIAN GENDER PAY GAP	14%	2%	23%	9%
MEAN GENDER BONUS GAP	-7%	38%	48%	73%
MEDIAN GENDER BONUS GAP	28%	23%	59%	75%
PROPORTION OF MALES AND FEMALES RECEIVING A BONUS	 76%	80%	77%	92%
	 87%	80%	76%	88%
PROPORTION OF MALES TO FEMALES IN THE TOP PAY QUARTILE	83:17	65:35	79:21	70:30

INSIGHTS

GENDER PAY GAP DRIVERS

PAY

In summary, we have observed a generally positive upward shift over the past 12 months with a lower proportion of females in our lower pay quartiles. Further effort is required to increase the proportion of females in the upper pay quartiles for our UK workforce. The proportion of females to males in the lower pay quartile has reduced from 51% in 2018 to 48% in 2019. While both our Betfair and PLBL employing entities separately reported YoY improvements in their mean gender pay gap, the gap for PPB UK combined is unchanged from last year and a number of factors continue to contribute to underlying pay gap patterns, which are consistently observed across the UK economy.

- While trending in the right direction, the ratio of women to men in all pay quartiles will need to further balance out in order to address the gender pay gap.
- Due to the differences between the Retail and online businesses, we operate different organisational and pay structures relevant to each business. These are reflective of the market in which we operate. We regularly benchmark our pay across both our retail and online businesses to ensure that we remain competitive and pay our people fairly.
- We have a larger Retail shop population than head office, and a much higher proportion of women in Retail.

BONUS

"Bonus" includes share based incentives which are offered within the head office population only where we have more men. Our 48% mean gender bonus gap has improved by 17 percentage points compared to 2018. It is worth noting that bonus gap figures are subject to volatility due to the timing of share exercise activity. We continue to face two main challenges in addressing the bonus gap:

- Bonus opportunity tends to increase with seniority, and we have a higher proportion of men to women in our most senior roles.
- Our Retail bonuses (where we have a far greater proportion of women) are structured differently to head office payments.

We have seen some positive underlying trends in our pay quartiles and know we need to continue our efforts to shift the proportion of females in higher paid roles. We continue to pursue strategies to accelerate our progress while acknowledging there are no quick fixes.

REDRESSING THE BALANCE

KEY HIGHLIGHTS FROM 2019



I AM PPB
CAMPAIGN 2019

While we know it will take a number of years to close our gender pay gap, we are pleased to see that our numerous initiatives to attract, retain and develop diverse talent are laying the foundations to reduce the gender pay gap over time.



INCREASING OUR FEMALE HIRES from 34% to 41% through an ongoing focus on hiring practices, extending our I Am PPB employer brand campaign across all European locations and continuing to invest in a number of external partnerships including Girls in Tech.



FOSTERING AN INCLUSIVE CULTURE WHERE EVERYONE CAN THRIVE. We continue to receive positive feedback from employees through our regular engagement surveys, including overall higher engagement of females than males as well as strong and positive trends in perceptions of equality and flexibility. We delivered unconscious bias training for managers and launched Lean In Circles with over 100 female colleagues participating in these internal peer support networks.



MAKING A BROADER RANGE OF FLEXIBLE WORKING OPTIONS AVAILABLE TO MORE EMPLOYEES ACROSS MORE LOCATIONS AND MAKING FLEXIBLE WORKING THE NORM. We have seen an increase in the average number of leave days taken since the introduction of our uncapped annual leave policy. We have promoted remote working by providing the tools and technology needed to work outside the office. Recent and ongoing office refurbishments further reflect and support increasingly flexible working arrangements of our workforce.



MAKING A TARGETED INVESTMENT IN THE CAREER DEVELOPMENT OF OUR FEMALE TALENT including the introduction of robust tools for the unbiased assessment of leadership potential and launching a formal sponsorship program designed to promote career progression and boost exposure of high potential talent.

REDRESSING THE BALANCE

WHAT ARE WE DOING IN 2020?



DAN TAYLOR
PPB CEO

"We take diversity very seriously and we are determined to make this a place where everyone feels a sense of belonging and can achieve their best. As leaders at PPB it is up to us to tackle the challenge of improving female representation in more senior roles to work towards achieving true gender equality in the workplace."

Continuing to invest in attracting and hiring the best diverse talent as well as creating an environment where everyone can thrive enabled by flexibility, inclusivity, open dialogue, support networks, and career and development opportunities across all levels of our organisation.



ATTRACT AND HIRE THE BEST DIVERSE TALENT.

We will evolve our I Am PPB employer brand campaign and continue our collaboration with external partners such as Girls in Tech. We will monitor and review our search partners and our hiring processes and refresh our training for hiring managers.



FOSTER AN ENVIRONMENT WHERE EVERYONE CAN THRIVE.

We will take a data-driven approach to better understand the diversity and inclusion profile of our organization, in an ongoing effort to build an inclusive workforce where all forms of diversity are nurtured and encouraged. We will continuously listen to employee feedback at all levels across the organization to inform our actions.



PROMOTE NETWORKS, CAREER AND DEVELOPMENT OPPORTUNITIES.

We will support our Fair Game and Lean In Circle employee networks to have impact across all locations through a range of initiatives. We will launch our second formal sponsorship program designed to boost female visibility and progression. We will integrate inclusive leadership into our ongoing digital and live management development offer.



GENDER PAY GAP

2019