

Flutter™
The Flutter logo consists of a stylized 'F' symbol made of three horizontal bars of varying lengths, followed by the word 'Flutter' in a bold, sans-serif font, with a trademark symbol (TM) to the upper right.

UK Gender Pay Gap

Reporting Year 2022

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Who's included?



Sky Betting & Gaming



Paddy Power



Betfair



Pokerstars



FanDuel

Foreword: Head of Global HR

As Flutter grows, we remain committed to creating a workplace where difference is valued and where you can always be yourself. In this report, we share our overall figures, and we've outlined the progress within each of our brands within the UK.

2021 created the foundation for our Diversity, Equity & Inclusion strategy (DE &I) first by appointing our Global DE&I Director, Greg McCaw, who worked throughout 2021 to get leaders aligned and committed to a standard set of principles & values to drive our strategy forward and 2022 will build on this by accelerating our work to bring about lasting change.

Our strategy aims to bring about positive change to increase representation, particularly at the leadership level throughout Flutter. Still, we know that addressing representation on its own won't be enough, and it must be underpinned by other aspects of our strategy that focus on inclusion & equity.

I look forward to working with Peter, Greg and our Leadership team to drive our DE & I strategy ahead.

Phil Bishop
Interim Head of Global HR

Peter Jackson, Group CEO

I am committed to creating an environment and a culture at Flutter in which everyone can thrive. I'm pleased to report that many of our brands have shown a decrease in their Gender Pay Gap, while I know this is not a simple issue to address, it is undoubtedly a positive step that we are moving in the right direction.

We have recently launched our Positive Impact Plan which demonstrates our continued commitment and focus on Diversity, Equity and Inclusion and shows a transparent approach to how we will measure our performance in critical areas, including gender equity.

As a global organisation we want to lead the way in creating a business that supports the employees of today, but also looks to tomorrow and evolves and adapts to respond to new challenges and opportunities.

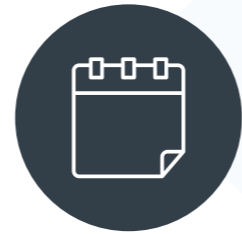
Peter Jackson
Chief Executive Officer



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.



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 2021.



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 2021.



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 2021.



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.



Our Reporting

Flutter in the UK is comprised of several different employing entities, six of which have more than 250 colleagues.

We report and analyse the data for each of these entities separately and also combine the data for the online businesses, to ensure we have a good picture of our Gender Pay Gap across these similar businesses.

This analysis is used to understand what is driving our Pay Gaps and help instruct our actions. The data and associated commentary can be found in the following papers.

Due to the acquisition of Tombola completing in January of 2022, Tombola will report its Gender Pay Gap figures separately and be included in all future reporting.

Online Employees

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

Hestview Ltd:
Sky Betting and Gaming

Halfords Media UK Ltd:
PokerStars employees

FanDuel Ltd:
FanDuel Technology Hub

Retail Employees

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





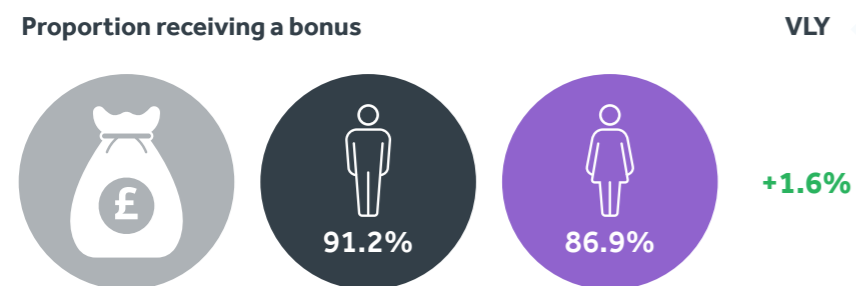
Flutter Overall Results

Overall results

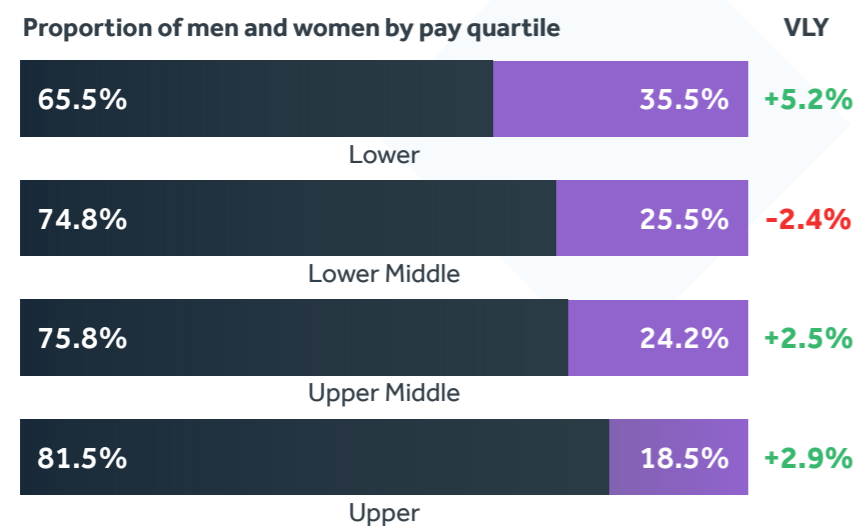
Head Office | Online

Pay Gap Data 2021	Percentage	VLV
Mean hourly pay	11.4%	-2.3%
Median hourly pay	13.7%	-1.9%
Mean bonus pay	35.5%	-6.9%
Median bonus pay	26.4%	+3.8%

Our bonus proportion 2021



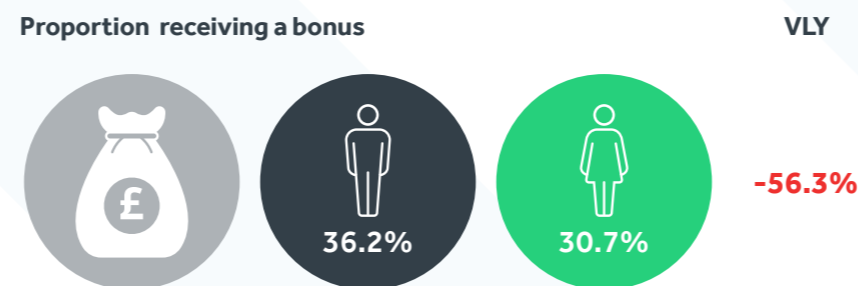
Our pay quartiles 2021



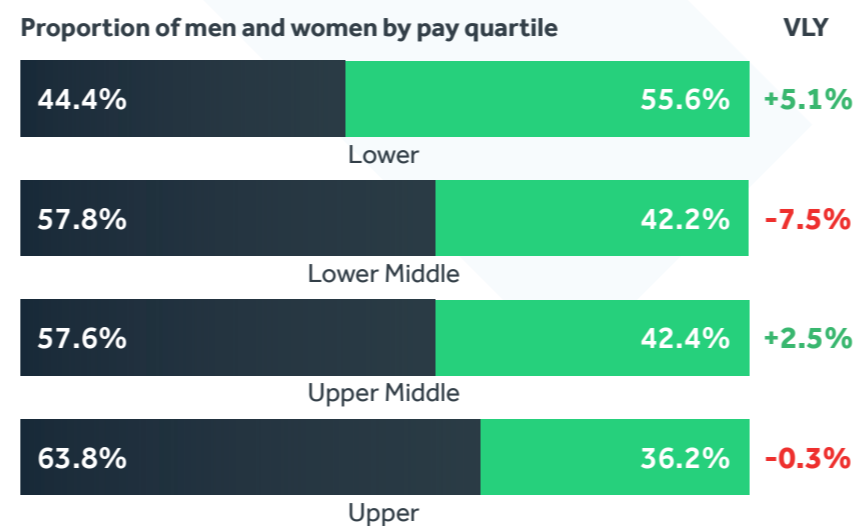
Retail

Pay Gap Data 2021	Percentage	VLV
Mean hourly pay	9%	-0.3%
Median hourly pay	1.8%	-2%
Mean bonus pay	46.1%	+15.8%
Median bonus pay	0%	-32.2%

Our bonus proportion 2021



Our pay quartiles 2021



Insights

This is our second year producing the Group Gender Pay Gap report. Whilst progress across each of our brands varies, we are pleased to report a decrease in both our Mean & Median Gap year on year.

As Flutter continues to grow, we're embracing the opportunity to leverage our collective power to close our Gender Pay Gap.

We've also provided data beyond the figures we're required to produce to demonstrate our progress and commitment throughout the report.



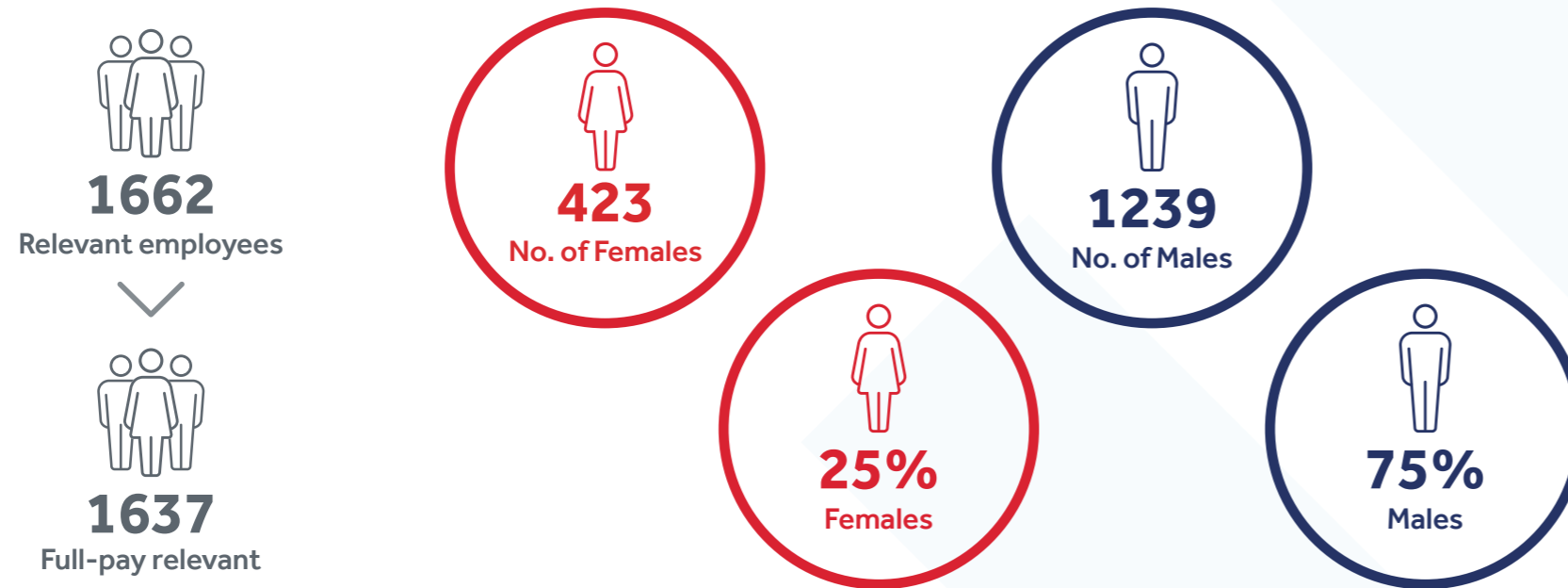
Insight & Data across Our Brands

sky betting & gaming

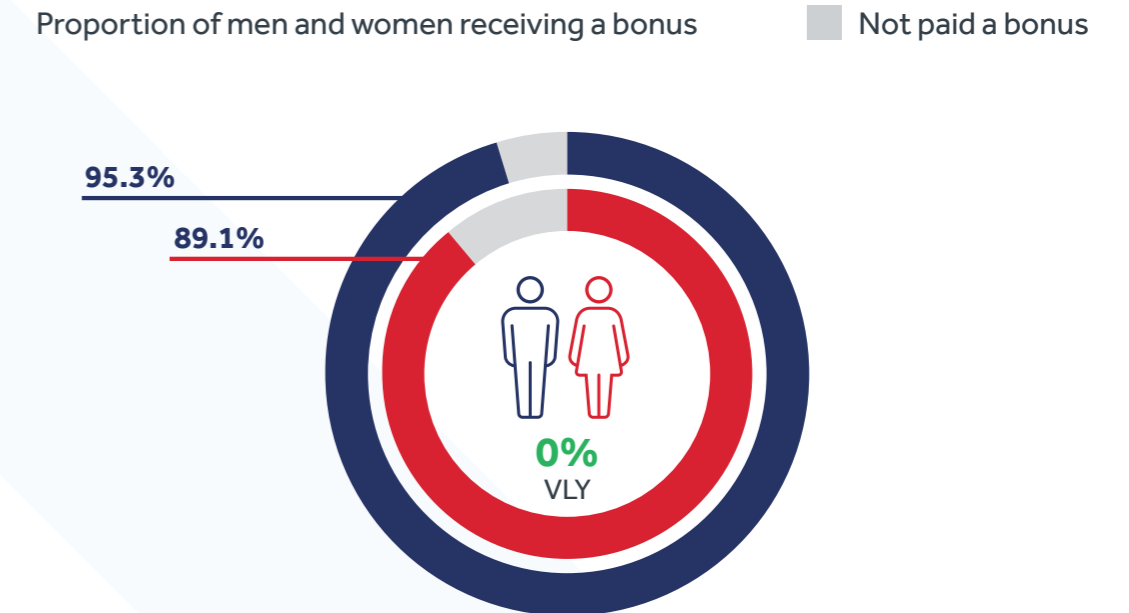
Hestview Ltd: Sky Betting & Gaming Employees

Data

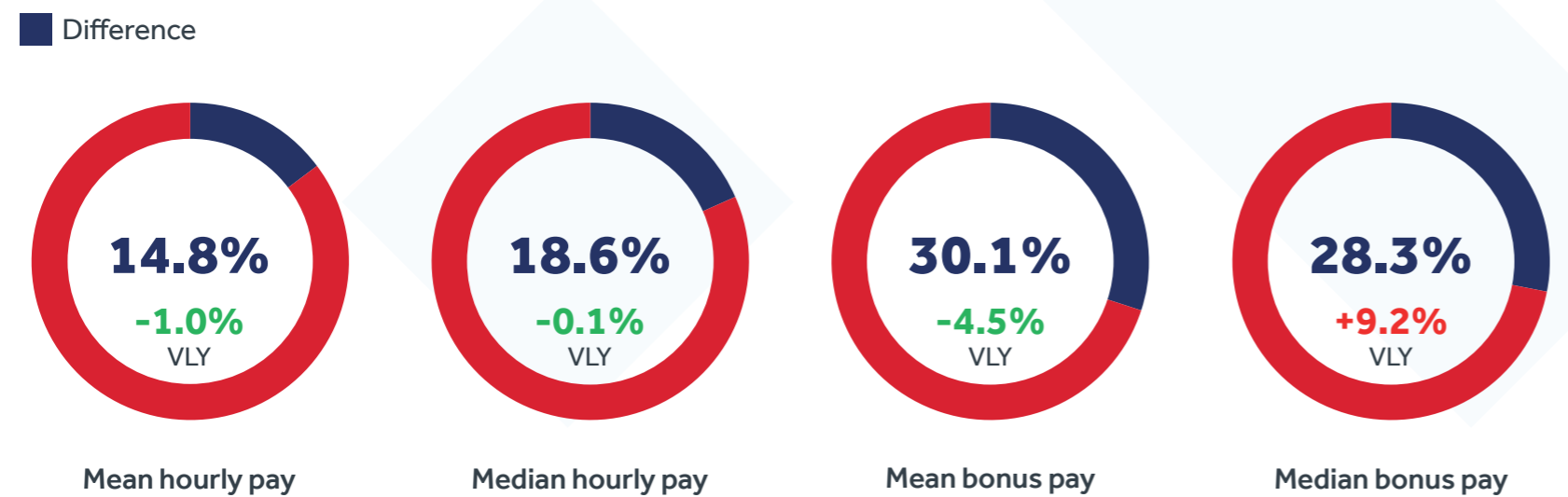
Our key data 2021



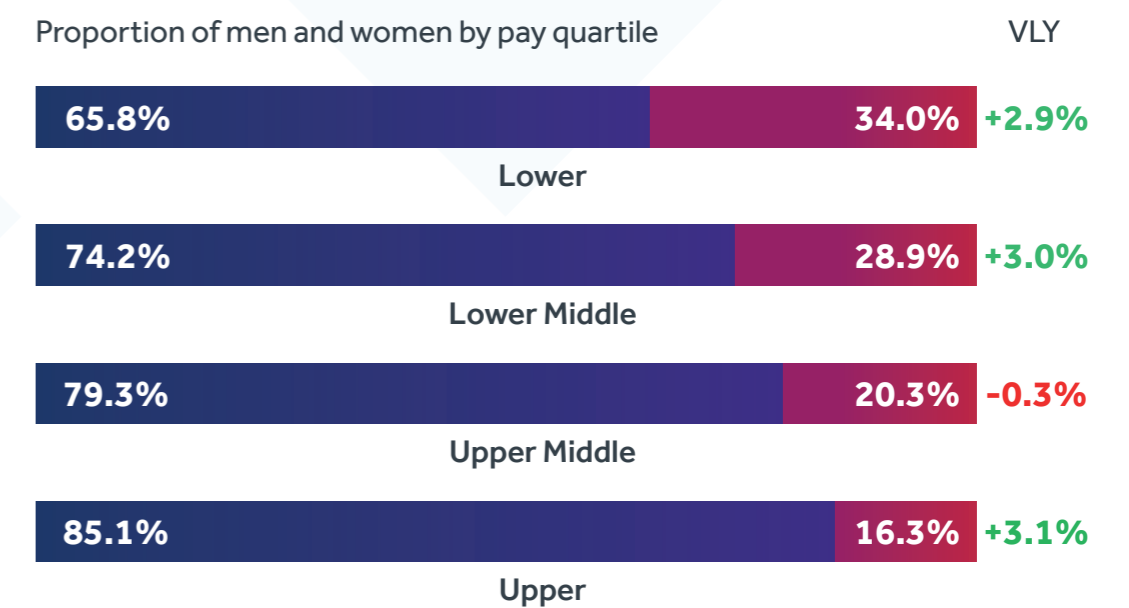
Bonus Proportion



Our gender pay gap 2021



Our pay quartiles 2021



Insights

Pay gap

The driver of both our hourly pay gap and bonus pay gap is the lower proportion of females in the top two pay quartiles. This is due to a lower proportion of females than males in senior roles and in specialist Technology roles.

In 2021 we saw an increase in female representation in our most senior roles by 6.7% since 2020 and 11.5% since 2018.

We also use data to ensure that women have an equitable experience in our business. We've seen a 10% increase since 2020 on the number of women receiving a promotion: 25% of females were promoted in 2021 compared to 15% in 2020, and our rolling attrition rate remains lower for females.

Bonus

The proportion of people receiving a bonus is based on our employees' start dates and their eligibility for a bonus, such as being a fixed term contractor, rather than being based on gender inequality.

Similarly, regarding the pay gap, our bonus gap is due to the majority of our female population being based in the lower quartiles, or not being eligible for a bonus. To address this, increasing female representation at a senior level in the future will be critical in reducing the gap.

Quartiles

We've seen small, positive shifts in representation of females across our pay quartiles but not enough to significantly close the pay gap. We know that we will have to challenge ourselves to close the gap more significantly by increasing the representation of females at all levels in our business.

We have seen an increase in representation of females across the business by 4% since 2020. We have also seen more females coming into our talent pipeline from 27% to 30% along with an increase in the number of females hired in most areas of our business.

In 2021 the proportion of female hires in our Customer Tribe was 42.5%. In Central Support it was 55.6% and in Marketing, 40.9%. However, we know that our biggest challenge is in increasing the representation of females in Technology, which is the largest proportion of our business and where only 19% of hires were female in 2021.

Creating and investing in entry-level opportunities that break down some of the historic and systemic barriers can drive meaningful change. In our Early Careers programmes, we have seen 39% female hires in 2021, as well as significantly increased intersectional representation, in particular among people of colour, those from lower socio-economic communities and those with a disability.

In 2022 we will advance the way we use data to get a better understanding of the work experiences of different diversity groups.

2021 Progress

SBG Census

In April 2021 we asked all employees to complete the SBG Census to help close our Inclusion data deficit. As a result, we now have over 75% response rate across all of our Diversity data points, helping us to measure both the representation of our demographic and the equality of opportunity in our hiring, promotions, succession and attrition data.

Development

We successfully trialled our Leadership Team mentoring scheme, targeted at levelling the career playing field for underrepresented groups at SBG. In 2021, 80% of mentee matches were female and 66% of mentees have received a promotion or job move whilst on the scheme.

We launched Powerful Allyship and Journey to Conscious Inclusion workshops for leaders and employees as well as, I am Remarkable workshops, empowering women and underrepresented groups to celebrate their achievements in the workplace. 91% of attendees on I Am Remarkable sessions agreed they felt more confident to self-promote after attending.

Life outside of work has a huge impact on people's choices and careers. In 2021 we launched Parental Leave workshops in SBG, supporting our colleagues through one of life's biggest transitions.

Inclusive Hiring

We've laid solid foundations in building an inclusive hiring process - for example in 2021, introducing Inclusive Hiring training for managers, Textio (an augmented writing tool to detect bias in language) and Masked Profiles, to disrupt bias. We've seen an incremental increase in females applying for roles and being hired into the majority of areas within our business.

Our Talent Acquisition Team have also continued to challenge their own mindsets and approach to hiring, attending Inclusive Sourcing workshops that give them new tools and techniques to source candidates from under-represented groups.

Our data shows that our Early Careers opportunities attract a more representative demographic as they often break down historical and societal barriers to entry. We've expanded our Early Careers offering, introducing our self-funded Kickstart scheme (requiring no qualifications or experience) and a new Apprenticeships offering, as well as our existing Tech Academy.



2022 Actions

Development

- After a successful trial in 2021, we'll continue with our Leadership team mentoring scheme, supporting under-represented groups in their careers and challenging the mindsets and perspectives of our most senior leaders.
- We'll also be introducing a Women in Tech Mentoring Scheme to support the careers and experiences of female technologists
- After the success we've seen in Paddy Power and Betfair, we will launch Lean-In Circles to SBG in 2022 to provide our females with a strong peer support network and empower them in their careers.
- We will also launch an SBG Women in Leadership network to support the wellbeing and growth of our most senior female leaders.
- We'll build on our existing development offering in 2022, with development support that is more focused on the specific challenges that can face women and minorities at work.

Inclusive Hiring

In 2022 we need to step up on the foundations we've built, to take more targeted and positive action addressing our areas of underrepresentation.

We are:

- Continuing to invest in entry-level opportunities that break down barriers to employment such as Kickstart, Apprenticeships, Graduates and working with community organisations such as Code First Girls to increase entry-level opportunities for women in Technology.
- Challenging ourselves to look in different places for talent; working with job boards and agencies that specialise in targeting under-represented groups such as UK Black Tech, BME Jobs, LGBT Jobs, Disability Jobs and Working Mums.
- Setting minimum standards throughout our hiring processes, such as a minimum Textio score of 75 for all job adverts, balanced shortlists for all senior roles and trialling objective interview panels for all roles in our Bet Tribe before looking at widening this out to the entire business.
- Providing more flexible job opportunities across the business such as advertising part-time Software Engineer roles for the first time.

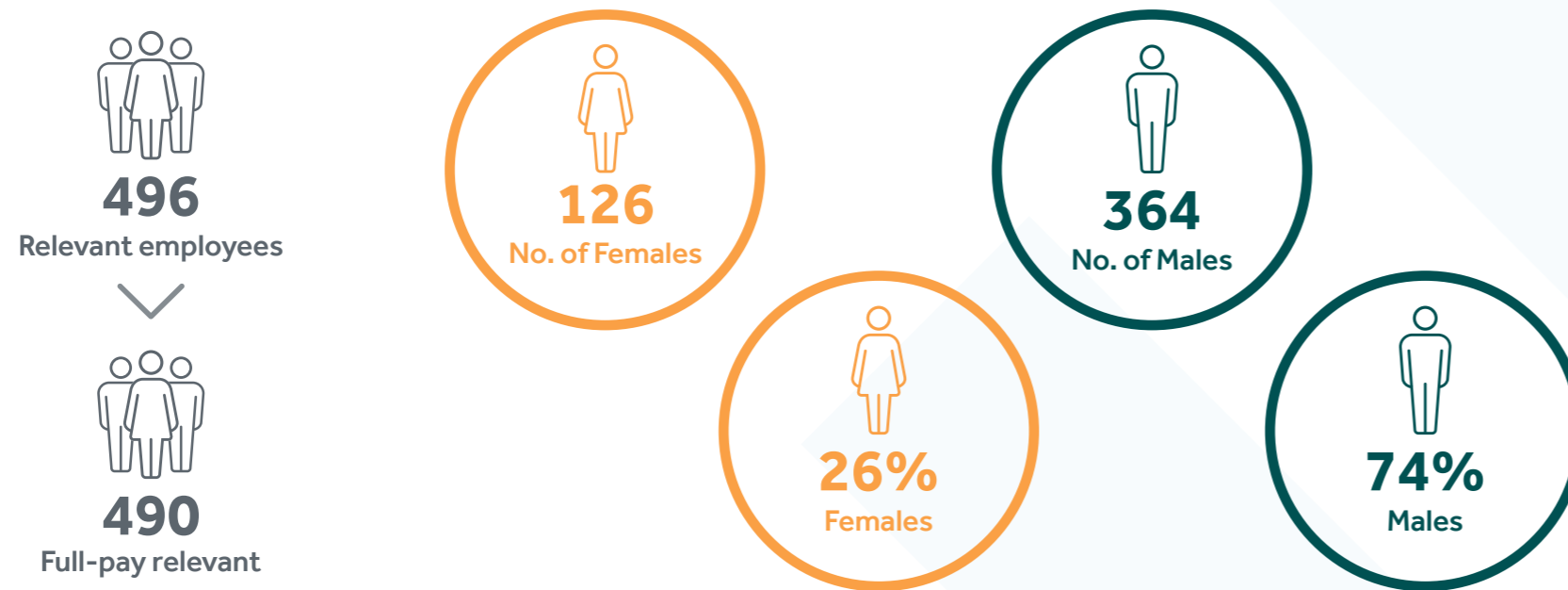




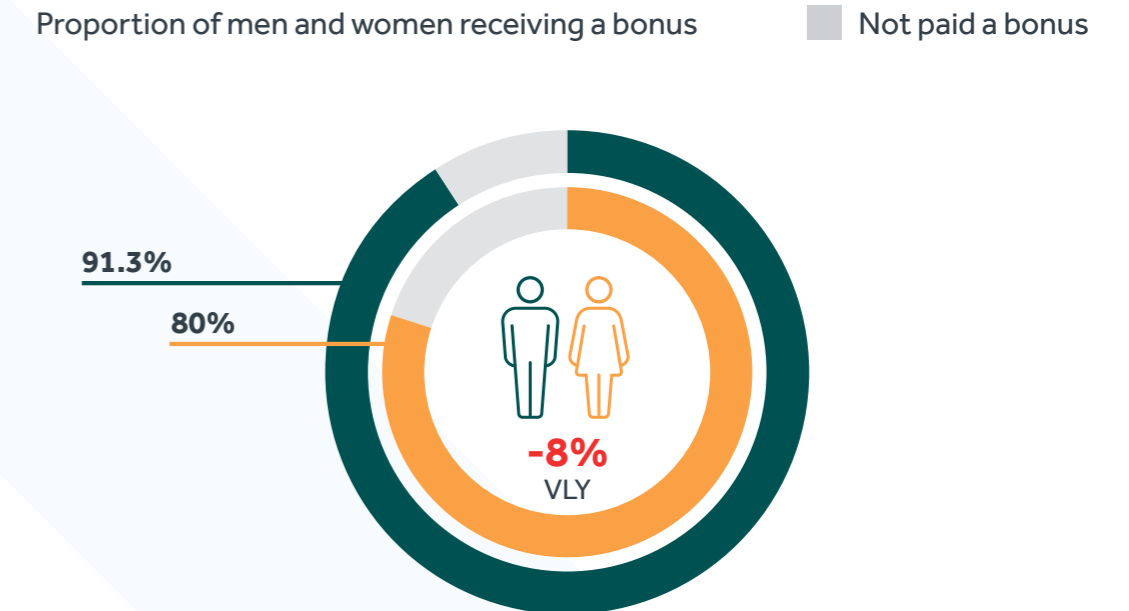
Betfair Ltd: Online & Head Office employees including
Flutter Group, Paddy Power & Betfair

Data

Our key data 2021

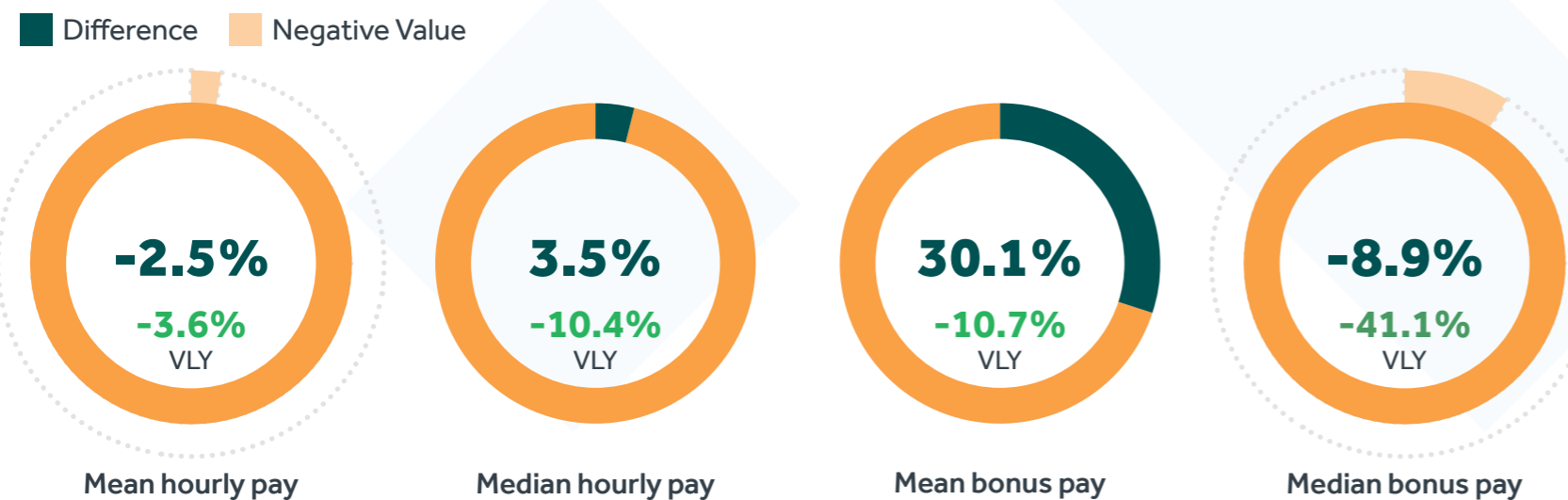


Bonus Proportion



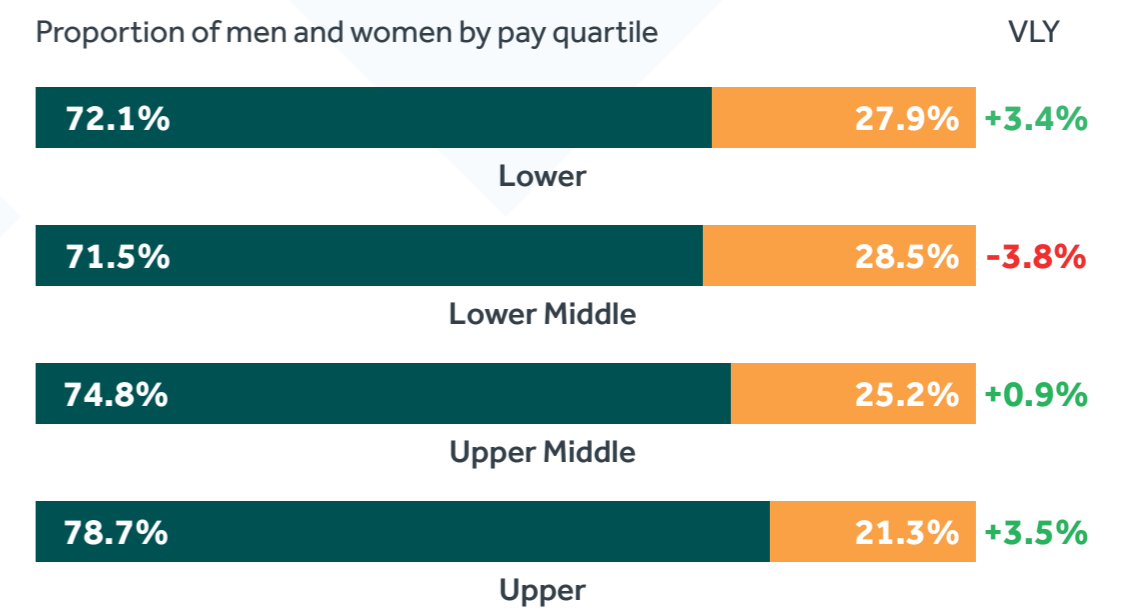
Our gender pay gap 2021

*VLY = Variance on last year (2020)



Our pay quartiles 2021

*VLY = Variance on last year (2020)



Insights

Pay Gap

The mean hourly pay gap has reduced by 3.6%. For the first time, our mean hourly pay gap is in favour of women.

Last year, we set out to reduce the gap by taking a data-driven approach, fostering an inclusive environment to retain and develop female talent and to attract more females into the organisation.

We are pleased to see an improvement in both our mean and median hourly pay gaps and an increase in the number of women in our upper quartiles. However, to see sustained change we'll need to continue to create opportunities for women in our lower quartiles to ensure they progress through the organisation and stay.

Bonus

Despite a significant improvement in the overall Pay Gap, the proportion of women receiving a bonus year-on-year has dropped by 8%.

This drop is down to two factors: we had 20 new female starters who joined after our bonus cut-off dates and therefore were not eligible to receive a bonus. In addition, 5 females received a bonus that were on fixed-term contracts, and only those on permanent contracts are factored into this report.

Quartiles

Three senior female appointments were made, increasing the proportion of women in the upper quartile. This is further corroborated by the fact that we have seen a growth of 3.5% in the number of females that we have in the upper quartile, compared to last year.

We have increased female representation by just under 1% and across the organization, the proportion of women who were promoted in 2021 is 38.5%, a 3.6% increase on 2020.

This demonstrates that we are creating more opportunities for women to progress, and to sustain this trend we will continue to focus our attention on retention and growth opportunities.

We're aware that we need a healthy representation of females throughout the organisation, positive movement through the quartiles, strong attraction and above all, retention, in order to sustain our progress.

2021 Progress



Development

Lean-In continued throughout 2021, a network for women to share their experiences, build new skills, lead and support each other, through peer mentorship. Since the launch of Lean-In in October 2019, we've seen great success, with 30% of our current members achieving promotion.

Across 2019-2020, we ran a sponsorship programme to boost female talent visibility. Out of 13 females, four have been promoted since the programme ended.

Through our WiHTL membership (an organisation increasing diversity in the hospitality, travel and leisure industry), four high-potential female leaders started a six-month development programme in 2021, supported by four senior leadership sponsors.

Diversity Data

At the end of 2020, we gathered additional diversity details from our colleagues to understand our diversity profile. We published an internal report on our findings comparing under-representation in gender, ethnicity and disability to local Census data. When we reviewed the data, we took immediate action to thoroughly audit our hiring practices and processes to identify any barriers. Throughout 2022, we're implementing these changes, as well as continuing to build more equitable processes, policies and practises.

Parental Support

In 2020, we launched Parental Workshops to retain and develop females after becoming new parents. We've been tracking our 45 participants, finding that five have since been promoted and that 98% of the participants are still working with us.

2021 Retail Progress

Development Programmes

We've ensured that there is a healthy balance of females applying to our two development programmes for our retail colleagues:

- Four out of six inductees were female on our Switch It Up programme, which gives retail staff an opportunity to gain skills in a different area of the business.
- Six out of ten places on our future leaders' programme were successfully filled by females.

Job Boards Used - Indeed

We partnered with Indeed, the largest retail traffic of any job's board, to increase gender balance at the Application stage. Our early results are promising, and we'll be measuring the impact of this shift next year:

- 53% of applicants were male, 42% female with the remainder preferring not to say
- 27% of male applications were interviewed, with 26% of those receiving offers
- 28% of female applicants were interviewed, with 26% of those also receiving offers
- 49% of total offers were male, 40% female with the rest preferring not to say

Hiring Practises

During 2021 we made some key changes to our hiring practices and advertising copy to attract more diverse candidates:

A: Revamped all Recruitment advertising

- We now use AdPro, a gender decoder which ensures the language we use in our advertising is gender-neutral. We saw an improvement in our scores - up 24 points this year, with an overall score of 88/100.
- This year we adopted a copy-led approach to how we advertise our shop vacancies, ensuring our copy is less sports-focussed and more focussed on the Customer Service experience.

B: Salary included in all Recruitment advertising

- We are on a committed path to equality, fairness, transparency and openness about salaries.



2022 Actions

Development

To retain and grow the number of women in the business, we will continue to focus on increasing development opportunities. In 2022 we'll launch coaching programmes to Lean-In members, with a targeted programme for senior female leaders. By improving the benefits available to Lean-In members, we hope to increase participants and leverage this in our recruitment efforts to attract more women to our brand.

To improve the overall development offering in our business, we launched the Self-Development Fund to all staff in Q4, 2021. This fund allows our colleagues to use £1,000 for personal development, annually.

We know that parental leave and childcare responsibilities disproportionately impact the retention and growth of women in the U.K. To continue to break down barriers, we'll enhance our existing parental support programme by introducing Line Manager training to ensure new parents get the right support before parental leave - and when they return.

We'll continue to build on our inclusive culture by introducing two new permanent workshops that focus on Conscious Inclusion and Powerful Allyship after a successful pilot of these in Sky Betting and Gaming.

Hiring Practises

Throughout 2022 we'll be making key changes to our hiring practises to ensure we have access to the widest possible pool of talent.

These changes include:

- Partnering with job boards and agencies that target under-represented talent.
- Implementing our audit findings by setting a minimum standard in inclusive hiring, across all our employer brands.
- Increasing the number of flexible roles on offer across the business.

We'll also be making key changes to the way we recruit in Retail:

- In 2022, we will implement HireVue, a leading Artificial Intelligence Assessment screening solution that has been proven to disrupt bias and increase our candidate pool. As data capabilities grow, we'll be monitoring the effectiveness of this tool closely.
- We will be refreshing our recruitment marketing assets to improve our chances of attracting diverse candidates and conveying the culture of Paddy Power as well as focussing on our external branding to communicate our commitment to diversity and inclusion and leveraging individual talent achievements.
- We will partner with niche diverse boards and agencies that target under-represented talent.

Data

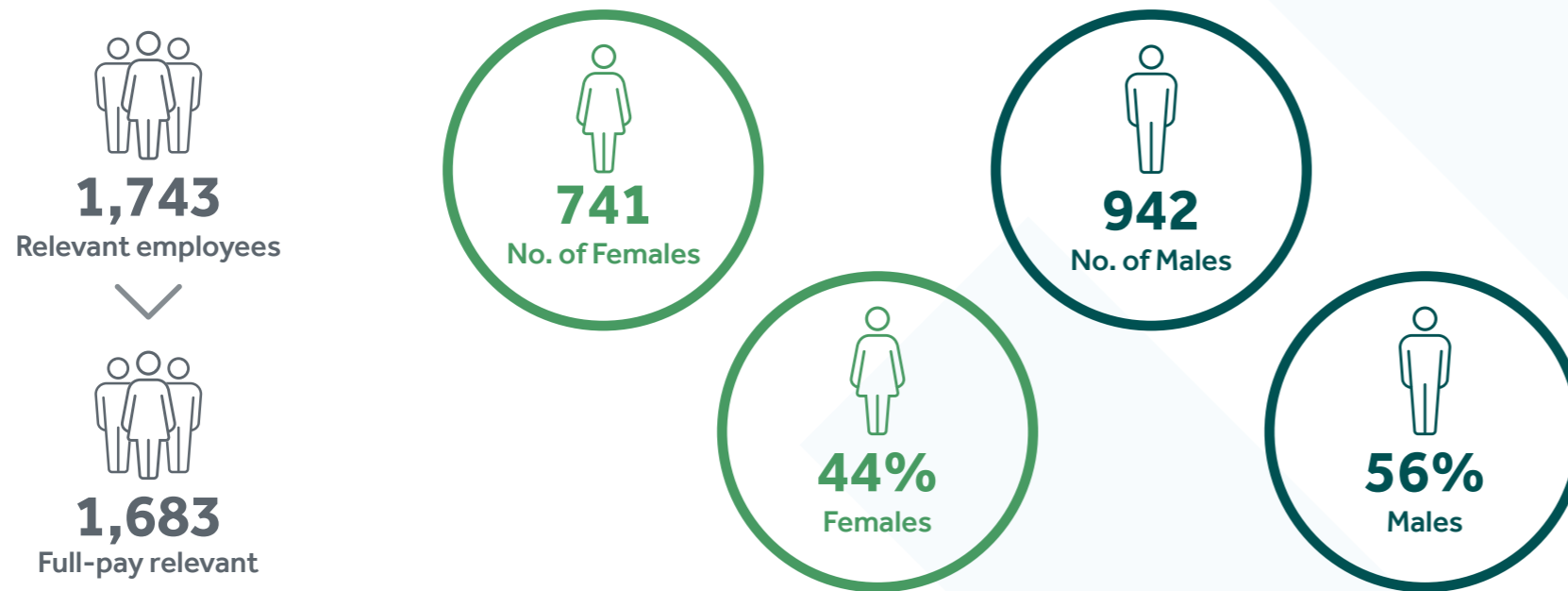
Last year we added extra diversity and inclusion drivers to our Employee Engagement Survey. Overall, we found that females scored slightly lower in these drivers than their male counterparts. In 2022, we plan to understand further how different diversity groups experience work and move to a shorter weekly pulse survey to get more data to make better-informed decisions.

PADDYPOWER.

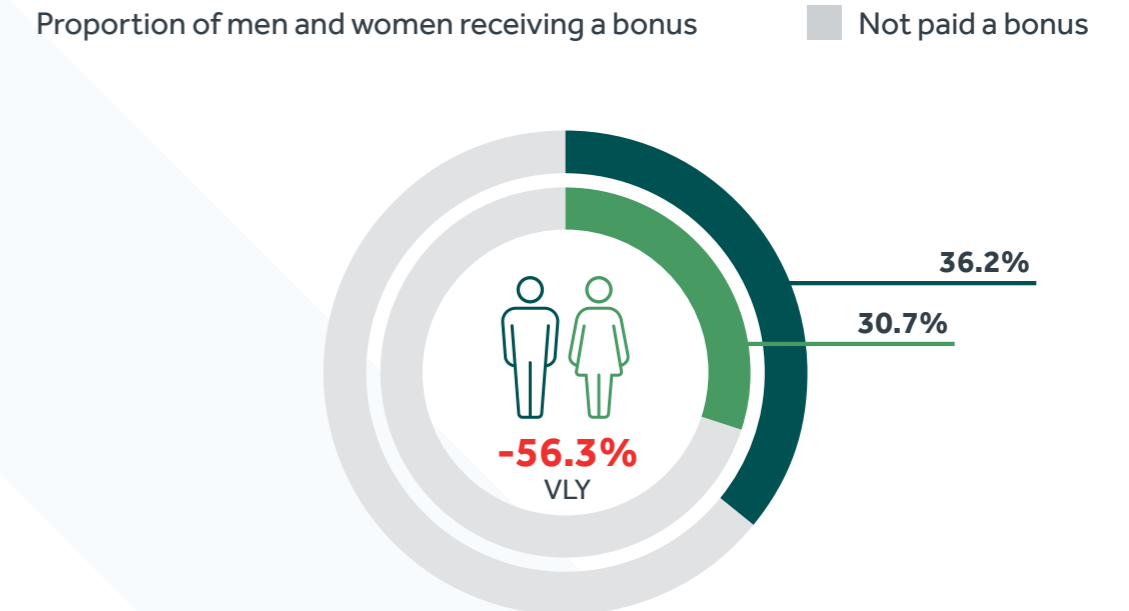
Power Leisure Bookmakers Ltd: (PP Retail employees) ('PLBL')

Data

Our key data 2021

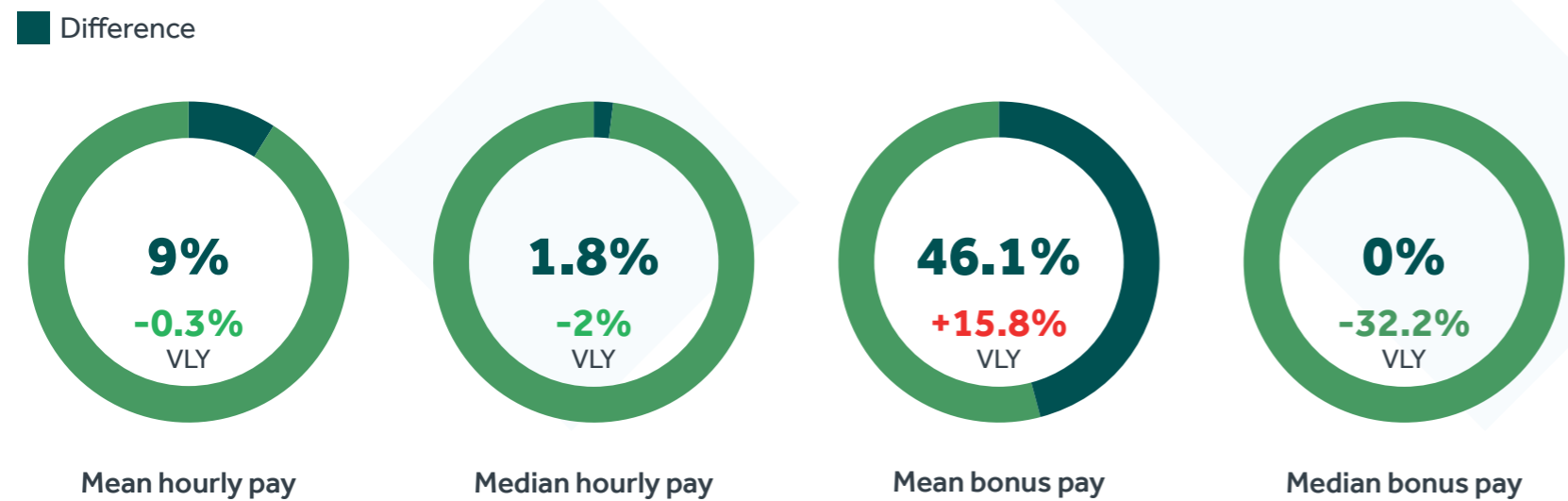


Bonus Proportion



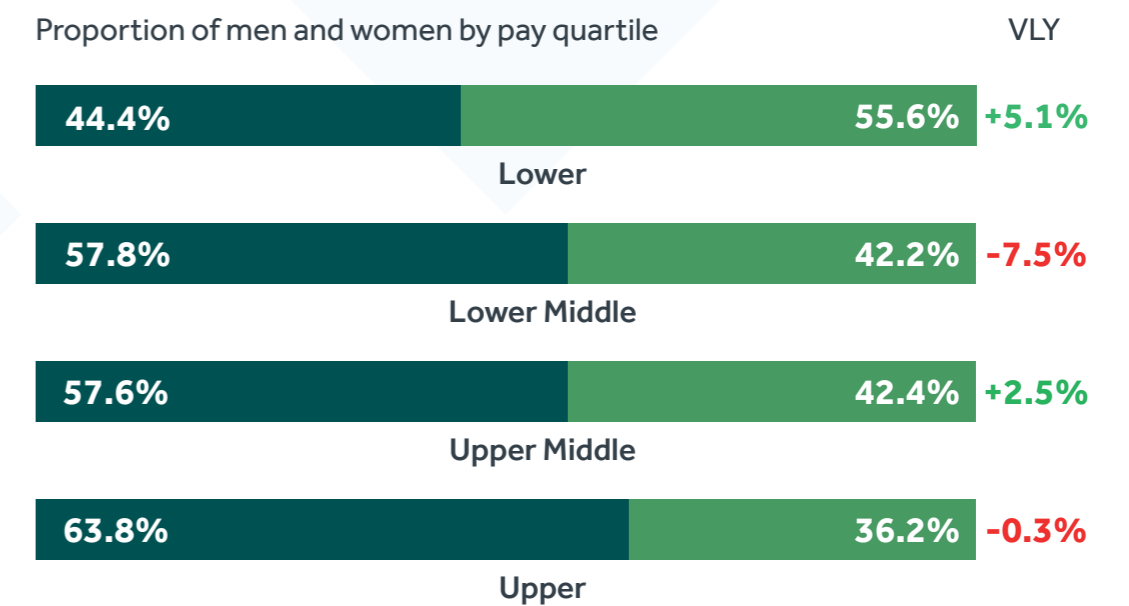
Our gender pay gap 2021

*VLY = Variance on last year (2020)



Our pay quartiles 2021

*VLY = Variance on last year (2020)



Insights

Pay Gap

The main driver of the Pay Gap is the unequal distribution of males and females across each of the quartiles.

Mean GPG percentage has decreased slightly in Paddy Power year on year from 9.3% to 9% and similarly the Median GPG percentage has decreased year on year from 3.8% to 1.8%.

Last year we set out to reduce the gap over time by focusing on attracting, growing and retaining talent, as well as maintaining strong representation of females in the top quartiles. It has been a challenging year for our retail business with multiple temporary shop closures during national lockdowns, but we have seen some slight improvements in our Mean and Median hourly pay gaps.

Bonus

During national lockdowns, our retail shops were closed, which impacted the percentage of people receiving a bonus for both men and women.

Although we didn't pay a bonus to retail colleagues, we gifted £1,000 of shares to all colleagues in addition to receiving 100% of their salary.

Flutter did not claim any furlough support and donated the full business rates relief of £4.79m for our Paddy Power shops in 2020/21 to grassroots sports charity, Made by Sport.

Quartiles

We've seen a significant improvement in the proportion of females in the lower quartile and a slight decrease of 0.1% in overall female representation which now stands at 44.03%, despite shop closures.

However, we have seen a sharp decrease in the lower middle which would correlate with the decline in the proportion of female promotions - down 33.6% year-on-year. We have a higher proportion of females in Retail compared to Paddy Power Head Office. Due to temporary shop closures, there were fewer opportunities for females to progress.

We also saw a 3.7% decrease in female applications due to a reduction of shop vacancies over the closure period.

While the proportion of women who left our business did not significantly change year-on-year, we know that women were harder hit by the impact of Covid-19 across the globe. It is important that we take this into consideration as we look to improve representation across all quartiles, and to provide females with more opportunities to progress.



FanDuel Ltd: FanDuel Technology Hub

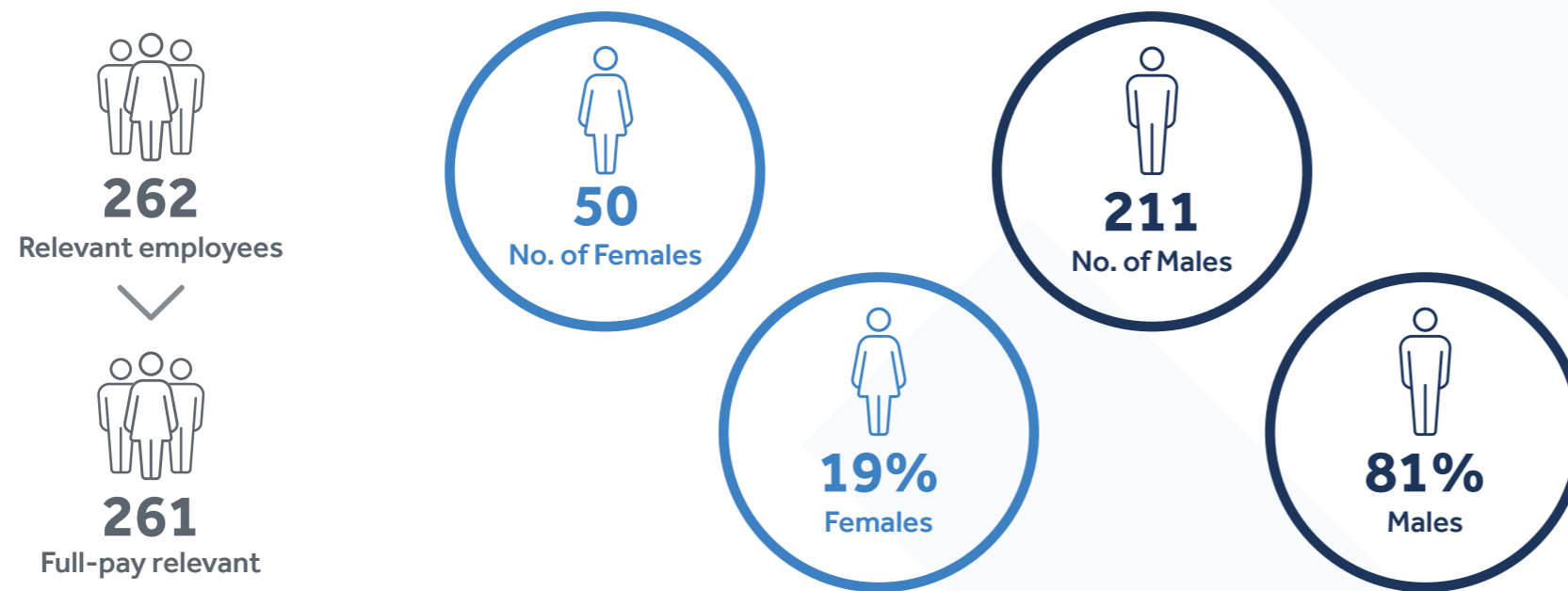


This is the first year that we've reported our Gender Pay Gap Figures for FanDuel due to an increase in our UK headcount. FanDuel is the premier destination for sports fans online in the United States and the driving force behind the rise in daily fantasy sports in the US over the past ten years, with over 8 million customers.

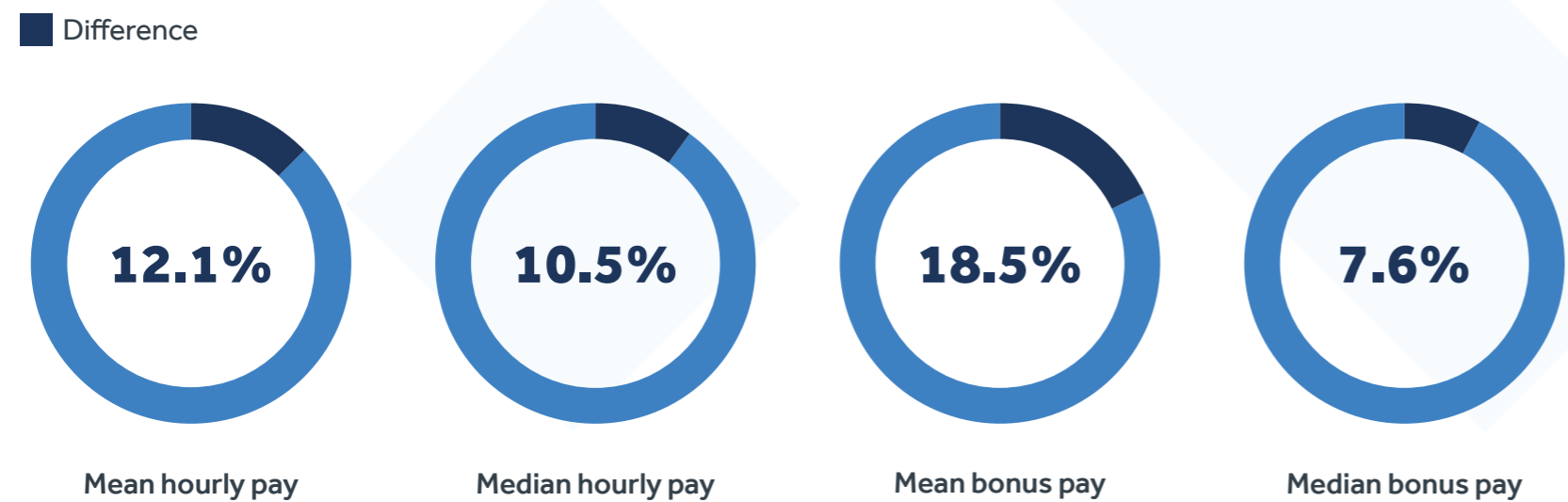
87% of our colleagues are based in the United States, and 13% are based in our Glasgow & Edinburgh locations, which are predominantly technology hubs.

Data

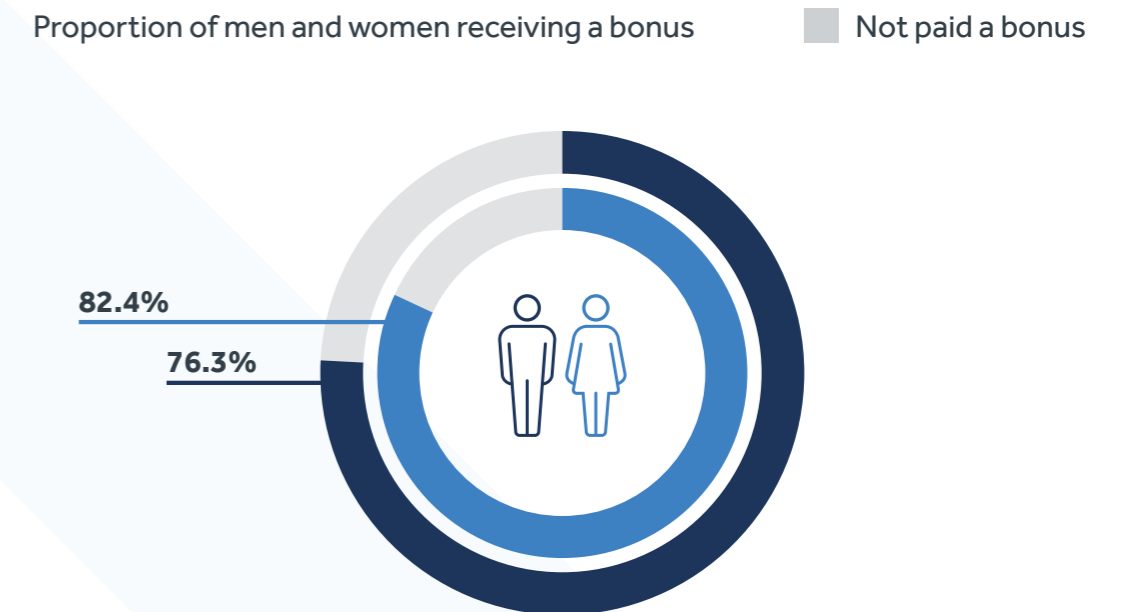
Our key data 2021



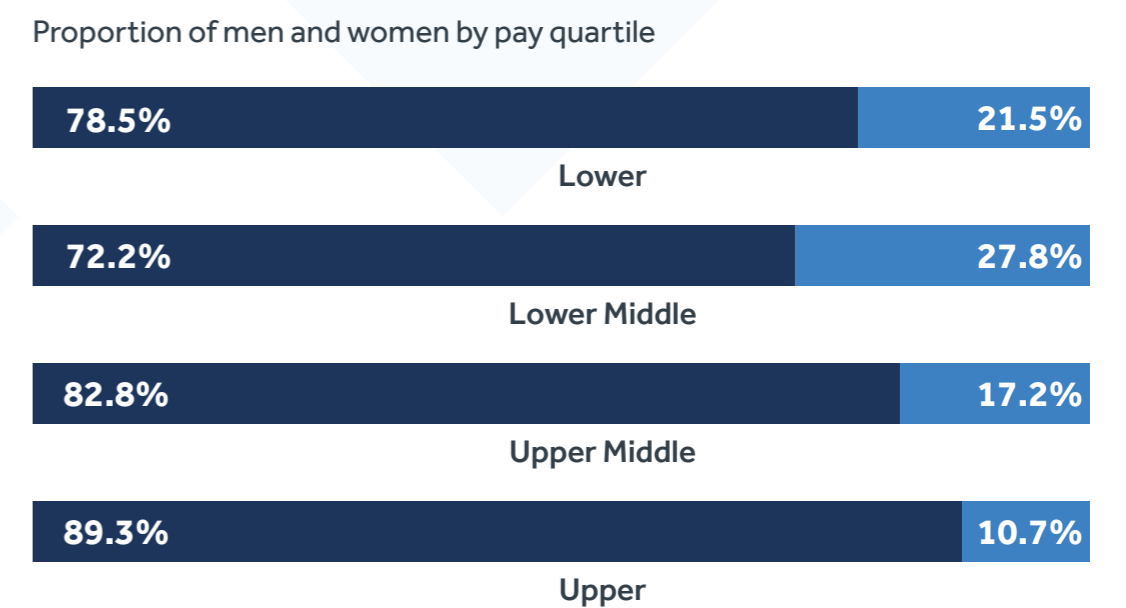
Our gender pay gap 2021



Bonus Proportion



Our pay quartiles 2021



Insights

Pay Gap

The main driver of our pay gap is lower female representation in the upper and upper-middle quartiles.

Over the last year we've seen an increase of female representation at our more senior levels (Senior Manager and above), with a 120% increase in the number of female employees at these levels vs. last year, even though our female population only increased by 9%. Female employees at these more senior levels represent 22% of the total female population vs. 11% last year.

While our female population increased by 9%, our male population increased by 44%, with even more representation at the senior levels (36% of total male population at the senior levels vs. 31% last year), which contributed to our Gender Pay Gap. It is critical that we increase female representation in Technology both in general and at the more senior levels (see 2022 actions outlined on the following page).

Bonus

Over the last year, we focused on bonus target harmonisation to ensure fairness in our bonus processes.

All full-time employees are eligible for an annual bonus, so any bonus ineligibility for employees is entirely due to having a hire date after the 1 October cut-off date.

Quartiles

The female representation in all quartiles has either decreased or remained the same, since more males were hired this year than females.

With most of our UK-based population in Technology, we are hopeful our new partnerships and efforts will continue to attract Technology talent at all levels, but specifically the more senior levels.

This is the first year FanDuel have publicly reported their UK gender pay gap figures, and from next year, we'll include year on year data. As this is the first reporting year for FanDuel, we used the services of PWC to review their interpretation of the Gender Pay Gap Regulations.

2021 Progress

A New Partnership with Code Clan

This year we began our partnership with Code Clan, Scotland's first digital Bootcamp. Although we're still in the early stages of our relationship, we want to see an improved, diverse talent pipeline to support our growth plans.

This year 25% of our entry-level hires were female, taking us above the industry average of 17%. While this is moving us in the right direction, we can and should do more, and to that point, we'll be creating more entry-level roles in 2022 in the UK.



Launched our Diversity & Inclusion Council

We also launched FanDuel's Diversity & Inclusion Council. We believe in devolving accountability for this work beyond HR, and that's why each of our Council Leads is a Senior Leader from different disciplines across the business.

Each of the Council Leads drives a committee focused on our four core goals:

- Create and maintain an inclusive and diverse workplace
- Establish an inclusive and welcoming FanDuel Group voice within brand and marketing
- Leverage team and league access to increase opportunities for under-represented groups
- Be a leading citizen in supporting our local communities

Women in Technology

We want to support women's career progression and our ERGs (Employee Resource Group) provide a safe space for women to help, mentor, and guide each other. Our new CEO, Amy Howe, has become the Senior Sponsor for this group and in addition to sponsorship as a Senior Female, Amy will also help keep the momentum behind this group, through 2022 and beyond.

Women in Senior Leadership Roles at FanDuel

Representation and a clear commitment to Gender Equality are important at FanDuel and we know that we have more to do to improve representation across Technology. We are proud of our progress to date, and women now account for 42% of FanDuel's Senior Leadership roles, the majority of which are in the United States.

Gender Decoder

Throughout 2021 we challenged our bias and use of language to ensure that our practices weren't discouraging people. Our job descriptions at FanDuel are now run through a Gender Decoder because we recognise the importance of the language we use and how we communicate roles to candidates.

2022 Actions

Improve our Data Capability in Applicant Tracking

In 2022 we'll be taking steps to improve our data capability to gain greater insight and translate those insights into meaningful action. We'll be targeting our Applicant Tracking System, looking at conversion rates and acceptance rates across different demographics. We'll use this data to help us drive better progress in increasing representation in areas like Technology.

Enhancing our Employer Brand

We know there's always more to do on a candidates' perceptions of working for a sports betting and gaming company. In 2022 we'll begin making changes to our career website and creating a brand that leverages the opportunity and culture at FanDuel.

Continuing to drive clear outcomes for our DEI Strategy

Our council leads will remain firmly focused on driving clear outcomes across our four key areas, not only for women at FanDuel but to drive more opportunities and more equitable outcomes for all diversity groups. That way, we continue to make FanDuel a place where difference thrives.

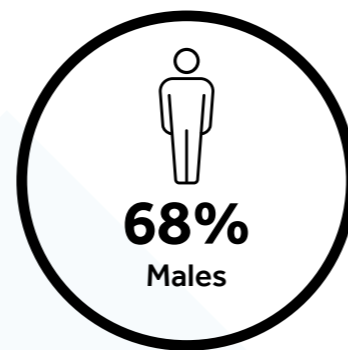
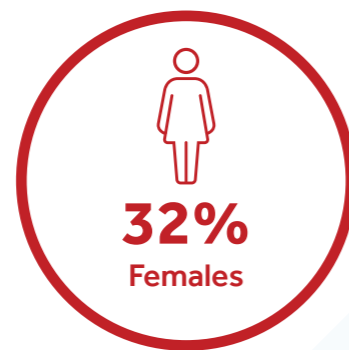




Halfords Media UK Ltd: PokerStars employees

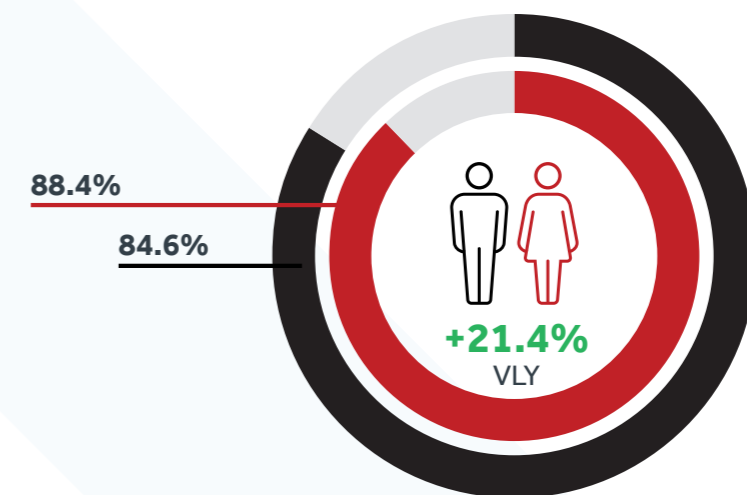
Data

Our key data 2021



Bonus Proportion

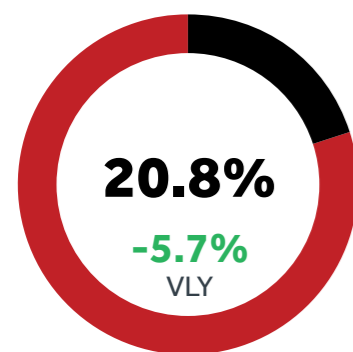
Proportion of men & women receiving a bonus ■ Not paid a bonus



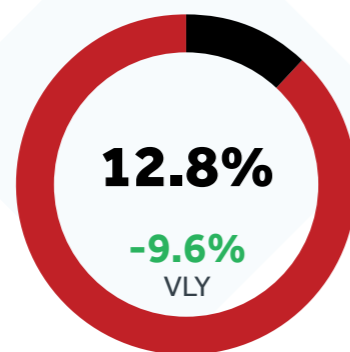
Our gender pay gap 2021

*VLY = Variance on last year (2020)

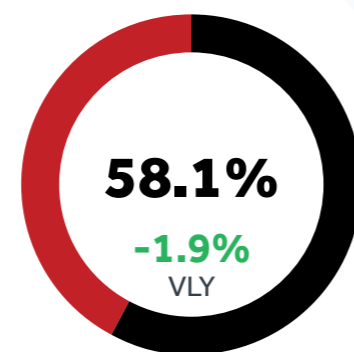
■ Difference



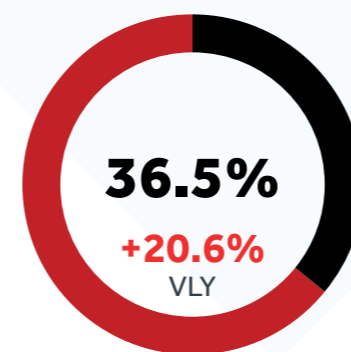
Mean hourly pay



Median hourly pay



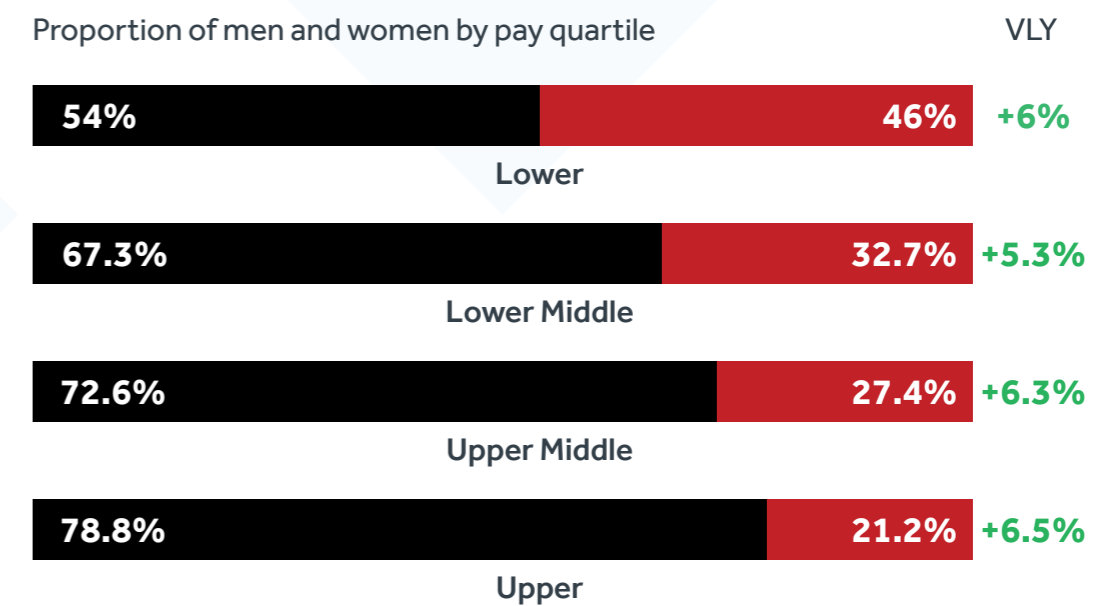
Mean bonus pay



Median bonus pay

Our pay quartiles 2021

*VLY = Variance on last year (2020)



Insights

Pay Gap

The main driver of our pay gap is lower female representation in the upper and upper-middle quartiles.

Last year we recognised that reducing the gap over time will require sustained efforts to attract, grow and retain talent and to increase female representation at senior leadership grades of our organisation.

We are pleased to see a considerable improvement in both our mean and median pay gap; which reflects the above intentions and correlates to positive trends seen throughout the year.

12 month relevant periods for gender pay, in HMUK, comparing 2020 to 2021:

- Female voluntary attrition rate reduced from 11% to 3%
- Female average hiring rate increased from 26% to 29%
- Female representation at department head and above on the snapshot date increased from 19.6% to 25.2%.

Whilst we have seen improvements, we continue to foster positive change (see 2022 actions outlined on the following page).

Bonus

While our mean bonus gap has reduced; our median has increased compared to 2020. The bonus gap is an area of concern and highlights the need for long term investment in our female staff in key areas such as retention, mentorship and career development.

In 2020, the gap between our mean and median bonus was heavily influenced by a small sample of senior males and a lack of senior female representation. In 2020, we had no female directors in the relevant pay population.

Because of the eligibility of senior and more tenured staff for larger share remunerations, share based remuneration again had an impact this year, as eligibility for certain schemes increases with seniority; more senior males in the business will lead to higher share remuneration for those individuals.

Increasing female senior representation and retention will be critical for us to reduce the gap going forward.

Quartiles

We have seen a 6% increase in female representation overall, 32% compared to 26% in 2020. This is driving the overall improvement across all quartiles. Whilst focusing on improving the top quartile will have the most impact to the pay gap, it is also critical to build female representation to allow for flow of talent upwards.

Three of the top ten female full pay relevant employees were hired in the prior twelve months. Twenty-four relevant employees were hired in senior roles (department head and above) and of those, 25% were female

This is reflected in the 6.5% increase to the upper quartile female representation and is likely a driver of our improvement to the gender pay gap compared to 2020.

2021 Progress

Development

Our UK Hub experienced growth in 2021, with 160 new hires within the relevant employee snapshot, 33% being female. Our senior female leadership representation at the level of Department Head and above on the snapshot date increased from 19.6% to 25.2%. In 2021, our focus was on three key areas.

Insight and Action

We completed a deep-dive Inclusion survey with 70% of our workforce providing feedback on their experience, giving us rich meaningful insight as the basis for our 2022 action plans. We now know that we have the foundations of a strong overall inclusion experience at Flutter International, with mentorship and access to career-enhancing opportunities being two key areas of further focus for our female workforce.

We introduced a gender-diversity dashboard, sharing and discussing insights with business leaders during each quarter, to identify opportunities, inform our actions and measure our progress.

We increased our female hiring rate from 26% to 29% and we reduced our female voluntary attrition rate from 11% to 3%. Key initiatives driving these improvements include our Leadership focus on diversity, as we reshaped our Leadership team post-merger.

Key initiatives driving these improvements include our Leadership focus on diversity, as we reshaped our Leadership team post-merger. We also changed our approach to job descriptions, embedding gender-neutral language, promoting our family-friendly policies and raising the profile of our DEI commitment, both internally and externally.

Leadership

We introduced shared values across our family of brands, weaving “Win Together” into all that we stand for as a business. This means that as leaders and as teams, we can find ways to value the differences across our global mix of people and brands. We brought this to life with initiatives, resources and opportunities for our people, exploring how our values and culture create an environment where everyone can be their best and most authentic self.

We launched our first ever Female Mentoring Programme to open up growth and network support opportunities to women across Flutter International. We have 193 members and are pleased that both male and female senior leaders have committed to this program as mentors. Feedback from the first cohort has been very positive and we look forward to continuing the program in 2022.

We integrated diversity, equality and inclusion as a lens that we use consistently across all aspects of leadership and people practices. We made changes to introduce diversity more systematically into our talent, succession, performance and development conversations. Inclusion and belonging are at the core of our principles, along with resources and leadership support as we launched our new “How We Work” approach to flexible and hybrid working.

Everyday Inclusion & Belonging

We have fostered everyday inclusion through a calendar of initiatives and communications, both internally and externally. With visible leadership commitment, we amplified our female voices in the business through storytelling hubs and webinars, with over 2000 people attending some of our key events such as those marking Gender Equality Month and Disability Awareness Month.

We encouraged and supported employee advocacy and belonging, through the activism of our global DEIB committee. These committees, with 134 colleagues and headed up by nine chairs in eight locations globally, are a powerful platform to harness human experiences and share the unique voices and stories of our people driving year on year increases in key measures of engagement, ambassadorship and staff perceptions as an organisation that is inclusive and socially and ethically responsible.

We have invested in external partnerships to drive positive change in collaboration with Women Who Code and a number of women's development and community initiatives across our different locations.

2022 Actions

Development

In 2022, we will continue to build on the foundations that we have created to improve progress.

Insight & Action

- We will measure and report on the diversity of our teams with a 'better data, better conversations, more often' approach as we progress towards our goal of creating teams that are more representative of the locations in which we work.
- We will audit, refresh and standardise our hiring and promotion practices to increase consistency, reduce bias and create shared accountability for improved diversity from under-represented groups.
- We will further embed DEI data and insight into leadership conversations, practices and decision-making with a focus on talent, succession, performance and development.

Leadership

- We will embed inclusive leadership at the core of our 2022 Manager Development journey for all people leaders.
- We will use our "Leading By Example" series as a platform for leaders to become role models and bring to life our "win together" values, promoting accountability and commitment through shared stories, knowledge, learnings and successes.
- We will enhance and extend our mentorship programs to foster the experience and progress of female and under-represented groups.

Everyday Inclusion & Belonging

- We will leverage communities and networks across the broader Flutter Group and beyond, encouraging access to the proven benefits of initiatives such as Lean-In Circles, external mentoring, networking and support programmes.
- We will establish flexible working as a sustainable way to empower women and individuals to make choices that balance their professional and personal priorities at different career and life stages.
- We will introduce minimum standards that favourably enhance our suite of family-friendly policies across our locations.



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.

Greg McCaw

Group Diversity & Inclusion 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, 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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