



# IRISH GENDER PAY GAP

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Reporting Year 2024

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# FOREWORD

**Lisa Sewell,  
Group Chief People Officer**



As Flutter’s Chief People Officer and a member of Flutter’s Executive Management Team, I am focused on driving meaningful change towards gender diversity at Flutter. Through our Positive Impact Plan and its Work Better pillar, we’re striving to build a more diverse, equitable and inclusive workforce that is representative of where we live and work by the end of 2030.

Work Better reflects our core values as a business and is essential to our success. Not only are we focused on retaining talent through our inclusive, innovative culture, we’re driven to attract new, diverse expertise so that we’re able to maintain our Flutter Edge in the global market.

This year we have been working hard on making our environment even more inclusive, with a particular focus on empowering our employee networks to create safe, supportive spaces for our colleague communities to connect and thrive.

At Flutter, our aim is to have 40% of our top leadership roles held by women by the end of 2026. This is a team effort that includes everyone, which is why I’m proud that the number of senior women in our business has increased in Flutter’s Head Office population in Dublin, Ireland over the past year, which has contributed to a 1.0% reduction in our Irish Gender Pay Gap for 2024.

We have achieved this through several levers and initiatives:

- **“Lean In Together”** – Our peer support network for women has extended its presence across Flutter globally. It has been enhanced this year with clearer senior leader sponsorship and now is open to all genders including men and non-binary colleagues. Together, all of this provides increased career support and enables stronger connections and allyship.



- **“RISE 2024”** – Flutter’s first ever global Senior Women’s Leadership Development Summit, provided a unique development and networking opportunity for 100 senior women across Flutter.
- **“RISE Collective”** – This initiative involves colleagues supporting and championing women in their career growth, while nominating others to continue the initiative. It has been a global movement that continues to successfully create a more inclusive and supportive environment for all women at Flutter.

Whilst I’m proud of the progress we’ve made in reducing the Gender Pay Gap, I recognise that we have more to do. Reaching our Diversity, Equity, and Inclusion goals requires collective effort, and I look forward to collaborating with leaders across the business to keep driving momentum and progress towards gender diversity in 2025.

*Lisa Sewell*

**Group Chief People Officer**



# WHAT IS THE GENDER PAY GAP?

A Gender Pay Gap represents the difference between the average earnings of men and women across all roles and levels within an organisation. This differs from Equal Pay, which is the legal obligation for men and women to receive the same pay for equal work.

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics, on a 'snapshot' date. For this reporting year, Flutter's selected snapshot date is June 30, 2024, with the pay period covering the 12 months leading up to this date. These metrics include:



## MEAN GENDER PAY GAP

The Mean figure represents the difference in the average hourly pay for women compared to men within a company, for the snapshot date in the reporting year.



## MEDIAN GENDER PAY GAP

The Median is the midpoint of a population. If you were to separately line up all the women and men in a company, the Median gender pay gap would be the difference between the hourly pay rate of the middle woman and that of the middle man on the snapshot date.



## PROPORTION OF MALES AND FEMALES RECEIVING A BONUS AND A BENEFIT-IN-KIND

This represents the percentage of men and women who received bonus pay and/or Benefit-In-Kind (BIK) in the 12 months preceding the snapshot date.



## PROPORTION OF MALES AND FEMALES BY PAY QUARTILE

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



# OUR REPORTING

**Flutter**

**PADDYPOWER** | **betfair**

**PP. RETAIL**

**betfair** INTERNATIONAL

**POKERSTARS**  
POKER | CASINO | SPORTS

## WHO'S INCLUDED?

Flutter in Ireland consists of several different employing entities. We report and analyse data for each of these entities separately and include data from our online businesses, to ensure we have a comprehensive view of our gender pay gap.

This analysis helps us understand the factors influencing our pay gaps and informs our actions. Associated commentary and data can be found throughout this report.

## SNAPSHOT DATE

Government guidelines require selecting a 'snapshot' date in June for 2024 reporting. Flutter's chosen snapshot date is 30 June 2024, covering the pay period of the 12 months prior.

## ONLINE EMPLOYEES

**PADDY POWER | BETFAIR Power Leisure Bookmaker Ltd**  
Flutter Group, Betfair, Paddy Power Online, Retail Head Office employees in Ireland.

**POKERSTARS TSG Interactive Services (Ireland) Limited**  
PokerStars and Betfair International employees in Ireland.

**PPB TREASURY UNLIMITED COMPANY\*** (9 EMPL)

**PPB DEVELOPMENTS AND INSIGHTS\*** (3 EMPL)

\* We are not providing a separate report for these entities due to their small population size, as it poses 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 in Ireland.



# FLUTTER OVERALL RESULTS

Entities combined

Flutter

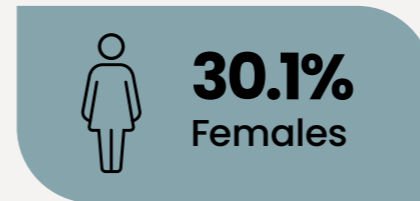
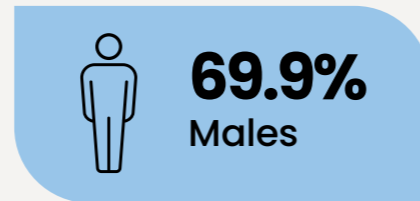
PADDYPOWER | betfair

betfair INTERNATIONAL

POKERSTARS  
POKER | CASINO | SPORTS



# DATA



## PAY GAP DATA 2024 - ALL EMPLOYEES

VLY = Variance on 2023



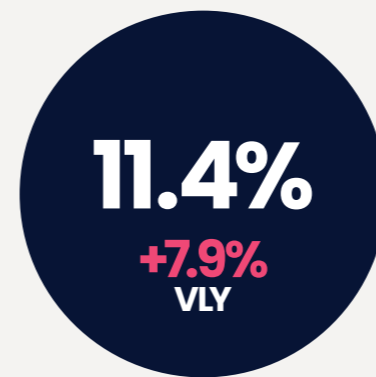
Mean Hourly Pay



Median Hourly Pay



Mean Bonus Pay

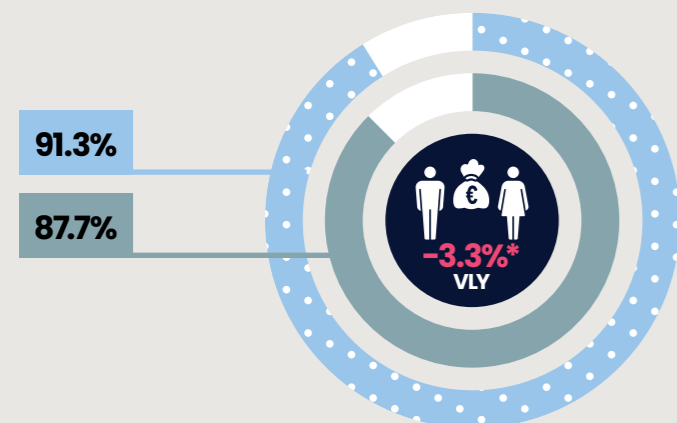


Median Bonus Pay

## BONUS PROPORTION

Proportion of men and women receiving a bonus

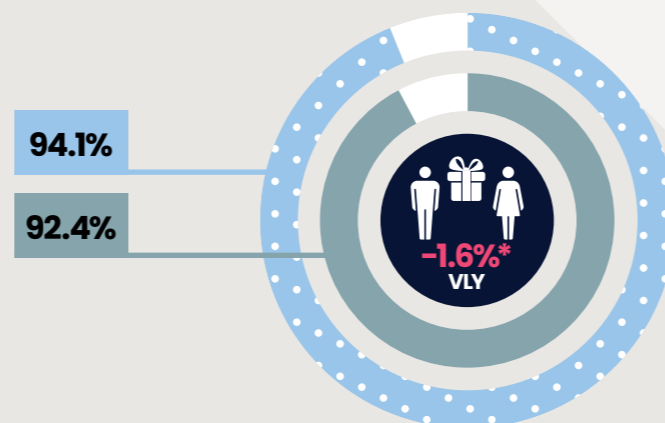
Male Female Not paid a bonus



## BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

Male Female Not receiving a benefit



## PART-TIME & TEMPORARY 2024

VLY

Mean part-time pay	-114.4%	-81.7%
Median part-time pay	-88.5%	-78.7%
Mean temporary pay	-51.3%	-64.6%
Median temporary pay	-56.7%	-57.8%

## QUARTILES 2024

VLY

Proportion of men and women by pay quartile

Male Female

Lower	69.5%	30.5%	-0.6%
Lower Middle	68.4%	31.6%	+0.2%
Upper Middle	71.3%	28.7%	+1.1%
Upper	71.0%	29.0%	+1.0%

\* Percentage change YoY for females

# DATA INSIGHTS

## FLUTTER OVERALL DATA INSIGHTS

### Pay Gap - Head Office & Online

The combined figures for Head Office and Online Mean and Median Pay Gaps include all Irish entities, except retail. This is our third year publishing our Irish Gender Pay Gap (GPG) Report and we are pleased to see continued progress, including a reduction in our Mean and Median pay gaps.

For the Head Office and Online operations, both the Mean and Median pay gaps decreased by 1.0% and 2.0%, respectively, reflecting positive outcomes.

This trend is consistent with the reductions observed across the PLBL and TSG entities, except for a slight rise (+0.3%) in the Mean Hourly Pay within our TSG entity. The reduction in our Mean and Median Pay Gaps is attributed to the higher representation of women in senior positions across our PLBL and TSG reporting entities.

### Bonus

Both the Mean and Median bonus gaps widened this year. New regulations under Section 20A of the Employment Equality Act 1998, have impacted how we calculate bonus remuneration. These changes contribute to year-on-year variability in bonus gaps.

For the first time, share options and interests in shares will no longer be calculated under bonus and instead be included in our Benefit in Kind calculations. This year, the bonus calculation will only include non-option-based shares. This value does not directly represent the bonuses held by men and women, because share options have been excluded from bonus calculations. Since share release dates are linked to the business rather than employees, we will continue to see larger swings in this area.

As we publish our 2025 report, we will see a direct year-on-year comparison for the first time.

### Part-time & Temporary

Given the small sample sizes for part-time and temporary employees, year-over-year fluctuations are expected. We remain committed to monitoring these figures in line with regulatory requirements.

## FLUTTER OVERALL PROGRESS AND ACTION PLAN

### Progress Made

While our results are promising, we remain dedicated to addressing the primary cause of our gender pay gap—the lower representation of women in the upper pay quartiles.

Through Flutter's Positive Impact Plan, we are addressing challenges around attracting, promoting and retaining women, across all our Irish entities. This includes:

- Positive steps towards our goal of 40% of Senior Leadership roles to be held by women by the end of 2026.
- Following a successful pilot in FanDuel in 2023, we held RISE in March 2024, led by Amy Howe, CEO of FanDuel and an internal team. RISE was Flutter's first ever global Senior Women's Leadership Development Summit, providing a unique development and networking opportunity for 100 senior women across Flutter.
- To sustain and grow RISE to uplift and support women to reach their full potential, the RISE Collective was created. This is a global initiative of all genders committed to championing gender equity in Flutter and breaking down barriers in our sphere of influence.

- As part of the Rise Collective, leaders across the business pledged to support and champion two women in their growth, while nominating one person to continue the initiative. Participating in the RISE Collective, contributed to a global movement that creates a more inclusive and supportive environment for women at Flutter.
- At a local Irish level, initiatives like "Lean In Together", our peer support network for women, has extended its presence in our UKI, International and Group Functions divisions. The network now provides enhanced structure, increased career support, stronger connections across all genders to foster allyship and active senior leader sponsorship.
- Recent Global awards include: EGR Operator Awards - Diversity & Inclusion Model of the Year 2024 for the second consecutive year.

### Looking Ahead

In 2025, we'll continue our focus on attracting, developing and retaining women in senior leadership positions to support reducing our Gender Pay Gap. The momentum from RISE will continue to be integrated into Career Management programmes, mentoring programmes and the Lean In Together network, as the RISE Collective transitions to divisions to drive progress at a local level.



# INSIGHTS & DATA

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Split by entity



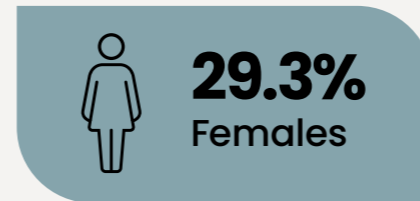
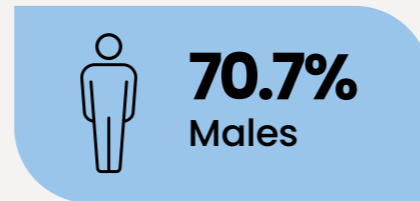
# POWER LEISURE BOOKMAKER LTD [PLBL]

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



# DATA



## PAY GAP DATA 2024 - ALL EMPLOYEES

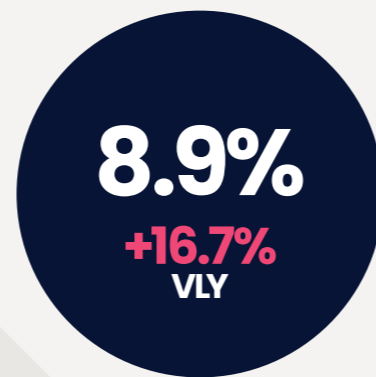
VLY = Variance on 2023



Mean Hourly Pay



Median Hourly Pay



Mean Bonus Pay

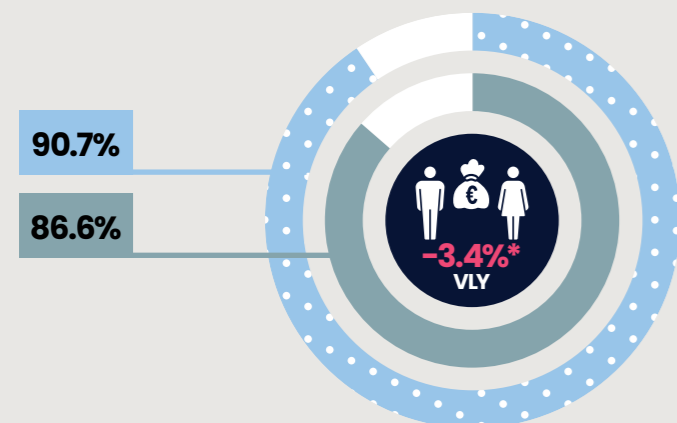


Median Bonus Pay

## BONUS PROPORTION

Proportion of men and women receiving a bonus

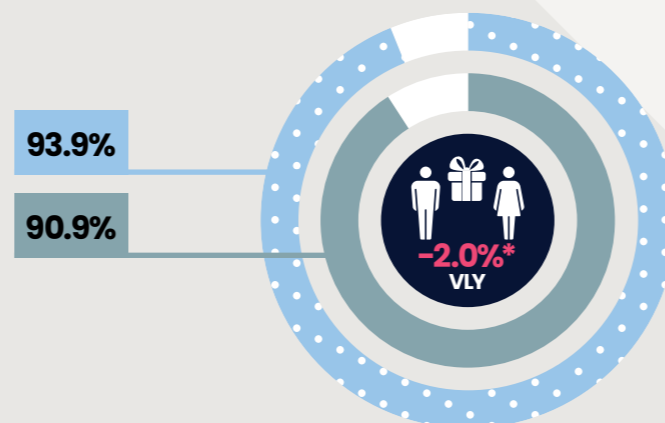
Male Female Not paid a bonus



## BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

Male Female Not receiving a benefit



## PART-TIME & TEMPORARY 2024

Mean part-time pay	-124.3%
Median part-time pay	-88.5%
Mean temporary pay	-66.0%
Median temporary pay	-64.9%

## QUARTILES 2024

VLY

Proportion of men and women by pay quartile

Male Female

71.8%	28.2%	-1.7%
Lower		
70.9%	29.1%	+0.9%
Lower Middle		
69.6%	30.4%	+0.4%
Upper Middle		
71.2%	28.8%	+0.1%
Upper		

\* Percentage change YoY for females

# DATA INSIGHTS

Flutter | betfair | PADDYPOWER.

## PAY GAP

The Mean hourly pay gap has slightly decreased in favour of women, but it is encouraging that we have achieved similar results to the previous year.

This consistency suggests that we are maintaining a very small pay gap, especially given that the Mean is generally more affected by outliers.

It's encouraging to see that we had a third year where the Median hourly pay gap is in favour of women, which indicates consistent progress.

## BONUS

We attribute the bonus gap and the increase from last year to two main factors:

- Last year was an exceptional year due to outlying share payments to women which impacted our bonus gap positively. Typically, Year-On-Year (YOY) bonus amounts vary considerably due to share awards.
- There are also more senior men at the highest end of our pay scale in this group, making them proportionally eligible for larger bonus amounts.

## QUARTILES

We observe that there is minimal change in the number of women in the upper quartile compared to last year, which is mirrored in the slight change in the Mean pay gap.

It's encouraging to note that the percentage of women in the upper quartile is very close to the overall headcount of women across the entity.

Furthermore, we have seen a decrease in the percentage of women in the lower pay quartile and marginal increases across the lower middle, upper middle and upper quartiles, which has likely contributed to a more favourable pay gap for women compared to last year.



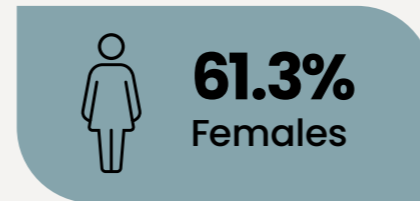
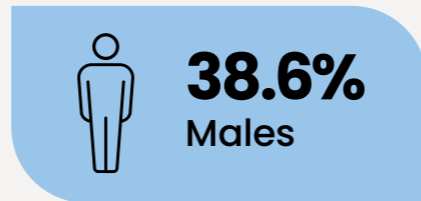
# FLUTTER ENTERTAINMENT LTD

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Paddy Power Retail employees



# DATA



<0.2% No Gender Declared

## PAY GAP DATA 2024 - ALL EMPLOYEES

VLY = Variance on 2023



Mean Hourly Pay



Median Hourly Pay



Mean Bonus Pay



Median Bonus Pay

## BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus



## BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

Male Female Not receiving a benefit



## PART-TIME & TEMPORARY 2024

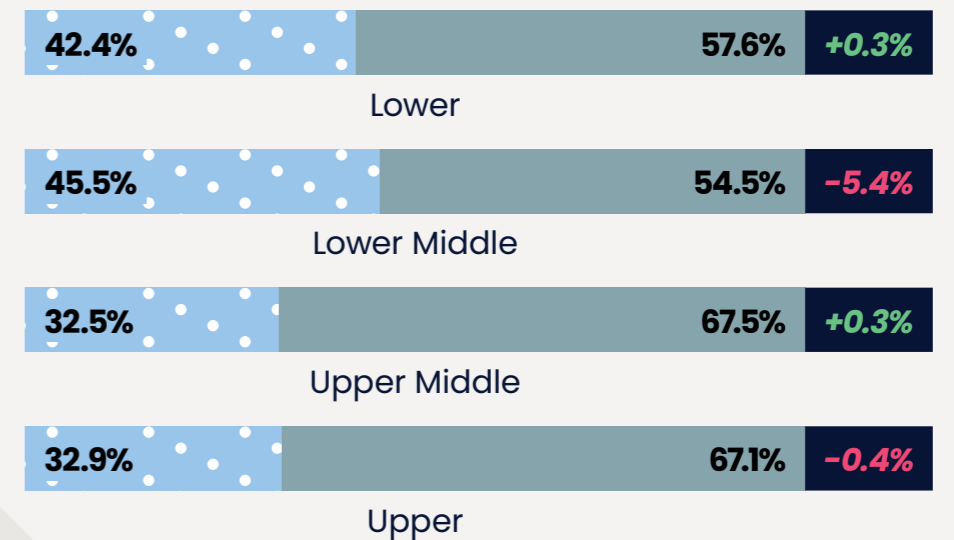
Mean part-time pay	-1.8%
Median part-time pay	-1.5%
Mean temporary pay	-7.9%
Median temporary pay	0.6%

## QUARTILES 2024

VLY

Proportion of men and women by pay quartile

Male Female



\* Percentage change YoY for females

# DATA INSIGHTS

## PP. RETAIL

### PAY GAP

In our Retail estate in Ireland, women represent over 50% of the workforce across all quartiles, with a notable 67.1% in the upper quartile.

This high representation of women in more senior roles has continued to result in both our Mean and Median pay gaps favouring women. Despite this, our Mean and Median hourly pay gaps have increased (by 0.3% and 1.2% year-on-year, respectively), moving us closer to pay parity. These improvements are due in part to an increase in the number of men in the upper quartile.

Our results continue to be more favourable to women, and the increase in the proportion of men in our Irish Retail Estate has brought our Gender Pay Gap closer to parity. This indicates a more equitable pay structure between men and women compared to the previous year.

### BONUS

We have observed a moderate decrease in the Mean bonus gap favouring women, along with a more significant shift in the Median bonus gap, also in favour of women. The Mean bonus gap is more influenced by higher amounts at the upper end of the scale. This is similar to the pay gap, as we have a higher proportion of women in retail positions and in our upper quartiles, which drives the Mean gap to favour women.

The Median bonus gap is determined by the distribution of bonus payments. New joiners can impact the distribution of these bonus amounts as they are new to the role and so have less time to accumulate ad-hoc bonus amounts within the 12 month bonus period.

If we look at the individuals in the snapshot date this year who were not included last year, there were more new men proportionally in the lower and lower middle quartile. We believe this may have been a factor in lowering the Median bonus amount for men, thus widening the gap in favour of women.

### QUARTILES

We are slightly closer to pay parity due to an increase in the proportion of men in the upper quartile.

We have also seen an increase in the proportion of men in the lower middle quartile.

As women continue to make up over 50% of our Irish Retail workforce we continue to see a pay and bonus gap in favour of women.

# TSG INTERACTIVE SERVICES LIMITED [IRE]

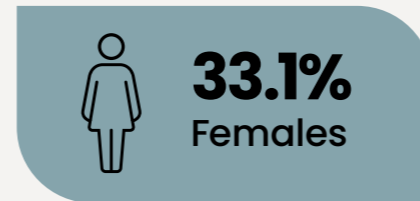
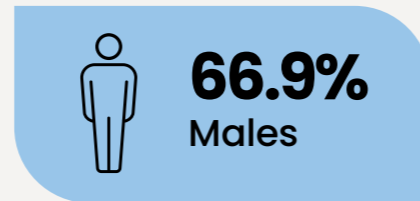
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PokerStars and Betfair International employees in Ireland



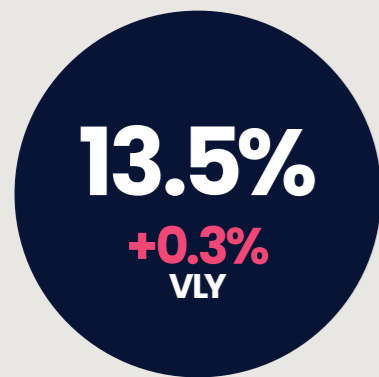


# DATA

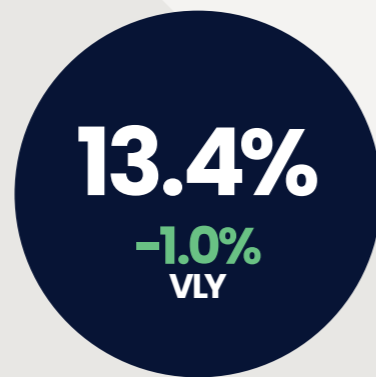


## PAY GAP DATA 2024 - ALL EMPLOYEES

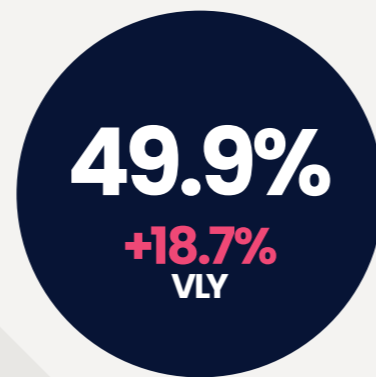
VLY = Variance on 2023



Mean Hourly Pay



Median Hourly Pay



Mean Bonus Pay

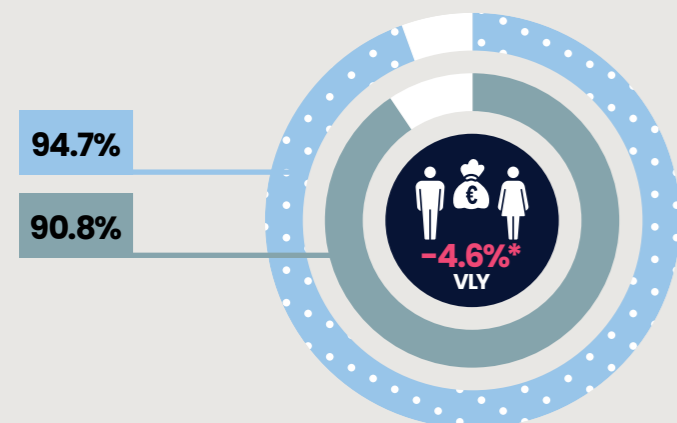


Median Bonus Pay

## BONUS PROPORTION

Proportion of men and women receiving a bonus

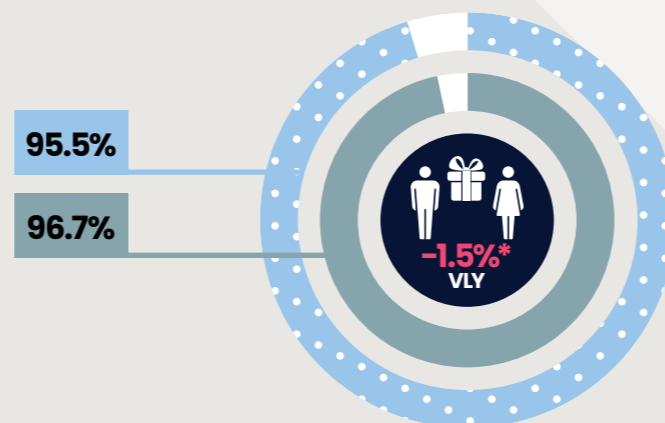
Male Female Not paid a bonus



## BENEFIT-IN-KIND

Proportion receiving a benefit-in-kind

Male Female Not receiving a benefit



## PART-TIME & TEMPORARY 2024

We have not included part-time data due to a small population size and to include them would be a risk to their anonymity. However, they are included in the data for the overall Flutter results.

Mean temporary pay **16.8%**

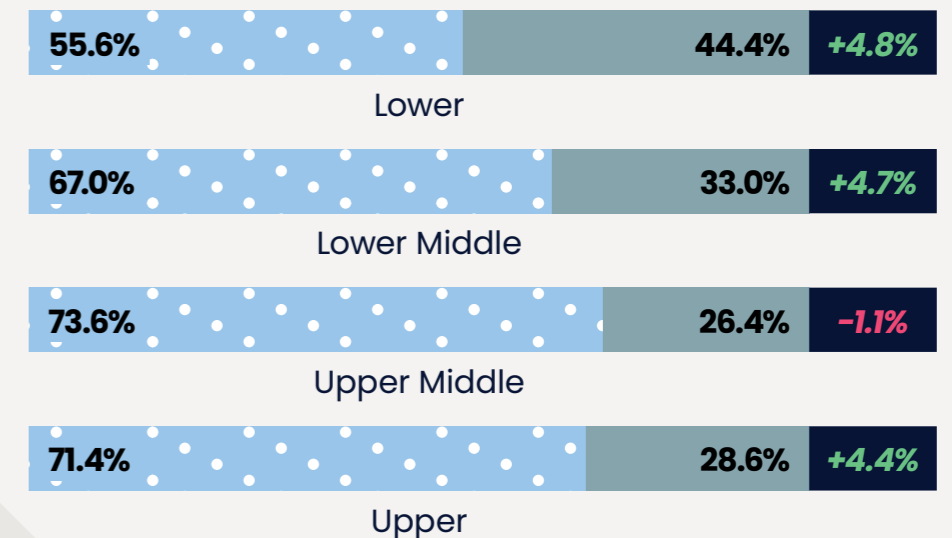
Median temporary pay **12.5%**

## QUARTILES 2024

VLY

Proportion of men and women by pay quartile

Male Female



\* Percentage change YoY for females

# DATA INSIGHTS



## PAY GAP

We are proud to see that our Median pay gap has decreased by 1% year-on-year. There has been a slight increase in our Mean pay gap (+0.3%). A decrease in the Median and an increase in the Mean suggests that the Mean pay gap is driven by outliers in the upper quartile.

An improving Median pay gap indicates that the overall pay disparity is narrowing. Nonetheless, we recognise that there are still areas needing improvement.

The composition of our workforce also impacts the pay gap. We have seen an increase in the representation of women across several quartiles, indicating a positive trend in recruitment, retention, and promotion.

Enhancing the growth and retention of women remains a key objective for us. The rise in the number of women in the highest quartile signifies progress towards Flutter's goal of having 40% of senior leadership positions held by women by the end of 2026.

## BONUS

Our Median and Mean bonus gaps have increased by 15.9% and 18.7% year-on-year, respectively. This rise has been largely influenced by share-related bonuses.

Additionally, due to the new regulatory requirements, the bonus calculation for this year will only include non-option-based shares, which impacts our year-on-year comparison.

We recognise that factors such as eligibility for bonuses, including new joiners, fixed-term contracts, or employees who did not meet performance criteria, can affect our bonus gap. We are actively working on increasing the representation of women across all quartiles, especially in roles that are bonus-eligible.

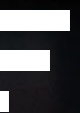
Given that senior roles have a higher likelihood of receiving share-based compensation, we are committed to increasing the number of women in these senior positions to help reduce the bonus gap. We will continue to monitor our year-on-year gap and will reassess once we have next year's data.

## QUARTILES

The representation of women in our Dublin office has grown compared to last year. Positively, three of our quartiles have seen an increase, with a significant 4.4% rise in the upper quartile.

We remain committed to enhancing the representation of women at all levels, ensuring a robust pipeline of talent.

Boosting the number of women in senior roles is crucial as it directly influences the gender pay gap. Higher job positions and bonus-related pay at senior levels will contribute to narrowing this gap over time.



# OUR PROGRESS & COMMITMENT

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PP. RETAIL | betfair INTERNATIONAL

 **POKERSTARS**  
POKER | CASINO | SPORTS



# EMBEDDING INCLUSIVE CULTURE

## OVERVIEW

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We are dedicated to fostering an environment where all individuals feel valued, supported, and heard, regardless of gender. By prioritising Diversity, Equity, and Inclusion (DE&I), we strive to create a workplace where everyone has equal opportunities to contribute and grow, ensuring that all voices are recognised and respected.

We are cultivating an inclusive culture by integrating DE&I ownership throughout the entire organisation, aiming to make significant strides toward our goal of workplace inclusion.

## WOMEN'S EXPERIENCES

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Since the launch of Peakon, it has remained our primary global engagement survey tool. This platform allows us to gather feedback and sentiment from colleagues regarding all aspects of their experience. We leverage our Peakon engagement surveys to gain insights into the experiences of women within Flutter.

At Flutter, while sentiment scores for women in areas like Diversity and Inclusion, Engagement, and Health and Wellbeing are slightly lower than those for men, we have observed year-on-year improvements in closing this gap. Additionally, we have seen improvements in peer relationships among women.

We are confident that Flutter's dedication to initiatives such as the RISE Collective and the Lean In Together network will continue to drive positive change. We remain committed to ensuring that all leaders have access to the information they need to listen, learn, advocate, and act for all genders within Flutter.

## LEADERSHIP READINESS AND BUSINESS OWNERSHIP

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We have continued to invest in our leadership development proposition through initiatives and resources, offering support to leaders at all levels, from entry-level to our most senior leaders, across Flutter.

We have integrated our Inclusive Leadership programme, providing training to our senior leaders, business partners, and champions across our existing leadership programmes. Throughout 2025, we will roll this out to our people manager populations.

We have begun implementing workshops with leaders and teams in multiple business units to create spaces for reflection and dialogue about DE&I, highlighting personal stories and implementing personalised actions with accountability through meaningful data. This approach has increased engagement and involvement across Flutter, driving local changes by empowering those who can make the most difference.

## WELLBEING AND FAMILY SUPPORT

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We have continued improving our family support, including offering workshops to assist in transitioning to and from family leave. We have updated our guidance for managers by providing them with the resources needed to support colleagues throughout the parenting journey.

We have continued to invest in women's health through the development of our menopause tools and resources in 2024, to provide access to information to support those transitioning through these stages.

In 2024, Flutter launched an impartial financial education platform so colleagues can make their money work for them. We strive to help them stay informed about developments in their personal finances.

We conducted listening sessions about Wellbeing, and Parents & Carers, comprising of colleagues at all levels across Flutter to understand their lived experiences, identify where we were doing well, and determine where more support is needed.

We have acted on these sessions and are now running various initiatives across Flutter to improve the wellbeing experiences of our colleagues. For example, we have introduced inclusive ways of working and stress management competency development. Additionally, the need for more consistent support and greater connection with other parents and carers was identified. As a result, we formally created a new employee network as part of our Fair Game initiative: Flutter Families. Flutter Families provides a space for parents and carers to meet monthly, share their experiences, and navigate challenges together.

We have trained additional Mental Health First Aiders, who offer confidential and empathetic support to colleagues, strive to break down the stigma surrounding mental health, and drive wellbeing initiatives.



# CLOSING THE GAP

## OVERVIEW

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While our gender pay gap results are promising, we are continuously working to further close the gap. Through strategic activities and initiatives in the following areas, we aim to create a framework that not only identifies and rectifies existing disparities, but also promotes a culture of fairness and inclusivity.

By leveraging comprehensive data and fostering an environment where all employees can thrive, we are committed to driving meaningful change within Flutter.

## CAREER DEVELOPMENT

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In 2024, Flutter has made significant strides in promoting gender diversity and supporting career development through a range of impactful initiatives. The Lean In Together Network and the RISE Collective have grown into global platforms, creating collaborative spaces for all genders to drive meaningful change. Notably, we introduced several talent development programmes aimed at retaining top talent and accelerating readiness for new opportunities as our business evolves. These programmes are delivering tangible benefits, particularly for women across Flutter.

A strategic roadmap has been created to address barriers to women's advancement, focusing on empowering colleagues and offering training to effectively manage their careers. These career development programmes enhance skills, build self-awareness, and expand professional networks and will continue through 2025.

The RISE Collective supports women through mentorship, allyship, and sponsorship, and we anticipate its continued growth through 2025 by bringing RISE to local activations.

This initiative aims to provide a supportive environment for career development, bolstered by ongoing investment.

This has been complemented by the publication of our first RISE Magazine, which highlights our progress and how others can get involved.

We have remained committed to our women's networks, such as Lean In Together, which bring together all genders to provide an allyship network with active senior leader sponsorship. We aim to create safe spaces for people to connect, learn, grow, and develop, fostering an environment where everyone values diversity and acts as allies for each other.

We have partnered with external communities, such as Code First Girls, to address the underrepresentation of women in STEM fields, and with WiHTL for targeted senior women development programmes across Flutter.

## HIRING PRACTICES AND EMPLOYER BRAND

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We have made significant strides in enhancing our hiring practices to prioritise inclusion and equity. By adopting platforms and guidelines across Flutter, we standardised our job descriptions to use inclusive language, effectively removing gender-based terms. Additionally, we developed a comprehensive suite of tools and resources, including a revamped hiring hub, to support hiring managers in their recruitment efforts.

To attract more women, our Talent Branding team launched campaigns highlighting our extensive learning and development initiatives aimed at career growth.

This strategy, focusing on reviewing the skills required for roles and focusing more on transferable skills with the candidates, led to an increase in representation of women. Our Trading business unit, which had the lowest representation of women, initiated a unique selling proposition (USP) in Q1 2024 to demystify trading roles and attract diverse talent.

In 2024, we further embedded our company Values, particularly in our hiring, attraction, and onboarding processes. These Values, which emphasise mutual respect and appreciation, are integral to our business strategy. We are also developing a Tone of Voice aligned with our Values to enhance internal and external communication. Additionally, we launched a platform to support content creation and share authentic employee stories to foster an environment of belonging which supports retention.

## DATA AND MEASUREMENT

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In 2023, the company introduced the DE&I reporting system, aimed at increasing transparency in disclosure, representation, and engagement levels across gender and other DE&I groups. This initiative has undergone continuous improvement, and in 2024, it was upgraded to an automated solution. This upgrade allows for real-time data delivery to key stakeholders, enhancing the overall DE&I reporting process.

As part of the Positive Impact Plan, the company has set a global goal of having 40% of top leadership roles filled by women by the end of 2026. To achieve this, understanding the workforce composition throughout the recruitment stages – from attraction to hire – is crucial. To facilitate this, a Recruitment Funnel dashboard was developed in 2024 for the Talent Acquisition and HR Operations teams. Currently in its pilot stage, the Recruitment Funnel aims to provide insights into areas of success and those requiring additional focus, with plans for further refinement and enhancement in 2025.

Further reading in our  
Sustainability Report [here](#).



# OUR ACTIONS

## WELLBEING

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We will be expanding our wellbeing support, featuring tools and resources specifically focused on colleagues' physical and mental health. This includes continuing to partner with external experts to enhance our mental health offerings and expand our network of Mental Health First Aiders. Furthermore, we will be enhancing our menopause support through additional resources.

## BENEFITS

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We understand that flexibility, growth, and support are important pillars for women across Flutter, and we will continue to focus on these areas to ensure that colleagues are aware of the benefits and resources that enhance these pillars.

## NETWORKS

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We will continue to drive culture change across Flutter through the ongoing development of our employee networks. We will create opportunities to connect women and allies to solve challenges related to gender parity. We will also invest in developing women and allies with the skills and behaviours needed to ignite and empower them to drive culture change.

We know that caregiving responsibilities disproportionately affect women, and women are more likely to reduce their work hours or even give up work entirely to care for others. We are currently working on resources to support our working carers and their managers, in collaboration with external guidance. This will include a new hub, caring resources, and informational webinars. We aim to increase the visibility of working carers and will conduct an assessment to understand how we can continue to better support caregivers across Flutter.

We will continue to support the RISE Collective by embedding the campaign into our existing programmes to maintain its momentum.

## PROFESSIONAL DEVELOPMENT

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At Flutter, we continue to focus on supporting women's growth and providing development opportunities. We will maintain our focus on our talent pipeline into senior leadership positions by applying a DE&I lens to ensure that our systems and processes are equitable and free from bias.

We will continue to deliver our targeted programmes that aim to provide opportunities for women who aspire to grow their careers. This includes programmes that provide women with support, guidance, and a roadmap to advance their careers and build readiness for their next role.

We will continue to offer mentoring, allyship, and sponsorship opportunities for women at all levels, giving them access to the expertise of more senior colleagues to help them achieve their personal and professional goals.

We will continue to roll out our inclusive leadership programmes to senior leaders, which aims to equip leaders with the knowledge, skills, and behaviours essential to driving meaningful change in the business. We will also continue to provide our annual Together for Inclusion calendar of events to offer colleagues at all levels the awareness and knowledge in key areas of DE&I, driving collective responsibility and meaningful change across the organisation.

## HIRING PRACTICES

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We will continue to embed inclusion into our hiring practices and processes. We will develop new hiring manager training to enhance our existing tools and resources.

We will review our hiring process to ensure we identify, evaluate, and secure top talent, and ensure all processes are inclusive, consistent, and fair. As part of this review, we are particularly focused on improving the new joiner experience to retain our diverse talent.

Throughout 2025, our attraction strategy will remain targeted, focusing on building partnerships with universities based on specific skillsets that matter to our business. We will continue to be present at key career fairs to support diverse talent joining Flutter.

We will scale our advocacy across Flutter, ensuring that a variety of voices share their stories, bringing our Values to life throughout our internal communications and external stories.

We will continue conducting investigations to understand the experiences of our people so we can authentically portray what it's like to work here and identify areas for improvement in the employee experience. This will help us stay attuned to how we're perceived as a workplace and how that perception differs based on gender, enabling us to be more targeted and purposeful.



# CLOSING STATEMENT

**Peter Jackson,  
Group CEO**



In Flutter's third year of gender pay reporting in Ireland, I am encouraged by the positive strides we have made to reduce the gap in our progress toward pay parity. We continue to prioritise attracting, hiring, and retaining top talent, with gender diversity remaining a cornerstone of our Diversity, Equity & Inclusion goals, as stated in our Positive Impact Plan.

In 2024 we have continued to invest in our leadership development proposition through initiatives and resources, offering support to leaders at all levels, from entry-level to our most senior leaders across Flutter.

The success of the 2024 RISE Summit has spurred the launch of the RISE Collective, motivating our organisation to champion our women across Flutter.

We mobilised this initiative at our Global Leadership Event in Dublin, where we invited our senior leaders to take meaningful action towards gender diversity and to empower their teams to do the same. Since then, we have seen over 60 colleagues accept a pledge to support and advocate for 125 women across all divisions.

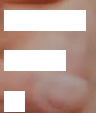
Ireland Gender Pay Gap - Reporting Year 2024

Under the Work Better pillar of our Positive Impact Plan, our aim is for our teams to reflect the diverse communities we serve, and we are making consistent progress on gender diversity. We set ourselves a goal of '40% of top leadership roles to be held by women by the end of 2026', and by the end of Q3 2024, this figure was at 38.8%.

While this is encouraging to see, we must continue to push towards our goal, and we remain dedicated to taking a leading role both locally and globally.

*Peter Jackson*

**Group CEO**



# REPORTING STATEMENT

**Kat McGurk**

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I can confirm that our Gender Pay Gap figures have been checked to ensure complete accuracy and have been formulated using the mechanics set out in the Gender Pay Gap reporting legislation.

*Kat McGurk*

**Group DE&I Director**

