

POSITIVE IMPACT REPORT 2025

Flutter Entertainment plc

Flutter™

POSITIVE
IMPACT
PLAN

Creating lasting impact in responsible play.

Welcome to the 2025 Flutter Positive Impact Report. In here, we demonstrate how we are creating lasting impact in responsible play for our customers, as well as delivering positive impact for our colleagues, communities and the environment.

POSITIVE **IMPACT** PLAN

Our Positive Impact Plan guides how we build a sustainable business.

PLAY WELL

Supporting customers

WORK BETTER

Empowering colleagues

DO MORE

Working with communities

GO ZERO

Tackling climate change

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www.flutter.com

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Visit the flutter.com website for up to date sustainability information and our wider impact reporting.

- Read our Climate Report
- Find our GRI & SASB index



CEO statement

By Peter Jackson

We're turning global innovation into local impact.

Using the Flutter Edge to
scale our progress and lead
our sector forward.



"I'm delighted to share the progress we made in 2025 toward our Positive Impact Plan. This report details our actions and impact across all parts of our plan, with a focus on how we enable our customers to Play Well – our key sustainability priority. I want to thank colleagues, as well as our partners, for the commitment and care they bring to this work every day. Their expertise, passion and collaboration make this progress possible."

CEO statement continued

47.3%

active online customers using a Play Well tool in 2025.

\$158m

invested in research and education around Play Well in 2025.

Our interconnected approach

Our Positive Impact Plan provides an interconnected framework to guide the work we do to support our customers, colleagues, communities and the wider environment. I'm proud to share stories showcasing the tremendous efforts of colleagues across the globe, and the impact our work is delivering. In 2025, our community efforts are estimated to have improved the lives of over one million people. We increased our CDP score to a B, reflecting our continued progress and commitment to our climate-related reporting and net zero ambition. We've also continued to promote a culture of inclusion, and focused on colleague wellbeing and personal development.

Taking responsibility within our industry

As the world's largest sports betting and iGaming business based on revenue, our ambition is to contribute positively to the development of our industry. We believe sustainability is integral to our business – it underpins trust and our long-term growth.

That's particularly true in the current context, with an operating environment that's constantly evolving. We're seeing increasing numbers of illegal operators, with a range of regulatory frameworks and responses that differ significantly across markets. We advocate for an evidence-based approach across all markets. Our response is focused and deliberate.

That's why responsible gaming sits at the heart of our sustainability framework. Our Play Well strategy aims to help all customers to enjoy our products responsibly, in every market in which we operate.

Setting a sector standard

Through Play Well, we invest in research and innovation and develop customer tools designed to promote positive play and early intervention where appropriate. We collaborate across our brands and with external partners to develop innovative solutions. For example, FanDuel built on learnings from Sportsbet to launch Real-Time Check-In, a technology that is designed to empower customers to manage their spend in real time, by combining data with machine learning to analyze and model personalized deposit behavior.

We're strengthening our ability to understand what works and to scale progress in our markets. This is underpinned by the Flutter Edge: our capacity to share insight and proven approaches across a federated business, combining global capability with local market understanding. We recognize progress through real-world outcomes for customers, while supporting colleagues to understand, own and advocate for responsible play. We all have a part to play in this.

Peter Jackson
Chief Executive Officer



Leading change

“We're proud of the commitment and passion of our colleagues and the impact we have been able to deliver through their collective efforts.”

Sue Albion
Group Director of Sustainability and Regulatory Affairs



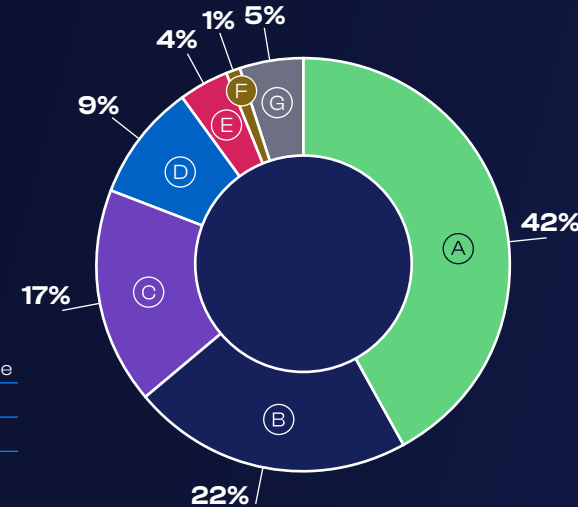
2025 company overview

Flutter Entertainment plc is the parent company of some of the world's biggest and most popular online sports betting and iGaming brands.

We are the global leader by revenue in our sector, with a global portfolio of world-class brands. Through the Flutter Edge, we harness product, technology, expertise, and scale to empower brands in their markets.

- A US
- B UK & Ireland
- C Southern Europe & Africa
- D Asia Pacific
- E Central & Eastern Europe
- F Brazil
- G Other

Revenue by geography %
Year ended December 31, 2025



Our strategy is designed to:

Win in the US by solidifying FanDuel's #1 market position and transforming our earnings profile through operating leverage.

Win in the Rest of World by consolidating our gold medal positions in international markets, growing local hero brands through organic investment and M&A, and enhancing earnings through diversification and efficiencies.

Develop a sustainable business through our Positive Impact Plan, designed to ensure our customers Play Well, our colleagues Work Better, we Do More for our communities and we achieve our Go Zero goal on our greenhouse gas emissions by 2035.

Our divisions

US

FanDuel is Flutter's largest brand and the US market's leading online sportsbook and iGaming operator. FanDuel offers a diverse set of products, including sports betting, iGaming, daily fantasy sports and racing wagering in the US and Canada. In December 2025, we launched FanDuel Predicts as part of a partnership with CME Group, giving customers access to select financial markets, and sports event contracts where online sports betting has not yet been regulated at a state level.

International

Through our International division, we operate in approximately 100 countries around the world, offering sports betting, exchange, casino, lottery, poker, bingo, and daily fantasy sports, mainly online. We hold leading market positions in some of the largest and most attractive markets in the world, including the UK, Italy, and Australia, through a portfolio of best-in-class brands. Our operations are organized by geography to ensure decision making remains close to the customer, while still benefiting from the Flutter Edge.

\$7bn

Revenue

4.0m

Average Monthly Players

\$9.4bn

Revenue

11.9m

Average Monthly Players



Our Positive Impact Plan

As the global leader in online sports betting and iGaming we aim for our programs to set the standard for sustainability in our sector.

We launched our Positive Impact Plan in 2022. Since then, we've continued to build on the four pillars: Play Well for customers; Work Better for colleagues; Do More for our communities and Go Zero for the environment. Our pillars are supported by strong essential foundations such as ethics, compliance, and cybersecurity.

Play Well is at the heart of our sustainability strategy and a key focus area for this report.



PLAY WELL

How we put customer wellbeing at the core of all we do.

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We offer support, education, and tools designed to be a seamless part of each customer's experience. Using the latest technology, AI-enabled analysis, and personalized support, we aim to help customers stay in control of their play. We want 75% of active online customers to use a Play Well tool – like deposit limits, time-outs, or budgeting tools – by 2030, supported by an interim target of 50% by end of 2026.

Our ambition

Play Well is our global commitment to responsible gaming.

Our customers are at the heart of what we do, and we want them to have a positive and enjoyable experience with us. Supporting sustainable play is fundamental to how we operate and to our long-term success.

As the world’s largest online sports betting and iGaming operator, we are focused on continuously raising standards across a broad spectrum of support. This ranges from customer-led tools that promote awareness and control, to data-led interventions that are designed to proactively identify and support customers at risk, alongside specialist support for those who need additional help. Our scale gives us unique insight across multiple markets, enabling us to strengthen what works - from tool design and early intervention to more targeted, personalized support. By tracking the signals that matter and learning from outcomes over time, we aim to build a clearer picture of which approaches drive sustained, real-world behavior change, and where we need to continue to learn and innovate.

Play Well goal

75%

PLAY WELL

Our long-term goal is for 75% of active online customers to use one or more Play Well tool by the end of 2030, supported by an interim target of 50% by the end of 2026.

Progress

47.3%

Tool usage globally in 2025

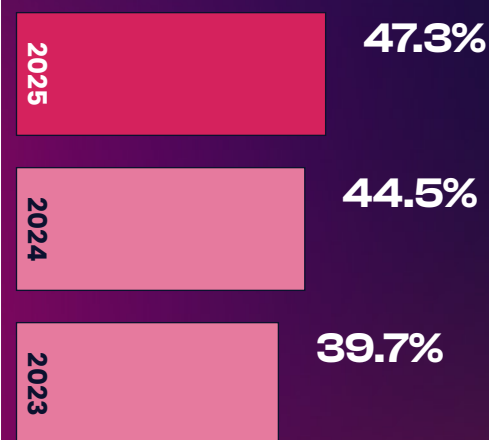
+2.8ppt

increase in tool usage since 2024

\$158m

investment in 2025

Customers using a Play Well tool



2025 progress summary

We maintained strong momentum against our Play Well objectives in 2025, with global tool usage reaching 47.3%, up 2.8 percentage points year-on-year. This reflects continued progress towards our long-term ambition of 75% tool adoption by 2030, with an interim target of 50% by the end of 2026.

Our approach is built on recognizing that every customer is different. We offer a broad and tailored suite of Play Well tools across our brands, products and markets, supporting customers to engage in ways that reflect their individual needs and behaviors.

Total responsible gaming investment for the year was \$158 million, an increase of \$19 million year-on-year. Investment in Research, Education and Treatment (“RET”) also increased, largely reflecting the introduction of a statutory levy by the UK Government to support harm-prevention initiatives.

Our approach

Play Well principles

Our Play Well principles guide responsible gaming across all our markets. They provide a consistent foundation, while allowing brands to adapt to local regulatory requirements, cultural expectations and customer insight.



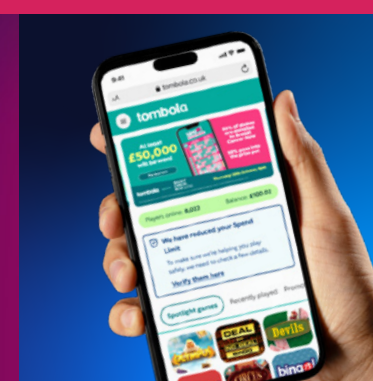
Lead progress

We're committed to investing in research, innovation, and collaboration. We listen to our customers, colleagues, industry experts, and critics to develop new ideas. We want to define what a positive play experience looks like and lead the way in providing it.



Effective interaction

We want to have better conversations with our customers. We combine technology and data with a personalized approach to more effectively interact where we identify signs of potential harm. We aim to help customers pause, reflect, and make positive choices.



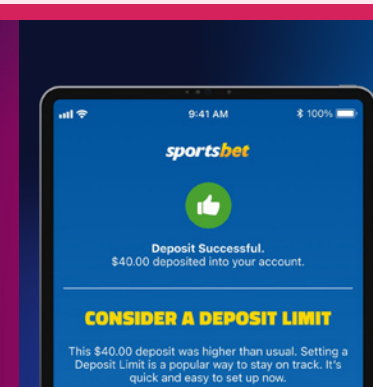
Promote positive play

We aim to promote sustainable entertainment. We develop platforms and products designed to support a safe and trusted customer experience. We aim to educate, empower, and assist players to play positively, delivering a world-class experience, wherever they play.



Support and protect

We want to support our customers in every way we can. We recognize that some need targeted support or intervention to stop falling into negative play habits. We aim to support customers through robust internal processes, partnerships, and by funding new initiatives.



Global approach, local application

Play Well is our framework for responsible gaming. Our brands operate within our principles and ambition, including working towards our global tool-usage target.

Using this shared foundation, brands develop locally relevant strategies aligned to market regulation and customer behavior. This allows us to work within our Play Well principles across the Flutter Group, while responding appropriately to local contexts.

While every brand may nuance its approach, we are consistently developing new tools and technologies, carrying out research, educating customers, sharing insight and information, and supporting compliance and collaboration with industry and regulators.

We operate across multiple regulated markets and aim to meet or exceed the requirements of every jurisdiction in which we are licensed. Compliance is our baseline. Beyond this, we engage constructively with regulators, industry bodies and external experts to share insight, contribute to consultations and support the development of evidence-based standards. Wherever we operate, our ambition is consistent: to ensure customers can Play Well. That means continuing to innovate, strengthen protections and evolve our approach as expectations and evidence develop.

Our approach

The Flutter Edge in action

Our scale and operating model enable collaboration and learning across brands, quicker onboarding for newly-acquired brands, and a structure to support development of locally relevant strategies.

In 2025, Sportsbet launched a refreshed responsible gaming strategy for the Australian market. Our UK & Ireland region progressed its multi-year customer safety strategy to strengthen protections, improve real-time identification of risk, and scale more effective in-product journeys. During the same period, tombola introduced in-product journeys to increase engagement with responsible gaming support, alongside a new Cool-Off Window targeting behavioral harm signals.

Sportsbet's safer gambling strategy and the UKI's multi-year customer safety strategy are aligned to the same Play Well principles, but tailored to local market needs.



When a new brand joins Flutter, it is onboarded into our Play Well framework through governance alignment, capability-building and shared expertise.

Through our Play Well framework, we onboard brands and ensure:

- Alignment with our goals and measurement framework.
- Integration into Play Well governance and incentive structures.
- Access to the global responsible gaming Subject Matter Experts ("SME") network and Working Group.
- Sharing of tools, research, and product capabilities through the Flutter Edge.
- Support to build a locally tailored Play Well strategy.

This approach is designed to promote knowledge transfer across the Flutter Group, while allowing each brand to reflect local market needs.



"In 2025, we strengthened Play Well across our global business, expanding tool adoption and combining innovation, insight and scale to drive meaningful change. We are proud of the progress achieved and remain focused on delivering responsible and sustainable customer experiences."

Jane Palles
Group Head of Safer
Gambling Strategy

Tools and technologies

2025 progress

Each of our customers is different, so our support is designed to be varied, flexible and tailored. We offer and use a range of Play Well tools spanning a spectrum – from proactive, data-led interventions that identify and support customers at risk, through to customer-led tools that promote awareness, control, and informed decision-making.

At the heart of our approach is a drive to normalize responsible play – reducing stigma around using responsible gaming tools while making them simple and intuitive to access and use.

We support this through a data-driven approach that helps us understand how, when and where customers engage with tools. By analyzing these insights and sharing learnings across the Flutter Group, our brands continuously refine what works best and improve the customer experience. The following case studies illustrate this in practice.

Real Time Intervention

Innovating across brands to support responsible gaming

Effective interaction

Real Time Intervention (“RTI”) tools are designed to act at the point when a deposit is about to be made, a key moment in the customer journey. Using data to detect when behavior changes from a customer’s usual pattern, the system can prompt them to pause and reconsider before completing a transaction.

If the customer continues, the feature is designed to escalate support proportionately – from reminders about setting a deposit limit to engagement with specialist responsible gaming teams where appropriate. The goal is simple: intervene early, in real time, in a personalized way.

This approach was first launched by our Australian brand Sportsbet as RTI. FanDuel adapted the model for the US market as Real-Time Check-In (“RTCI”), and other markets, such as the UK and Ireland region (“UKI”), are now actively building on established approaches and adapting them to their local customer context.



Sportsbet has been working with RTI for more than three years.

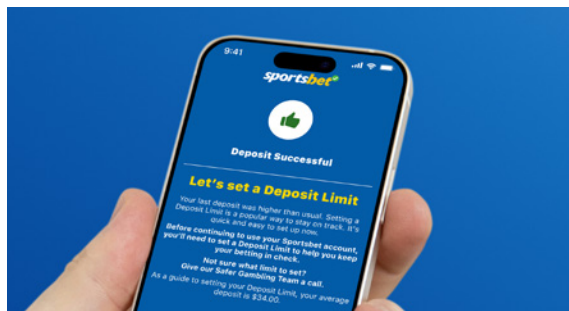
5x higher adoption of deposit limits shown by customers enrolled in RTI.

In 2025, FanDuel launched RTCI.

~90% of users who set a deposit limit in response to an RTCI intervention keep the limit for at least 90 days.

Tools and technologies

2025 progress



Enhancing Real Time Intervention

Effective interaction Support and protect

Sportsbet

Sportsbet developed and has been operating Real Time Intervention (“RTI”) for more than three years, allowing us to analyze impact over time and refine the model. Early analysis suggests that customers enrolled in RTI demonstrate*:

- 5x higher adoption of deposit limits.
- Lower observed rates of self-exclusion, alongside increased uptake of responsible gaming tools.
- Lower incidence of subsequent safer gambling alerts or referrals.
- Slower growth in bet frequency and total stake.

Based on results observed to date, RTI is showing encouraging signs that effective interaction and timely intervention can influence customer behavior. As our dataset and tooling continue to mature, these insights will be further refined over time.

In 2025 Sportsbet has made other key enhancements including:

Enhanced protections for younger customers: lower intervention thresholds for under-25s.

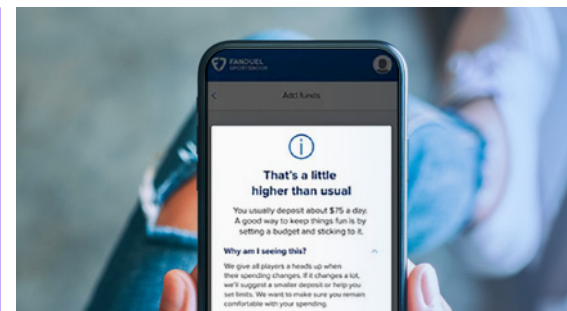
Stronger continuity of support: RTI now persists across sessions and devices, reducing the risk that customers bypass prompts by closing and reopening the app or by switching devices during play.

Improved model accuracy: refined treatment of one-off spikes so interventions better reflect sustained behavioral change.

Improved governance: strengthened internal approvals, oversight and training to support consistent, accountable operation of RTI.

This evolution reflects our broader approach: build, test, measure, and improve – always grounded in data.

* 90% of customers are enrolled in Real Time Intervention, with a remaining cohort held out as a control group. Outcomes are assessed by comparing behavioral changes between these groups to support a more robust interpretation of impact.



Launching Real-Time Check-In for US and Canadian customers

Effective interaction

FanDuel

In 2025, FanDuel launched Real-Time Check-In (“RTCI”), adapting the Sportsbet RTI model for the US and Canadian markets. RTCI is now live across US Sportsbook, Casino and Racing, and Canada Sportsbook and Casino. In its first year, almost 95,000 customers received RTCI messaging. Early results indicate meaningful behavioral response and effective interaction:

- Over 18% of customers who received a RTCI deposit prompt lowered or canceled their deposit.

- Nearly 23% of customers who continued with their deposit set a deposit limit following the RTCI intervention.
- Almost 90% of customers who set a limit in response to RTCI retained that limit for at least 90 days.

During development, we recognized that different customer segments can respond differently to prompts. We introduced processes to review specific scenarios and maximize the effectiveness of RTCI while maintaining effective protection. As part of the launch, we also strengthened colleague training to ensure teams understand the tool and can communicate its purpose clearly to customers and external stakeholders.

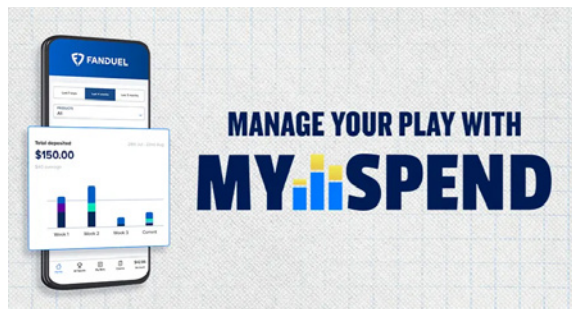
Looking ahead

Refining and improving tools

In 2026, both Sportsbet and FanDuel plan to continue refining their models to improve prediction accuracy and customer experience. This includes further analysis of long-term behavioral outcomes, collaboration across product and data teams, and continued sharing of learning within Flutter.

Tools and technologies

2025 progress



My Spend and Deposit Alerts

Promoting personalized tools

Promote positive play

FanDuel

In 2024, FanDuel launched My Spend, a personalized dashboard that allows customers to track their activity, deposits and net position. In 2025, the focus shifted to optimization and promotion of our current responsible gaming tools.

We introduced Deposit Alerts, enabling customers to set a budget and receive notifications when they pass a certain amount – helping them stay on track in real time.

My Spend was also updated to allow customers to set loss limits and deposit alerts directly within the dashboard, in order to further normalize responsible behaviors. Since late 2025, deposit alerts have been automatically applied for customers aged 26 and under.

In 2025, 52.1% of FanDuel users accessed My Spend, contributing to broader growth in responsible gaming tool adoption across the US. Overall, 39.6% of FanDuel Average Monthly Players used a responsible gaming tool during the year, with a record 48.8% active users in December 2025.

Supporting engagement through partnership

Promoting positive play and adoption, FanDuel partnered with former Responsible Gaming Ambassador and PGA Tour golfer Tom Kim on a My Spend sweepstakes. The campaign generated 350,000 opt-ins, including 20,000+ new My Spend users. Engagement continued beyond the campaign:

- 56% of participants revisited the dashboard within 90 days.
- 72% of surveyed participants said they planned to use My Spend again.

Looking ahead

Increasing usage

In 2026, the focus will remain on increasing usage and sustained engagement on the tools and player interactions we believe are working for FanDuel players. We've introduced a simplified Responsible Gaming hub, to make access to tools easier for customers. We'll continue to prioritize protections for potentially vulnerable players, building on the early success of deposit alert automation.

39.6%

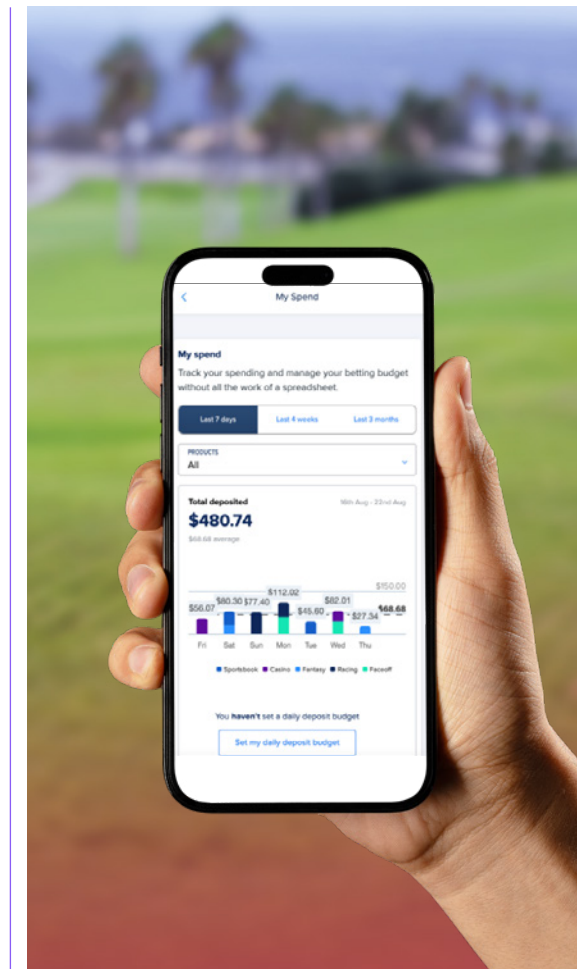
of FanDuel Average Monthly Players used a responsible gaming tool.

56%

of FanDuel participants revisited the dashboard within 90 days.

72%

of surveyed FanDuel participants planned to use My Spend again.



Tools and technologies

2025 progress

Updating to a next generation safety platform

Effective interaction

Paddy Power | Sky Bet | Sky Gaming | Betfair

In 2025, Paddy Power, Sky Bet, Sky Gaming, and Betfair moved their responsible gaming controls to a single, real-time risk detection platform. Previously, customer risk signals were processed across multiple systems and often reviewed after the fact. The new platform brings behavioral signals together in one place, allowing earlier identification of risk and more consistent, timely interventions. Today, over 99% of interventions in the UK & Ireland are powered by this real-time system.

This shift strengthens the quality and timing of customer interactions, improves the effectiveness of in-product journeys, and allows specialist teams to focus on the most complex cases requiring human judgment.

The platform also provides the foundation for next-generation tools such as Pulse and other AI-enabled interventions – demonstrating the continuing maturity of our safety systems.

My Profit & Loss

Promote positive play

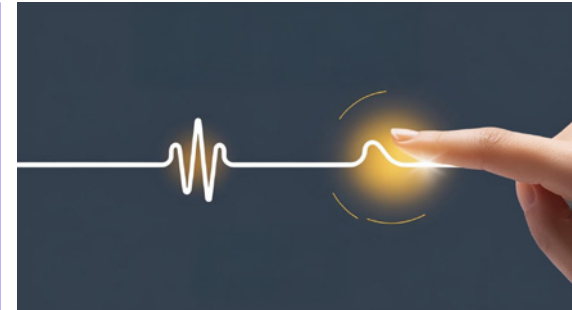
Paddy Power | Sky Bet | Sky Gaming | Betfair

My Profit & Loss allows customers to track all activities in one place. Presented clearly in real time, the tool promotes positive play by helping customers understand behavior and make informed decisions as they play.

Developed through iterative customer testing, My Profit & Loss scored highly for usefulness and desirability with customers. Post-usage analysis also indicates the tool supports informed decision-making without encouraging adverse play behavior.

My Profit & Loss is now live across Paddy Power, Sky Bet, Sky Gaming, and Betfair. Recent enhancements include:

- Real-time tracking of deposits, withdrawals, and net position.
- Enhanced deposits and withdrawals tab to make transactions even more visible.
- An option for customers to set the frequency of reminders we send.
- Post-login prompts and improved entry points to help customers find the tool.



Pulse

AI-driven risk detection

Effective interaction

Paddy Power | Sky Bet | Sky Gaming | Betfair

Pulse, standing for Predicting User Likelihood of Self Exclusion, is an AI-driven predictive model operating across Paddy Power, Sky Bet, Sky Gaming, and Betfair. It identifies high-risk customers and guides them into structured, in-product intervention journeys, representing a shift from reactive, one-size-fits-all responses to proactive, evidence-based harm reduction.

Previously, high-risk triage relied largely on manual outreach by responsible gaming teams, typically through phone contact.

These interventions depended on customers being available and willing to engage at that moment, resulting in lower rates of escalation to more intensive support measures (such as self-exclusion), alongside increased engagement with tools. Pulse creates a more effective interaction where customers engage in the product experience itself.

Presenting customers with a clear, structured journey within the platform is a step change. This change has enabled completion rates for interventions to increase to 93%.

This shift enables:

- Faster, more effective interventions for at-risk customers.
- Reduced friction for low-risk customers.
- Greater operational focus for specialist teams on our most complex cases.

Looking ahead

Improving precision

In 2026 within UKI, we aim to continue refining the model through expanded datasets, feature enhancements and ongoing research, while extending coverage to more UKI brands including PokerStars.

Research, education and communication

2025 progress

Our approach to research, education and communication is evidence-led and locally relevant.

We invest in behavioral research and communications insight to ensure responsible gaming messages resonate in each market, partnering with academic institutions to bring rigor and deepen our understanding of customer behavior. This enables us to continually lead progress in our markets.

Our customer service teams are on the frontline of responsible gaming, supported by structured training and frameworks grounded in research and practical experience. We also work with trusted ambassadors to extend our reach and credibility.

Beyond our customers, we support wider education efforts, including resources for parents, policymakers, colleagues and other stakeholders.

The Comeback with Craig Carton

Amplifying lived experience to strengthen awareness

 Promote positive play

 Support and protect

FanDuel

In 2025, FanDuel launched **The Comeback with Craig Carton**, a video series focused on lived experiences of problem gambling and recovery. The program aired on FanDuel TV and FanDuel's official YouTube channel, featuring guests from EPIC Global Solutions and individuals from Craig Carton's recovery network.

The series reflects FanDuel's continued commitment to support and protect players by strengthening a culture of responsible gaming within the industry. Beyond providing tools and safeguards, the brand is working to amplify lived experience and increase awareness of the real-life risks associated with problem gambling, alongside the resources and support available.

Launched in March during Problem Gambling Awareness Month in the U.S., the first episode generated more than 150,000 social views and positive media coverage. Four additional episodes aired in 2025, generating over 5,500 YouTube views and over 15,000 views on FanDuel TV. Social promotion of interview clips reached more than 70,000 impressions and 50,000 unique video views.

The series was promoted across FanDuel's social media channels, industry newsletters, and coverage in major publications including Business Insider and SBC Americas, helping extend awareness beyond its core audience. It also prompted outreach from industry stakeholders interested in responsible gaming ambassador events and presentations.

The show will continue in 2026, with new episodes released during Problem Gambling Awareness Month and ongoing engagement through industry media platforms.



Campaign figures

15,000+
views on FanDuel TV.

70,000+
impressions of promotional
interview clips.

50,000+
unique video views.

Research, education and communication

2025 progress

Trusted Voices: Conversations About Betting

⇒ Lead progress

Support and protect

FanDuel

In 2025, FanDuel continued to lead progress by expanding Trusted Voices: Conversations About Betting, a parent-focused online resource developed in partnership with EPIC Global Solutions and Responsible Gaming Ambassadors Randy Livingston and Anita Ondine Smith. The platform highlights lived experience and shares practical guidance to help parents, coaches, and educators talk with young people about gambling risks.

During the year, new content was added, including an underage prevention toolkit aimed at preventing youth access to gambling. FanDuel also launched a Trusted Voices blog, featuring contributions from CEO Amy Howe and Keith Whyte, former Executive Director of the National Council on Problem Gambling, addressing common questions from parents and teachers.

Beyond the website, Trusted Voices has extended. In May 2025, Randy Livingston and Anita Ondine Smith spoke on a panel about youth prevention at a major gaming



industry conference. In October, Randy spoke at Ohio State University as part of a day-long discussion on responsible gaming and gambling risk, addressing students, university staff, legislators, and regulators. Additional speaking invitations have followed for 2026.

In 2025, the FanDuel platform recorded more than 8,000 unique visits and over 140 toolkit downloads.

During Problem Gambling Awareness Month social media posts featuring Trusted Voices content generated more than 23,000 views. These metrics provide an early benchmark for continued expansion in 2026.

Looking ahead

Broadening engagement

In 2026, FanDuel intends to continue expanding Trusted Voices through additional content and broader community engagement. This includes proposals to Randy Livingston and Anita Ondine Smith to lead “train the trainer” sessions at industry conferences, problem gambling events, or parent and coach forums.

UKI Safety Center of Excellence

Strengthening capability and culture

⇒ Lead progress

Paddy Power **Sky Bet** **Sky Gaming** **Betfair**

In 2025, UK & Ireland launched our industry-first, Safety Center of Excellence in Leeds, bringing together Flutter’s 550-strong customer safety team in a dedicated environment focused on innovation, player protection, and colleague development.

We invested £1.5 million in the center to strengthen collaboration, embed consistent standards, and support the use of advanced safety technologies.

The center provides a shared space for learning, training, and continuous improvement, helping to build capability across our specialist teams, and reinforcing customer safety as a core business priority.

We are also developing a mobile immersion program to share the experience more widely across Flutter, extending impact beyond those who can attend in person.

Our ambition is for all of UKI colleagues to complete the immersion program over time, while also using the center as a space to engage external stakeholders, industry partners and visitors on our approach to customer protection.

Research, education and communication

2025 progress

AI-enabled text analysis

Supporting early intervention

Effective interaction

Sisal

In Italy, Sisal has partnered with the Department of Psychology and Computational Linguistics at Università Cattolica del Sacro Cuore (“UCSC”) in Milan to strengthen its customer safety approach.

Together, they have developed an AI-enabled system that analyzes chat interactions between customers and Sisal’s Customer Care team. The model identifies linguistic patterns that may indicate emerging risk, enabling earlier and more informed intervention by the Responsible Gaming team.

This system complements Sisal’s existing Anti-Dependence Algorithm (“ADA”), which focuses on behavioral data. By combining interaction-based signals with behavioral analysis, Sisal can build a more complete picture of customer risk and respond more effectively in a targeted and proportionate way.

For Sisal the program is a major milestone in identifying potential at-risk players through innovative analysis. It allows us to take a holistic approach to prevention, strengthening our ability to intervene proactively and responsibly.



The program is a major milestone in identifying potential at-risk players.



Safer Gambling Interaction Framework

Effective interaction

Sportsbet

Strengthening consistent, high-quality customer interactions

Sportsbet has strengthened its Safer Gambling Interaction Framework to support consistent, high-quality customer interactions across its operations. The framework provides a structured approach to conversations, enabling more intentional, evidence-based engagement while maintaining flexibility to respond to individual customer circumstances.

The framework introduces defined interaction stages, structured questioning, and clear guidance on selecting appropriate tools

and actions based on customer indicators. This supports more consistent execution, clearer decision-making, and improved documentation of customer outcomes.

To complement internal guidance, Sportsbet has partnered with external organizations, including Lifeline, to deliver specialist training for customer-facing teams. This training focuses on recognizing vulnerability, responding to distress signals, and applying evidence-based communication techniques, strengthening capability in line with broader industry expectations.

Together, structured interaction guidance and external training support a more consistent, scalable approach to safer gambling interactions. Further to this, ongoing quality assurance, coaching and refresher programs continue to embed the framework and support continuous improvement in interaction quality over time.

Looking ahead

Refining guidance

In 2026, Sportsbet will refine guidance on when and how tools should be applied, continue calibration and QA sessions, and further embed structured conversations through enhancements to its case management system.

Research, education and communication

2025 progress

Academic partnerships and sponsorships

Partnering with a university for PhD research on financial education

⇒ Lead progress

Sisal

Sisal has partnered with Università Cattolica del Sacro Cuore ("UCSC") in Milan to support an industrial PhD focused on financial education and its role in promoting responsible gaming behavior.

The research combines academic literature review with behavioral studies to better understand financial literacy among players.

Launched in 2023, the program has already produced one peer-reviewed publication, with a second planned for 2026. The partnership provides an ongoing link to academic rigor and expertise, which supports continued innovation in our safer gaming strategy.

Finding local insights to responsible gaming in Türkiye

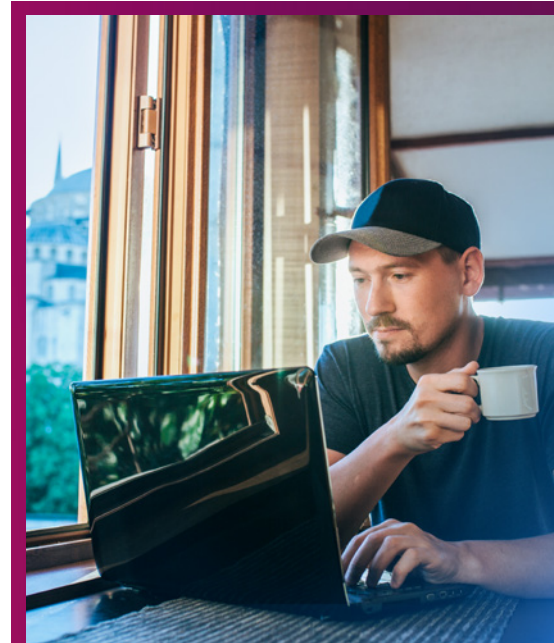
⇒ Lead progress

Sisal

Sisal Sans, based in Türkiye, has partnered with Bahçeşehir University in Istanbul to strengthen its responsible gaming research and prevention approach in the country.

The collaboration brings local academic expertise to help interpret behavioral insights within the appropriate cultural context. This is designed so that prevention initiatives and player protection measures are grounded in local norms and expectations, while keeping in step with Flutter's broader approach. In 2026, Sisal Sans will continue to expand research activity and on-the-ground prevention efforts in Türkiye, as we progress toward renewal of our World Lottery Association (WLA) Responsible Gaming Certification. The partnership supports long-term consistency, credibility and impact in the region.

The goal is to strengthen evidence around financial awareness as a protective factor and to inform practical approaches that support more informed play.



Sisal Sans in Türkiye has partnered with Bahçeşehir University in Istanbul to strengthen its responsible gaming research and approach.

Colleague advocacy

⇒ Lead progress

In 2025, colleague advocacy played a central role in advancing Play Well. All colleagues are required to complete annual responsible gaming training, and this year we delivered a deeper focus across our International division during Safer Gambling Week.

The campaign launched with a dedicated Play Well segment at the International Division Town Hall, where regional leaders set out responsible gaming priorities across markets. During the week, colleagues took part in a global Responsible Gaming SME showcase featuring cross-brand case studies, alongside a lived-experience session delivered with EPIC Global Solutions.

These activities strengthened understanding of our responsible gaming strategy and reinforced customer protection as a shared responsibility. Colleague feedback showed increased engagement, greater confidence in articulating Play Well priorities, and stronger personal advocacy across teams.

Insights from the campaign will inform our 2026 colleague engagement program as we continue to build responsible gaming culture and capability globally.

Looking ahead

Facing challenges head on

Responsible gaming depends on a balance of self-regulation by operators, and well-enforced regulatory frameworks within markets.

In both mature and nascent markets, illegal operators are expanding their reach. These operators sit outside local licensing regimes and do not consistently apply either the regulatory safeguards designed to protect customers, or the self-regulatory innovation and unique insight responsible operators like Flutter bring to the market.

Typically, illegal operators do not apply appropriate consumer protection standards and often lack basic customer safeguards such as age verification, responsible gaming tools, affordability controls, and safe payment processes. We believe customers benefit from better protections within a licensed environment governed by effective regulation.

Illegal operators weaken trust in the regulated market and make it difficult for harm-reduction measures to succeed.

As the global leader in sports betting and iGaming we have a unique perspective on global gaming culture and nuances. We will continue to focus on investing in market-leading innovative approaches and tailor support to our individual customer experiences in consideration of applicable regulatory requirements in the markets we operate. Flutter is working with its regulators and other relevant third parties to address illegal market activity.

Finally, as technology rapidly evolves, including the use of AI, we must ensure it is applied appropriately and responsibly to support customer protection and market integrity. Flutter has established ethical AI guidance and has begun piloting adoption programs to support this.



Our focus for 2026

Continue embedding the Flutter Edge: strengthening relationships and collaborations between brands to share best practice.

Further our research: we're working with leading academics to review our approach. And we're focusing on how we measure success when it comes to the efficacy of tools and approaches.

Support effective regulation: we want to show how well regulated markets can support all customers to play well.

WORK BETTER

How we build a sustainable high performance culture where everyone can thrive.

In this section

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We are committed to creating an environment where colleagues can perform at their best: where every voice strengthens decision-making, inclusion drives innovation, and teams operate with shared trust and accountability. We aim to be one of the leading inclusive employers in the markets in which we operate by 2030 – embedding inclusion, development, and wellbeing as foundations of long-term success.

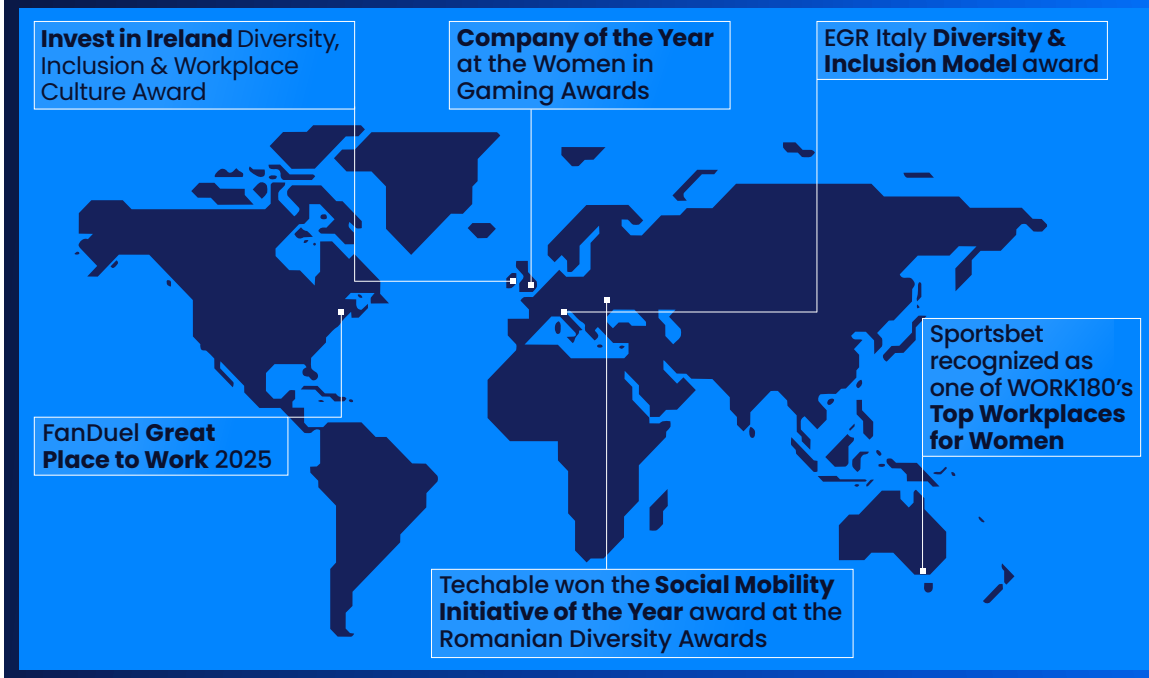
Our ambition

Our people build our brands and our brands are our business. So we prioritize development, wellbeing, and an inclusive culture where every voice matters for our people.

That is our values-driven leadership – the principle that sets us apart. We offer an environment and colleague experience that is underpinned by global collaboration, to attract and retain talent. Inclusion is critical: it's at the heart of our ability to recruit experts with a breadth of experience and fuel Flutter's innovation. Our business edge is grounded in our people's expertise. Colleagues work together at pace with ambition and adaptability – taking responsibility and feeling empowered to make bold decisions with integrity. We support our colleagues to be at their best, so they can deliver their best.

Work Better ambition

Our ambition is for Flutter to become one of the **leading inclusive employers** in the markets in which we operate by 2030.



2025 progress summary

In 2025, we evolved our global inclusion strategy, outlining our evolved approach and setting up operationally to drive our ambition. We invested in career-centered development, introducing AI literacy, and training to prepare colleagues for technological change. We introduced a summit-based learning model to strengthen cross-brand collaboration and share skills and best practice. We continued to grow our Lean In Together circles, reinforcing inclusion and wellbeing through practical action and shared learning across divisions.



"This is about continually building a workforce that is inclusive, sustainable, and future ready – by embedding a culture of learning and development across teams, and ensuring it shapes how we lead, collaborate, and make decisions every day."

Lisa Sewell
Chief People and Administrative Officer

Our approach

Global inclusion strategy

Our global framework is structured around three strategic focus areas. Together, these principles guide how we embed inclusion into leadership, processes, and everyday behaviors.



Every Voice Matters

Create a culture where conversations are **grounded in respect**, active listening, and empathy, enabling every voice to be heard and valued.

EVERY VOICE MATTERS



Inclusive Colleague Experience

Embed inclusion into our key **processes, practices, and behaviors**, so that all colleagues feel supported and empowered at every stage of their career.



Belonging Through Action

Foster a psychologically safe environment, nurture a strong sense of belonging, and **integrate allyship through consistent action**.



Global approach, local application

We aim to Work Better by building teams that reflect the global communities in which we operate. Building on our first global strategy launched in 2022, we have refined our approach to strengthen local autonomy. We focus our activities around areas of learning and development, inclusion and wellbeing.

We believe attracting a wide range of individuals with varied perspectives, and creating an inclusive culture supports sustainable business growth. This reflects the ethos at the heart of Flutter: to have a positive impact, and to be an employer where our colleagues can come to work as their true selves, equipped with the technology, tools, adjustments, and support to succeed.

While our ambition and supporting framework is global, implementation is locally led. Each brand and division tailors delivery to reflect local regulatory, cultural, and workforce contexts.

We invest in learning, mobility, and career development to ensure colleagues can grow with the business and fulfil their potential. At the same time, we continue to strengthen measurement and reporting across pay, progression, retention, and engagement – both to meet evolving regulatory requirements, and to track meaningful progress.

This balance of global principles and local relevance allows us to share insights across the Flutter Group, accelerate learning, and continuously improve our colleague experience, in ways that resonate within each market.

The Flutter Edge in action

When onboarding new brands, we provide a globally consistent Work Better framework while each brand and division tailors delivery to reflect their local context. We enable cross-brand learning, using our Flutter Edge in a number of ways:

- Our Global Inclusion Lead Forums create a regular cadence of connected conversations.
- We share our Employee Resource Group (“ERG”) structures and approaches across brands, with successful models rolled out more broadly across Flutter.

Lean In Together demonstrates our approach to scaling inclusion: the 850 member network expanded to Cluj, Hyderabad, and Gibraltar, with FanDuel teams trained in 2025 to adapt the model for their business. By sharing proven initiatives, tailoring them locally, and embedding cross-brand learning, we ensure ideas translate into tangible cultural impact across Flutter Group.

Learning and Development

2025 progress



Building future-ready skills across Flutter

Flutter Group | MaxBet | Sisal

Career-centered learning and ownership are a core part of how we develop our people globally. It ensures we stay ahead of industry transformation by equipping colleagues with the skills, confidence, and mindset needed to adapt and lead in a rapidly evolving environment.

In 2025, we strengthened our commitment to skills development through two flagship initiatives: Career Days and Career FOCUS Week. These programs focused on organization-wide learning moments centered on core topics relevant across Flutter. By moving away from isolated pockets of upskilling, we are building a shared culture of continuous learning across Flutter Group.

Career Days launched globally, followed by local editions across Flutter hubs. With AI as the central theme, we reflected both its strategic importance to our business and strong colleague interest. With more than 1,800 colleagues who participated, feedback was overwhelmingly positive – achieving a Net Promoter Score (“NPS”) of 90, on a scale of -100 to 100, when asked if they would recommend the event to a friend.

The program helped support progress towards a shared understanding of AI across the organization, supporting responsible adoption and capability building at scale.

Career FOCUS Week expanded in 2025 to include Flutter Functions, MaxBet, Singular, Sisal, and UKI – bringing participation to more than 2,000 colleagues – 500 more than the previous year. The week combined keynote speakers, workshops, and development prompts to encourage career mobility and leadership engagement. Participants reported a more than 60% increase in confidence in career development and career conversations. Engagement continued beyond the event, with 484 career resource downloads, 291 Learning Hub visits, and 147 Career Week page visits during the activation month alone.

Investing in AI literacy and capability across Flutter

Flutter Group | FanDuel | Sportsbet

Building AI capability at scale across our business and workforce is essential. In 2025, we focused our colleague development initiatives on AI literacy – ensuring colleagues have the confidence, skills, and practical understanding to use AI effectively and appropriately in their roles and functions.

Our approach combined global infrastructure with local execution. Flutter Functions & UKI established foundational learning pathways, launching the **AI for Everyone Hub**, a centralized resource for trusted AI education, attracting more than 954 unique visitors with engagement rated 4.6/5. Flutter Functions & UKI introduced **AI Personas**, an assessment tool completed by 350+ colleagues to map AI mindsets and guide personalized learning journeys, and we recorded a 50% increase in AI learning hours on Udemy. Across regions, tailored programs aim to accelerate capability.

At FanDuel, we developed a pilot program to empower the People Team with the skills to thrive in an AI-enabled world and drive grassroots innovation, regardless of expertise.

As an expansion of this work, we’ve partnered with an external expert to assess AI readiness and build a tailored curriculum, helping raise the baseline for how FanDuelers work in an AI-enabled future. In parallel, we’ve embedded AI training into new hire onboarding and launched communities of practice to foster ongoing learning, experimentation, and knowledge-sharing across the organization. Since 2024, Flutter SEA (Southern Europe & Africa) has implemented a structured AI Literacy Program that has so far reached over 1,200 colleagues. With 800 participants last year, the program has advanced through a variety of innovation events, practical sessions and training. Sportsbet launched a ten-week AI Incubator engaging 104 participants across 13 teams, with 15 innovation ideas shortlisted for implementation.

Together these initiatives reflect a shared commitment: as AI reshapes most sectors, we are investing in our people, so the whole organization can move forward together.

Looking ahead

Scaling capability

In 2026, our focus shifts from awareness to applied capability at scale – enabling colleagues to confidently integrate AI into daily workflows, drive product innovation, and improve how work gets done across Flutter.

Learning and Development

2025 progress

Supporting essential skills for early-career professionals

Sisal | PokerStars | Snai

LevelUp School at Flutter SEA is a development program designed to accelerate the growth of early-career professionals. It equips participants with the practical skills needed to navigate complex work life challenges.

Since 2023, 115 colleagues have completed the program across three cohorts, building capabilities in collaboration, negotiation, communication, and stakeholder management. Through interactive learning and real-world application, participants strengthen cross-functional relationships, influence with confidence, and deliver value across the organization.

Following the success of the 2023 edition, LevelUp School was scaled regionally in 2024, opening up to colleagues across Italy, Morocco, Albania, and Türkiye. Despite being primarily a hybrid program, the core takes place during a week-long in-person experience in Milan. Bringing together colleagues across the region, with over 40 participants in 2025, LevelUp School renewed its impact last year whilst becoming increasingly recognized for its value in supporting development.



LevelUp School has since scaled regionally, opening up to colleagues across Italy, Morocco, Albania, and Türkiye.



Leading with impact

Flutter Group

Accelerate is a leadership development program that equips colleagues with the skills, confidence, and mindset to lead with impact. Through expert-led sessions, insight sharing pods and 1-1 coaching on personal, people and organizational leadership, members have sharpened their leadership approach, learned from each other, and put their thinking to the test in front of senior leaders.

Over the past two years, 50 leaders from across Flutter, located in multiple locations (Bulgaria, Canada, Gibraltar, Ireland, Leeds, London, Isle of Man, Sunderland, Malta, and the US), have been members of Accelerate.

The program has received positive feedback for its effectiveness in achieving its core objectives (a Net Promoter Score of 89), and it culminates in a closing event where members showcase their insights on key business challenges to a panel of Flutter Executives.

A standout outcome has been the creation of meaningful connections and collaborative spaces, empowering colleagues to share experiences and learn from one another. These interactions have fostered a sense of shared purpose, enabling participants to collectively address challenges and explore new opportunities for innovation and growth.

50

leaders have taken part in the Accelerate program.

Looking ahead

Expanding opportunities

We are excited to expand the program to Flutter UKI, further enhancing opportunities for connection and learning. One in three cohort members are women, underscoring our commitment to ensure an inclusive community of leaders for today and tomorrow.

Inclusion and Wellbeing

2025 progress



Bringing colleagues together in community

Flutter Group

Lean In Together is part of Fair Game, our colleague network focused on creating space for dialogue, connection, and career development. Through structured circles, allyship programs, and Together events, the network enables all colleagues to build meaningful relationships, strengthen inclusive leadership skills, and amplify cultural change across Flutter.

Open to colleagues of all genders and gender identities, Lean In Together now includes more than 850 members across multiple locations, supported by 20 senior leader sponsors spanning divisions and business areas.

In 2025, the network:

- Delivered monthly circle sessions and networking forums.
- Ran a structured allyship program.
- Convened sponsor forums to progress key themes.
- Supported career development and inclusive leadership capability and skills.

The initiative was recognized externally, winning the Commitment to Diversity, Equity and Inclusion Award at the 2025 Invest in Ireland Awards. We expanded the model to Cluj, Hyderabad, and Gibraltar, while FanDuel teams received training to explore adaptation in 2026 – all strengthening cross brand learning through the Flutter Edge.

As Lean In Together continues to grow, it remains focused on embedding inclusion into everyday leadership and career development, reinforcing both colleague experience, organizational performance, and workplace culture.



Putting inclusive behaviors into practice, day-to-day

Paddy Power | Betfair

The Free To Be Me Expedition is a flagship UKI program designed to embed inclusive behaviors into day-to-day ways of working. Built around experimentation and measurement, it enables teams to test practical actions that strengthen psychological safety, collaboration, and performance.

In 2025, 60 inclusion champions were trained to design, facilitate, and measure structured inclusion experiments within their teams. The initiative launched with direct support from UKI CEO Kevin Harrington and five senior business sponsors.

Champions engaged more than 600 colleagues across 25 teams, running and measuring over 15 live inclusion experiments in real working environments.

The program demonstrated how intentional cultural experimentation can translate inclusion from principle into practice.

Reported outcomes included:

- Stronger psychological safety.
- More inclusive participation in decision-making.
- Improved collaboration and team performance.
- Visible senior leadership sponsorship.

Following the success of the pilot, Free To Be Me will scale to support Flutter's broader leadership and culture ambitions, further embedding inclusive behaviors as a core part of how we work and perform.

60 inclusion champions

engaged more than 600 colleagues across 25 teams.

Inclusion and Wellbeing

2025 progress

Building thriving communities across Flutter

FanDuel | Sportsbet

In 2025, we strengthened our colleague communities across Flutter, recognizing them as important drivers of belonging, engagement, and Flutter culture. At FanDuel, we invested in leadership development and executive partnership within our Employee Resource Groups (“ERGs”). The annual ERG Summit in Atlanta brought together 21 ERG leaders, regional champions, and seven executive sponsors for focused leadership development, strategic planning, and sponsor engagement. Through structured working sessions and keynote speakers, leaders gained practical skills, aligning on clear priorities for 2026. At Sportsbet, five new colleague communities were launched, establishing a stronger foundation for inclusive culture-building.

Looking ahead

Launching an ERG summit

In 2026, we will apply learnings from FanDuel’s summit model more broadly, launching an ERG Summit across Flutter Functions and our UKI region. By equipping community leaders with structured development, sponsorship, and strategic support, we aim to deepen impact and further advance our Work Better ambition across the Flutter Group.

These communities provide visible platforms to model inclusive behaviors, strengthen cultural influence across the business, and elevate colleague voice.



Looking ahead

Facing challenges head on

We’re focused on future readiness: the sector faces accelerating technological transformation; organizations struggle to equip colleagues with future-ready skills at scale, particularly around emerging technologies like AI, and reshape roles and ways of working. We continue to invest in colleague development programs, including technical training, leadership development, and partnerships with external learning providers to ensure our workforce remains competitive, adaptable, and future ready.

We’re translating inclusion from principle to practice: that means moving inclusion beyond statements of intent to outcomes in team dynamics, decision-making, and belonging, requires sustained focus, leadership accountability, and the integration of inclusive practices into everyday ways of working. Programs such as Free To Be Me and allyship initiatives delivered through Lean in Together support the continued embedding of inclusive leadership across the organization, as we translate commitment into progress and lasting cultural change.

Our focus for 2026

Embedding our inclusion strategy: rolling out our new approach across the business.

Defining measures of success: strengthening leadership and culture by equipping line managers through learning and development to elevate performance.

Improving workplace experience: making sure all colleagues have an inclusive experience across markets while respecting local context.

Shaping positive ways of working: protecting wellbeing and creating the conditions for people to do their best work.

DO MORE

How we positively support our communities.

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Our brands are closest to their customers and communities, which gives us insight into their needs. By combining that local understanding with the reach and resources of a global organization, we focus our efforts where we can make the greatest difference. Our ambition is to reach 10 million people by 2030.

Our ambition

We aim to create positive impact in the communities where we live and work through the collective energy of our people, the scale of our business, and the strength of our expert nonprofit partners.

With thousands of colleagues across more than 87 offices worldwide, we have the opportunity to contribute meaningfully.

Community engagement strengthens our connection to the places in which we operate, deepens colleague pride and shared values, and supports long-term, trusted relationships that create lasting impact.

Do More ambition

10m

Our ambition is to reach 10 million people by 2030 through our community initiatives.*

Progress

\$26m

donated in 2025

3.56m

lives improved since 2022*

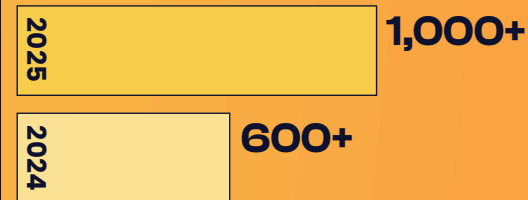
1m

lives improved in 2025 (estimated)*

Colleagues volunteered globally (+80% YOY)



Causes supported globally (+85% YOY)



* Effective from January 2026 we have updated our Do More goal to an ambition to reach 10 million people by 2030. The numbers in the table above were calculated using our 2025 Lives Improved methodology which is why they are stated as such. From 2026 we will report Lives Reached numbers using our updated methodology (read more about this on page 44).

2025 progress summary

This year we focused on strengthening internal engagement and adoption of Do More. We did this through increasing local ownership of community programs, expanding participation pathways, and building on our mature long-term partnerships including Prostate Cancer UK, Operation HOPE, Breast Cancer Now, Cure Leukaemia, the British Heart Foundation and the Australian Skin Cancer Foundation. These efforts drove up volunteering - increasing 80% year-on-year - and increased the number of causes supported by more than 60% year-on-year.



“Do More is driven by the passion and commitment of our colleagues. In 2025 we nearly doubled volunteering participation and supported more causes than ever before, deepening our connection to the communities where we live and work. Through significant long-term investments and stronger partnerships, we are building a program that delivers meaningful, sustained change at scale.”

Kerry McNally
Group Head of Communities & Engagement

Our approach

Three focus areas

We focus our community efforts on priorities that reflect local needs and where Flutter can create distinctive value, concentrating our impact in three core areas: sport, technology, and health.



Sports & Play

Driving positive social change to establish active, thriving communities through the power of sport.



In addition, we provide responsive support during disasters and emergencies, mobilizing funding and colleagues quickly when our communities need immediate assistance. This focused approach enables us to concentrate our resources, build expertise, and deliver deeper impact over time.



Tech4Good

Showcasing and supporting technology that can transform lives by creating connections, developing new skills, and solving social issues.



Health & Wellbeing

Laying the foundations for long-term sustainable success across all aspects of life.



Global approach, local application

Do More provides a clear framework while enabling brands to shape their approach around local community and colleague priorities. This ensures alignment with our 2030 ambition and impact measurement standards, while allowing flexibility to respond to local needs.

We are increasingly prioritizing longer-term nonprofit partnerships. Multi-year collaborations strengthen trust, enable partners to focus on their crucial work through more sustainable funding, and allow us to support more meaningful outcomes beyond one-off activations.

To improve consistency and transparency, we request structured impact reporting from many of our partners, covering engagement, beneficiaries, and reach. Recognizing that reporting capacity varies significantly, we supplement partner data with estimation methodologies where appropriate.

In 2025, we piloted a new approach with impact measurement specialists True Impact to introduce greater rigor and consistency. From 2026 onwards, we'll adopt their proprietary model, which is built on more than 20 years of validated data.

This is intended to provide a more accurate picture of reach where reporting is limited, supported by a simpler and more consistent submission process. In this way, we can strengthen local insight while building a clearer global view of Do More's overall reach and impact.

The Flutter Edge in action

Do More is embedded into brand integration through our broader Positive Impact Plan. Onboarding is tailored to the division or region in which the brand operates, with new brands introduced to a clear Flutter Group structure. This includes our 2030 ambition, defined focus areas, shared measurement standards, volunteering platforms, engagement campaigns, and access to flagship partnerships where appropriate.

Brands retain flexibility to localize their approach to ensure alignment with local regulation, culture, and community priorities.

For brands without an established community strategy, Do More provides a scalable framework and platforms that can be adopted and adapted. This enables faster mobilization, stronger impact measurement, and shared learning across markets.

2025 progress



Do More for the long term

Sports & Play

Tech4Good

Health & Wellbeing

In 2025, we continued to evolve our strategic approach by strengthening and evolving several of our long-term partnerships. While one-off events and local support remain important moments of engagement, sustained impact requires consistency, trust, and committed funding.

311,515

People trained in CPR across the UK thanks to our 'Every Minute Matters' campaign.

Our commitment to multi-year partnerships centers on engaging with organizations that share our dedication to sport, health, and wellbeing. The longer-term nature of these collaborations offers our partners the opportunity to expand their reach and enhance the effectiveness of their initiatives. For Flutter, they create clearer pathways to measurable outcomes and deeper community impact over time. Through sustained support in areas such as financial empowerment, education, and community wellbeing, we aim to foster lasting positive change across our markets.

In the US, FanDuel partners with Operation HOPE to advance financial literacy and economic empowerment in underserved communities. FanDuel also supports UNCF through scholarship funding and capacity-building initiatives that expand access to higher education for students from underrepresented backgrounds.

In the UK, Racing Welfare, supported by Betfair, delivers welfare and wellbeing services to people working in the British horseracing industry. Through PokerStars, we partner with Right To Play to use sport and play-based learning to improve education, wellbeing and life skills for young people in vulnerable communities. We also support Missing People through fundraising to help reunite missing individuals with their families.



Through Paddy Power and The Big 180, we partner with Prostate Cancer UK.

Across our markets, we also invest in partnerships that advance access to sport. We are working with International Mixed Ability Sports to promote truly inclusive sport, bringing people of all abilities to play together.

In health, we are the first global partner for Cure Leukaemia, using the power of sport to fund treatments for blood cancer. By backing major challenges like The Tour 21 we are helping to unlock millions of dollars in crucial funding.

Through Paddy Power and The Big 180, we partner with Prostate Cancer UK to raise awareness and encourage early health checks. Over the past three years, we've donated £3.25 million and over 400,000 men have used the online risk checker. Through the Every Minute Matters campaign, Sky Bet partners with the British Heart Foundation and the English Football League, to donate £3 million to support lifesaving research, raise awareness, and increase the number of people trained in CPR across the UK. Through Cash4Clubs, in partnership with Sported, we donated £500,000 which provided 250 grants to grassroots sports clubs in the UK and Ireland. Finally, Sportsbet supports the Australian Skin Cancer Foundation ("ASCF") to fund prevention, screening and education (read more on page 32).

Together, these partnerships reflect our commitment toward sustained, outcome-oriented community investment.

2025 progress

Opening up inclusive sporting opportunities in Italy

Sports & Play

Flutter SEA

In November 2025, Flutter SEA organized three inclusive sporting events in Milan, Rome and Lucca in partnership with Special Olympics Italia as part of the #PlayUnified campaign. The events brought together people of all abilities, including those with and without intellectual disabilities to compete, connect, and celebrate sport.

Across the three events, 106 Flutter colleagues participated alongside 80 athletes, volunteering their time both on and off the field. The initiative formed part of a long-standing partnership between Fondazione Snaitech – the charitable foundation linked to our Italian brand Snai – and Special Olympics Italia.

This multi-year collaboration enables sustained support for inclusive sport while aligning with our broader Do More ambition. Beyond flagship events, colleagues are encouraged to volunteer at sport activities hosted by organizations affiliated with Special Olympics Italia in the three cities.



Looking ahead

Expanding access

Looking ahead, we're exploring opportunities to deepen our engagement in Italy, and expand inclusive sporting collaborations across additional Flutter SEA markets.

Supporting high-level para-athletes through the Aditya Mehta Foundation

Sports & Play

Flutter India

Flutter Entertainment India partners with the Aditya Mehta Foundation (“AMF”) to strengthen India’s para-sports ecosystem and support athletes with disabilities in pursuing sporting excellence. Our funding supports two high-performance programs: Training, Rehabilitation Center, Nutrition, Coaching & Upgradation of facilities, and Providing Customized Adaptive Devices & Customized Sports Equipment for Para-athletes. In 2025, seven athletes were supported to compete internationally, including at the Youth Asian Para Games and the Korat Paracycling Cup. Athletes achieved medals, improved international rankings and gained national recognition. Among them were emerging elite athletes Jyoti and Shivani Hosuru Uppara. Both participated in global competitions after financial barriers were removed, accelerating their progression into elite pathways. Jyoti and Shivani were recently awarded the Pradhan Mantri Rashtriya Bal Puraskar, India’s highest civilian award for young people for sporting achievement.



Supporting high performance athletes

Athletes achieved medals, improved international rankings and gained national recognition.

2025 progress

Flutter Tech4Good Awards

Tech4Good

Global

The Flutter Tech4Good Awards 2025, delivered in partnership with Beyond Sport, is a global award recognizing organizations that use technology and sport to build healthier, more active communities. The awards support tech-driven solutions – from digital platforms to inclusive equipment – that promote physical activity, strengthen wellbeing, and drive positive social change.

In 2025, more than 30 organizations applied from markets spanning the USA to Portugal and New Zealand to Romania. An independent judging panel selected The Good Gym (UK) as the £20,000 winner. The GoodGym combines running and other exercise with volunteering to support local communities boosting fitness, mental wellbeing and social connection. Winners also receive tailored capacity-building support from Beyond Sport and Alpha Hub, Flutter’s global start-up and innovation community. The four runners-up chosen, each receiving £10,000, were Xiborg, Blade for All (Japan), Bonito Foundation (Sweden), Play4All AI (Portugal) and Civic Dollars (Ireland).



Winners receive support from Alpha Hub, Flutter’s global start-up and innovation community.



Tackling skin cancer for sports and racing fans across Australia

Health & Wellbeing

Sportsbet

Skin cancer remains one of Australia’s most urgent health challenges – one person dies from melanoma every six hours, yet early detection significantly improves survival rates. In 2025, Sportsbet strengthened its partnership with the Australian Skin Cancer Foundation (“ASCF”) by facilitating the delivery of over 1200 free skin checks through its sports and racing partnerships, and funding a world-first 3D Skin Check Mobile Clinic to expand access to early detection. The new mobile clinic was launched on December 1 at Manly Beach in Sydney, marking the first day of Summer Down Under.

The clinic delivers advanced full-body 3D scans and biopsies where required, providing up to 70 free screenings per day. By bringing specialist services directly to sports and racing events and regional communities, it removes cost and access barriers. This partnership demonstrates how Sportsbet is using its platform and partnerships to deliver life-saving health interventions directly to communities – combining scale, access, and prevention to generate meaningful public health impact.

A world first

Sportsbet supported the launch of a 3D Skin Check Mobile Clinic designed for early detection.

Looking ahead

Taking health interventions on tour

Through continued funding, Sportsbet will support more than 30 days of free screening via the 3D Skin Check Mobile Clinic across 2026. They will also continue to leverage their sports and racing partnerships to extend the reach of the ASCF 3D Skin Check mobile clinic – including its first visit to Perth – while increasing time spent in regional and rural communities.

2025 progress

Supporting vulnerable families and people facing homelessness

Health & Wellbeing

BLIP

BLIP – our tech and innovation hub based in Portugal – is partnering with nonprofit CASA, which supports people experiencing homelessness and families in need. CASA provides practical help, from daily hot meals to food baskets, clothing and hygiene essentials, as well as pathways towards social reintegration and renewed independence. Throughout the year, colleagues combine hands-on volunteering with targeted collections of essential goods and financial donations. This strengthens CASA's daily operations by creating a steady flow of support. The ongoing collaboration means that assistance reaches people when it's most needed, not just during seasonal campaigns. By mobilizing colleagues, time and resources consistently, BLIP has built a partnership rooted in trust, responsiveness and shared purpose. The result is measurable social value, stronger community resilience, and reliable support for those in vulnerable situations – delivered in a way that's both human and sustainable.



BLIP's ongoing collaboration with CASA means that assistance reaches people when it's most needed.

Empowering young people through play

Sports & Play

PokerStars

In 2025, PokerStars marked 10 years of partnership with the charity Right To Play – a decade of using sport and play to help young people rise above adversity in some of the world's most challenging environments. Right To Play's mission is to protect, educate, and empower young people through play. In 2025 alone, the organization supported more than 4.7 million young people globally, 48% of whom were girls, helping them build resilience, confidence, and life skills. Over the past decade, Flutter International has contributed £4.2 million through corporate funding, customer donations, and colleague fundraising. The charity holds an annual fundraising sports quiz in London, which has been sponsored by PokerStars for 10 consecutive years. This year the quiz raised £329,000. A fundraising campaign using Vegas Infinite, a virtual reality game from PokerStars, generated a further \$100,000.

Together, colleagues, customers, and partners have created a sustained, scalable impact – demonstrating how long-term commitment can unlock opportunity for millions of young people worldwide.

Raising awareness for breast cancer prevention

Health & Wellbeing

tombola

At tombola, community sits at the heart of everything, so partnering with UK charity Breast Cancer Now was a natural choice. More than half of tombola players say they've been affected by breast cancer directly or through someone they love. With one in seven women in the UK likely to receive a diagnosis in their lifetime, the need for action is clear. Through the "Eyes Down, Check Up" campaign, tombola set out to share lifesaving information with more than one million people, encouraging regular breast checks and open conversations. A digital quiz, national radio partnerships and always-on social content helped reach millions, contributing to a measurable increase in players checking monthly. Alongside awareness, tombola raised £400,000 in 2025 through bespoke charity bingo games and community fundraising. This funding supports vital research and specialist helpline services – ensuring that no one faces a breast cancer diagnosis alone.

2025 progress

Saving lives through blood donations

Health & Wellbeing

MaxBet

At MaxBet, a single blood donation drive in 2017 sparked what has become one of their most enduring community initiatives. “Life is Blood” is a campaign embedded across MaxBet, organized each spring and autumn in partnership with local blood transfusion services and the Red Cross. It makes it easy for colleagues to take part in a simple but lifesaving act.

Over time, participation has become part of the MaxBet culture, with colleagues consistently stepping forward to donate and encourage others to do the same. In 2025, more than 3,800 units of blood were collected, potentially helping to save up to 11,520 lives. “Life is Blood” reflects MaxBet’s belief that meaningful impact does not always require complexity – just commitment, consistency, and collective action. By returning year after year, they continue to support national blood supplies in Serbia and contribute to saving lives in its communities.



“Life is Blood” is a campaign embedded across MaxBet.

3,800
units of blood

11,520
lives potentially helped to save

Mobilizing volunteers to overcome food poverty

Health & Wellbeing

FanDuel

For the past two years, FanDuel has participated in the September 11 National Day of Service and Remembrance at the Intrepid Sea, Air & Space Museum in New York. The annual event, organized by the Intrepid Museum in partnership with 9/11 Day and New York Cares, brings together thousands of volunteers to transform a day of remembrance into a day of community action.

FanDuel’s involvement began in 2024 and continued in 2025 with 70 FanDuel colleagues volunteering, contributing a total of 140 hours across the two-day event. Participation was voluntary, with colleagues joining alongside corporate teams and local residents.

7,000

volunteers packed two million non-perishable meals for distribution to food-insecure New Yorkers.

Across the event, nearly 7,000 volunteers packed two million non-perishable meals for distribution to food-insecure New Yorkers through City Harvest and the Food Bank for New York City. FanDuel volunteers supported the effort, helping package thousands of meals for individuals and families in need.

By participating in large-scale community initiatives such as this, we connect colleagues to local needs while contributing to collective impact at scale. Through Do More, we continue to support practical interventions that address immediate community challenges such as food insecurity.

Looking ahead

Continuing to support local communities

We plan to continue supporting local communities by addressing immediate, identified needs, including food insecurity and other pressing community challenges. Our colleagues play an active role in supporting their local communities, strengthening both their sense of purpose and their overall work experience. With meaningful volunteer opportunities and company support, we create a work environment where colleagues feel engaged and perform at their best.

2025 progress

Do More Together

 Sports & Play

 Tech4Good

 Health & Wellbeing

Global

Do More Together is our global community engagement campaign that creates a focused period of collective action across Flutter's brands and regions. Piloted in 2025 and returning in spring 2026, it provides a structured framework for colleagues to engage in Do More as volunteers, fundraisers, and advocates for causes that matter to them.

The program is designed to make it easy for colleagues everywhere to take part – helping us connect local impact with the scale of our business. While Do More operates year-round, the campaign creates momentum, visibility and shared energy and pride across our global footprint.

Activities have ranged from large-scale volunteer days and blood donation drives to community renovations, food distribution, care package packing, Power Hour volunteering at brand off-sites, team-based fundraising challenges, and global virtual charity step challenges.

Do More Together has been a key driver of increased colleague participation and the growth in causes supported year-on-year. It demonstrates the Flutter Edge in action – combining global infrastructure with local leadership and colleague-led energy.

2,462

colleagues involved in the Do More Together campaign.



Looking ahead

Facing challenges head on

Measuring impact rigorously is central to Do More – but it's also complex. We operate across diverse markets and partner with organizations of different sizes and reporting capabilities. While many partners measure their impact, approaches and methodologies vary significantly.

Our focus is on striking the right balance: strengthening global consistency and credibility, while keeping reporting proportionate and relevant at a local level. To support this, we partnered with specialist impact measurement organization True Impact. Following a pilot phase in 2025, we will roll out their reporting processes and proprietary modelling from 2026 to enhance the accuracy, comparability, and transparency of our reach data. This approach strengthens our own oversight while providing partners with clearer, more consistent reporting processes.

Engagement is equally important. Creating opportunities is only the first step – enabling and inspiring participation drives real impact. Through Do More Together, we focus on reducing friction, increasing visibility, and empowering colleagues to translate intention into action.

Our focus for 2026

Embedding Do More Together: evolving the campaign into a year-round participation model, while sustaining the momentum of the annual opportunities.

Strengthening impact measurement: implementing a consistent measurement framework from our True Impact pilot to strengthen evidence of reach and impact.

Deepening local leadership: continuing flagship partnerships, while enabling brands and regions to shape locally relevant initiatives within our shared framework.

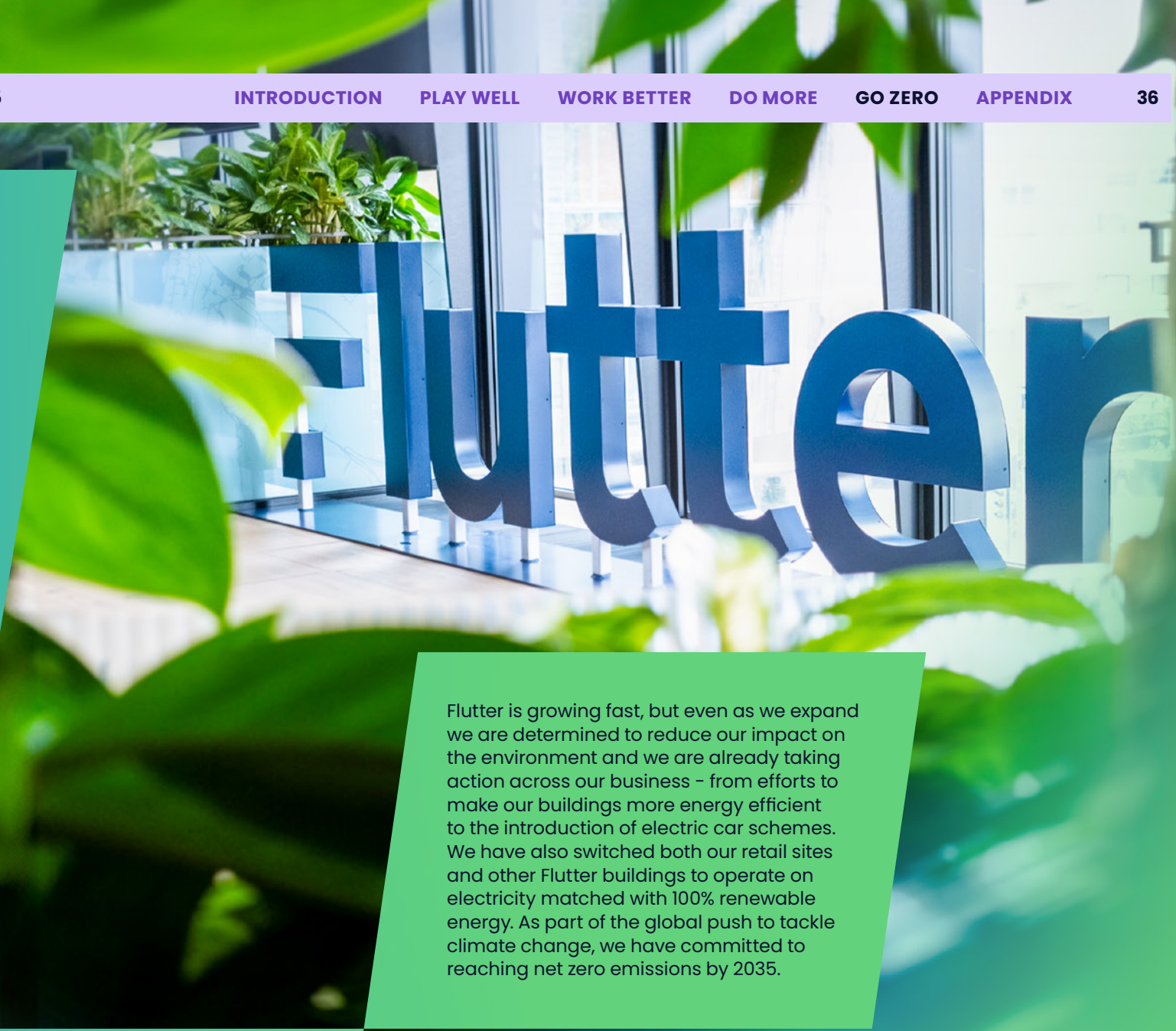
GO ZERO

How we take action on both climate change and wider environmental issues.

In this section

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Flutter is growing fast, but even as we expand we are determined to reduce our impact on the environment and we are already taking action across our business - from efforts to make our buildings more energy efficient to the introduction of electric car schemes. We have also switched both our retail sites and other Flutter buildings to operate on electricity matched with 100% renewable energy. As part of the global push to tackle climate change, we have committed to reaching net zero emissions by 2035.



Our ambition

This year, we are proud to be among the few companies in our industry to publish our detailed, technical climate disclosures in a stand-alone Climate Report.

Protecting the environment and contributing to a sustainable future is of utmost importance to Flutter. Our Go Zero strategy represents our action plan on climate change and wider environmental issues.

Reporting in alignment with evolving regulations gives stakeholders the detail they need and supports our business to succeed. The Climate Report contains full information on our emissions, governance, risks, actions, and our progress toward our targets.

In this Go Zero section of the Positive Impact Report we focus on our broader impact initiatives that deliver benefits extending beyond our value chain (see page 39 for further detail).

Go Zero ambition

Net zero

by the end of 2035

We are committed to reaching net zero greenhouse gas (“GHG”) emissions across our value chain by 2035, whilst contributing to climate and environmental impacts beyond our own footprint.



1. Reducing our emissions

We are committed to reducing our value chain emissions to net zero. This includes delivering reduction strategies that target both our direct and indirect emissions sources, from procurement of clean energy through to engaging with our suppliers.



2. Removing our unavoidable emissions

While we’re focused on reducing 90% of our footprint, we expect to have unavoidable emissions that we’ll need to offset to reach net zero. We’re building our strategy to procure durable and high-integrity carbon removals, seeking to neutralize our residual emissions.



3. Supporting broader climate transition

We recognize that supporting the environment goes beyond reducing our own emissions and engaging our suppliers. That is why we also support projects and initiatives outside our value chain that deliver wider social and environmental benefits.

Download our first Climate Report to read more about the climate action we’re taking at Flutter. Inside you’ll find:

- Our ambition to be net zero by 2035 and the science-based targets we’ve set.
- How our Go Zero strategy will help us to achieve this ambition.
- A detailed breakdown of emissions across our value chain.
- The actions we’re taking to reduce our impact.
- The key actions we’re taking to reduce and remove our emissions.
- How we’re strengthening climate governance and managing climate risk.



[Download](#) the full report to explore the detail behind our strategy and progress.

2025 highlights

B

We increased our CDP score from a C in 2024 to a B in 2025.



“We gained visibility into suppliers’ climate targets for the first time. 13% of emissions come from those with committed or validated targets, increasing confidence in value chain decarbonization.”



Martyn White, Director of Sustainability Delivery & Governance



Funding carbon removals and emission avoidance

We continue to fund nature- and technology-based carbon removal projects on an ongoing basis as we progress toward our net zero 2035 target, as well as emission offset solutions to scale the global climate transition.

Read more in our Climate Report: Removing our unavoidable emissions

Read more in our Climate Report: Supporting broader climate transition



-5%

Global energy consumption decreased year-on-year (Scope 2, excluding acquisitions).



MaxBet was incorporated into global emissions inventory



We acquired MaxBet in the first quarter of 2024, and this year we’ve incorporated MaxBet data in our overall Flutter carbon footprint for the first time.

Read more in our Climate Report: Understanding our emissions

Running green certified offices worldwide



19 Flutter offices worldwide now hold sustainability certifications, including BREEAM, LEED, and ISO 50001.



Funding carbon removals and emission avoidance

We continue to fund nature- and technology-based carbon removal projects on an ongoing basis as we progress toward our net zero 2035 target, as well as emission offset solutions to scale the global climate transition.

Read more in our Climate Report: Removing our unavoidable emissions

Read more in our Climate Report: Supporting broader climate transition



-5%

Global energy consumption decreased year-on-year (Scope 2, excluding acquisitions).



100% renewable energy coverage



We achieved 100% renewable energy coverage and zero emissions for our Scope 2 footprint, by procuring renewable energy and using Energy Attribute Certificates (“EACs”).

Read more in our Climate Report: Reducing our emissions

Enhancing accuracy of our supplier emission data



28% of our supplier emissions are now calculated from disclosed emissions, reducing our reliance on modeled estimates and improving accuracy.

2025 progress

Supporting broader climate transition

Contributing beyond net zero

As a global business, we know that addressing the climate crisis requires collective action beyond reducing and removing our own emissions. This is why we have worked with our passionate Flutter community to facilitate a wide range of activities, from tree planting to a community food sharing platform.

In Canada, colleagues planted 88 native trees near Toronto, including species like American Beech, White Oak, and Eastern Red Cedar. These trees are expected to sequester nearly 19,360lbs of carbon dioxide (CO₂) over the next decade and absorb 17,600lbs of air pollutants over the next 20 years. Meanwhile, in Georgia and Armenia, the Adjabaret Green Team hosted two events which explored a more sustainable approach to plant and decorate live, potted Christmas trees as well as creating gardens in pots using recycled materials.

In Dublin, Flutter partnered with Olio, a food-sharing platform, to redistribute 653kg of surplus food from the office. Supporting 160 local households, preventing food waste, saving 482m³ of water, and avoiding 2,733kg of CO₂ emissions.

In the UK and Ireland, colleagues can opt to contribute part of their salary to fund projects that support the planet and communities, such as reforestation and safe water access. Since launching in 2023, 153 colleagues have enrolled, helping to plant 33,000 trees and reduce 2,693 tonnes of carbon, equivalent to eliminating 48,912 car trips from London to Manchester.

Together, these efforts demonstrate Flutter's commitment to support initiatives, engagements and projects that contribute to social and environmental benefits.



Looking ahead

Facing challenges head on

As a technology-led business, we anticipate that our growing use of AI will likely come with an increase of associated emissions. We account for emissions associated with data centers through our supplier emissions tracking. As part of our more detailed approach to supplier emissions, we're improving attribution across the board, including for data centers. This will give us clearer insight into the environmental impacts of AI usage and help us work with our data center suppliers to support decarbonization.

Integrating acquisitions into our carbon footprint also presents unique challenges. The newly acquired group companies are at different levels of sustainability maturity – some have established reporting systems, while others are earlier on their journey. For more mature brands, we focus on aligning methodologies and data structures. For those at earlier stages, we invest time in educating, engaging, and inspiring. As a federated business, we're mindful of different local challenges and norms, requiring us to establish new measurement systems and tailored processes for each brand.

Our focus for 2026

Evolving our climate reporting: We are evolving our climate reporting capabilities to better reflect our supply chain commitments and data. This includes expanding beyond SBTi-aligned targets to capture a broader range of supplier climate commitments, enhancing the accuracy of emissions data for key suppliers, and continuing to progress our pathway to net zero.

Engaging our colleagues: We are inviting colleagues to participate in e-learning courses on climate issues and sharing practical actions on how they can get involved in Flutter's Go Zero journey.

APPENDIX

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Identifying and managing sustainability topics

Essential foundations – policies, standards and practices

Flutter’s essential foundations represent the core policies, standards, and practices that underpin responsible and sustainable business conduct across the Flutter Group. These core policies and procedures can be found on Flutter’s webpage: [Flutter.com/investors/shareholder-information/policies-and-documents/](https://flutter.com/investors/shareholder-information/policies-and-documents/). They include, without limitation (i) Anti-money Laundering & Countering the Financing of Terrorism Policy; (ii) Sanctions Policy; (iii) Anti-Bribery and Corruption Policy; (iv) Gifts and Hospitality Policy; (v) Conflict of Interest Policy; (vi) Whistleblower Policy; (vii) Supplier Code of Conduct; (viii) Tax strategy; (ix) Code of Ethics; (x) Health and Safety Policy; (xi) Ethical Marketing Policy; (xii) Third Party Financial Crime Policy; and (xiii) Modern Slavery Statement Policy. Flutter also has a robust Data Privacy Policy which can be found on a separate webpage: [Flutter.com/privacy-policy](https://flutter.com/privacy-policy).

Materiality*

Since launching our Positive Impact Plan in 2022, we have continued to build on its four pillar areas of focus which center on the sustainability topics most relevant to our business.

These are supported by essential foundations in ethics and compliance, anti-corruption, anti-money laundering, data protection and governance. We regularly review our material topics through internal and external engagement. Our initial assessment in 2021 identified the key topics that informed the design of the Positive Impact Plan. The four key pillars of the Positive Impact Plan are Play Well, Work Better, Do More and Go Zero.

In 2025, we reviewed each pillar of our strategy, concluding that our focus and approach is still appropriate. We continue to focus on responsible gaming under our Play Well pillar as our most material issue – supported by a focus on community, colleagues and environment – while strengthening the systems, data, and governance needed to align with emerging global disclosure standards.

We undertook a Double Materiality Assessment (“DMA”) in 2023 in preparation for the EU Corporate Sustainability Reporting Directive (“CSRD”). Due to changes in legislation, we now expect to report against CSRD requirements in 2028 for the 2027 financial year. Due to the change in timeline, we intend to refresh our DMA assessment during the year ending 2026.

* “Materiality” and related terms, as used throughout this report, refer to the way those terms are used and described in the Global Reporting Initiative (“GRI”) Universal Standards, and should not be read to imply the associated meanings under the securities or other laws of the US or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. “Materiality” and related terms should not, for the purposes of this document, be read as equating to any use of the word in other Flutter reporting or filings.

Mapping and analyzing our top 15 material issues

We used our materiality analysis to determine the four strategic pillars of our Positive Impact Plan sustainability strategy.

Strategic pillars

- A Customers (Play Well)
- B Colleagues (Work Better)
- C Communities (Do More)
- D Environment (Go Zero)
- E Essential Foundations

| | | | | |
|----------------------------|-----------|---|--|-----------|
| Importance to stakeholders | VERY HIGH | | <ul style="list-style-type: none"> A Responsible gaming E Business ethics integrity B Jobs and skills B Inclusion and wellbeing E Data protection and cybersecurity | |
| | HIGH | <ul style="list-style-type: none"> D Climate change D Energy use and carbon emissions | <ul style="list-style-type: none"> C Community investment E Tax A Responsible marketing and advertising E Anti-money laundering | |
| | MEDIUM | <ul style="list-style-type: none"> D Water extraction and use D Waste | <ul style="list-style-type: none"> E Responsible sourcing E Ethical technology | |
| | | MEDIUM | HIGH | VERY HIGH |

Combined score (internal survey results, quantitative analysis and mapping to standards (GRI, SASB, IBC, Arabesque)).

Governance

Board Governance

The Board is responsible for ensuring that material sustainability matters are integrated into the Company's overall business strategy and reporting. This responsibility is exercised primarily through the Risk and Sustainability Committee ("RSC"), which meets at least quarterly and oversees the Company's sustainability strategy, objectives, and material non-financial risks. In addition, the Audit Committee meets at least quarterly and oversees the approval of external assurance services related to sustainability matters (where applicable). It receives updates on the Company's preparations for assurance readiness, as regulatory requirements for sustainability disclosures – including under frameworks such as the CSRD – continue to evolve. The full charters of our non-executive committees, together with their membership, are available here: [Flutter.com/investors/shareholder-information/board-committees](https://flutter.com/investors/shareholder-information/board-committees).

Throughout 2025, the Board received a series of updates and approvals on key sustainability-related matters. These included the Responsible Gaming Bonus, progress on Positive Impact initiatives and associated strategic priorities, sustainability reporting deliverables (TCFD, Sustainability Report, and CSRD narrative), and developments in the sustainability landscape.

Governance structure for sustainability-related matters

Risk and Sustainability Committee

Provide oversight of the Flutter Group sustainability strategy and execution

Executive Committee

Defining strategy and overseeing execution

Central Functions and Operations Teams

Deliver sustainability strategy and projects

Management Governance

The Executive Committee ("ExCo") is the management committee ultimately responsible for defining the Group's sustainability strategy, ambitions, and objectives and implementing in alignment with Group's broader strategic objectives. It consists solely of Flutter executives and is led by the CEO.

[Read more](#) in our Corporate Governance Statement for a full overview.

Stakeholder engagement

Stakeholder engagement approach

Flutter Entertainment engages with stakeholders to identify, understand, and manage its actual and potential impacts on people, the environment, and the business, and to inform its sustainability strategy and decision making.

Stakeholder categories and identification

Flutter's key stakeholder groups include customers and players, colleagues, shareholders and investors, regulators and governments, suppliers, and local communities. These stakeholder groups are identified through regulatory obligations, operational footprint, and periodic materiality assessments that consider the significance of Flutter's impacts and the influence of stakeholders on business performance.

Purpose of stakeholder engagement

The purpose of stakeholder engagement is to identify and assess sustainability-related risks, opportunities, and impacts; to inform the development and prioritization of Flutter's sustainability strategy and targets; to monitor performance and emerging issues; and to support compliance with regulatory and industry requirements, including responsible gaming, data protection, and human rights.

How meaningful engagement is ensured

Flutter seeks to ensure meaningful stakeholder engagement through two-way, ongoing, and proportionate engagement mechanisms. Engagement processes are designed to enable stakeholders to raise concerns, provide input, and receive responses. Feedback from stakeholder engagement is reviewed by management and used to inform policies, controls, and sustainability priorities, with escalation to senior leadership and the Board where appropriate.

Approach to reporting

Reporting scope and structure

Flutter aligns its sustainability reporting with the financial reporting year, 31 December, and maintains an annual frequency of reports, to ensure consistency across governance, risk, and performance disclosures. This maintains coherence across our Positive Impact Plan, Climate Report, and statutory filings.

Reporting boundaries and consolidation

The sustainability activities of newly acquired businesses will be captured within Flutter Group sustainability reporting from the first year that the financial results of the business have been consolidated within our Flutter Group accounts unless otherwise noted. Specifically, for Play Well sustainability reporting, Average Monthly Player data for newly acquired businesses are always captured within Flutter Group sustainability reporting from the first year.

In 2025, we brought new brands into the Flutter Group, including Snai and NSX, strengthening our footprint in Italy and Brazil. Each brand contributes to our sustainability ambition in its own way. We adapt to local readiness while aligning to our Flutter Group commitments.

Reporting frameworks

Flutter reports with reference to the GRI Standards and the SASB Standards. Flutter's GRI and SASB index outlines their sustainability performance, focusing on responsible gaming, colleague safety, and environmental impact. The report covers material topics such as data privacy, business ethics, and climate goals.

[Read more](#) in our latest GRI & SASB index.

Climate-related reporting

Climate-related disclosures are presented separately in our dedicated Climate Report, aligned with the applicable climate reporting rules. The Positive Impact Report therefore references, but does not duplicate, climate specific disclosure requirements (including TCFD aligned content where appropriate).

[Read more](#) in our Climate Report.

CSRD readiness

During 2026 Flutter intends to undertake significant work to prepare for CSRD. This includes governance updates, data quality enhancements, and double materiality assessment work. As this work progresses, CSRD aligned disclosures are intended to be incorporated into future reports.

Methodologies

Play Well metric

Global Play Well tool usage metric: 12-month rolling average of the number of Average Monthly Players ("AMPs") who use at least one Play Well tool divided by the total number of AMPs. See our Flutter 2025 Annual Report and Accounts for more details on AMPs.

Play Well bonus metric: Play Well incentive measures reflect brand maturity, product mix, and regulatory environment across Flutter's markets. Across all divisions, the bonus metric is linked to Play Well tool usage, with methodologies tailored to local brands.

Play Well investment metric: captures Flutter's responsible gaming related expenditure, including research, staff training, dedicated personnel, product development and technology, and marketing. This provides visibility of the Flutter Group's ongoing investment in responsible gaming capability and our commitment to player wellbeing.

Work Better metric

In 2026 we will focus on embedding the new inclusion strategy. Priorities are to define clear measures of success, strengthen leadership and culture by equipping line managers to elevate performance, and improve workplace experience so all colleagues have an inclusive experience across markets while respecting local context. We are looking to evolve our development and wellbeing approach and will continue to shape ways of working that protect wellbeing and create the conditions for people to be their best.

Do More metric

Do More measures "Lives Improved".

Definition: "Lives improved (directly)"

Individuals who directly participate in an activity funded by Flutter that delivers goods, services, opportunities, or information intended to positively improve their lives. This includes both light-touch and sustained, transformative improvements.

Definition: "Lives improved (indirectly)"

Beneficiaries reached through the secondary effects of Flutter's support. For example, when coaches are trained with Flutter funding, the direct beneficiaries are the coaches; the indirect beneficiaries are the players they subsequently train.

Do More metric continued

In 2025, where partners did not provide ‘Lives improved’ impact data, an estimated average cost per life methodology was applied. For 2025, this used the three-year average (2022–2024) of the reported average annual cost per life, calculated from programs where verified impact data was available.

This blended rate was then applied to relevant donation amounts where partner-level impact data was unavailable. We do not estimate impact for matched giving payments or for administrative and management costs associated with Do More.

Update to Do More Goal from January 2026

Effective January 2026, we are refining our Do More goal from “10 million lives improved by 2030” to an ambition to **“reach 10 million people through our community initiatives by 2030.”** This reflects a refinement to how we track and communicate our community activity globally.

Definition: “People Reached” are individuals who have benefited from, participated in, or actively engaged with Flutter-supported community activities, programs, or campaigns.

“People reached” provides a more consistent, inclusive, and globally applicable measure of our collective community impact – while still encouraging our major partners to evidence the deeper change their work delivers.

Why is Flutter moving away from reporting “lives improved”? This is not consistently measurable. It relies heavily on subjective interpretation, different methodologies, and varying definitions depending on geography, culture, program type, and data-collection capacity.

We will continue working closely with our nonprofit partners to strengthen impact reporting and ensure that our measurement approach remains robust, transparent, and aligned with best practice in the sector.

Go Zero metric

The Climate Report contains all methodology in relation to Go Zero.

[Read more](#) in our Climate Report.

Memberships, associations, and ratings

To meet the ambitions of our Positive Impact Plan, it’s vital for us to work with others. So, we partner with a wide range of external organizations – collaborating and sharing knowledge to broaden our impact and reach.

As a global business, we work with:

- Industry bodies and regulators.
- Specialist safer gambling partners and advisors.
- A wide variety of nonprofit organizations.

You can read more about how we’ve engaged with some of our partners within the main body of this report.

Industry bodies and regulators: Betting and Gaming Council (“BGC”), Responsible Wagering Australia (“RWA”), European Gaming & Betting Association (“EGBA”), the Brazilian Institute of Responsible Gaming (“IBJR”), Responsible Online Gaming Association (“ROGA”), Canadian Gaming Association (“CGA”), Portuguese Online Betting and Gambling Association (“APAJO”), The Spanish Online Gambling Association (“Jdigital”), The French Gambling Association (“AFJEL”), International Center on Responsible Gaming (“ICRG”), World Lottery Association (“WLA”) Certification ecosystem, European Lotteries (“EL”) Certification ecosystem.

Specialist responsible gaming partners and advisors: EPIC Global Solutions, Kindbridge Behavioral Health Services, National Council on Problem Gambling (“NCPG”), Responsible Gambling Council, BetBlocker, Fair Foundation, Ergo Strategy, Keith Whyte, Dr Jonathan Parke: Sophro Ltd, Prof Paul Delfabbro, Paul Dolan: London School of Economics, Dan Waugh: Regulus Partners, Liz Karter MBE: Level Ground Gambling Therapy, Dr Michael Wohl: Carleton University.

Nonprofit organizations:

- **Cancer and specialist health:** Breast Cancer Now, British Heart Foundation, Cancer Trials Ireland, Cure Leukaemia, Mark Hughes Foundation, Pancreatic Cancer UK, Prostate Cancer UK, Thoracare Association, Australian Skin Cancer Foundation.
- **Hospitals and healthcare systems:** St. Barnabas Hospital, Hospice IOM.
- **Maternal and child health:** March of Dimes, NMH Foundation.
- **Emergency / medical relief:** Americares, Red Cross of Serbia, Los Angeles Fire Department Foundation.
- **Social support and vulnerable communities:** Missing People, New Beginnings, The Salvation Army, Urban League of Metropolitan St. Louis Inc., Veterans Community Project, Team Red, White & Blue, Irish Injured Jockeys Fund, Permanently Disabled Jockeys Fund, Racing Welfare, Malta Community Chest Fund, Prime Minister National Relief Fund.
- **Poverty, hunger and basic needs:** A Dollar A Day Foundation, Food Bank of Central and Eastern North Carolina, Rise Against Hunger Italia Onlus, Tennessee Local Food Summit, BillyChip.

- **Sport for good and community sport:** A.S.D. Special Olympics Italia ETS, Aditya Mehta Foundation, Special Olympics Canada, International Mixed Ability Sports, Right To Play International, Sported Foundation, ChangeTheGame ODV, JAWS Youth Playbook, Jordan Spieth Family Foundation, Team Red, White & Blue, Betting and Gaming Council (Britannia Stakes), Beyond Sport Foundation, Women in Sports and Events, Romanian Alpine Club, Chicago Bulls, EFL Foundation, Phoenix Suns Charities, The Leeds Rhinos Foundation, Million Dollar Fish.
- **Academic institutions:** Leeds Trinity University, The University of Texas at Austin, Università Cattolica del Sacro Cuore (“UCSC”), Ministry of National Education of Türkiye & Türkiye Wealth Fund, University of Sydney.
- **International development and non-governmental organizations:** WeWorld, Fondazione Costruiamo il Futuro ETS, Fondazione Vittorio Occorsio, Rotaract Club Cluj-Napoca Samus Association.
- **Environment:** Plastic Free Odv Onlus.
- **Government, municipal and public bodies:** Cluj Municipality, Comune di Faenza, Prime Minister National Relief Fund.

Ratings*

| Agency | Achievement in 2025 | Score scale | 2025 | 2024 | 2023 | 2022 |
|-------------------------------|---|---|------|------|------|------|
| CDP | Flutter continued to improve with a ‘B’ score compared to ‘C’ in the previous year. This reflects Flutter’s commitment to environmental practices. | A to F (A as a best possible score) | B | C | D | D |
| S&P Global Ratings | Flutter maintained its score of 46. | 0-100 (100 as a best possible score) | 46 | 46 | 42 | 29 |
| Sustainalytics | Flutter scored 19.8 in 2025, now placed as “Low Risk”, an improvement of 2.6 points on 2024 (22.4). | 0-100 (0 as a best possible score) | 19.8 | 22.4 | 24.5 | 24.9 |
| MSCI | MSCI call Flutter a leader in the Casinos & Gaming industry. Flutter has performed at a consistently high level for over five years. Flutter scored AA in MSCI ESG Ratings, which is the second highest category of achievement (after AAA). | AAA to CCC (AAA as a best possible score) | AA | AA | AA | AA |
| ISS ESG | Flutter continues to improve its score, going from a “C-” in 2024 to “C”. | A+ to D- (A+ as a best possible score) | C | C- | D+ | D+ |

* Ratings provided by external agencies are generally unsolicited, and are subject to the assessment and interpretation by the particular rating agencies which each use different definitions, scope and methodologies leading to variation in ratings for any given company. The ratings are provided without warranty and are not a sponsorship, endorsement, or promotion of Flutter by the relevant agency. Certain providers only rely on public information and outputs, and therefore their rating may be subject to data gaps. Ratings may also depend on many factors, some of which are beyond our control (e.g. any change in rating methodology).

Disclaimer

This report addresses a multitude of topics to meet the requests and interests of the Company's wide range of stakeholders. Due to the varied interests of these groups, this report contains voluntary disclosures and includes certain information that the Company believes is not material to the Company as such term is defined under applicable securities laws. Accordingly, the inclusion of information in this report should not be construed as a characterization regarding its materiality or significance for any other purpose, including for purposes of applicable securities laws or any other laws of the United States or any other jurisdiction, or as that concept is used in the context of financial statements and financial reporting. This report covers 2025 unless otherwise noted and contains information that is forward looking, including within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and which reflects the Company's current views with respect to, among other things, its operations, its financial performance, trends, events, and uncertainties. Forward-looking statements include all statements that are not historical facts.

In some cases, you can identify these forward-looking statements by the use of words such as "outlook," "believe(s)," "expect(s)," "potential," "continue(s)," "may," "will," "should," "could," "would," "seek(s)," "predict(s)," "intend(s)," "trends," "plan(s)," "estimate(s)," "anticipates," "projection," "goal," "target," "aspire," "will likely

result," and/or the negative version of these words or other comparable words of a future or forward-looking nature.

You should not place undue reliance on forward-looking statements, which speak only as of the date they are made, are not guarantees of future performance or results, and are subject to risks, uncertainties, and assumptions that are difficult to predict or quantify. Factors that could cause the Company's results to differ materially from those described in the forward-looking statements can be found under the section entitled "Risk Factors" of the Company's Annual Report on Form 10-K for the year ended December 31, 2025 filed with the US Securities and Exchange Commission (the "SEC") on February 26, 2026 and other periodic filings with the SEC, which are accessible on the SEC's website at www.sec.gov.

Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in the Company's filings with the SEC. The Company undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments, or otherwise, except as required by law.

Certain information contained herein relating to any goals or targets, including our net zero target and other climate-related targets

and related timelines, is subject to change. Goals and targets are aspirational in nature and not guarantees or promises that all goals or targets will be met. Further, our GHG emissions targets are subject to change in the event of significant or structural Company changes (including acquisitions, divestiture, mergers, insourcing, or outsourcing), key performance indicator methodology changes, or changes in data reported due to improved calculation methodologies or better data accessibility.

Additionally, terms such as "ESG," "impact," "green," "transition," "energy transition," "net zero," "decarbonization," "sustainable," and "sustainability" can be subjective in nature, and there is no representation or guarantee that these terms, as used by Flutter, will reflect the beliefs or values, policies, principles, frameworks, or preferred practices of any particular investor or other third party, or reflect market trends.

Statistics and metrics relating to sustainability matters, including GHG emissions metrics, are estimates and may be based on estimates and assumptions (which may prove to be inaccurate) or developing standards (including our internal standards and policies). There can be no assurance that our policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our initiatives, policies, and procedures based on cost, timing, or other considerations.

References to case studies in this report are intended to be illustrative and are not intended to be used as an indication of the current or future performance. Nothing in this report should be construed as an indicator of the future performance of our securities.

You should not purchase or sell securities — of Flutter or any other company — based on the views herein. Flutter disclaims all liability for securities purchased or sold based on information herein, and by viewing this report, you waive all claims against Flutter as well as against our affiliates, officers, directors, colleagues, agents, advisers, and representatives arising out of the accuracy, completeness, adequacy, or your use of the information herein. The inclusion of information in this report should not be construed as characterization regarding the materiality or financial impact of that information. In this report, we are not using such terms as "material" or "materiality" as they are used under the securities or other laws of the US or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for purposes of this report, should not, therefore, be read as equating to any use of the word in other reporting or statements.

All initiatives described in this report are geographically specific as noted and may be implemented outside of the noted region only to the extent they are determined to be practicable, and as allowed by applicable law.

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