

Flutter™



POSITIVE
IMPACT
PLAN



CHANGING THE GAME FOR GOOD

Flutter Entertainment plc — Sustainability Report 2024

THE CHANGING GAME FOR GOOD

SUSTAINABILITY AT FLUTTER

CEO statement	2
Our global footprint	3
Our Positive Impact Plan	4
Our materiality process	5

POSITIVE IMPACT PLAN

2024 Progress	6
Play Well	7
Work Better	14
Do More	21
Go Zero	31

APPROACH + GOVERNANCE

Sustainability governance	42
Essential foundations	43
Stakeholder engagement	44
Approach to reporting	45
Memberships, associations, and ratings	46
Methodologies	47
Independent Practitioners' Limited Assurance Report	49
Disclaimer	51



Our Positive Impact Plan is at the heart of our business. Through our Flutter Edge, we are able to share learnings and drive continuous improvement across our global operations, and help define standards for sustainability within our industry.”

Sue Albion
Group Director of Sustainability and Regulatory Affairs



POSITIVE IMPACT PLAN

At Flutter, we’re working hard to drive positive change, delivering long-term growth alongside a sustainable future. We do this through the global competitive advantages of the Flutter Edge, which provides our brands with access to Group-wide benefits, and helps us deliver on our sustainability strategy: our Positive Impact Plan.

The Positive Impact Plan sets a clear sustainability strategy, addressing the issues and opportunities that are specific to our business and our sector.

➔ See more on page 4



PLAY WELL

Supporting our customers to have positive playing experiences



WORK BETTER

Creating an inclusive and empowering environment for our colleagues



DO MORE

Supporting our global communities



GO ZERO

Driving our path to net zero carbon and reducing our environmental impact

CEO STATEMENT



Flutter is committed to sustainable growth and leading our sector. I'm proud to share the progress we've made on our Positive Impact Plan in 2024."

Peter Jackson, Chief Executive Officer



Changing the game for sustainability in our sector

Welcome to our second sustainability report. I'm delighted to be able to showcase the fantastic work, passion, and commitment of colleagues globally and to share the progress this has delivered across our Positive Impact Plan.

2024 was a big year for Flutter, with our primary listing on the New York Stock Exchange and our continued business growth. While it was a busy year, that didn't distract us from our sustainability commitments, and I'm really pleased with the progress we've made across all four pillars of our Positive Impact Plan.

Our customers are at the heart of this plan – getting it right for them and enabling our entire customer base to Play Well is key to our sustainable growth. We've continued to develop our responsible gaming culture across brands while also focusing on data integrity to improve insight and efficiency as we grow. We are using our global scale and expertise to lead the industry in the development and adoption of responsible gaming tools.

We've made progress in important ways this year: 44.5% of our customers are using our Play Well tools, and we're on track to meet our interim target of 50% of customers using them by 2026. To support this, we continue to invest in innovation, launching new tools like My Spend and evolving new technologies like Real Time Intervention.

Attracting and developing talented teams to effectively support our international customer base is also critical to our continued sustainable growth. We are maintaining our focus on creating an environment where all colleagues have a voice, and where there is equal opportunity for progression and development.

Our continued investment in a wide variety of programs designed to support inclusion, skill development, and career progression across our Group is testament to our commitment to our people.

We also remain committed to our wider responsibilities to support and contribute to our communities and environment. In 2024 we invested \$16.4m in community partnerships and charities, supporting a wide range of causes globally. Since launching our Positive Impact Plan in 2022 we have helped over 2.55 million lives through our Do More program. I am also pleased to confirm all our offices are now covered by renewable energy and we are making great progress in our supplier engagement program, a key enabler of our net zero commitment.

As a Group, we share knowledge and insight across our brands around the world; and we call it the Flutter Edge. Similarly, across the four pillars of our Positive Impact Plan, we share learnings and insights that enable brands to continuously develop their local strategies. We share more on how this works in sustainability, in this report.

There's more to come...

In 2025, we simplified our operational structure, moving from four to two divisions – US and International. This has enabled us to remain agile while supporting our growth ambitions. We will maintain focus across our Positive Impact Plan to make sure we grow sustainably, in line with our long-term ambitions for business performance. We'll also continue to work with the wider industry and other partners to move the sector forward. It's an exciting time.

OUR GLOBAL FOOTPRINT

Flutter is the global online sports betting and iGaming leader*. We operate 13 world-class brands, employ 27,000 talented people, serving 35 million customers worldwide.

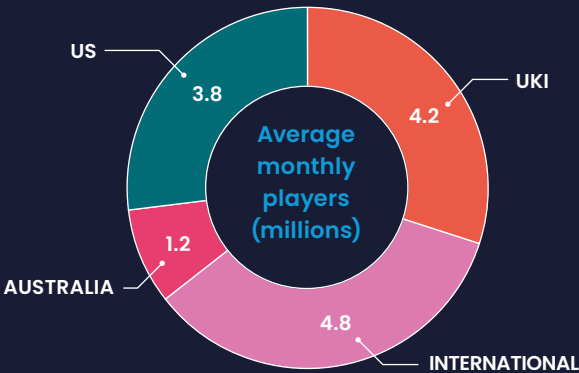
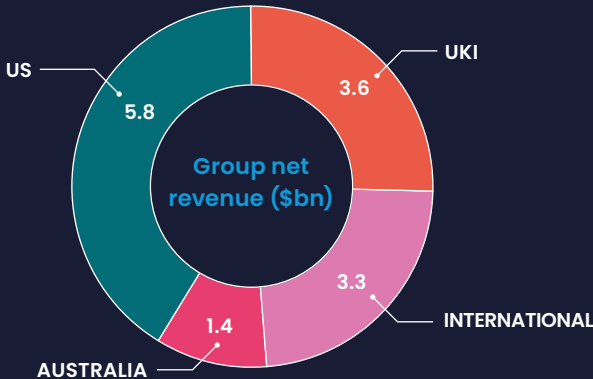
IN 2024 WE OPERATED FROM FOUR REGIONAL DIVISIONS AS REPRESENTED IN THIS REPORT

US
FanDuel is Flutter’s largest brand and the US market’s leading online sportsbook and iGaming operator, offering a diverse set of products, including sports betting, iGaming, daily fantasy sports, racing wagering, and TV broadcasting.

UKI
In the UK and Ireland (UKI), we offer sports betting and gaming products, with the majority of our brands operating exclusively online, supported by a strong retail footprint through 563 Paddy Power shops.

AUSTRALIA
In Australia, we offer a wide range of online betting products and experiences across local and global horse racing, sports, entertainment, and major events through our market-leading Sportsbet brand.

INTERNATIONAL
Through our International division, we operate in countries around the world, with a suite of brands offering poker, casino, sports betting, rummy, and daily fantasy sports, mainly online.



* based on annual revenue.



adjarabet



PADDYPOWER.



sky betting & gaming



tombola

OUR POSITIVE IMPACT PLAN

Our Positive Impact Plan is our sustainability strategy. It's our framework for our collective efforts to change the game for good. And it's organized around the four sustainability topics that matter most to our business.

This sustainability report is structured around these four strategic pillars, with region-specific information provided within each pillar. In this report as well as our positive impact areas, we also focus on a number of corporate integrity and compliance areas which are the essential foundations of business.

→ See more on page 43



PLAY WELL FOR CUSTOMERS

Our customers are at the heart of everything we do. Play Well focuses on their wellbeing. We offer products and tools which are designed to empower our customers to have fun in a responsible, sustainable way.

Goal 2030

75%

of active online customers (worldwide) using one or more of our Play Well tools by the end of 2030

→ See more on page 7



WORK BETTER FOR COLLEAGUES

We work better by attracting a wide range of people and enabling them to be at their best. We are building an inclusive culture where every voice matters to support our growth.

Ambition

Teams

that reflect the communities where we live and work

→ See more on page 14



DO MORE FOR COMMUNITIES

Do More is our commitment to give back to the communities where we live, work, and play. This is made possible by the scale of our business and the collective energy of our colleagues.

Goal 2030

10m

lives improved by 2030

→ See more on page 21



GO ZERO FOR THE ENVIRONMENT

Go Zero is our plan to act on climate. By reducing our overall environmental impact as we grow, we can play our part for the health of our planet.

Goal 2035

Net Zero

by 2035

→ See more on page 31

OUR MATERIALITY PROCESS*

Our Positive Impact Plan is designed to address the sustainability issues that matter most to our business. Our four key pillars focus on our customers, colleagues, communities, and the environment. Our work is underpinned by our Essential Foundations: ethics and compliance, anti-corruption, anti-money laundering, data protection, and regulatory affairs. In this way, we are committed to lead our sector in sustainability.

In 2021, we identified a set of material topics in the context of Flutter’s business activities. Based on stakeholder views and engagement, these topics recognized sustainability frameworks such as the Global Reporting Initiative (“GRI”) and considered industry trends, upcoming regulatory requirements, and Environmental, Social and Governance (“ESG”) rating agencies. In 2023, we added environment as a fourth material pillar in our Positive Impact Plan and are pleased to report our progress on page 34 of this report. Our material impacts remained the same this year.

We continue to monitor emerging regulatory developments in order to prepare for compliance with the Corporate Sustainability Reporting Directive (“CSRD”). We are working to finalize our Double Materiality assessment, and aim to publish in line with the latest confirmed regulation.

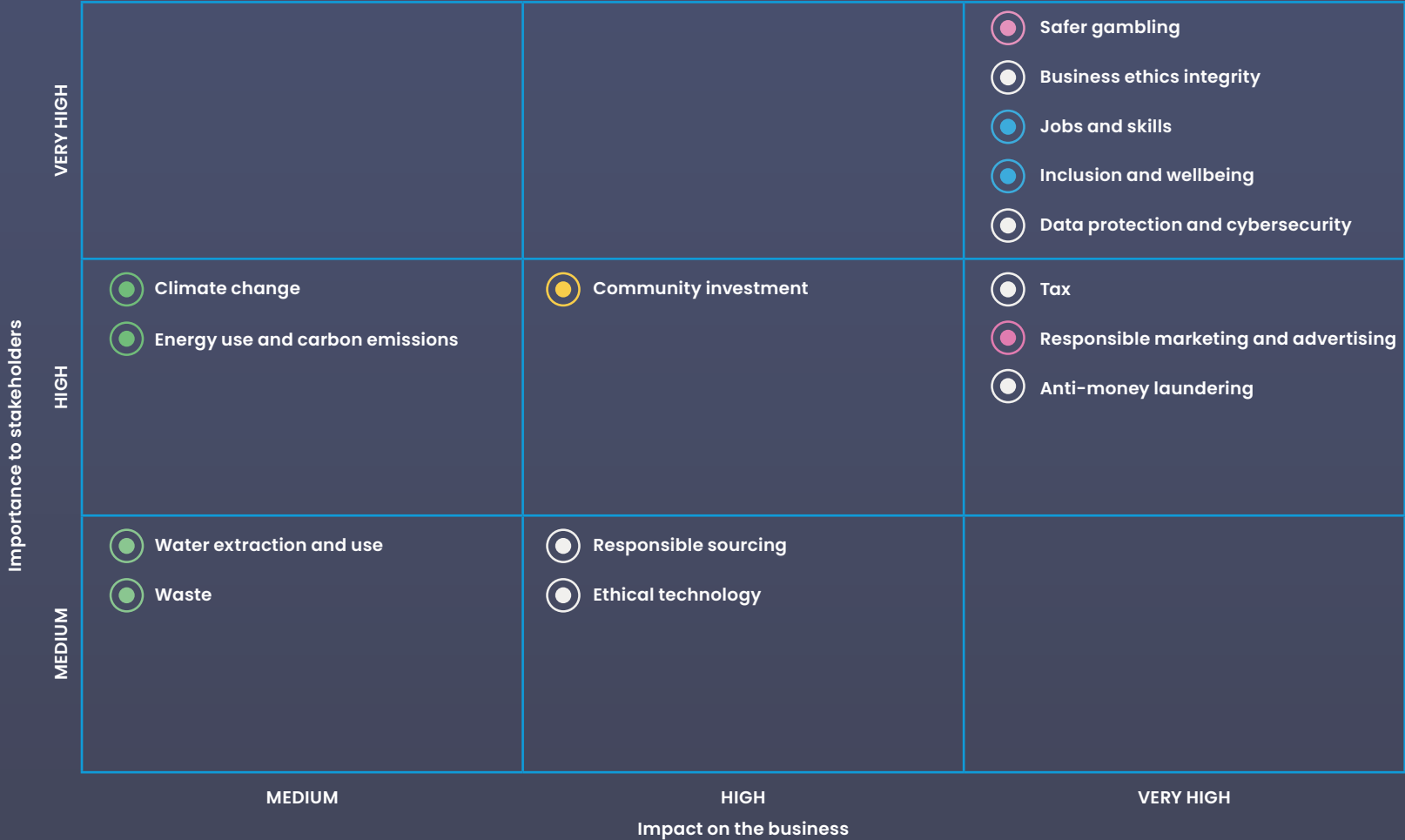
MAPPING OUR MOST MATERIAL ISSUES

Materiality analysis of top 15 issues

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

Strategic pillars

- Customers (Play Well)
- Colleagues (Work Better)
- Communities (Do More)
- Environment (Go Zero)
- Essential Foundations




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

* “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.

2024 PROGRESSES

PLAY WELL



Goal 2030

75%

of active online customers (worldwide) using one or more of our Play Well tools by the end of 2030

2024 progress

44.5%

Tool usage globally in 2024

+4.8 ppt

Tool usage since 2023

\$139m


Investment in 2024

+37.83%

Investment since 2023

[→ See more on page 7](#)

WORK BETTER



Ambition

Teams

that reflect the communities where we live and work

2024 priorities

Every voice matters

Creating a workplace where every voice matters through colleague listening and learning

Growth at every level

Expanding our spaces for connection, and building opportunities for development and growth at every level

[→ See more on page 14](#)

DO MORE



Goal 2030

10m

lives improved by the end of 2030

2024 progress

1.02m

Lives improved in 2024

2.55m


Lives improved since 2022

\$16.4m

Donated in 2024

[→ See more on page 21](#)

GO ZERO



Goal 2035

Net Zero

by 2035

2024 Year on Year progress

-5%

Total GHG emissions (market-based)

Net zero target

Approved by Science Based Target initiative ("SBTi")

[→ See more on page 31](#)

For all Positive Impact Plan metric definitions and methodologies, refer to Page 47.



HELPING CUSTOMERS PLAY WELL

Our customers are at the heart of everything we do. We want them to have an entertaining and positive experience with us. We believe creating and promoting player tools, education, and active engagement, helps everyone Play Well.

Target	This year at a glance	
75%	44.5%	We achieved a 4.8 percentage point increase (or 12%) globally in the proportion of active online players engaging with at least one Play Well tool, ending the year at 44.5%
of active online customers to be using one or more Play Well tools by the end of 2030		

IN THIS SECTION	
Our approach	8
Progress overview	9
Regional progress	10
Looking ahead	13

OUR APPROACH

Why it matters

As the largest global operator we have a responsibility and opportunity to raise standards and transform our sector, helping all our customers to play well.

Our goal is to have 75% of active online customers using one or more Play Well tools by the end of 2030. We also have an interim target of 50% of active online customers using Play Well tools by 2026, which we are working hard to deliver.

Our approach

Our Play Well tools are part of our commitment to player wellbeing. Because every customer is unique, we offer a range of tools tailored to products, cultural norms, and individual behaviors and motivations. Our tool offering is extensive and varied, to suit local needs across the globe.

Gambling and iGaming markets, societal norms, and regulatory regimes vary considerably across our business, which means a one-size-fits-all approach to tools and education does not work. To better understand our customers and optimize our tools to suit them, we have undertaken multiple behavioral research initiatives and invested in communications insight to make sure we communicate important messages about responsible gaming locally. We use technology to gain insight into how players interact with our Play Well offering, and we share learnings globally.


At a minimum, Flutter ensures compliance with all regulatory regimes in which we operate. We frequently work with local regulators to share our own learnings and contribute to industry consultations, working with industry associations and third-party experts to support progress. Popular tools include deposit limits, activity statements, time out facilities, tailored pop-up messaging, budgeting support, and marketing prompts.

No matter where we operate, everyone at Flutter wants all of our customers to Play Well. That means we continually explore opportunities to innovate for customers, to ensure play remains fun, safe, and sustainable. You can read more about how we do this within our markets in the following pages.

Play Well principles


Our Play Well principles guide our approach to responsible gaming across all our markets. Within this framework, our brands develop bespoke Play Well strategies designed to support local players, taking account of regulatory requirements, cultural norms, and local customer insight.

THE FOUR PLAY WELL PRINCIPLES




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.




Promote Positive Play

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



Effective Interaction

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



Support and Protect

We want to support our customers in every possible 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.

PROGRESS OVERVIEW

PLAY WELL: GOAL 2030

75%

of active online customers
(worldwide) using one or
more of our Play Well tools
by end of 2030



Play Well progress

44.5%

Tool usage globally in 2024

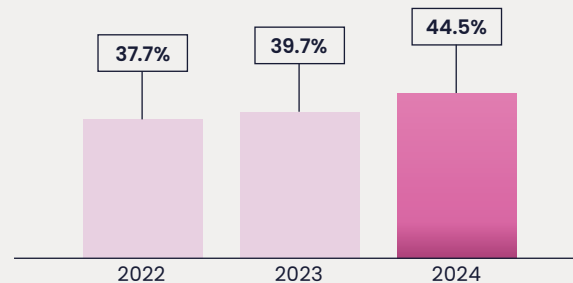
+4.8ppt

increase since 2023

\$139m

investment in 2024

Customers using a Play Well tool



We have continued to make good progress against our goal this year. Play Well tool usage increased 4.8 percentage points (or 12%) while investment increased by \$38 million to \$139 million.

Leveraging the Flutter Edge, we shared learnings from Sportsbet's innovative Real Time Intervention ("RTI") algorithm across our business. FanDuel's My Spend tool gained traction in the US, helping customers to track spending patterns and manage personal budgets.



**Giving power to the players
with our Play Well tools**

We also invested in customer engagement, conducting bespoke communications and language studies in multiple countries to better understand customer perceptions. These insights enable us to tailor Play Well messaging, ensuring it resonates in local markets. We were a founding member of the Responsible Online Gaming Association ("ROGA") in the US, while continuing to contribute to multiple trade associations globally which actively promote safer gambling. We are proud that all our brands made progress in tool adoption this year.

We believe that Play Well starts with us. Strengthening our responsible gaming culture internally lays the foundation for our work with customers and has remained a core focus this year.

We refreshed our mandatory internal e-learning module to increase our understanding of gambling-related harm and safer gambling. We held Play Well events in every region and ran our first global internal engagement campaign specifically around tool use. Power to the Players told the story of our tools from the perspective of different types of customers, helping colleagues understand why we need different tools to suit different playing styles and cultures.

We also invested in data integrity during 2024. This has given us a deeper understanding of our path toward our goals, and we will continue to invest in this area throughout 2025.



We're leading the way on responsible gaming with new tools, technologies, and partnerships to champion sustainable play. We fund research, we share knowledge across our brands, and we innovate – finding more ways to engage more people to play well."

Jane Palles, Group Head of
Safer Gambling Strategy



REGIONAL PROGRESS

US

FanDuel made great progress in 2024 in our efforts to lead the sector in responsible gaming. We launched new tools, including loss limits and My Spend. We expanded our Responsible Gambling Ambassador Program and co-founded the Responsible Online Gaming Association.

Additionally, we embraced the Support and Protect principle by supporting our non-profit partner, the National Council on Problem Gambling (“NCPG”) with a \$150,000 donation to support key initiatives including the Agility Grants program which funds locally relevant initiatives. We expanded research support into gambling behavior at the International Center for Responsible Gaming (“ICRG”) and partnered with Kindbridge Behavioral Health who provide self-excluded players direct access to comprehensive support services.

We held our third FanDuel Play Well day under our commitment to strengthen our Play Well culture internally. We heard personal stories from inside and outside our business; highlighting the message that everyone plays a critical role in promoting responsible play while recognizing the impactful work of colleagues.

Launching a new tool: My Spend

FanDuel launched My Spend in June 2024 to help customers track spending patterns and manage their budget. Through the My Spend dashboard, customers can view stats related to their engagement with FanDuel, including deposits and net winnings over the past seven days, four weeks, or three months. The dashboard also encourages customers to utilize other responsible gaming tools, including deposit, wager, and loss limits. My Spend is available across all FanDuel products.

In December 2024, FanDuel launched our Shot in the Dark advertising campaign to promote awareness and engagement with My Spend. Consumer testing revealed that three out of four customers who saw the My Spend advert agreed that tools like My Spend are helpful for all players to track and manage their play. During the 2024–2025 NFL Season nearly half our customers (approximately 3.5 million) reviewed their play activity using My Spend.



Expanding our Ambassador program

FanDuel expanded our Responsible Gambling Ambassador program, adding high-profile public figures with lived experiences, including former NBA player and high school basketball coach, Randy Livingston, and his wife, sports agent Anita Ondine Smith. Together, they launched a program to help parents and other trusted adults have proactive and informed conversations with young people about gambling.



Establishing ROGA: leading the responsible gaming revolution

In 2024, FanDuel, along with eight of the largest online gaming operators in the US, announced the formation of the Responsible Online Gaming Association (“ROGA”), an independent trade association dedicated to creating industry-wide best practices. Representing more than 85% of the legalized US online gaming market, ROGA is dedicated to advancing responsible gaming practices, promoting education, and fostering industry collaboration.

Led by Dr Jennifer Shatley, a globally recognized responsible gaming expert with over 25 years’ experience, founders have pledged \$20 million to set ROGA up. ROGA will focus on advancing research; promoting responsible gaming best practice; driving education and raising awareness; and establishing an independent certification program.



REGIONAL PROGRESS

UKI

Our UKI brands operate in mature sports betting and gaming markets with industry-leading self-regulation.

In 2024, we were delighted that all of our UKI brands – Tombola, Paddy Power, Betfair, Sky Betting and Gaming, and Paddy Power Retail – were awarded the highest possible (3* plus) GamCare rating. This is important recognition of our ongoing commitment to customer wellbeing, and the work we have done to lead progress in UKI.

Paddy Power and Betfair supported positive play by launching their My Profit and Loss tool which shows customers how much they are spending and what their profit/loss balance is. UKI also led research into how best to engage customers with tool use and we have since integrated safer gambling messaging into all of our marketing campaigns, with excellent results. Tool usage grew by 15 percentage points for Betfair customers alone this year.

In 2024, our UKI brands focused their efforts on developing three distinct behavioral models: a real-time model, a predictive model, and an innovative feasibility pilot to develop a positive play model.

Our Data Science team used our Flutter Edge to learn from Sportsbet’s Real Time Intervention model, developing a UKI specific real-time model, which looks at unusual customer deposits. This will help us to identify possible changes or spikes in behavior relative to the individual customer, and develop strategies for engagement.

UKI’s new behavior prediction model uses a wealth of data from across our Paddy Power, Betfair, and Sky Betting and Gaming brands to understand which customer behaviors are likely to drive negative play habits resulting in potential gambling issues. By using predictive behavior, we seek to interact with customers effectively before any issues develop. Each customer is assigned a score which allows us to tailor risk-specific efforts to interact early and help keep their play on track.

Encouraging positive play habits through AI

UKI has partnered with a third party specializing in artificial intelligence and data science, to build a predictive model that identifies positive play behaviors amongst our wider customer base. This utilizes prior data history to build a more holistic picture of play patterns. We aim to assign a daily positive play score to every customer to enable us to better assess how to support them through effective interaction and also tool development. We are reviewing how we can use this insight to encourage positive play and reinforce positive play habits, ensuring long-term sustainable play.



UKI PROMOTE POSITIVE PLAY 

We also enhanced protection for customers returning from GAMSTOP in line with our process for direct exclusions with Flutter. GAMSTOP is a free tool that allows people to self-exclude from all GB-licensed gambling websites. All potentially returning customers now undergo a safer gambling review and receive a mandatory low deposit limit, which seeks to promote financial protection before resuming play on a UKI brand.

Internally, we continued to strengthen our safer gambling culture by refreshing our all-staff training, clearly setting out our responsibility to customers while also helping everyone understand the work we are doing. During Safer Gambling week we held all-staff insight and education sessions across the region while taking part in our global Power to the Players campaign.

Working with regulators to pilot protection programs

As part of our commitment to leading progress in our industry, we have partnered with the Gambling Commission and credit reference agencies to use UK financial services data as a means to identify risk. This will help us to prioritize vulnerable customers and determine how to implement better protection. If the project is successful, this approach could become a requirement for all UK operators.

In 2024, we also collaborated with the Department for Culture, Media & Sport and other sector partners in the UK to implement a voluntary industry code of practice to ensure we monitor customer spend consistently. This led to the implementation of maximum monthly limits for all our online customers.



UKI LEAD PROGRESS 

REGIONAL PROGRESS

Australia

Throughout 2024, Sportsbet continued developing and investing in our Real Time Intervention (“RTI”) program. RTI is now live to 90% of Sportsbet customers.

We trialed various personalized customer intervention approaches, that led to adoption of new product settings and resulted in increased customer intervention rates. As a result of RTI, Sportsbet continues to observe behavioral change indicative of positive play, including customers editing their deposits in the moment and increased deposit limit adoption (at four and a half times the rate of customers not monitored in this way).

Additionally, Sportsbet implemented two new regulatory measures which we had previously advocated for: a credit card ban and Zero Day verification. Zero Day verification requires all online wagering service providers to verify the name and date of birth of the customer, prior to them being able to open an account. We also finalized a research project with the University of Sydney to explore and promote the use of deposit limits.

Researching customer attitudes to deposit limits

Working with the University of Sydney, we completed research to understand why customers may not be engaging with deposit limit tools: we looked at both barriers to and incentives for adoption. We used online surveys and interviews which told us that, while customers generally had favorable attitudes to deposit limits, this was not sufficient to drive customers to use limits. We also discovered that social influences and peer behaviors played a significant role in encouraging tool adoption. Overall, the research underscored the importance of creating a supportive environment where positive perceptions are reinforced and tool usage normalized. In 2025 we will use this insight to target specific barriers including customer misconceptions and further education about tool usage, helping to foster a culture of tool usage amongst Sportsbet customers.



AUSTRALIA LEAD PROGRESS

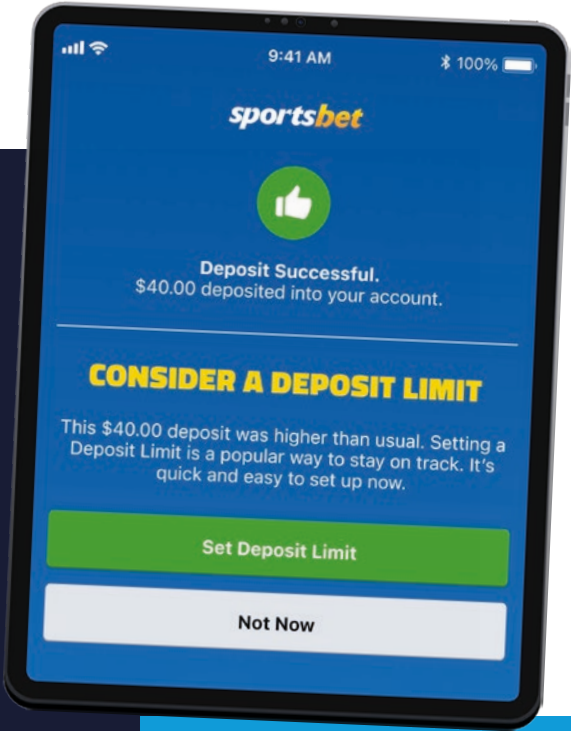
Leveraging models to improve intervention

Our RTI program continues to support and protect customers through effective interaction. RTI’s model helps us predict a customer’s next day maximum deposit, thereby allowing us to intervene in real-time should their behavior deviate from their personalized prediction.

In 2024, we have increased our data driven intervention through extension of RTI coverage to 90% of customers. We continue to hold out a control group to enable measurement of RTI impacts. When RTI triggers an intervention, an on-screen pop-up appears asking customers whether they want to proceed with their deposit. Depending on the risk presented by the customer, we may suggest they set a deposit limit, mandate a deposit limit, or even block the deposit attempt.

Where deposit attempts are blocked, a safer gambling team member reaches out to the customer, usually within 30 minutes. To enhance the accuracy and effectiveness of our model, we conducted experiments to identify optimal product settings. We also collaborated with data science experts from a global consulting firm to complete a comprehensive review of our work, providing valuable insights to inform improvements. RTI has significantly enhanced our ability to respond to escalating deposit behavior, driving scaled and more personalized, effective interventions to encourage positive change.

AUSTRALIA EFFECTIVE INTERACTION SUPPORT AND PROTECT



RTI encourages responsible spending behavior*

4.5%↑

Deposit limit adoption 4.5x higher than group not subject to RTI approach



Customers who receive an intervention have similar deposit frequencies as those who did not, but the total number of bets customers place and the amount they stake on deposit days decreases

31%

of customers who received an intervention lowered their deposit, or did not proceed with their deposit

* Data points below indicative of RTI triggers occurring between 30/9/24 and 31/12/24. The enrolled cohort is representative of customers who are enrolled and actively triggered an RTI intervention. The non-enrolled cohort is representative of customers who are not enrolled in RTI, but would have triggered an RTI intervention had they been enrolled.

REGIONAL PROGRESS

International

Flutter International is our most geographically diverse division, with multiple brands in different markets offering products in over 100 countries. Across these brands we see significant differences in cultural norms, regulatory requirements, and player behavior and so we have developed tailored approaches to fit the needs of each market, all of which are rooted in our Play Well principles.

Setting deposit limits

We offer Play Well tools across every brand in our International division. This year, brands within International focused on initiatives to encourage increased tool use amongst their customers.

Jungle Games sought to promote positive play by implementing in-app journey improvements for a segment of their customer base. By making the deposit limit journey more intuitive for customers we have seen an increase in the number of customers positively interacting with the deposit limit tool. Similarly, Adjarabet piloted new limits features for some of its players whereby customers were prompted at log-in to set weekly deposit limits through an in-app notification. Positive tool usage increase was observed as a result.

* Increase based on average tool usage prior to initiatives implemented vs usage December 2024.

Jungle also sought to interact effectively with customers through a successful partnership with a third-party platform to offer customers displaying signs of gambling harm access to self-assessment and expert counseling. In Brazil, Betfair International conducted a Positive Play Scale (“PPS”) survey to help us understand overall sentiment toward customer behavior and responsible gaming, with a view to supporting effective communication and education strategies in this emerging market.

Achieving localized certification

In 2024, various International brands focused on securing third-party accreditation of our safer gambling programs. Independent scrutiny and analysis of our approach and programs helps customers differentiate between products while ensuring Flutter brands remain at the forefront in mature markets. In 2024, PokerStars successfully renewed our RG Check certification, while Sisal achieved Level 4 certification (the highest level possible) under the World Lottery Association framework for the fifth year running.

INTERNATIONAL

PROMOTE POSITIVE PLAY

Establishing a foundation based on research

In 2024, Sisal launched the FAIR Foundation. Building on our collaboration with Università Cattolica di Milano, which has allowed Sisal to obtain a research doctorate for the analysis of gambling behaviors, and the establishment of a Scientific Committee, the FAIR Foundation. The foundation serves as a platform for the industry to develop a responsible gaming model, and acts as a catalyst for change, inspiring initiatives that promote transparency, safety, and protection for players in Italy.



INTERNATIONAL

LEAD PROGRESS

LOOKING AHEAD PLAY WELL



In 2025, we will continue to prioritize player wellbeing, together with data integrity and insight. Our aspiration is to use the learnings of our Play Well program to benefit the industry as a whole and to collaborate with others to drive progress. In addition to evolving our tools, and innovating to drive further improvements, we want to better measure and understand the impact of our interventions. This means obtaining more accurate data and ever more detailed research. We will continue to leverage our Flutter Edge by learning from each other’s experience across our business – using our best people to share knowledge and apply its relevance to our unique local markets.



EMPOWERING COLLEAGUES TO WORK BETTER

We aspire to Work Better by creating and building teams that are reflective of the global communities in which we live and work. Our success depends on our people, and we strive to create a safe, supportive culture where everyone can thrive.

Ambition

Teams

that reflect the communities where we live and work

This year at a glance

In 2024, we deepened our commitment to creating a culture where Every Voice Matters by expanding our spaces for connection, and supporting opportunities to develop and grow at every level. We believe our global efforts to listen, learn, and lead together benefit all of our teams.

IN THIS SECTION

Our approach	15
Progress overview	16
Regional progress	17
Looking ahead	20

OUR APPROACH

Why it matters

As a global company, we believe we are best placed to innovate and grow when our colleagues reflect the different perspectives and experiences of the regions and communities in which we operate, and the customers we serve. We also believe that when our colleagues thrive, our business does too, so we continually invest in programs to support wellbeing and personal development.

Our approach

We do this by attracting and including a wide range of individuals with contrasting views, and by building an inclusive culture where every voice matters, everyone is welcome, and where opportunities for development are open to everyone who is qualified. While we tailor our approach and colleague experience in each market to respect local regulatory and cultural nuances, we have a strong focus on merit-based hiring, geographical and functional mobility, and enhanced learning and development opportunities globally.

Fostering an inclusive workplace

The talent and creativity of our 27,000 colleagues enables us to maintain our competitive edge in a rapidly changing marketplace and, as such, we have a responsibility to ensure their safety and wellbeing at work. By listening to colleagues, we know that fostering an inclusive and flexible workplace, where everyone feels they belong and can access similar opportunities, lays the foundations for our people to thrive.

When our people thrive, they contribute their best to help us remain at the forefront of our industry.

As we grow, maintaining an inclusive workplace is vital to attracting and retaining the best talent. To ensure all our colleagues can fulfill their potential, we offer high-quality learning and development opportunities, flexibility, and mobility. Every step we take to create a better experience for our colleagues reflects our core values and helps to guarantee our future success.

To ensure we remain attractive as an employer, we continually evolve our measurement and reporting capabilities. We do this to both remain compliant with international regulation for pay performance, progression, and retention, but also to share learnings globally so that our divisions and brands can focus on, and enhance, the colleague experiences that resonate most in their markets.



ADVOCACY AND INCLUSION



LGBTQIA+

LGBTQIA+ rights in the workplace are improving but are variable globally. At Flutter, we play a proactive role in removing barriers and creating a safe environment that fosters better experiences at work, where people feel empowered to be themselves.



Multiculturalism

At Flutter, we are committed to building an inclusive culture that respects all our colleagues, regardless of their nationality, faith, religion, ethnicity, or other characteristics. By broadening our understanding of different cultures and backgrounds, we can challenge stereotypes and microaggressions, creating a culture where everyone feels welcome.



Gender

We are building an inclusive culture for all genders by removing barriers that have traditionally prevented individuals from taking on leadership roles and fostering allyship between colleagues, while ensuring our opportunities are available for all. At the end of 2024 nearly 40% of leadership roles in our business were held by women.



Accessibility

We concentrate on removing barriers and addressing misconceptions about disability, so that all of our people have the same access to opportunities and similar experiences of belonging at work.

PROGRESS OVERVIEW

WORK BETTER: AMBITION



Teams

that reflect the communities where we live and work

Work Better priorities

Every voice matters

Creating a workplace where every voice matters through colleague listening and learning

Growth at every level

Expanding our spaces for connection, and building opportunities for development and growth at every level

In 2024, we continued to develop our culture of inclusion, colleague feedback mechanisms, and development opportunities across our brands. We continued to run analysis for gender pay where we are legally required to do so, improving our results in these markets. Across the Group we also maintained focus on colleague wellbeing and enhanced learning and development programs.



Additionally, we made significant progress in understanding colleague sentiment across our workforce through our internal colleague engagement surveys. These insights continue to help us provide a sector-leading workplace environment and sought-after flexible learning, development, and rewards packages. Using this feedback, we've developed our culture of allyship under the Lean In Together banner, where all colleagues support each other together, as well as extending a series of year-round events under our Fluttering with Pride 365 campaign to celebrate our LGBTQIA+ community. We also celebrate our global colleague community by engaging in events that reflect them, including International Women's Day, International Men's Day, and Black History Month in the US and UK.



At the heart of our business is a belief that every voice matters. We've created spaces where colleagues come together to learn, share, and grow, because when our people thrive, our business thrives."

Lisa Sewell,
Group Chief People Officer



REGIONAL PROGRESS

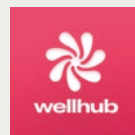
US

At FanDuel, we recognize that mental health is just as important as physical health. That's why we've made it a strategic priority to enhance our wellbeing offerings, ensuring our colleagues have access to meaningful, personalized support when they need it most. In 2024, two key programs led this effort, Headspace Employee Assistance Program ("EAP") and Goodpath. Both are designed to provide holistic care that meets colleagues wherever they are on their wellness journey.



Supporting good health and wellness

As part of our work to encourage colleagues to adopt healthy lifestyles, FanDuel provides access to the Wellhub network, which includes more than 12,000 gyms and gym brands across the US. As a Wellhub member, colleagues can benefit from a subsidized gym membership and a significant online library of health and wellness information.



US

Taking action to improve colleague wellbeing

To help colleagues prioritize their physical and mental health, FanDuel has taken steps to strengthen our wellbeing offering, providing access to meaningful, personalized support. Headspace and Goodpath are designed to provide holistic care throughout a colleague's wellbeing journey. They form part of our Company's commitment to ensure that every colleague has access to the support, tools, and guidance they need to thrive – both at work and in life.

Headspace EAP enables our colleagues to text wellness coaches, providing on-demand support for life's challenges. In this way, they can benefit from real-time guidance and advice, stress management techniques, or just the opportunity to talk to someone. For those seeking more structured support, the program also includes seven face-to-face visits with a licensed professional. Additionally, Headspace offers a library of meditation, mindfulness, and sleep resources to help colleagues build resilience, manage stress, and improve their overall wellbeing.

US



Complementing this effort is Goodpath, which seeks to address both mental and physical health challenges, such as chronic pain, digestive issues, sleep difficulties, and cancer survival. Every individual is given a dedicated care team that tailors a program to their needs, providing ongoing support and customized wellness kits with relevant tools and resources. Where a colleague requests talking therapy, Goodpath connects them with Headspace professionals, providing an integrated approach to care. We aim for these programs to create a positive impact for our workforce, helping colleagues to feel supported, engaged, and empowered to better manage their health.

REGIONAL PROGRESS

UKI

In 2024, we built and maintained networks for our colleagues in the UK and Ireland.

These networks have formed around groups with similar interests and experiences, giving them spaces to talk, connect, and learn. We've created tailored support for groups that might otherwise be missed, like carers and parents, and have reviewed wellbeing factors for all our people, allowing us to offer more targeted support to the people in roles who need it most.

Leveraging colleague networks

UKI runs Fair Game networks which offer a safe space for our people to make meaningful connections and advance allyship, ensuring Flutter is a place where everyone feels they belong. Active networks include the Accessibility Network, Flutter Families, the Multicultural Network, and the Pride Network.

Our networks collaborated with our brands and external suppliers to mark international events like Pride, Black History Month, and Global Accessibility Awareness Day. They also focused on building a more supportive community by hosting personalized workshops to provide resources and education on issues brought to them by members.

Winning the EGR Award

In 2024, we won the prestigious UK-based EGR Global Operator Award for our Diversity and Inclusion Model for a second consecutive year. This recognition highlights our dedication to creating an inclusive, supportive, and empowering environment for colleagues globally.

This award is a testament to the collective power of our teams and our commitment to positive, transformative change.



Relaunching Lean In Together

In March 2024, we relaunched our Lean In network as Lean In Together, bringing together colleagues of all genders to provide an allyship network with active senior leader sponsorship. This network has over 435 members across seven international locations. Our Lean In circle managers have all taken part in bespoke learning journeys to equip them with the necessary skills and tools to create safe spaces for our people to grow their careers. We are particularly proud that Lean In Together is the largest Lean In network in Ireland.



UKI

Joining Employers for Carers

We are now a member of Employers for Carers, to support those across Flutter with caring responsibilities, as well as the teams in which they work.

Working Carers are colleagues with caring responsibilities outside of work; they are often hidden in plain sight, with research suggesting that in the UK alone, the number of unpaid carers could be as high as 10.6 million. If unsupported, many Working Carers face stress, exhaustion, struggling to manage their own health and other responsibilities, including at work.

The partnership has a range of benefits, including support webinars, access to the Jointly app, and Employers for Carers ("EfC") Digital. EfC Digital is a support portal for working carers and people partners.



Building Safer Minds

Throughout 2024, we partnered with Affinity Health at Work, a multi-award-winning consultancy and research organization, specializing in evidence-based wellbeing at work. Affinity Health at Work spent several months conducting a Working Well maturity assessment, in which they reviewed our organization.

Gathering insights from site visits and stakeholder interviews across our Head Office and Retail Estate, we were provided with recommendations to support our wellbeing planning.

As a result, we are now aware of some specific wellbeing issues, which in turn helped us design bespoke wellbeing interventions across ten business areas which positively impacted the wellbeing of an estimated 400 people.

We aim to reach over 6,000 people by the end of 2025. One of the interventions we are most excited about is working with our Safer Gambling teams on Safer Minds, a change journey to protect the wellbeing of our frontline teams who support our most vulnerable customers.

~400

people received bespoke wellbeing interventions

UKI

REGIONAL PROGRESS

Australia

Celebrating Diwali

In October 2024, Sportsbet celebrated Diwali with immersive experiences across our Australian sites. Our celebration kicked off with stunning dance performances, including classical Bharatanatyam and the vibrant Ghoomar. No celebration is complete without food; we enjoyed an incredible spread of authentic Indian dishes, from flavourful curries and savory snacks to delicious sweets, like gulab jamun. It was a feast for the senses. We also had a mehndi stall where everyone could get traditional henna designs. The intricate patterns added a unique cultural touch, and it was wonderful to see everyone wearing their henna with pride.



AUSTRALIA

International

In 2024, we focused on empowering parents who are looking to find the right balance between home and work, as well as investing in career progression for everyone. We fostered partnerships on disability inclusion, with more support for colleagues and outreach initiatives in the places we work. We delivered training, programs, partnerships, and more, to keep building the solid foundations of an inclusive workplace, where everyone is supported to reach their full potential.

Launching our Business Disability Forum Partnership

We know that disabilities, seen and unseen, can have an impact on our people. As an employer, we want to help everyone reach their full potential. In 2024, we launched our Disability Advice Line in partnership with the Business Disability Forum ("BDF"). This confidential service, staffed by experts, supports disability-related enquiries for everyone.

Belonging at Blip

Portuguese brand Blip launched an inclusion strategy, Belonging at Blip, in 2024. Work included equipping leaders with Inclusive Leadership training; developing a structured plan and enhanced office accessibility to improve our environment for people with disabilities. We introduced the Parental Choices benefit to support parents in welcoming a new child, whether through birth or adoption. We also piloted Belonging Circles, creating safe spaces where managers can come together, build a community, and learn together.



Fluttering with Pride

Throughout 2024, Flutter colleagues proudly participated in Pride parades worldwide, joining celebrations in cities including Dublin, Leeds, Porto, Darwin, Edinburgh, Milan, Rome, and Malta. Alongside friends and family, they represented Flutter brands, demonstrating our pride in our LGBTQIA+ community.

At Flutter, our commitment to allyship, advocacy, and amplifying all voices extends beyond Pride Month. We remain dedicated to fostering an inclusive and supportive environment all year round. We're proud to be Fluttering with Pride 365 days a year.



INTERNATIONAL

Launching Say my N-a-ym

In 2024, we launched our Say my N-a-ym campaign to highlight why it is important to say names correctly and how to ask colleagues, customers, and suppliers for the correct pronunciation. Our names are meaningful and can often be connected to our family's culture, heritage, and history.

Making the effort to pronounce names correctly is a simple and meaningful way to show respect for your colleagues and their identity and build relationships and trust. On the flip side, mispronouncing someone's name can be hurtful and lead to feelings of frustration and disrespect.

The campaign featured colleagues who told their personal stories behind their names and resources that focused on sharing some pointers on pronouncing names correctly and how to update workplace tools with phonetic spellings, making it easier to get names spot on.

REGIONAL PROGRESS

Advancing careers with the Elevate Career Management Program

Our eight-week Elevate Career Management Program provides senior managers and team leaders with the tools and resources to advance their careers. The program aims to build confidence and prepare participants in the Betfair International and PokerStars brands for their next step. Over 84% of participants reported personal improvement, and 60% feel more confident applying for new roles. Since its inception, over 100 people have completed Elevate, with more programs planned for 2025.

Supporting individuals with mobility disabilities

In partnership with Digital Stack and Caiac SMile, Betfair Romania launched Techable, a bootcamp training program designed to support individuals with mobility disabilities to develop skills and competencies that will improve their chances of securing a job in the tech industry. Techable offers participants a structured learning curriculum covering the basics of digitalization, Google-related concepts, AI, and programming. Participants who successfully complete all three phases of the program will have the opportunity to continue training towards official certification as a Systems Engineer in Computer Science. On International Day of Persons with Disabilities we invited participants to our office to share their experience and challenges with our Cluj colleague community.

Raising our Parks Index score

The Parks LGBT+ Diversity Index is a free annual questionnaire and the first benchmarking tool in Italy that enables companies to measure the achievement of strategic objectives related to inclusion policies and practices in the workplace for their LGBTQIA+ colleagues.

In 2024, Sisal's score on the Parks Index increased by 43 points, rising from 56 to 99, demonstrating our commitment to inclusion and rights. This progress is the result of targeted initiatives aimed at creating more inclusive and safer workplaces for our LGBTQIA+ community. In Italy, we have achieved this through awareness programs and colleague training. We have also been expanding our efforts internationally to Albania, Morocco, and Turkey.



Evolving the Parental Empowerment Program

The Parental Empowerment Program, now in its second edition, is a series of sessions aimed at providing tools to help parents balance their personal and professional lives, evolving the concept of parenthood within our workplace. The program is open to current parents, those who will soon become parents, and anyone interested in the topic. Starting this year, the Parental Empowerment Program has been made available to Albanian colleagues. Additionally, the program was launched in an English edition for Turkey, Morocco, and Albania.



INTERNATIONAL

LOOKING AHEAD WORK BETTER



Attracting and retaining Flutter's talented colleagues remains a top priority for 2025, and that requires meaningful action.

Guided by our belief that Every Voice Matters, we're committed to a culture where everyone feels valued, supported, and heard.

In 2025, we'll continue to prioritize inclusion through initiatives that build awareness, drive engagement, and foster a dynamic workplace where people are excited to contribute and grow.

We'll also strengthen our understanding of our people through improved voluntary data disclosure and enhanced listening tools, helping us make more informed decisions.

We will continue to innovate and invest in a wide range of programs to support the wellbeing and personal development of our colleagues.



WORKING WITH COMMUNITIES TO DO MORE

Do More is our global commitment to give back to the communities and causes where we live, work, and play. We aim to improve the lives of ten million people by the end of 2030. We strive to understand community needs to support them in the best way possible, focusing on three areas: Sport & Play, Tech4Good, and Health & Wellbeing.

Target	This year at a glance	
10m lives improved by the end of 2030	1.02m lives improved in 2024	Our work helped improve the lives of 1.02 million people in 2024, and 2.55 million people since 2022.
	2.55m lives improved since 2022	

IN THIS SECTION	
Our approach	22
Progress overview	23
Regional progress	24
Looking ahead	30

OUR APPROACH

Why it matters

Through the collective passion of our people, scale of our business, and expert non-profit partners, we are making a difference in our communities around the world. Giving back is the right thing to do for us as a business. It is valued by our colleagues; it contributes to their decision to join and stay with us as it fosters a sense of purpose and shared values. It also helps our brands build strong connections with their communities, demonstrating our commitment to giving back and building impactful relationships.

Our approach

Through our Do More commitment, we leverage the innovation, dedication, and creativity of our colleagues to drive a positive impact. Our approach allows brands and regions to respond to the needs and cultural nuances of their markets. Irrespective of geography, we form strong relationships with third-party organizations to ensure the programs and causes we support focus on impact. Our colleagues take part through volunteering and fundraising, and we use the power of our brands to raise awareness whenever appropriate. A large number of projects and partnerships worldwide help us deliver our collective goal.

Making it easier to give back

We're making it easier for our colleagues to volunteer across our focus areas. We do this through technology and partnerships like OnHand, the corporate volunteering app. We work globally across Flutter and locally for causes which our brands determine to be important for their teams. Each year, we involve more colleagues, forging more partnerships and reaching more people locally.



THREE FOCUS AREAS



Sport & Play

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



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.



270,000 fans

Harnessing the power of football to galvanize 270,000 fans to learn cardiopulmonary resuscitation

→ See more on page 26

PROGRESS OVERVIEW

DO MORE: GOAL 2030

10m

total lives improved
by 2030



Do More progress

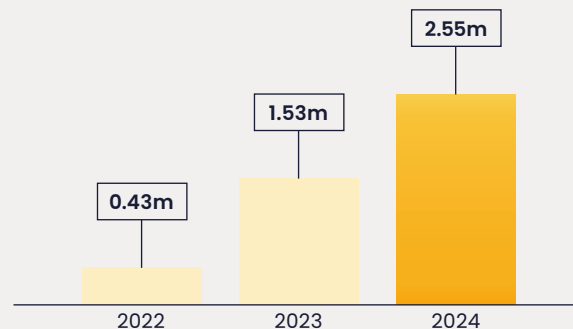
2.55m

Total lives improved
(since 2022)

\$16.4m

Donated in 2024

Cumulative lives improved



In 2024, we continued to invest in our strategic partnerships, working at a regional level to grow our global impact by collaborating with new and existing partners. Our UKI division continued its colleague advocacy approach through our Charity of the Year program, empowering colleagues to support the causes they care most about. Several of our communities and customers were sadly affected by natural disasters, and we responded by stepping up our emergency disaster relief efforts through fundraising and donations.



Solent Sharks Wheelchair Rugby,
Cash4Clubs Winner 2024

Our brands supported relationships to improve prostate cancer testing in the UK, and skin cancer prevention in Australia. We have supported programs that help build financial literacy in the US, and have empowered young entrepreneurs in Morocco. In Brazil, we continued supporting Esporte Futuro, and we increased colleague engagement by expanding our volunteering opportunities and growing our matched giving scheme.

We also continued our involvement with Business for Societal Impact ("B4SI"), a standard for measuring corporate impact. When we first developed the Positive Impact Plan, we deliberately took an impact-related goal to improve the lives of ten million people because we prioritize impact in our communities above all else. We continue to work with experts to understand how best we can develop our abilities to measure impact so we can continue to improve and raise the bar.



We're proud to empower communities and support meaningful causes worldwide. We champion projects that matter to our local teams, whether it's large-scale awareness initiatives or grassroots charities, always striving for lasting impact."

Kerry McNally, Group Head
of Communities



REGIONAL PROGRESS

US

FanDuel has played a leading role in our efforts to Do More in our communities. The business takes a broad but considered approach to supporting local causes which matter to the communities in which we live and work in the US.

Volunteering and sharing opportunities

Every FanDuel colleague can take two days off annually to volunteer in their community. We encourage all colleagues to make the most of their volunteer days, individually or with their team, giving back in ways that are meaningful to them.

In 2024, FanDuel partnered with AmeriCorps and the 9/11 Day organization for a nationwide day of service and remembrance. The company donated \$20,000 to the initiative and 84 FanDuel volunteers across New York, Pennsylvania, Los Angeles, Atlanta, and Boston helped to package nine million non-perishable meals for distribution during Hunger Action Month. We also launched OnHand, the corporate volunteering app, during National Volunteer Week. We held activities across our offices including letter-writing stations and packing food donations for homeless communities in New York and Atlanta. Overall, FanDuel colleagues completed a record 1,386 volunteering hours in 2024.

Operation HOPE: Supporting financial literacy

Supporting communities through proven financial literacy programs is an important part of our community approach. In 2024, FanDuel announced a \$1 million donation to non-profit organization Operation HOPE to promote financial literacy in Kentucky, continuing its pledge to introduce a significant community partnership with every new state license.

We have contributed \$2.5 million in financial support since 2023 to expand and promote the HOPE Inside coaching program in Massachusetts, Kentucky, and Vermont. With this funding, coaches are offering virtual and in-person financial health sessions at no cost to state residents, with a focus on strategies to build savings, improve credit scores, and decrease debt. Operation HOPE supplied data during 2024, which shows that so far this partnership supported 639 participants through 427 workshops. Some 61% of attendees have improved their credit scores, 47% have reduced debt, and 64% have increased their savings.

Additionally, on FanDuel's annual Play Well Day in September, colleagues packed 300 financial literacy kits to support Operation HOPE's efforts to promote the program in Massachusetts and Kentucky.



Matching colleague efforts

To support employees' passion for giving back, the company launched its Do More Matching program. FanDuel matches up to \$500 per colleague annually for charitable donations and fundraising efforts. The Marketing Executive Vice President, FanDuel led a team of colleagues who fundraised over \$20,000 for Cycle for Survival, with every dollar donated going directly toward rare cancer research and clinical trials.

Supporting disasters and emergency relief efforts

When local communities are in crisis, FanDuel is committed to supporting recovery and relief efforts. In 2024, when Hurricane Helene caused significant damage in the Southeastern US, its teams donated \$175,000 to local organizations across Georgia in support of recovery efforts, including shelter, medical supplies, and food. FanDuel employees at its Atlanta office also collected essential relief supplies for those affected by the storm.

\$175,000
to local organizations across Georgia

Empowering underrepresented students

FanDuel made our fourth \$1 million donation in 2024 to the United Negro College Fund ("UNCF") in support of its mission to empower underrepresented students to pursue their aspirations of becoming highly-qualified college graduates. Our support has focused on financial aid for students at 11 colleges and universities across North Carolina. Through these contributions, the UNCF provides aid to help students in areas including technology, housing, food security, tuition, and other education-related expenses.



REGIONAL PROGRESS

US continued

Impacting communities positively

FanDuel partners with multiple organizations to support underprivileged people. In 2024, we contributed \$5 million to 56 non-profit organizations, including significant donations in states where we have not previously worked, including Ohio, Massachusetts, North Carolina, Vermont, and Kentucky. All donations and community programs are aimed at making a positive impact across these communities.

Partnering to support underprivileged children

As part of its multi-year partnership with the Phoenix Suns, FanDuel donated more than \$100,000 to the Phoenix Mercury Foundation, which supports children’s causes across Arizona. FanDuel’s funding enables the provision of grants to community partners, helping to deliver vital resources to create a lasting impact on the lives of children through education, sports, and personal development.

Improving impact measurement

FanDuel is working to improve how the positive impacts of partnerships are measured. For example, Operation HOPE has created a dashboard to track impact data, and detailed impact reports are shared regularly with UNCF for each \$1 million donation.

Enabling indigenous people to study science

To support indigenous communities, and recognizing the role of scientific and mathematical subjects in the future of our business, FanDuel began a partnership with Advancing Indigenous People in STEM (“AISES”). We served as a marquee sponsor at the 2024 AISES Annual Conference in San Antonio, Texas, and participated in the national job fair. So far, the company has contributed to supporting nearly 250 gaming tribes in the US to develop skills, helping to create job opportunities and improve lives.

250
gaming tribes supported
in the US to develop skills

US TECH4GOOD

UKI

In the UK and Ireland, we are fulfilling our ambition to lead the industry, and deliver tangible impact, by supporting brand partnerships and our communities across the UK- and Ireland-based Do More committees run by colleagues passionate about giving back.

In Dublin, the committee organized multiple volunteer days, including over 200 colleagues volunteering over two days for the Barretstown children’s charity. Volunteers helped to improve the charity’s grounds to host camps for children with long-term illness. Overall, we raised, together with our colleagues, €25,000 for the charity. In the UK, colleagues picked Cure Leukaemia as its charity of the year, while our brands worked with Prostate Cancer UK and the British Heart Foundation on ground-breaking customer health campaigns.

Partnering with Cure Leukaemia

Flutter UKI formed a partnership with Cure Leukaemia, our colleague-nominated charity in 2024, raising £375,000 to support its work to improve the lives of people living with leukaemia. Colleagues raised funds through a variety of events including the Three Peaks Challenge (£9,000), cricket tournaments (£15,000), football matches, sky dives, and an annual charity ball. This supported the provision of 27 specialist nurses to hospitals across the UK to help run globally significant clinical trials, helping to improve 156,250 lives.

The nurses play an essential role at the Trials Acceleration Program (“TAP”). TAP drives high-quality trials to facilitate more effective, patient-friendly treatments at 15 centers which improve outcomes for patients undergoing stem cell (bone marrow) transplants. The TAP network is helping to build the UK’s capacity to deliver world-leading clinical trials, and spurring treatment innovation by lowering the costs and regulatory pressures associated with trials and industry partnerships. Trial results are shared globally, helping all leukaemia patients, particularly those who may not have benefited from current treatment methods. They may ultimately help to find a cure.

Looking ahead, Flutter will continue to support the completion of ongoing trials, the development of new trials, provision of staff to Accelerating Clinical Trials, and the expansion of the TAP and IMPACT networks, helping to improve quality of life for patients.



REGIONAL PROGRESS

UKI continued

Promoting corporate volunteering

UKI uses OnHand to promote volunteering and other activities for social good, making it available to all colleagues across the region. The team at OnHand have toured some of our offices to raise awareness of the opportunities to give back, including supporting teams to organize their own team volunteering days, helping to improve the efficiency of the ways we can support our colleagues to get involved and volunteer.



UKI

HEALTH & WELLBEING

SPORT & PLAY

Sky Bet partners with the British Heart Foundation to reach football fans

Sky Bet joined forces with the British Heart Foundation to harness the power of football to galvanize 270,000 fans to learn cardiopulmonary resuscitation (“CPR”), with a commitment to donate up to £3 million to support the vital work of the charity. The Every Minute Matters campaign launched at Wembley Stadium in April, featuring a team of football legends and supporters who had all suffered from cardiac arrest or other heart conditions. Sky Bet engaged fans during the 2024 play-off campaign by donating £10,000 for every goal scored (£340,000), before lead ambassador Tom Lockyer recruited EFL club captains to spread the message amongst their fans. Overall, £998,000 was donated in 2024.

150,000 people started the CPR course, as a result of Sky Bet engaging football fans at Wembley Stadium

Paddy Power supports Prostate Cancer UK

Paddy Power donated £1 million to Prostate Cancer UK as part of the BIG 180 campaign, run during the World Darts Championship in 2024. Harnessing the cultural power of a much-loved sporting event in the UK, Paddy Power pledged to donate £1,000 to Prostate Cancer UK for every 180 scored at Ally Pally. A record 914 were hit, taking the overall donation amount to £914,000. Paddy Power topped up the pot with another £86,000 to bring the total to £1 million. The BIG 180 campaign sought to drive men towards Prostate Cancer UK’s 30-second online risk checker, while highlighting the fact that one in eight men will be diagnosed with the disease in their lifetimes, which is curable if caught early.

More than 125,300 men checked their risk during the tournament – five times more than the same period last year – with 71% discovering they were at high risk of developing the disease. The success of the BIG 180 has resulted in Paddy Power upping our game for next World Championships with the BIGGER 180 campaign, with Sir Chris Hoy as the charity ambassador. Paddy Power are pledging to donate £1,000 for every 180 score and a further £60,000 bonus to Prostate Cancer UK for every 9-dart finish.



With £1 million raised and incredible and extensive awareness too, we’re thrilled at the success of the BIG 180 campaign and are hugely grateful to Paddy Power, the Professional Darts Corporation and the players for their brilliant efforts bringing it to life. One in eight men will be affected by this disease, and that’s one statistic that brings home why this campaign was so important.”

Laura Kerby, Chief Executive at Prostate Cancer UK

UKI

HEALTH & WELLBEING

SPORT & PLAY

REGIONAL PROGRESS

Australia

In 2024, Sportsbet’s Do More activities focused on driving impact through strengthened charity and community partnerships, and colleague engagement centered around our strategic themes of sports, wellbeing, and technology. Our community investment rose to over \$3.5m for the year across 124 community organizations, including those supported by our colleagues through Matched Giving. We piloted a new partnership with the Australian Skin Cancer Foundation, and worked with multiple charity partners driving fundraising, donations, and volunteering to increase our overall impact. In 2024, Sportsbet more than tripled individual volunteer hours, doubled colleague donations, and nearly doubled matched giving.

Driving engagement in volunteering

In 2024, Sportsbet took action to drive colleague volunteering through a dedicated campaign. We engaged our extended leadership team to drive team volunteering, providing a “menu” of opportunities and funding to encourage uptake. In Q4 alone, individual volunteer numbers increased nearly fourfold.

We engaged colleagues in individual volunteering through our community partnerships, including the Melbourne Racing Club Foundation’s Charity Ball and Charity Golf Day in support of Riding for the Disabled (Victoria); the Million Dollar Lunch, which raised funds for the Children’s Cancer Foundation as part of our Australian Football League partnership; and the ASCF. Through the introduction of a new volunteering policy, we enabled colleagues to volunteer at any time in the week, claiming their volunteer leave in hourly increments of up to two days annually. We also introduced Emergency Services Leave for colleagues who are members of a recognized emergency management service – giving an additional three days paid leave to volunteer in response to an emergency or natural disaster – and up to 20 days leave for a “declared” emergency.

Amplifying the skin check message through our sports and racing partnerships

In 2024, we leveraged our sports and racing partnerships to support the Australian Skin Care Foundation (“ASCF”) in raising awareness of the risks of sun exposure and the importance of regular skin checks, particularly among younger adults, where there is a strong tanning culture. Australia has the highest rate of melanoma and skin cancer in the world, with one Australian losing their life to melanoma every six hours. Early detection is the key to saving lives.

During our fifth annual “Try July” promotion, we donated AUD \$5,000 for every NRL and NRL Women’s League try celebration across the month of July, leading to a total donation of AUD \$400,000. From this total, Sportsbet donated 50% to the ASCF to help expand their free skin check service by fundraising towards a second skin check truck, with a focus on regional and rural locations where there are fewer skin check services. The remaining AUD \$200,000 was donated to former Brisbane Broncos National Women’s Rugby League player Toni Hunt to support her battle with cancer. Through the campaign we helped to spread the important skin check message to an estimated national audience of more than 16 million people.



We supported the ASCF’s first Skin Check Truck tour of Queensland, by helping to facilitate appearances by the ASCF’s mobile Skin Check Truck at major National Rugby League (NRL) games in Queensland. In October, through our partnership with the Melbourne Racing Club, the Skin Check Truck parked trackside and provided over 150 free skin checks to racegoers at the 2024 Sportsbet Caulfield Cup.

Internally, 284 Sportsbet colleagues participated in free skin checks on offer in July. For 155 colleagues, this was their first professional skin check – showing Sportsbet colleagues leading by example with the skin check message. Looking ahead, Sportsbet will continue to raise awareness of this important health issue through its customer communications, and sports and racing partnerships.

“Try July is a magnificent concept, and we are absolutely delighted with the outcome of \$200,000 being donated to the Australian Skin Cancer Foundation, with every cent going towards getting a second Skin Check Truck on the road so communities around Australia will have access to this lifesaving service for free. We thank Sportsbet, National Rugby League, and all players involved in Try July. This means so much to our team and the skin cancer community. So many more lives will now be saved.”

Jay Allen OAM CEO and founder of Australian Skin Cancer Foundation

REGIONAL PROGRESS

Australia continued

Supporting the Australian thoroughbred racing community

Sportsbet continued its proud support of Living Legends. Since 2007, we've been helping to provide a home to some of Australia's most famous retired racehorses, alongside community and school education programs through our support of the Foundation. We also donate AUD \$125,000 annually to the Melbourne Racing Club Foundation to support community, racing and equine welfare initiatives, as part of our three-year partnership. In partnership with Racing South Australia, we're helping local racing clubs to support their local communities through grants. In 2024, a total of AUD \$27,500 was donated across 33 community groups.

Supporting community health and wellbeing

Through our National Rugby League (NRL) partnership, we support the Mark Hughes Foundation annually. For every try scored during the NRL's "Beanie 4 Brain Cancer Round" in June, we donate AUD \$1,000 to the Foundation, reaching \$66,000 in 2024, and bringing our eight-year total to AUD \$549,000. Funds have helped the Foundation to supply brain cancer support packs to more than 6,600 people. Sportsbet colleagues also volunteer to sell beanies at key games, with all proceeds going to the Foundation.

We also continued support for Vinnies CEO Sleepout for the fifth year running. The annual sleepout sees business and government leaders sleep outdoors to raise funds for the St Vincent de Paul Society, who support homeless and vulnerable people. This year, six of our Leadership Team were "sleepers" and we raised over AUD \$146,000, thanks to generous donations from team members, families, and our business partners.

Colleagues from Sportsbet offices nationally gave generously to support the 2024 Salvation Army Christmas Appeal, contributing both physical gifts and financial donations that were eligible for Matched Giving. Over two truckloads of gifts and an AUD \$80,000 company donation went a long way to support those in need.

5th year

Sportsbet supporting Vinnies CEO Sleepout



A million-dollar fish

Sportsbet is the proud and long-standing sponsor of the Northern Territory's prominent "Million Dollar Fish" fishing competition, donating funds to charity for every tagged fish caught. The six-month annual competition provides competition participants the opportunity to try their luck in reeling in a tagged barramundi fish worth either \$10,000 or one lucky fish with a \$1 million tag.

For every tagged fish caught, Sportsbet donates to an Official Charity Partner of the winner's choice. In 2024, Sportsbet donated \$33,000 across The Shoreline Foundation, Cancer Council NT, Starlight Children's Foundation, and Riding for the Disabled Top End. Some 61,000 people registered for the competition in Season 9 2024, generating \$91 million in additional tourism in the Northern Territory.



AUSTRALIA SPORT & PLAY

International

In 2024, Flutter International brands established a regional Do More Working Group to empower our global brands to share best practice across our three strategic areas of sport, health and wellbeing, and technology, driving impact in local communities across our most geographically and culturally diverse division. Our local charity committees continue to be an integral part of our community investment across our office locations. 2024 saw a number of great initiatives across our locations.

Promoting social inclusion in Italy

Partnering with Rete del Dono, Italy's largest crowdfunding platform, Sisal supported local non-profits to become more independent and sustainable by providing funding and resources. In 2024, Sisal invited charities in Milan, Rome, Turin, and Lecco to participate in a competition for funding. Each of the charities focused on inclusion and/or expanding access to sport or technology. Six semi-finalists took part in a sponsored crowdfunding training course and received a donation of €1,000 each. Meanwhile three winners, chosen by Sisal colleagues, launched their fundraising campaigns on the Rete del Dono platform at the end of 2024. Sisal will match the amount raised by each of the three non-profits up to a maximum of €8,000 per charity.

Investing in technology for good

We continued our partnership with local Isle of Man charity, Code Club. This volunteer-led organization aims to help people of all ages to develop digital skills, share knowledge, and teach others how to leverage technology. With our support, the award-winning non-profit bought Lego® robotics kits to support people at the club by teaching skills to build and control the kits as well as entering competitions around the UK. We also helped to build a community of speakers and volunteers, and establish educational classes and talks.

REGIONAL PROGRESS

International continued

Empowering young people to succeed in digital careers

Developing knowledge of digital technology is central to succeeding in many careers, yet many young people lack access to opportunities to develop their skills. Sisal partnered with Develhope, one of Italy's largest coding schools, to help bridge the gap, improve youth employment, and promote social inclusion by reaching some 1,000 young people in underserved areas, including Southern Italy. Together, they are offering scholarships to 20 young people who are not in education or employment. Young people participating in Develhope's bootcamps typically experience a 95% job placement rate, with more than 70 new developers finding work through its 250-strong network of employers each month. Sisal will also seek to strengthen its own digital capacity by hiring graduates from the program to join its growing business.

Harnessing our colleagues' skills to help find missing people

Through our PokerStars partnership with Missing People, we launched Searching for Hope, a pilot program involving our colleagues researching open-source data, in order to discover new information on people who have been missing for a long time.

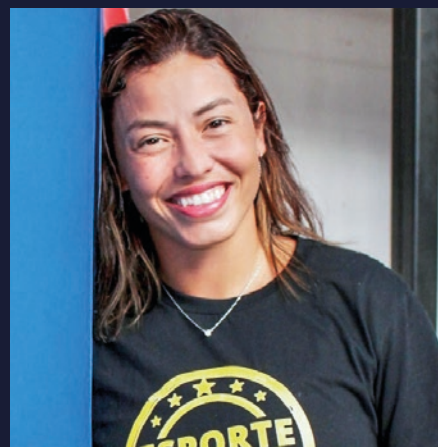
Supporting Right to Play

In 2024, Flutter International continued our support for the charity Right To Play helping them to continue to protect, educate, and empower vulnerable young people across 14 program countries in Africa, Asia, the Middle East, and Canada through the transformational power of play. The program helps them stay in school, resist exploitation, overcome prejudice, heal from trauma, and develop the skills they need to thrive. Through corporate donations, customer donations, and sponsorship of our annual Sports Quiz, over £3.7m has been donated to the charity over the last nine years. 2025 will be the ten-year anniversary of the partnership which will see our support exceed £4m.



Improving lives through the power of sport

Betfair's Esporte Future initiative leverages sport to connect communities in Brazil, helping those in need while promoting discipline, resilience, and teamwork. In 2024, the company invited three Brazilian Olympians to visit new projects receiving funding from Betfair. These included race-walking silver medallist Caio Bonfim, canoeist Ana Sáttila, and Taekwondo bronze medallist Edival Pontes. They visited the organizations, learning about their work and inspiring the next generation. Each athlete shared their personal stories with young people, reflecting on their journeys and offering inspirational advice for the future. More than 3,000 young people have benefited from the program since 2023.



INTERNATIONAL

SPORT & PLAY



Supporting promising entrepreneurs

As part of its commitment to encourage and support up-and-coming entrepreneurs, Sisal partnered with BeEntrepreneurs (a non-profit empowering African start-ups) to support its Beyond Borders program in Morocco. All participants focused on social or environmental innovation, in areas such as education, healthcare, and clean energy. In this way, the partners selected eight start-ups from 143 applicants to join a bootcamp in Casablanca providing training, mentorship, and networking opportunities. This culminated in the start-ups presenting their work to a jury of leading Moroccan investors and experts. Sisal offered the three finalists an opportunity to travel to Italy in 2025 to further build their capacity to succeed. The company also presented the winner with a €10,000 grant to accelerate its impact.



Supporting underprivileged families with science scholarships

In Ceuta, Spain, the company launched Fundación Flutter, an independent non-profit organization dedicated to addressing social challenges, empowering communities, and promoting sustainable development at a local level. The foundation has partnered with local authorities to benefit local communities, supporting underprivileged families, and promoting gender equality in Science Technology Engineering and Mathematics ("STEM"), allocating €80,000 in scholarships for studies in these areas.

INTERNATIONAL

TECH4GOOD



REGIONAL PROGRESS

International continued

Supporting emergency and disaster relief efforts

In 2024, Flutter International launched emergency appeals to help people affected by flooding in Brazil, Spain, and Italy in partnership with non-profit crowdfunding platform GlobalGiving. We matched all funds donated, helping to ensure they were distributed to government organizations working on the ground in affected areas. To help fund post-flood reconstruction efforts, Sisal managed a fourth additional weekly SuperEnalotto draw, the proceeds of which were donated to refurbishing community buildings in Emilia-Romagna, following the 2024 flooding. The draw will take place regularly from 2025, supporting Italy's National Emergency Fund.



INTERNATIONAL

Empowering underprivileged young women in Morocco

Young women living in remote, rural Moroccan communities can be exposed to the risk of child marriage, early motherhood, and gender-based violence. Sisal is supporting Project Soar, a non-profit dedicated to raising community awareness of women's rights and promoting young women's economic independence through employability skills. By the end of 2024, the project had supported 302 people in eight villages through access to sports, arts activities, and menstrual kits. Young women also participated in workshops to understand their value, rights, and bodies, learning how to speak up and forge their own path. And through networking clubs, participants supported each other and practiced their leadership skills. Empowered by their participation in the program, they discussed relevant issues with their parents and local community members.

302

people supported in eight villages through access to sports, arts activities, and menstrual kits

Promoting community health in Serbia

As part of the Defense to the Max campaign, MaxBet launched an initiative to help raise awareness of the importance of preventative check-ups for men during Men's Health Month. Visitors to selected MaxBet locations in Serbia had the opportunity to claim one of 1,000 vouchers for a free ultrasound examination and consultation with a urologist. Football players from prestigious Serbian teams also supported the campaign, helping to encourage men to take proactive steps in preserving their health. MaxBet also bolstered its commitment to improving community health through its Život je krv (It's Life) campaign. More than 25% of its colleagues participated in blood donations, providing more than 2,500 units of blood and helping to save some 7,500 lives.

LOOKING AHEAD DO MORE



In 2025, we will continue to engage our colleagues with volunteering opportunities, while collaborating with our teams, partners, and experts to better measure and enhance the impact of our community projects and partnerships. Additionally, we will build on existing partnerships and programs, such as Esporte Futuro and Missing People.

Our Fundación Flutter in Spain will be making its first full year of donations. Sportsbet will further drive its partnership with the Australian Skin Cancer Foundation, establishing it as a long-term health and wellbeing partner. In UKI, we will be working to develop our partnerships with Prostate Cancer UK and the British Heart Foundation.

Additionally, the new Charities of the Year will be launched, promising a calendar full of opportunities for colleagues to get involved and Do More for the community. In the US, FanDuel will expand its Community Impact Program, with continued support for its headline partnerships.



OUR PLAN TO ACT ON CLIMATE GO ZERO

Go Zero is our plan to act on climate. By reducing our overall environmental impact as we grow, we can play our part for the health of our planet.

IN THIS SECTION

Planning for our transition	32
Our approach	33
Our progress on our net zero emissions plan	34
Looking ahead	40

Target	2024 Year on Year progress
Net Zero by 2035	-5% Total GHG emissions (market-based)

PLANNING FOR OUR TRANSITION

Our net zero Transition Plan focuses on reducing GHG emissions within our business and across our value chain, while contributing to carbon removals to address unavoidable emissions.

Our commitment to net zero

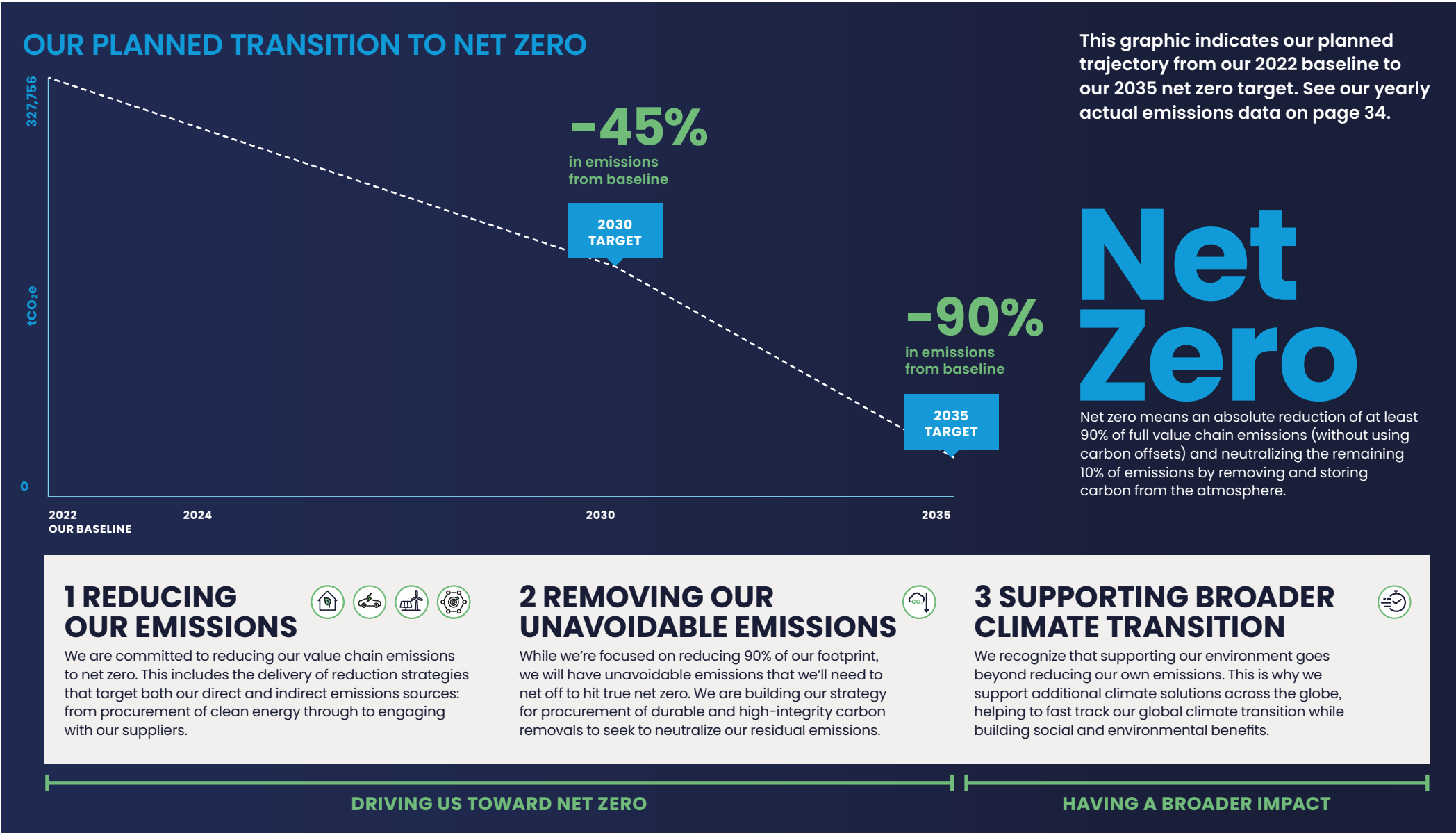
We have set science-based carbon reduction targets covering Scope 1, 2, and 3 emissions. Our Go Zero strategy outlines our plan to act on climate and reduce our environmental impact.

To support our transition to net zero, we will draw on our Flutter Edge: sharing best practice approaches and lessons learnt across our Group and beyond, including with our suppliers and partners. We are formalizing our transition plan, and are seeking to align with recommendations for the Transition Plan Taskforce.

We are approaching our transition plan in three phases

Our transition plan breaks down into three phases, shown in the following diagram.

Within these, we focus on six key areas which broadly sit within our operations, supply chain, and beyond. These decarbonization levers are discussed on the following page.



OUR APPROACH

Why it matters

We want to play our part in moving towards environmental sustainability for the health of our planet. While most of our emissions sit within our supply chain, we are a growing business in the technology and entertainment sector, with passionate colleagues who care about the climate and environment. To ensure we continue to reduce our impact and the cost of the climate transition as we grow, our brands around the world are taking steps to monitor their carbon footprint and reduce their emissions.

How our work aligns with global standards and frameworks (CDP, TCFD, TPT)

The foundations of emissions reporting and our wider Go Zero strategy provide a structured approach to understanding and managing climate-related risks and opportunities, ultimately helping us to report in line with frameworks such as the CDP, the Task Force on Climate-related Disclosures (“TCFD”), and the Transition Plan Taskforce Disclosure Framework (“TPT”), now part of the IFRS Foundation. This will enable us to deliver greater accountability and transparency, positioning our business for future success in a rapidly evolving sustainability landscape.

1 REDUCING OUR EMISSIONS



Optimizing the way we use energy

We seek to improve energy efficiency, as we decarbonize our operations, including our offices, retail spaces, and data centers.



Powering operations with renewable energy

We aim to source renewable energy to power our operations, including our offices and retail spaces.



Funding carbon removal

We engage with the carbon removal market to source credible projects that permanently store carbon emissions, to neutralize our unavoidable emissions once we reach our net zero target.



Traveling sustainably

We encourage and enable our colleagues to adopt more sustainable forms of transport, particularly for business travel, and we aim to partner with companies that support our ambitions.



Targeting supplier emissions

We collaborate with our suppliers to help them assess and reduce their carbon emissions. For certain key services such as cloud computing, we ensure our suppliers are on a similar net zero journey.



Fast-tracking climate solutions globally

We support additional climate solutions across the globe, helping to fast-track our global climate transition while building social and environmental benefits

3 SUPPORTING BROADER CLIMATE TRANSITION

Aligning with the Science Based Target initiative (SBTi)

Overall net zero target

Net Zero

by the end of 2035

We commit to reaching net zero greenhouse gas (“GHG”) emissions across our value chain by 2035.

Short-term targets

-45%

by 2030

We commit to reducing absolute Scope 1, 2, and 3 GHG emissions by 45% by 2030, compared to 2022.

Long-term targets

-90%

by 2035

We commit to reducing absolute Scope 1, 2, and 3 GHG emissions 90% by 2035, compared to 2022.

Our science-based targets were approved and validated by the SBTi in April 2024, confirming that they align with the 1.5° pathway of the Paris Agreement.

OUR PROGRESS ON OUR NET ZERO EMISSIONS PLAN

GO ZERO: GOAL 2035

Net Zero
by 2035

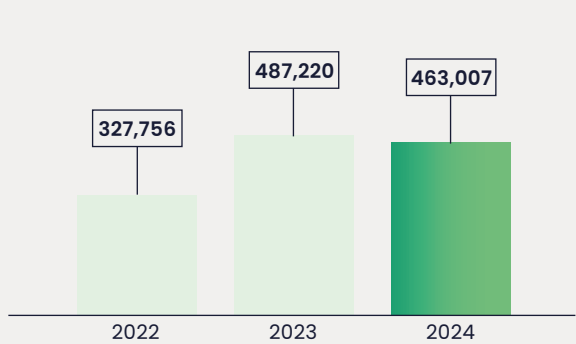
Go Zero 2024 Year on Year progress

-5%

Total GHG emissions
(market-based)

Net zero
target
approved by SBTi

Total GHG Emissions (market-based) tCO₂e



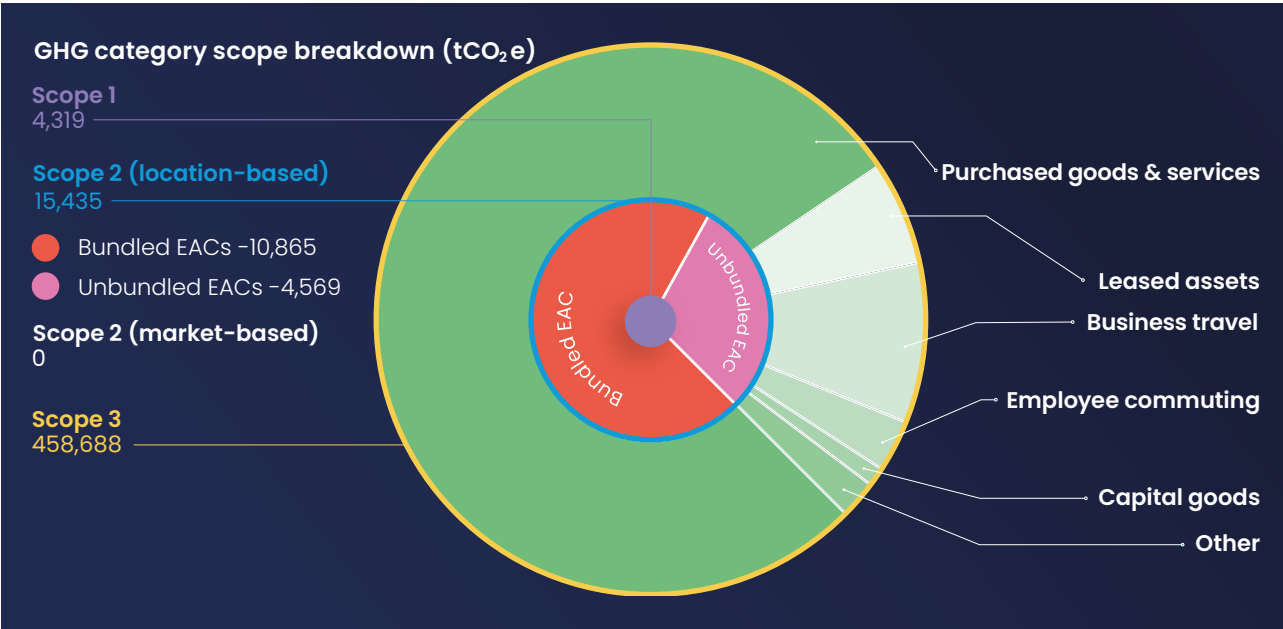
In 2024, we made progress toward reducing our greenhouse gas (GHG) emissions while continuing to grow our business.

Our total emissions stood at 463,007 tCO₂e, reflecting a 5% reduction from 2023. While this remains 41% higher than our 2022 baseline due to business expansion, we have improved our emissions efficiency. Our emissions intensity fell to 32.96 tCO₂e per million dollars (\$m) of revenue, down from 41.32 in 2023 and 34.64 in 2022. As we advance toward our 2035 net zero goal, we remain committed to driving further reductions across our operations and supply chain.

Our GHG emissions footprint

We are committed to transparently reporting our environmental impact, including our annual GHG emissions inventory. In 2024, our GHG emissions footprint was 463,007 tCO₂e, covering Scope 1, 2, and 3 emissions. The graphic below illustrates our carbon footprint, highlighting the key emission sources within our value chain. For a comprehensive breakdown of our emissions inventory, see page 35.

For detailed insights into our calculation methodologies, please refer to pages 47 and 48.



// We've taken key steps towards our science-based targets. Our work to decarbonize buildings, improve energy management and invest in carbon removal supports our goal, and we're partnering with suppliers to reduce Scope 3 emissions, taking a targeted approach."

Martyn White,
Group Head of Environment
& Sustainable Supply



OUR PROGRESS ON OUR NET ZERO EMISSIONS PLAN

Three-year history of GHG emissions

Metric	Unit	2024	2023	2022
Scope 1	tCO ₂ e	4,319	4,518	4,673
Scope 2 (location-based)	tCO ₂ e	15,435	13,824	15,018
Impact of bundled EACs	tCO ₂ e	-10,865	-10,571	-10,871
Impact of unbundled EACs	tCO ₂ e	-4,569	-3,254	0
Scope 2 (market-based)	tCO ₂ e	0	0	4,148
Scope 3	tCO ₂ e	458,688	482,702	318,936
Total emissions*	tCO₂e	463,007	487,220	327,756
Revenue	\$m	14,048	11,790	9,463
Revenue intensity	tCO ₂ e/\$m	32.96	41.32	34.64

2024 GHG emissions breakdown

Scope	Category	Emissions (tCO ₂ e)	% of total (location-based)
Scope 1	✓ Stationary Combustion	1,024	0.2
	✓ Mobile Combustion	3,244	0.7
	✓ Fugitive Emissions	51	0.0
	✓ Total	4,319	0.9
Scope 2	✓ Total (Location-based)	15,435	3.2
	✓ Total (Market-based)	0	0.0
Scope 3	1 Purchased Goods & Services	380,725	79.6
	2 Capital Goods	6,353	1.3
	3 Fuel & Energy-related Activities	4,974	1.0
	4 Upstream Transportation & Distribution	0	0.0
	5 Waste generated in operations	213	0.0
	✓ 6 Business Travel	29,922	6.3
	7 Employee Commuting	14,231	3.0
	8 Upstream Leased Assets	7,719	1.6
	9 Downstream Transportation & Distribution	5,519	1.2
	10 Processing of Sold Products	0	0.0
	11 Use of Sold Products	0	0.0
	12 End-of-Life Treatment of Sold Products	186	0.0
	13 Downstream Leased Assets	8,846	1.8
	14 Franchises	0	0.0
	15 Investments	0	0.0
	Total	458,688	95.9
Total Emissions:	Location-based	478,442	100.0%
	Market-based	463,007	

Understanding our emissions inventory

Understanding our GHG footprint forms the foundations of our targets, strategies, and implementation approaches. For 2024 data, in addition to the limited assurance as detailed on pages 49 and 50, we have initiated an assurance readiness engagement on all remaining Scope 3 categories (excluding business travel). This will assist in ensuring our GHG metrics are prepared for limited or full assurance in the coming years. No opinion is provided on the assurance readiness engagement. To strengthen our data management and assurance processes, we have invested in advanced technology to automate and centralize data collection from all our offices, helping to ensure greater accuracy. Our chosen platform now hosts comprehensive data across all emission scopes, allowing us to streamline our reporting and improve data validation, calculation, and verification efforts with major suppliers and emission sources.

Scope 1

Our Scope 1 emissions in 2024 were 4,319 tCO₂e, representing approximately 1% of our total carbon footprint. These direct emissions, stemming from our Company fleet, natural gas consumption, and refrigerant leakage at our retail and office locations, have shown a positive trend. We achieved a 4% reduction from 2023 (4,518 tCO₂e) and a 7.6% reduction from 2022 (4,673 tCO₂e), showcasing the impact of our fleet efficiency, electrification, and energy optimization efforts.

Scope 2

Our Scope 2 emissions, which account for indirect emissions from purchased electricity, have been maintained at zero tCO₂e for the second consecutive year (market-based). This achievement reflects our ongoing commitment to sourcing 100% renewable electricity through a strategic combination of renewable energy tariffs (bundled Energy Attribute Certificates – “EACs”) and the procurement of unbundled EACs to offset any remaining non-renewable consumption.

In this year’s sustainability report, we have disclosed both location-based and market-based Scope 2 emissions. Previously, we did not include gross emissions information or information on bundled and unbundled EACs (please refer to page 37 for details on bundled and unbundled EACs). This has now been included to ensure adherence to the greenhouse gas protocol (“GHGP”) guidelines, to provide a comprehensive and transparent view of our electricity-related environmental impact

Scope 3

Understanding and quantifying our Scope 3 emissions is a complex and evolving challenge. In 2024, we significantly enhanced our Scope 3 calculations through strategic partnerships and innovative data approaches. Acknowledging that Purchased Goods & Services (Category 1) and Capital Goods (Category 2) represent over 80% of our total emissions, we collaborated with an expert firm and data provider to leverage large data and advanced models to gain a more accurate understanding of supplier emissions, moving beyond just spend-based estimations to identify key emission contributors. This partnership enables us to prioritize supplier engagement and targeted emission reduction initiatives.

We also recognize the importance of direct supplier data for the most accurate emissions reporting. In 2024, we initiated a project to collect operational emissions data directly from our data center suppliers, starting with Amazon Web Services (“AWS”), a major provider in business operations. We successfully mapped all AWS paying accounts and obtained sample emission reports. In 2025, we will work closely with AWS to transition to direct reporting of operational emissions, ensuring a more precise measurement of this significant emission source. This shift towards direct data collection strengthens our commitment to responsible supply chain management and a more sustainable business future.

✓ Denotes limited assured metric in 2024.

* total emissions is market-based.

REDUCING OUR EMISSIONS



Optimizing the way we use energy

Improving our energy management

Our Corporate Real Estate ("CRE") team are currently in the implementation stage of the ISO 50001 certification, an international standard that helps organizations to improve their energy management and efficiency. They have started with six offices across the globe, in the UK (Sunderland and Leeds), Ireland (Dublin), Bulgaria (Sofia), Romania (Cluj), and Georgia (Tbilisi), to test, learn, and plan for better managing energy use across our Global estate.

To support this effort, our CRE team is establishing an energy policy and Energy Management System ("EnMS"), which will provide a framework for monitoring, measuring, and managing our energy performance at all six offices. Our EnMS will undergo regular audits to ensure compliance with ISO 50001 and we will continuously identify areas for improvement. For example, future evaluations for equipment and service procurement will consider suppliers' energy efficiency and energy-saving improvements.

In addition to optimizing existing office spaces, we also consider environmental criteria when selecting new office buildings. In 2024, we moved into our new London office, Arbor in Bankside Yards, which is the UK's first fossil fuel-free, mixed-use development. It runs carbon-neutral in operation and achieved a BREEAM Excellent rating.

ISO 50001

In 2024, we initiated implementation of the ISO 50001 certification across six offices to improve our energy management

Reducing the environmental impact of our sites in Italy

In Italy, Sisal is taking action to reduce the environmental impact of its headquarters, offices, hubs, and direct points of sale.

In 2024, Sisal achieved a 14% reduction in electricity consumption compared to 2022, due to comprehensive action to improve energy efficiency and reduce GHG emissions. This program includes replacing traditional lighting systems with high-efficiency LED solutions, as well as using advanced indoor lighting control systems to further optimize energy use.

Beyond this, Sisal is advancing the electrification of its Italian sites, with a transition plan to phase-out natural gas boilers in its offices in Lecco and Peschiera Borromeo by 2026 and 2030 respectively, as it moves to decarbonize its operations.



Creating low-carbon spaces

As part of our global focus reducing our direct emissions, in 2024, Paddy Power collaborated with its utilities partner to help understand how it could better align its retail estate refurbishment and management program to support our net zero transition. In particular, the specialist third party is already helping to manage and reduce Paddy Power's energy use, advising on energy efficiency and compliance. Together, they initiated a pilot project with six concept shops across the UK and Ireland to understand opportunities to further improve energy use and decarbonize through conducting a comprehensive onsite review of operations. These included practical suggestions for carbon reduction measures, including potential emissions savings, estimated implementation costs, and returns. Once the results of the surveys are analyzed Paddy Power will be able to build on its findings to complete the design and installation of any future concept shop renovations.



REDUCING OUR EMISSIONS



Powering operations with renewable energy

Sourcing renewable energy

As we strive to lower our energy use, we are also seeking to ensure that any electricity needs are derived from clean energy. For locations where direct renewable transition isn't possible, we procure CDP-compatible Energy Attribute Certificates ("EACs") to cover our consumption across our reporting year. This ensures that energy not directly sourced from renewables is covered by some form of renewable energy in the same territory. These are referred to as "unbundled" EACs because they were procured separately from the electricity used.

In 2024, we are pleased to report 100% renewable energy coverage and zero emissions for our Scope 2 footprint, achieved through both procurement of renewable energy and use of EACs. We've developed our own Good, Better, Best framework to support clear and transparent reporting in this area, helping us to simplify our internal messaging for our stakeholders and making progress reporting easier to understand. This approach has helped us clearly outline where we are today and how we can improve.

In the future, we will continue to explore the feasibility of establishing renewables on site, such as solar panels or wind turbines or via longer-term Power Purchase Agreements, ("PPAs") which build more long-term demand for new renewable energy and provide much better traceability on time and location of energy provision – so we can see exactly where our renewables came from, and when. But for now, we will continue to move as much of our renewables into our "better" category.

What are EACs?

Energy Attribute Certificates (EACs) are global instruments used to certify that a specific amount of electricity (usually 1 MWh) was produced from a renewable source. They come in regional variants like Guarantees of Origin ("GOs") in Europe, Renewable Energy Certificates ("RECs") in North America, and International Renewable Energy Certificates ("I-RECs") internationally. As widely recognized instruments that guarantee renewable credentials for energy, EACs are at the core of the global transition to a green energy system.

Understanding our approach

Best

Renewable energy sourced onsite, involving the installation of renewable solutions on rooftops or adjacent land for direct consumption. Alternatively, we will source our energy via power purchase agreements PPAs, where the contract for electricity is purchased from a specific renewable installation.

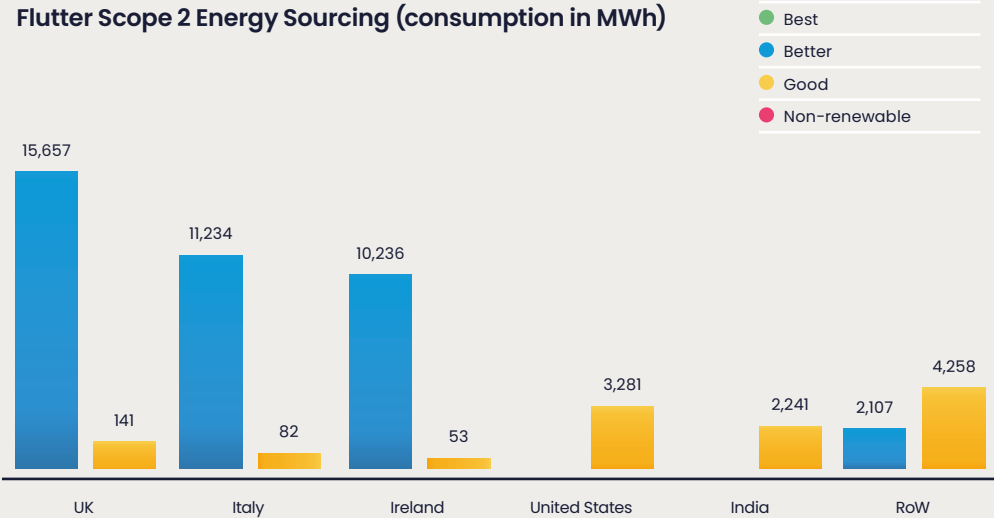
Better

We are moving all our offices and retail shops to renewable energy tariffs, where feasible. This practice is known as "Bundled Energy Attribute Certificates", meaning our electricity provider offers us the option of how our electricity is produced, enabling us to select renewable energy sources.

Good

For locations where direct transition is not possible, we purchase EACs, ensuring that all energy not directly sourced from renewables is covered by some form of renewable energy. We refer to this as "unbundled Energy Attribute Certificates" which facilitate access to renewable energy through third-party retailers not supplying our physical energy.

Flutter Scope 2 Energy Sourcing (consumption in MWh)



Traveling sustainably

As a growing global company, the volume of journeys required continues to rise, particularly as we continue to integrate new businesses. While restricting travel is not practical for a global business like ours, we encourage all our colleagues to adopt more sustainable forms of transport, particularly for business travel, through our travel policy. We also take measures to encourage essential travel only. For example, we have invested in innovative sustainable workspaces that support virtual or hybrid meetings, making it easier for people to join remotely.

Our Global Travel team continually review our travel services and ensure we work with trusted partners that can support our commitment to net zero. Our main travel booking platforms highlights the CO₂ impacts of travel choices which enables colleagues to make more informed choices to support emissions reduction. As we move ahead on our decarbonization journey, we will explore the best way to mitigate these emissions, for example through our carbon removal and offsetting programs.

REDUCING OUR EMISSIONS



Targeting supplier emissions

We collaborate with our suppliers to help identify and address their carbon footprint, following a targeted approach.

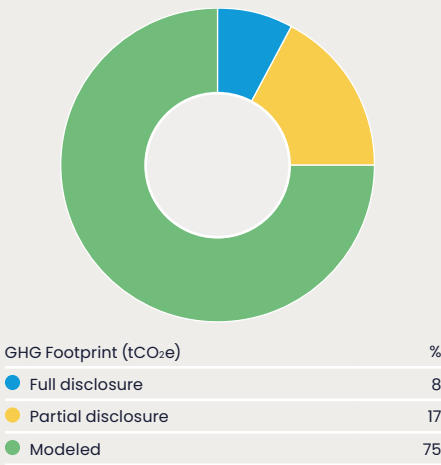
Most of our GHG emissions are associated with our value chain (Scope 3), with ~84% of that from our suppliers. So, it is essential to work with our suppliers to understand how they are managing their own sustainability impacts and performance. By analyzing the emissions hotspots of our value chain, we can take a targeted approach – focusing on working with the suppliers that are responsible for the greatest portion of our emissions.

Leveraging supplier-reported emissions data gives us a much more accurate view of our Scope 3 impacts. It also allows us to factor in any emissions reduction actions suppliers have already taken. We’ve started tracking how much of our supplier data comes from their own reported emissions and how much has had to be modeled. This gives us a clear objective when engaging suppliers and helps us track progress over time.

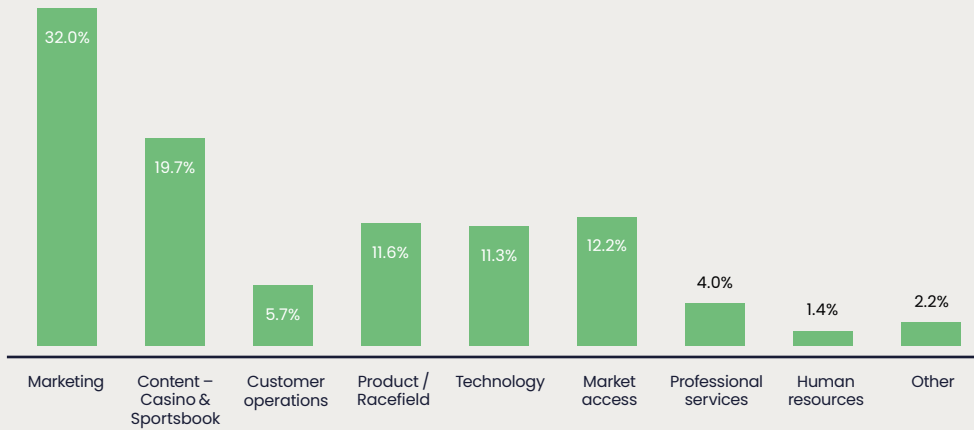
Encouraging our suppliers to report

The chart to the right shows the proportion of our Scope 3 category 1 and 2 emissions data that is based on supplier-reported emissions (full and partial disclosure) versus modeled data. This helps us understand how much visibility we have into actual supplier performance.

Supplier emissions data coverage (Scope 3 Category 1&2)



Supplier emissions % contribution by category of spend (Scope 3 Category 1&2)



Rolling out a global sustainable procurement initiative

We began this effort by engaging with our colleagues, holding training sessions for global procurement teams to raise awareness of our need to actively engage key suppliers on sustainability and their pivotal role in achieving our Go Zero ambitions. We appointed Sustainability Ambassadors to support our supplier engagement work, and partnered with 70 key suppliers representing around 38% of global Flutter spend and 45% of our Scope 3 emissions. This has given us a great foundational understanding of where our suppliers are on their journey and how we need to work with them. We have also discovered that many of our suppliers have set their own carbon reduction targets.

To support our efforts, we have also leveraged EcoVadis, an independent, globally recognized sustainability ratings tool. This platform will help us scale our suppliers’ sustainability assessments and streamline how we can measure, monitor and improve our suppliers’ overall sustainability performance.

Through our engagement we have gained an understanding of our suppliers’ progress on their own sustainability journeys, including their strengths, weaknesses, and potential corrective actions. This insight will help us partner more strategically in the future.

Reducing logistics impacts with Sisal

A part of Sisal’s carbon footprint is derived from transporting and distributing consumable goods and assets from its hubs to points of sale. In 2024, Sisal established strategic partnerships with leading logistics providers in Italy, selecting them through a rigorous process, integrating sustainability criteria into contractual agreements, and including measures to monitor compliance.

The selection criteria for suppliers included making sure they were:

- Implementing decarbonization plans with clear GHG reduction targets.
- Adopting fleet transition programs – working towards lower emission transport solutions, optimizing routes, and monitoring emissions to minimize their GHG impact.
- Holding relevant environmental management certifications.

Through this partnership, Sisal is collaborating with logistics providers to collect more accurate GHG footprint information and significantly reduce Scope 3 emissions linked to transportation.

70 key suppliers

Through the Global Sustainable Procurement campaign we engaged our 70 key suppliers representing ~38% of global Flutter spend and targeting ~45% of our Scope 3 emissions

REMOVING OUR UNAVOIDABLE EMISSIONS



Funding carbon removals

Understanding types of carbon offsets

Carbon offsets come in two forms: emissions avoidance offsets, which prevent greenhouse gases from being emitted, and carbon removal offsets, which actively remove CO₂ from the atmosphere.

While both can contribute to our global climate transition, only carbon removal offsets are able to neutralize our own unavoidable emissions under our science-based net zero target, also known as residual emissions.

Carbon offsets	Emissions avoidance	Not used to meet our net zero goal but supports wider climate solutions	See page 40 for an overview of the projects we've supported in 2024
	Permanent carbon removal	May be used to neutralize our emissions at our net zero date	This section describes the context and our current planning for permanent carbon removal

Go Zero and carbon removal offsets

Ultimately, to hit our net zero target, we know we need to reduce our emissions by at least 90% from our baseline by 2035. However, we recognize that we may have up to 10% residual emissions remaining even after taking all possible measures to reduce. To neutralize these residual emissions, we will explore the use of carbon removal offsets. Although these offsets will only be required to neutralize emissions at our net zero date, we are already taking steps to prepare.

To date, our carbon offset funding has primarily focused on emissions avoidance offset projects, instead of carbon removal projects that neutralize our own residual emissions. This is because our priority is to decarbonize our own operations first while continuing to support broader climate solutions beyond Flutter, see page 40.

Carbon removal offsets may become an essential part of our own long-term net zero transition in the future, once we have done everything we can to reduce our own emissions. To ensure these carbon removal offsets will contribute to our Science-Based Target, they will need to meet strict durability thresholds, in addition to our standard project selection criteria (outlined on page 40). This means that any carbon removed must be securely stored for at least 100 years, with the goal of ensuring even longer storage.

Given that many carbon removal technologies are still emerging and not yet scaled, we are working closely with our expert partners, Furthr Ltd, to take a more strategic and measured approach to long-term procurement. This includes assessing the viability of different solutions over time and aligning our planning with our 2035 target.

How carbon removals support net zero



SUPPORTING BROADER CLIMATE TRANSITION

As a global business, we know that addressing the climate crisis requires global collective action, beyond our individual net zero activities. This is why we choose to support additional climate projects outside of our Reduce and Remove strategies — not as a substitute for reductions in our emissions, but to support in fast-tracking credible projects that support our global climate transition.


While we don't count the emissions impacts of these projects toward our Go Zero goals, this year, we've supported a range of verified tech-based and nature-based solutions with our sustainability partner Furthr — from restoration of peatlands to capturing of methane gas within landfill sites.

Project selection criteria

- Additionality:** our projects must generate positive climate outcomes that would not have occurred without our support.
- Third party verification:** the positive climate outcomes must be independently verified by accredited and recognized standards.
- Permanence of impact:** our projects must be able to clearly demonstrate how they minimize risks of the positive outcomes being reversed, to our accepted risk level.
- Social and environmental co-benefits:** we look for projects that monitor wider social and environmental engagements and benefits such as supporting health, education, employment, and ecosystem restoration.

OUR 2024 CARBON AVOIDANCE PROJECTS

Advanced refrigeration




Location:
Various supermarket locations – Yonkers, New York, Willmar and Buffalo, Minnesota, Lincoln Park, New Jersey

Project name:
Advanced refrigeration

Emissions offset:
2000 tCO₂¹ Avoidance

[→ See more](#)

Peatland restoration




Location:
Scotland

Project name:
BigHouse

Emissions offset:
500 tCO₂e³

[→ See more](#)

CO₂ Utilization in Concrete




Location:
Multiple Location (British Columbia and Indiana)

Project name:
CarbonCure CO₂ Utilization in Concrete

Emissions offset:
500 tCO₂e³

[→ See more](#)

Landfill Gas to Electricity



Location:
Sofular, Zonguldak Province, Turkey

Project name:
Zonguldak Landfill Gas to Electricity project

Emissions offset:
2000 tCO₂e⁴

[→ See more](#)

LOOKING AHEAD GO ZERO



We aim to build on our efforts by prioritizing key areas of emissions for targeted action, in particular seeking to engage with more suppliers to develop a more accurate picture of their GHG footprint and encourage wider adoption of EcoVadis.

We will review and evaluate the impact of any acquisitions in order to incorporate them into our data and strategic plans.

We will continue expanding our assurance of our GHG metrics to ensure we have full coverage across our entire emissions inventory.

We will work to further outline our transition plan, aiming to align with the recommendations of the Transition Plan Taskforce.

IN THIS SECTION

Sustainability governance	42
Essential foundations	43
Stakeholder engagement	44
Approach to reporting	45
Memberships, associations, and ratings	46
Methodologies	47
Independent Practitioners’ Limited Assurance Report	49
Disclaimer	51

APPROACH +
GOVERNANCE

SUSTAINABILITY GOVERNANCE

Board governance

The Board oversees the four pillars of our Positive Impact Plan through the Board Risk and Sustainability Committee (“BRSC”) which meets quarterly. The BRSC received regular updates on progress across the entire Positive Impact Plan throughout the year. It reviewed our evolving sustainability strategy and response to regulatory and public policy change, including the requirements of the US primary listing and changes in EU regulation. In addition, the BRSC considered topics including supplier data and engagement, evolving double materiality and Corporate Sustainability Reporting Directive (“CSRD”) reporting, and sustainability communications and engagement strategies.

In 2024, in recognition of the strategic significance of our Play Well pillar, we further strengthened our governance of this by expanding the Responsible Gaming Sub-Committee of the BRSC to separate quarterly meetings of the full committee, wholly dedicated to Responsible Gaming. Additionally, safer gambling remains a standing agenda item of the Chief Executive Officer’s update at the Board. In 2024, the BRSC reviewed the US Responsible Gaming strategy, safer gambling bonus metrics, and Play Well data integrity, amongst other areas.

For a list of Risk and Sustainability Committee members and the Committee Charter, please see: <https://www.flutter.com/about-us/corporate-governance/board-committees>

Executive governance

The Executive Committee defines the strategy and ambition of our Positive Impact Plan. It receives quarterly progress reports supplemented by additional meetings to review and approve strategic initiatives. The Group CEO, divisional CEOs, and other Executive Managers also engage directly with the Group Director of Sustainability and Regulatory Affairs on a quarterly basis. Strategic priorities advanced in 2024 included supervision and support of our data integrity program, driving our safer gambling culture, a review of our community investment strategy, deepening our understanding of evolving sustainability reporting requirements, and continued Executive support for colleague engagement with the Positive Impact Plan.

Operational execution

In 2024, we began to transform the way we deliver sustainability at an operational level, ensuring that all our teams are responsible for delivery. We established a new CSRD Steering Committee comprised of senior representatives across all functions at Flutter. The Steering Committee is tasked with overseeing our preparations for compliance with CSRD and related regulations, and reviewing the impacts, risks, and opportunities for our business.

We are currently reviewing our CSRD reporting timelines following the release of the EU Omnibus package of February 2025.

We also have various working groups including individuals from across multiple brands and functions who support the operationalization of strategies across our pillars and facilitate knowledge sharing and continuous improvement. Our Play Well Working Group evolved to include all brands across all regions and is an excellent example of our Flutter Edge in operation. This group meets at least quarterly and had a two-day in-person workshop in October 2024.

Data integrity has been a significant theme for the Positive Impact Plan this year. During 2024 we established a structured project in collaboration with Group Finance to ensure that we apply financial rigor to our sustainability data, while making operational efficiency gains through the systemization and automation of sustainability data. We have continued our investment in resources and expertise including appointing a new Head of Sustainability Communications to support our efforts to communicate externally and engage colleagues internally. Within brands and divisions, we have invested in additional resources to support key areas such as our Play Well programs, and continued to build our expertise in areas such as community impact and environmental analysis.

Governance framework



ESSENTIAL FOUNDATIONS

We are committed to conducting our business ethically and with integrity. We engage our colleagues in respecting our values and ensuring that we comply with all relevant legislation in the countries in which we operate. To achieve our Positive Impact Plan, it's fundamental for us to build an open, respectful, and responsible culture, prioritizing fairness and integrity in everything we do.

Group Code of Ethics

Our Code of Ethics provides an overarching framework for our approach, supported by robust governance and policies. It defines our processes for reporting perceived violations of policies or misconduct, and outlines protection for those who make a report. We expect all colleagues to respect our Code, undertaking annual mandatory training. We report training rates to our Risk and Sustainability Committee. We review all our policies annually and when regulation changes. We updated our Code this year to include the responsible use of emerging technology.

Confidential whistleblowing

We updated our Whistleblowing Policy and internal procedures for colleagues upon US listing in 2024. Our Speak Up platform provides a confidential way for colleagues to raise concerns or potential violations relating to financial reporting, ethics or

Company policies. We show zero tolerance for retaliation in response to reports.

Respecting human rights and preventing modern slavery

We seek to respect human rights throughout our business, with clearly defined policies. In 2024, we focused on improving the way we screen our suppliers for risk or exposure to instances of forced labor and human trafficking, including by adopting an independent platform. Our Modern Slavery Statement can be found at: www.flutter.com/modern-slavery-statement.

Our supply chain

Our Supplier Code of Conduct defines our expectations for supplier behavior, including direct and indirect suppliers, subcontractors, agents, recruitment agencies, and external consultants. It sets requirements for sustainability, modern slavery, and human rights performance. In 2024, we introduced a supplier ESG engagement program to help suppliers support our Positive Impact Plan goals.

Promoting equal opportunities

We are committed to equal opportunities in our workplace, and do not tolerate harassment, discrimination, victimization, or bullying. We recruit, employ, and promote colleagues based on their qualifications and abilities. Our Equal Opportunities Policy covers our workplace policies and processes in this regard. We do not discriminate on any grounds, including

gender, sexual orientation, marital or civil partner status, gender reassignment, race, religion or belief, color, nationality, ethnic or national origin, disability or age, pregnancy, trade union membership, or membership, part-time or fixed-term status, or any other legally-protected status. We take steps to accommodate the needs of an individual's religion, culture, and domestic responsibilities.

Maintaining a safe, healthy workplace

We are committed to ensuring the wellbeing and safety of our colleagues and customers across our business. We have created a Global Health and Safety Framework and three-year roadmap to help maintain a consistent approach to health and safety management within the global organization. As a result, we've developed global policies, standards, and procedures to help drive compliance and ultimately achieve an improved safety culture across our operations.

Trade associations and integrity

We actively participate in trade associations who advocate for betting integrity. These include but are not limited to: the Responsible Online Gaming Association in the US, the European Gaming and Betting Association, the International Betting Integrity Association, and the UK's Betting and Gaming Council. Through our collaboration with these organizations, we aim to leverage our global scale to support local safer gambling strategies, in line with our Play Well strategy.

Anti-corruption, anti-money laundering, and countering the financing of terrorism

We actively engage colleagues and promote awareness of risks related to money laundering and the financing of terrorism, and Anti-bribery & Corruption ("ABC") risks through mandatory training, and regular communications. We expect our colleagues, customers, business partners, and third parties or associated persons acting on our behalf (Flutter Associates) to comply with all policies. We reserve the right to suspend any relationship that contradicts relevant laws and/or where a breach of our policy occurs. We have policies and processes to prevent the use of our products or systems to launder criminal proceeds, finance terrorism, evade taxation, or bypass laws. We also conduct risk-based due diligence for individuals and companies delivering services for/on behalf of the Group.

Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption. We do not pay bribes or offer improper incentives to anyone for any purpose. Nor do we accept bribes or anything that could be perceived as such.

Sanctions

We are committed to complying with all economic and trade sanctions in the countries where we operate. We do not conduct any business activities that would reach applicable sanctions or export controls.

Data protection, privacy, management, and cybersecurity

Flutter protects stakeholder and player data through a robust Data Protection Framework to help ensure compliance with applicable privacy regulations. We have policies and processes to support the use of personal data, ensuring colleagues understand their data protection responsibilities, while enabling our business to operate legally and efficiently. We have policies in place for privacy rights, data retention, privacy risk assessments, and any related incidents. We share information with our customers, colleagues, and candidates about how we process their personal data.

Due diligence







We conduct a comprehensive due diligence exercise in relation to all mergers and acquisitions, engaging external advisers, as appropriate. We also have processes for due diligence to be performed on engagements with suppliers and to highlight any risks.

Economic contribution and taxation

We pay tax in every jurisdiction in which we operate, while our business contributes to the economy more widely through skilled employment, sports sponsorships, and community investment.

STAKEHOLDER ENGAGEMENT

At Flutter we continually engage with our stakeholders. Effective engagement helps us better understand stakeholder needs and the expectations of key groups associated with our sustainability strategy.

<div>Customers</div> <div></div> <div><div>How we engaged</div><p>We engage customers by promoting Play Well tools, education, and active engagement across our brands, intervening where signs of unsafe play appear. Communication happens via online platforms, customer service channels, marketing communications, and retail experiences. In 2024, customer feedback and research were key areas of focus to understand our customer needs.</p><div>Outcome</div><p>Play Well tool usage rose by 4.8 percentage points (+12%), moving us closer to our goal of 75% usage by the end of 2030. In the US, FanDuel introduced the My Spend tool and co-founded ROGA to advance industry standards. In UKI, we're piloting AI to identify healthy play behaviors, and in Australia, Sportsbet advanced its AI-driven "Real Time Intervention" tool.</p></div>	<div>Colleagues</div> <div></div> <div><div>How we engaged</div><p>We connect with colleagues through regular global town halls, live events, and internal communication platforms. We prioritize wellbeing, inclusion, and open feedback via internal HR tools and tailored culture-led initiatives in divisions and brands.</p><div>Outcome</div><p>Key achievements include our UKI Lean In Together network, bringing together colleagues of all genders to provide allyship, which has over 435 members across seven international locations. International's Parental Empowerment Program engaged with 444 colleagues and launched an English edition for Turkey, Morocco, and Albania this year.</p></div>	<div>Communities</div> <div></div> <div><div>How we engaged</div><p>We partner with charities, support health-focused causes, and empower colleague giving and volunteering via our Do More initiatives. Our ambassadors and sponsorships help raise awareness and funding globally.</p><div>Outcome</div><p>In 2024, we donated over \$16 million to more than 600 causes, positively impacting over one million lives. Highlights included FanDuel's Operation Hope, Sportsbet's skin cancer checks, Paddy Power's Big 180, Cash4Clubs grants, and fundraising that raised over £1.4 million for Cure Leukaemia and emergency relief efforts.</p></div>	<div>Shareholders and investors</div> <div></div> <div><div>How we engaged</div><p>We maintain open and regular communication with shareholders through Annual General Meetings (AGMs), investor meetings, and engagement with proxy advisors. Topics discussed include Board composition, our US transition, and safer gambling initiatives.</p><div>Outcome</div><p>We engaged shareholders representing 58% of our issued share capital. Key achievements included adding US based directors to our Board, completing a primary listing on the NYSE, and aligning with US governance standards. Global Play Well tool usage reached 44.5% by end-2024. In September 2024 we held a major investor day event in New York for institutional investors and research analysts. Investor Day: in September 2024 we held a major investor day event in New York for institutional investors and research analysts. The investment community welcomed the comprehensive business overview provided including the market opportunity and Flutter's unique positioning.</p></div>	<div>Government and regulators</div> <div></div> <div><div>How we engaged</div><p>We work collaboratively with regulators and governments to support effective and responsible gaming standards. Our engagement spans across our regions, often via industry associations.</p><div>Outcome</div><p>We co-founded ROGA in the US and supported significant regulatory progress in the UK and Ireland, including the publication of the Gambling Act Review White Paper and the establishment of the Gambling Regulatory Authority. In Australia, Sportsbet contributed to consumer protection reforms, and we secured a full license to operate in Brazil from January 2025.</p></div>	<div>Suppliers</div> <div></div> <div><div>How we engaged</div><p>We embed sustainability into procurement by engaging suppliers on our Positive Impact Plan, using EcoVadis to assess supplier ESG maturity status and outlining our commitment to conducting business with honesty and integrity, the protection of human rights, protection of the environment, and supporting our communities – within our Supplier Code of Conduct.</p><div>Outcome</div><p>In 2024 we initiated our first wave of ESG engagement which included 72 suppliers, covering 38% of global spend and 45% of supplier-related emissions. This initiative is helping build a more sustainable, responsible supply chain aligned with our environmental net zero goal and emissions reduction targets.</p></div>
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APPROACH TO REPORTING

About this report

Stakeholder engagement and materiality

Flutter recognizes the significance of engaging with stakeholders to identify and prioritize the most important issues. Our sustainability reporting is informed by the principle of materiality as that concept is defined in the GRI Universal Standards. While this standard differs from the concept of materiality 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, our intention is to disclose information on sustainability topics that are relevant and significant to our stakeholders.

→ See more on page 5

Aligned financial and non-financial reporting timeframe

We report our sustainability information against the same timeframe as our financial accounting year end, which is from 1 January to 31 December, and we maintain an annual frequency of reports.

Consolidated accounting

Our consolidated financial accounting year end and disclosure of non-financial information are aligned to the same timeframe (1 January – 31 December).

The sustainability activities of newly acquired businesses will be captured within Group sustainability reporting, from the first year that the financial results of the business have been consolidated within our Group accounts. For example, Sisal was acquired in August 2022 with 2023 being the first full financial year that the brand was consolidated within Flutter's financial accounts. Sisal's sustainability activities are therefore reflected in Flutter's sustainability reporting for 2023 onwards.

Governance of sustainability reporting and disclosures

The Flutter Board of Directors is ultimately responsible for overseeing Environmental, Social and Governance ("ESG") matters including reporting and disclosures. They are also responsible for the approval of the Group's priorities, plans, and targets in respect of sustainability and climate, and reviewing performance of the same.

→ See more on page 42

Reporting frameworks and disclosures

Global Reporting Initiative ("GRI")

Flutter reports in reference to the latest GRI standards, a widely accepted framework for sustainability reporting. GRI provides guidelines for organizations to report on their economic, environmental, and social performance to increase transparency and accountability for performance. By working towards GRI standards, our aim is to publish sustainability disclosures that are consistent, comparable, and relevant to our stakeholders.

For more information, please see our alignment tables on <https://www.flutter.com/sustainability/>.

Sustainability Accounting Standards Board ("SASB")

We are working on the integration of the SASB standards into our reporting framework. SASB provides industry-specific sustainability disclosure standards linked with the concept of materiality, as that concept is expressed within the SASB standards and publications. Aligning with SASB means that we publicly disclose the key information relevant to various ESG factors. This allows stakeholders to assess our performance in a sector-specific context in accordance with the Casino and Gaming SASB standard.

Task Force on Climate-related Financial Disclosures ("TCFD")

In accordance with UKLR 14.3.24R, the Company is required to state whether it prepares climate-related financial disclosures which are consistent with the four recommendations and the 11 recommended disclosures set out in the June 2017 report of the TCFD entitled "Recommendations of the Task Force on Climate-related Financial Disclosures" (the "TCFD Report").

We include disclosures in our "FY24 TCFD Statement" which are consistent with the four recommendations and ten of the 11 recommended disclosures set out in the TCFD Report. There is one recommended disclosure of the metrics used by the organization to assess climate-related risks and opportunities in line with our strategy and risk management process to which we will only be partially aligned. The rationale for this together with a summary of steps to be taken to move from "partially" to "fully aligned" in respect of this disclosure is contained in our FY24 TCFD Statement.

For our full TCFD disclosure, please refer to our 2024 TCFD Statement.

Corporate Sustainability Reporting Directive ("CSRD")

Flutter is currently due to comply with CSRD reporting requirements in 2026, subject to changes proposed in the EU Omnibus Package published on February 26 2025.

MEMBERSHIPS, ASSOCIATIONS, AND RATINGS

Partnerships with external organizations are central to the success of our Positive Impact Plan. They help us to drive positive change in our business and across our industry. We work with industry bodies and regulators, non-profits, academic institutions, and subject experts to improve our business, seeking their perspectives and taking credible steps to amplify our impact.

Read about how we’ve engaged with partners in the Positive Impact Plan section 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, Associazione Gioco da Intrattenimento in Concessione, Responsible Online Gaming Association (“ROGA”).

Non-profit organizations: Advancing Indigenous People in Science, Advancing Indigenous People in STEM (“AISES”), AmeriCorps, Riding for the Disabled, Australian Football League, Australian Skin Cancer Foundation, Australian Skin Cancer Foundation’s Skin Check Truck, Barretstown children’s charity, BeEntrepreneurs, Business Disability Forum, Cancer Council NT, Children’s Cancer Foundation, Code Club, Cure Leukaemia, Cycle for Survival, Defense to the Max campaign, Employers for Carers, Esporte Futuro, Fundación Flutter, GlobalGiving, Kindbridge Behavioral Health Services, Missing People, National Council on Problem Gambling (“NCPG”), OnHand, Operation HOPE, Phoenix Mercury Foundation, Project Soar, Prostate Cancer UK, British Heart Foundation, Responsible Gambling Council, Responsible Wagering Australia, Riding for the Disabled, Salvation Army, Searching for Hope, Project Soar, St Vincent de Paul Society, Starlight Children’s Foundation, Technology, the Shoreline Foundation, United Negro College Fund (“UNCF”).

Academic institutions: Develhope coding school, Università Cattolica di Milano, University of Sydney.

Subject experts: Partner Hub, S&P Global, Business for Societal Impact (B4SI), OnHand, EcoVadis.

Agency	Achievement in 2024	Score scale	2024	2023	2022
CDP	Flutter improved the score from “D” in previous years to “C” in the Climate Change assessment. This reflects Flutter’s commitment to environmental practices over the past few years.	A to F (A as a best possible score)	C	D	D
S&P Global Ratings	Flutter secured a score of 48 in 2024, an increase of 6 on the 2023 score.		48	42	29
Sustainalytics	Flutter scored 22.4 in 2024, placing Flutter in “Medium Risk”, an improvement of 2.1 points on 2023 (24.5). This brings Flutter close to the threshold for Low Risk, which is any score below 20.	0-100 (0 as a best possible score)	22.4	24.5	Not available
MSCI	Flutter scored AA in MSCI ESG Ratings, which is the second highest category of achievement (after AAA). MSCI call Flutter a leader in the Casinos & Gaming industry. This is a consistent score for Flutter and has remained the same for the last five years.	AAA to CCC (AAA as a best possible score)	AA	AA	AA

METHODOLOGIES

Play Well metric

The global Play Well tool metric is the percentage of average monthly players (“AMPs”) using one of our safer gambling tools on a monthly rolling average basis. See page 8 of our Flutter 2024 Annual Report for more details.

In 2024 we have recalculated our tool usage figures for prior years in order to reflect (1) the inclusion of data related to the Tombola brand in 2021 figures prior to the closing of the acquisition in January 2022, and (2) an assumption error within our tool usage calculation within our Junglee brand and process errors in our UKI and Australia brands which have all now been rectified. Accordingly, we have revised our reporting of Play Well tool usage for our 2021 baseline from 32.35% to 26.4%, our 2022 usage from 40.8% to 37.7%, and 2023 usage from 44.9% to 39.7%. We have since changed our data processes to ensure these errors cannot occur again. While our overall tool usage is lower than we had thought, our tool usage trajectory remains positive, an increase of over 18ppt since the updated 2022 baseline, and our mid-term and long-term targets are not impacted by the change.

The Play Well Investment metric quantifies our dedication to safer gambling, encompassing our safer gambling-related spending on research, staff training, dedicated personnel, product development and technology, and marketing. This integrated investment reflects our strategic approach to responsible gaming and our commitment to player wellbeing.

In our Irish Directors’ report, published on March 11 2025, the stated total Play Well investment figure was \$134 million. However, this figure did not account for our \$5 million contribution to ROGA in the US made in 2024. We have since updated our records to include this contribution, bringing our total investment for the year 2024 to \$139 million. We are committed to transparency in our financial reporting and have made the necessary adjustments to accurately reflect our investments.

Work Better metric

Creating teams that reflect where we live and work relates to the attraction of a range of individuals with diverse views, while ensuring an inclusive culture.

Do More metric

The total estimated number of lives improved includes 69% reported by community partners and 31% calculated using an average cost per person. This estimate reflects only direct lives improved, as partners chose not to report indirect impact in 2024.

Reporting boundary and methodologies

1.0 Reporting boundary

Flutter quantifies its environmental impact in tonnes of carbon dioxide equivalent (tCO₂e) in accordance with the Greenhouse Gas Protocol (“GHGP”) for Corporate Accounting and Reporting. Our approach aligns with the UK Government’s Streamlined Energy and Carbon Reporting (“SECR”) guidelines and the Science Based Targets initiative (“SBTi”).

In this report, “carbon emissions” or “emissions” specifically refer to GHG emissions as required for a comprehensive GHG inventory.

Following GHGP guidelines, Flutter has adopted an operational control boundary, encompassing 100% of its business activities with a materiality reporting threshold of 95%. Our comprehensive data collection and verification processes determine which emission sources fall under Flutter’s operational control.

2.0 GHG inventory

Our GHG inventory is systematically categorised into three Scopes, as per the GHGP:

Scope 1 emissions are direct emissions from the combustion of fuel from sources within Flutter’s organizational boundary. These include emissions from:

- Mobile combustion (e.g., Company fleet)
- Stationary combustion (e.g., offices and retail sites)
- Fugitive emissions (e.g., refrigerant losses from stationary assets)

Scope 2 emissions are indirect emissions from the generation of acquired and consumed electricity. Although these emissions occur outside of Flutter’s organizational boundary, they result from Flutter’s activities. Flutter accounts for both location-based and market-based approaches to calculating Scope 2 emissions. Notably, Flutter’s net market-based emissions are reported as zero, achieved through a combination of renewable energy tariffs (bundled EACs) and the acquisition of unbundled EACs to offset any consumption from non-renewable sources.

Scope 3 emissions are indirect emissions from sources outside Flutter’s organizational boundary, occurring because of the Company’s activities. These encompass the following categories:

- Category 1 | Purchased Goods and Services: Emissions arising from the extraction, production, and transportation of goods and services purchased by Flutter.
- Category 2 | Capital Goods: Emissions related to the production and transportation of capital goods (e.g., facilities, machinery) purchased by Flutter.
- Category 3 | Fuel- and Energy-Related Activities: Emissions associated with the extraction, production, and transportation of fuels and energy consumed by Flutter (excluding Scope 1 & 2).
- Category 5 | Waste Generated in Operations: Emissions from the disposal and treatment of waste generated in Flutter’s operations.
- Category 6 | Business Travel: Emissions from the transportation of colleagues for business-related activities.
- Category 7 | Employee Commuting: Emissions from the transportation of colleagues between their homes and workplaces.
- Category 8 | Upstream Leased Assets: Emissions from the operation of assets leased by Flutter, where the asset is outside Flutter’s operational control (e.g., co-working spaces).

METHODOLOGIES CONTINUED

- Category 9 | Downstream Transportation and Distribution: Emissions from the transportation and distribution of products sold by Flutter to the end consumer. (e.g., Sisal logistic activities; specifically the transportation of consumables by third-party providers to their points of sale).
 - Category 12 | End-of-Life Treatment of Sold Products: Emissions from the disposal and end-of-life treatment of products sold by Flutter. While Flutter primarily offers digital services, it accounts for emissions associated with the disposal of merchandise.
 - Category 13 | Downstream Leased Assets: Emissions from the operation of assets leased by Flutter to other entities (e.g., Sisal gaming machines not associated with a direct point of sale).
- Due to the nature of Flutter’s business—sports betting and iGaming being primarily online—the following Scope 3 categories are not applicable:
- Category 4 | Upstream Transportation and Distribution: Flutter includes the emissions associated with transportation from purchased goods within “Purchased Goods and Services” and “Capital Goods”. All other emissions from the transportation of goods are included in “Downstream Transportation and Distribution”.
 - Category 10 | Processing of Sold Products: Flutter’s services, including online gaming and betting platforms, do not undergo additional processing before reaching customers. There are no third-party transformations required, making this category immaterial.
 - Category 11 | Use of Sold Products: There is no formal accounting mechanism for the energy usage from our digital services. Any emissions from customer interactions with our platforms would be immaterial.
 - Category 14 | Franchises: Flutter does not operate under a franchise model. All brands are owned and operate under a federated business model, eliminating the need to account for franchise-related emissions.
 - Category 15 | Investments: Flutter does not have a significant investment portfolio outside its directly managed business operations. As such, there are no investment-related emissions that fall within this reporting category.
- 3.0 Emission calculations**
- Emissions are calculated in tCO₂e following the GHGP methodology. The calculations vary by data source (e.g., electricity consumption in an office or employee flight distance), but the fundamental approach remains the same:
- Activity metric × Emission factor = Emissions

3.1 Emission factors

A key element in calculating emissions is the selection of emission factors (EFs). Flutter sources EFs from reputable entities, including but not limited to;

- Association of Issuing Bodies (“AIB”)
- Department for Environment, Food & Rural Affairs (“DEFRA”)
- Environmental Protection Agency (“EPA”)
- Carbon Database Initiative (“CaDI”)

3.2 Estimation methods

Flutter is committed to making all reasonable efforts to minimize reliance on data estimation. However, due to reporting timelines and data availability constraints, occasional gaps may require estimation.

A significant portion of our environmental data is systematically collected and precisely calculated using invoiced reports. These verified data sources serve as a robust foundation for our internal estimation models, ensuring consistency and accuracy when addressing data gaps.

To maintain consistency and transparency in our environmental reporting, data values are categorized into three distinct types:

Primary data – Actual

Direct measurements from invoices, meter readings, or utility reports specific to an asset or emission source.

Primary data – Estimate

Calculated from data directly related to the asset or emission source but requiring

allocation (for example, if an invoice covers an entire building, and Flutter occupies 30% of the space, Flutter’s responsibility would be allocated as 30% of the total invoice).

Secondary data – Estimate

Derived when no primary data is available, using statistical models (e.g., regression analysis) based on primary data from similar assets or emission sources.

3.3 Recalculation policy

To align with Flutter’s commitment to SBTi, our carbon footprint baseline year is set at 2022. Should significant changes arise that could materially decrease or increase our total emissions by 5% or more, we will adjust our emissions inventory, including the baseline year and subsequent years post-baseline, to ensure accurate monitoring of our emissions reduction progress.

Material changes may relate to but are not limited to:

- alterations to the base period (baseline) or the duration of the reporting period;
- modifications in calculation methodologies or definitions, such as adopting improved emission factors or adjusting estimation models, to enhance reporting alignment;
- availability of substantial primary data to replace secondary data;
- structural changes affecting our business, such as divestments, mergers, or acquisitions; and
- corrections of errors from prior reporting periods.

4.0 Acquisitions

One of Flutter’s key business strategies is the acquisition of market-leading brands. Following each acquisition, the newly acquired entity undergoes a 12-month integration period to align with Flutter’s environmental reporting frameworks. After this period, the entity is incorporated into the Group-wide environmental reporting system. Additionally, analysis is performed to determine whether any new acquisitions would adjust Flutter’s Science-Based Targets initiative (SBTi) baseline by more than 5%, ensuring alignment with the Group’s environmental sustainability goals.

5.0 Third-party assurance

For full details of Flutter’s independent GHG assurance for 2024, please refer to pages 49 and 50.

→ See more on pages 49–50

INDEPENDENT PRACTITIONERS’ LIMITED ASSURANCE REPORT

To the directors of Flutter Entertainment plc

Report on Flutter Entertainment plc’s ESG information included in the Flutter Entertainment plc Sustainability Report 2024

Conclusion

We have performed a limited assurance engagement on the following information in Flutter Entertainment plc’s (“Flutter” or “the Company”) included in the Flutter Entertainment plc Sustainability Report 2024 for the year ended December 31 2024 (the “Report”) (hereafter referred to as the “assured ESG information”).

Information subject to assurance	Point in time or period subject to assurance	Criteria relevant to the information subject to assurance (the “criteria”)
Scope 1 Greenhouse Gas (GHG) emissions	For the year ended December 31 2024	The GHG Protocol: Corporate Accounting and Reporting Standard (revised edition)
Scope 2 Greenhouse Gas (GHG) emissions	For the year ended December 31 2024	The GHG Protocol: Corporate Accounting and Reporting Standard (revised edition)
Scope 3 Greenhouse Gas (GHG) emissions – business travel	For the year ended December 31 2024	The GHG Protocol: Corporate Accounting and Reporting Standard (revised edition)

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that Flutter’s assured ESG information for the year ended December 31 2024 is not prepared, in all material respects, in accordance with the criteria.

Our conclusion on the assured ESG information does not extend to other information that accompanies or contains the assured ESG information and our assurance report (hereafter referred to as “other information”). We have read the other information, but we have not performed any procedures with respect to the other information.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (“ISAE”) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, and ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board (“IAASB”). Our responsibilities under those standards are further described in the “Our responsibilities” section of our report. We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (“IESBA”).

Our firm applies International Standard on Quality Management (“ISQM”) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Intended use

Our report has been prepared for Flutter solely in accordance with the terms of our engagement letter.

Our report was designed to meet the agreed requirements of Flutter determined by Flutter’s needs at the time. Although we endeavor to provide accurate and timely information, the information contained in our report is accurate only as of April 24 2025 and we cannot provide any guarantee of assurance that it will continue to be accurate in the future. Our report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than Flutter for any purpose or in any context. Any party other than Flutter who obtains access to our report or a copy and chooses to rely on our

report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, KPMG will accept no responsibility or liability in respect of our report to any other party.

Flutter is required to publish the completed report. Without affecting, adding to or extending our duties and responsibilities to Flutter or giving rise to any duty or responsibility being accepted or assumed by or imposed on us by any other party, we have consented to the disclosure of our report on Flutter’s website at www.flutter.com solely to facilitate Flutter meeting their requirements.

Our conclusion is not modified in respect of this matter.

Responsibilities for the assured ESG information

The directors of Flutter Entertainment plc (“the directors”) are responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the assured ESG information that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the assured ESG information and appropriately referring to or describing the criteria used; including who developed them, when not readily apparent from the engagement circumstances;
- preparing the assured ESG information in accordance with the criteria;

INDEPENDENT PRACTITIONERS' LIMITED ASSURANCE REPORT CONTINUED

- ensuring compliance with law, regulation or applicable contracts;
- preventing and detecting fraud;
- selecting the content of the ESG information, including identifying and engaging with intended users to understand their information needs; and
- the maintenance and integrity of the assured ESG information included on the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of the assured ESG information may differ from legislation in other jurisdictions.

Inherent limitations in preparing the assured ESG information

GHG emissions quantification is subject to significant inherent measurement uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values to combine emissions of different gases. GHG quantification is unavoidably subject to significant inherent uncertainty as a result of both scientific and estimation uncertainty. Estimation uncertainty can arise because of:

- the inherent uncertainty in quantifying inputs, such as activity data and emission factors, that are used in mathematical models to estimate emissions (measurement uncertainty);

- the inability of such models to precisely and accurately characterize under all circumstances the relationships between various inputs and the resultant emissions (model uncertainty); and
- the fact that uncertainty can increase as emission quantities with different levels of measurement and calculation uncertainty are aggregated (aggregation uncertainty).

The selection by management of a different but acceptable measurement method, input data, or model assumptions, or a different point value within the range of reasonable values produced by the model, could have resulted in materially different amounts or metrics being reported. Furthermore, the information included in the GHG Statement is based on historical information that is both quantitative and qualitative in nature. Accordingly, it does not provide information about future reporting periods.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the assured ESG information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained;
- The GHG statement includes a deduction from Flutter's emissions for the year of 4,569 tonnes of CO₂-e relating to offsets. We have performed assurance procedures as to whether these offsets were owned by Flutter and retired during the year, and whether the description of these in the GHG statement is a reasonable summary of the relevant contracts and related documentation. However, we have not performed any assurance procedures regarding the external providers of these offsets and express no opinion/conclusion about whether the offsets have, or will, result in a reduction of 4,569 tonnes of CO₂-e; and
- reporting our conclusion to the directors.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the assured ESG information that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the assured ESG information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we have performed the following procedures:

- assessing the appropriateness of the criteria for the assured ESG information;
- conducting interviews with Management to understand the processes, systems, and controls in place over the preparation of the assured ESG information;
- agreeing a selection of the assured ESG information to source documentation;
- assessing the mathematical accuracy of a selection of formulae used and manual calculations performed over the assured ESG information;
- obtaining and agreeing documentation associated with the processes and systems to generate and report the assured ESG information;

- performing analytical procedures over the assured ESG information, having regard to our understanding of Flutter's operations; and
- reading the narrative within the report with regard to the criteria, and for consistency with our findings.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Patricia Carroll For and on behalf of

KPMG
Chartered Accountants, Statutory Audit Firm
IFSC, Dublin 1

April 24 2025

The maintenance and integrity of Flutter's website is the responsibility of the directors of Flutter; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to our report or the content of our report presented on Flutter's website since the date of our report.

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 the fiscal year 2024 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 2024 filed with the US Securities and Exchange Commission (the “SEC”) on March 4 2025 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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