



IRISH GENDER PAY GAP

Reporting Year 2025

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FOREWORD

Lisa Sewell, Group Chief People and Administrative Officer

As Flutter's Chief People and Administrative Officer, I am focused on driving meaningful change towards gender equity at Flutter. Through our Positive Impact Plan and its Work Better pillar, we're striving to be one of the leading inclusive employers in the markets in which we operate by the end of 2030.

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

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

We have achieved this through several levers and initiatives this year:

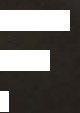
- **"Lean In Together"** – This award-winning initiative has continued to grow across Flutter, with Dublin at the forefront. Now Ireland's largest Lean In network, we host 170 members across 15 circles. As part of the continued evolution of the project we also created

an Allyship playbook and ran two allyship training sessions to complement our Lean In circles and champion advocacy for women in the workplace.

- **"Career Week"** – A comprehensive collection of dynamic programmes comprising of expert talks, workshops and activities designed to boost confidence, encourage curiosity and drive collaboration around our colleague's career progression.
- **"RISE in Finance"** – Hosted in our Dublin office and following the success of the *RISE Collective*, *RISE in Finance* expanded to support colleagues through mentorship, sponsorship and allyship with the view to grow further into more local activations.

Whilst I'm proud of the progress we've made in reducing our Irish Gender Pay Gap, I recognise that we have more to do. Reaching our Work Better goals requires collective effort, and I look forward to collaborating with leaders across the business to keep driving momentum and progress on our Global Inclusion Strategy principles in 2026.

Lisa Sewell
Group Chief People
and Administrative Officer



WHAT IS THE GENDER PAY GAP?

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

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics, on a 'snapshot' date. For this reporting year, Flutter's selected snapshot date is June 30, 2025, with the pay period covering the 12 months leading up to this date. The metrics included are explained on the right.

Please note, in this report, any pay gap change in favour of women will be represented in Green and any movement in favour of men will be represented in Red. However, our aspiration is to achieve pay equity and reach as close to 0% as possible across all metrics.



MEAN GENDER PAY GAP

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



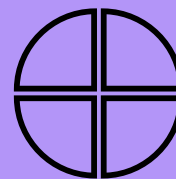
MEDIAN GENDER PAY GAP

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



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

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



PROPORTION OF MALES AND FEMALES BY PAY QUARTILE

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



OUR REPORTING



WHO'S INCLUDED?

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

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

SNAPSHOT DATE

Government guidelines require selecting a 'snapshot' date in June for 2025 reporting. Flutter's chosen snapshot date is 30 June 2025, covering the pay period of the 12 months prior.

ONLINE EMPLOYEES

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

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

PPB TREASURY UNLIMITED COMPANY* (9 EMPL)

PPB DEVELOPMENTS AND INSIGHTS* (4 EMPL)

FLUTTER ENTERTAINMENT SERVICES IRELAND LIMITED* (1 EMPL)

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

However, they are included in the data for the overall Flutter results.

RETAIL EMPLOYEES

PADDY POWER RETAIL
Flutter Entertainment Ltd Paddy Power Retail employees in Ireland.

FLUTTER OVERALL RESULTS

Entities combined

Flutter™

PADDYPOWER | betfair

betfair INTERNATIONAL

POKERSTARS
POKER | CASINO | SPORTS

DATA

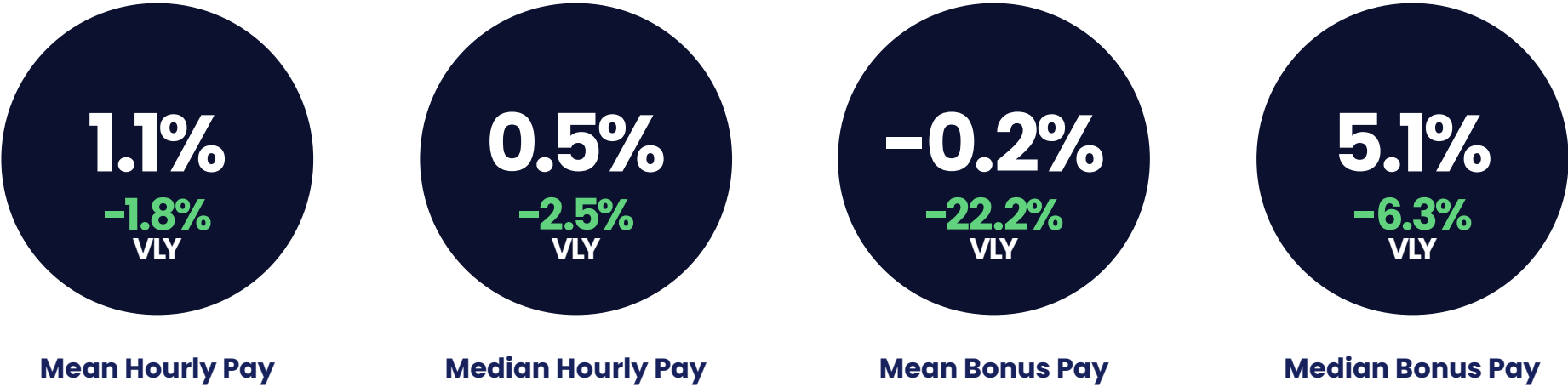
1,750
Employees
Excluding Retail

67.8%
Males

32.2%
Females

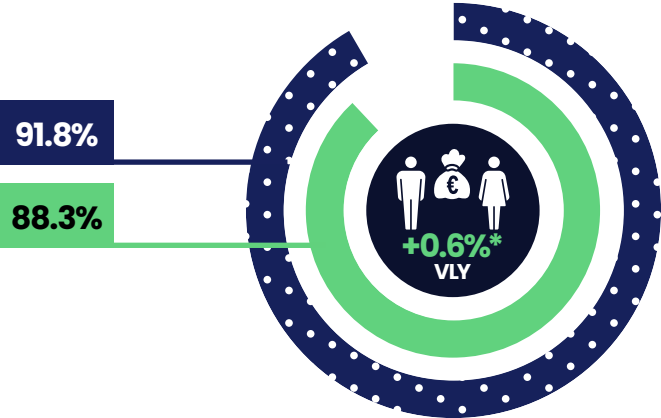
PAY GAP DATA 2025 – ALL EMPLOYEES

VLV = Variance on 2024



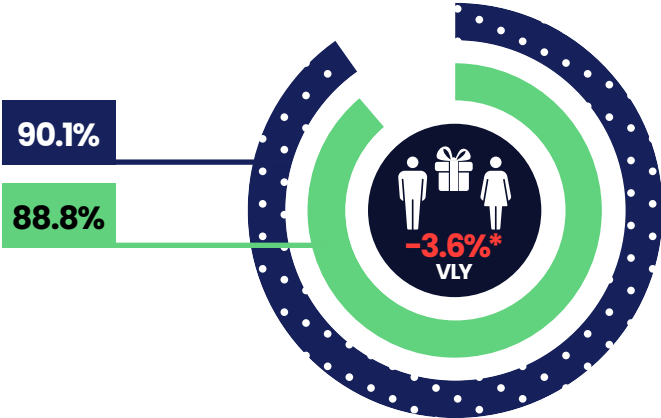
BONUS PROPORTION

Proportion of men and women receiving a bonus
Male Female Not paid a bonus



BENEFIT-IN-KIND

Proportion of men and women receiving a benefit-in-kind
Male Female Not receiving a benefit



PAY GAP DATA 2025 – PART TIME & TEMP

		VLV
Mean part-time pay	-158.3%	-43.9%
Median part-time pay	-19.3%	+69.2%
Mean temporary pay	-6.5%	+44.8%
Median temporary pay	-0.5%	+56.2%

QUARTILES 2025

Proportion of men and women by pay quartile
Male Female

		VLV
Lower	66.9% 33.1%	+2.6%*
Lower Middle	68.2% 31.8%	+0.2%*
Upper Middle	67.0% 33.0%	+4.3%*
Upper	69.2% 30.8%	+1.8%*

* Percentage change YoY for females

DATA INSIGHTS

FLUTTER OVERALL DATA INSIGHTS

Pay Gap – Head Office & Online

In our fourth year of publishing our Irish Gender Pay Gap (GPG) report, we are pleased to see a continued reduction in our Mean and Median pay gaps across our Head Office and Online Irish entities, excluding Retail.

We saw decreases of 1.8% and 2.5% for the Mean and Median pay gaps respectively over the year, reflecting positive outcomes across 2025.

Driven by the reductions observed in PLBL and TSG, the decrease in our pay gaps can be attributed to the higher representation of women in senior positions in these entities.

Bonus

Our bonus pay gap analysis shows encouraging progress this year, with our Mean and Median gaps decreasing by 22.2% and 6.3%, respectively. We have achieved this with improved gender representation amongst our highest bonus recipients, with a more equitable distribution between men and women in senior roles across our Head Office and Online operations.

Part-time & Temporary

Women represent a higher share of our part-time population which results in our Mean and Median part-time pay gaps favouring women over men.

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

FLUTTER OVERALL PROGRESS AND ACTION PLAN

Progress Made

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

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

- Our *Lean in Together* Network is now award-winning and continues to grow across Flutter, with Dublin at the forefront. It is now Ireland’s largest Lean In network, with 170 circle members across 15 circles.
- Following the success that came with the *RISE* initiative, we held *RISE in Finance*, which supports women and men through mentorship, allyship and sponsorship.
- Six business areas have signed up to be part of the *Free To Be Me Expedition*. The goal of this journey is to create an inclusive environment, where people feel connected, curious and courageous in their everyday.
- We strengthened our focus on male allyship, running two full cohorts of allyship training for 70 men and

developed micro learnings to embed everyday actions. These initiatives, alongside the creation of an Allyship Playbook, were designed to complement our *Lean In Circles*, ensuring men are equipped with the practical tools to support, champion and advocate for women in the workplace.

- We launched *Career Week*, delivering dynamic programmes of expert talks, workshops and activities designed to encourage collaboration, confidence and curiosity.
- Recent Global awards include Company of the Year 2025, Women in Gaming and Diversity Awards and The Commitment to Diversity, Equality and Inclusion Award, Invest in Ireland Awards.

Looking Ahead

In 2026, our focus will remain on attracting, developing and retaining women through all levels in the business to support in reducing our Gender Pay Gap in Ireland. Utilising the strength of our *Lean In Together* network, the introduction of career management programmes like *Career Week* as well as the evolution of the *RISE* initiative, we will continue to drive progress at a local level.



INSIGHTS & DATA

Split by Entity

POWER LEISURE BOOKMAKER LTD [PLBL]

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



DATA



1,376
Employees



68.0%
Males



32.0%
Females

PAY GAP DATA 2025 – ALL EMPLOYEES

VLV = Variance on 2024

-0.9%

-0.4%
VLV

Mean Hourly Pay

-5.2%

-3.3%
VLV

Median Hourly Pay

-1.8%

-10.7%
VLV

Mean Bonus Pay

-12.4%

-15.8%
VLV

Median Bonus Pay

BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus

91.0%

85.9%



-0.7%
VLV

BENEFIT-IN-KIND

Proportion of men and women receiving a benefit-in-kind

Male Female Not receiving a benefit

88.7%

85.7%



-5.2%
VLV

PAY GAP DATA 2025 – PART TIME & TEMP

Mean part-time pay	-166.9%
Median part-time pay	-19.3%
Mean temporary pay	-7.2%
Median temporary pay	-0.4%

QUARTILES 2025

Proportion of men and women by pay quartile

	Male	Female	VLV
Lower	67.7%	32.3%	+4.1%*
Lower Middle	69.8%	30.2%	+1.1%*
Upper Middle	66.3%	33.7%	+3.3%*
Upper	68.3%	31.7%	+2.9%*

* Percentage change YoY for females

DATA INSIGHTS

Flutter | betfair | PADDYPOWER.

PAY GAP

This year, we are encouraged to see PLBL continue the trend from last year, with the Mean hourly pay gap moving further in favour of women, a change of 0.4%. Given that the Mean hourly pay gap is more affected by outliers, this continued movement suggests that the work we have done is keeping us in an equitable pay split.

Since the last report, there has been a population increase which has led to, for a fourth-year running, continued growth for women in the Median hourly pay gap of 3.3%.

We continue to see a high disparity in favour of women in the populace of our part-time employees in PLBL which is reflected in our Mean part-time pay gap. However, we have seen sizeable movement in our Median part-time pay gap, as well as both the Mean and Median figures for our Temporary employees to a more equitable position.

BONUS

Our Mean and Median bonus pay gaps both saw a decrease compared to last year due to organisational adjustments earlier this year, with a more balanced gender split amongst the highest earners for the entity.

The percentage of women receiving the highest bonuses has increased, whereas there was little movement in terms of bonus increase for men. This has caused the Median bonus pay to shift in favour of women compared to last year.

QUARTILES

As mentioned earlier, there was a small rise in the population for PLBL since last year and this has been reflected in the percentage split across the four quartiles, with increases in the percentage of women for each of them.

It's encouraging to see that each quartile is now closer to matching the overall percentage split for the entity, with both Upper and Upper Middle seeing strong growth, 2.9% and 3.3% respectively, driving the changes seen in the Mean and Median hourly pay gaps.



FLUTTER ENTERTAINMENT LTD

Paddy Power Retail Employees



DATA

1,081
Employees

37.6%
Males

62.4%
Females

PAY GAP DATA 2025 – ALL EMPLOYEES

VLV = Variance on 2024

-5.9%

-1.9%
VLV

Mean Hourly Pay

-4.3%

-1.1%
VLV

Median Hourly Pay

-13.5%

+1.5%
VLV

Mean Bonus Pay

-40.8%

+3.7%
VLV

Median Bonus Pay

BONUS PROPORTION

Proportion of men and women receiving a bonus

Male Female Not paid a bonus

77.3%

85.6%

-4.4%*
VLV

BENEFIT-IN-KIND

Proportion of men and women receiving a benefit-in-kind

Male Female Not receiving a benefit

90.4%

90.2%

+0.9%*
VLV

PAY GAP DATA 2025 – PART TIME & TEMP

Mean part-time pay	-6.2%
Median part-time pay	-4.5%
Mean temporary pay	4.3%
Median temporary pay	5.6%

QUARTILES 2025

Proportion of men and women by pay quartile

	Male	Female	VLV
Lower	48.9%	51.1%	-6.5%*
Lower Middle	40.4%	59.6%	+5.1%*
Upper Middle	31.0%	69.0%	+1.5%*
Upper	30.0%	70.0%	+2.9%*

* Percentage change YoY for females

DATA INSIGHTS

PP. RETAIL

PAY GAP

In our Retail estate across Ireland, women represent more than half the total employee population, reaching 70% in our upper quartile, a 2.9% increase year-on-year.

As such, both our Mean and Median pay gaps continue to favour women, drifting 1.9% and 1.1% further respectively. This movement can, in part, be related to the increase in the representation of women in our upper quartile.

BONUS

Similarly to the pay gap, the Mean and Median bonus gaps are more influenced by the population distribution. As there is a higher proportion of women in the upper and upper middle quartiles, the bonus gap has remained in favour of women, despite an increase in the Mean and Median figures towards men this year.

We did see a larger change in our Median bonus gap than our Mean bonus gap but this can be attributed to the distribution of bonus payments. Due to their limited tenure, new joiners have less time to accumulate ad-hoc bonus amounts within the 12-month snapshot period.

QUARTILES

We have seen an increase in the proportion of women in our upper middle and upper quartiles, by 1.5% and 2.9% year-on-year respectively.

As women continue to make up over 60% of our Irish Retail estate, we continue to see a pay and bonus gap that favours women.

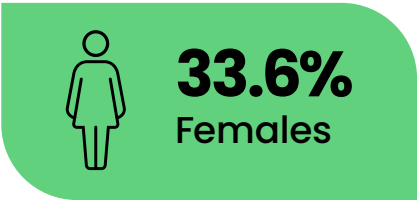
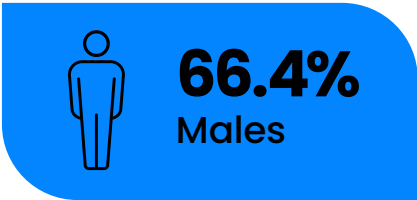


TSG INTERACTIVE SERVICES LIMITED [IRE]

PokerStars and Betfair International Employees



DATA



PAY GAP DATA 2025 – ALL EMPLOYEES

VLY = Variance on 2024



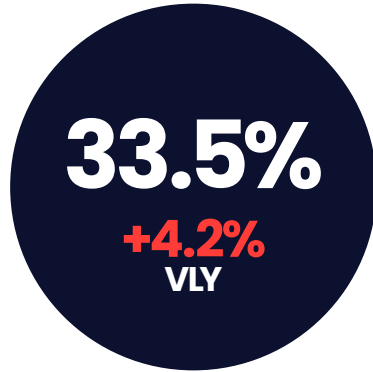
Mean Hourly Pay



Median Hourly Pay



Mean Bonus Pay

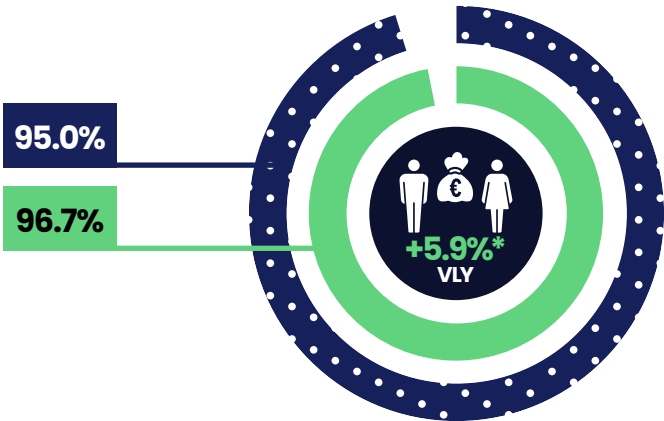


Median Bonus Pay

BONUS PROPORTION

Proportion of men and women receiving a bonus

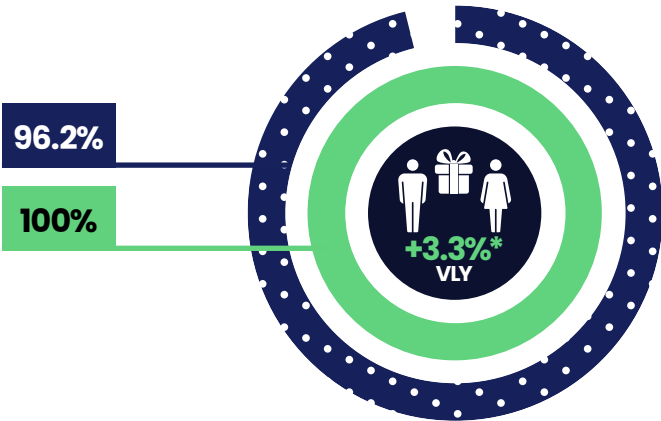
Male Female Not paid a bonus



BENEFIT-IN-KIND

Proportion of men and women receiving a benefit-in-kind

Male Female Not receiving a benefit



PAY GAP DATA 2025 – PART TIME & TEMP

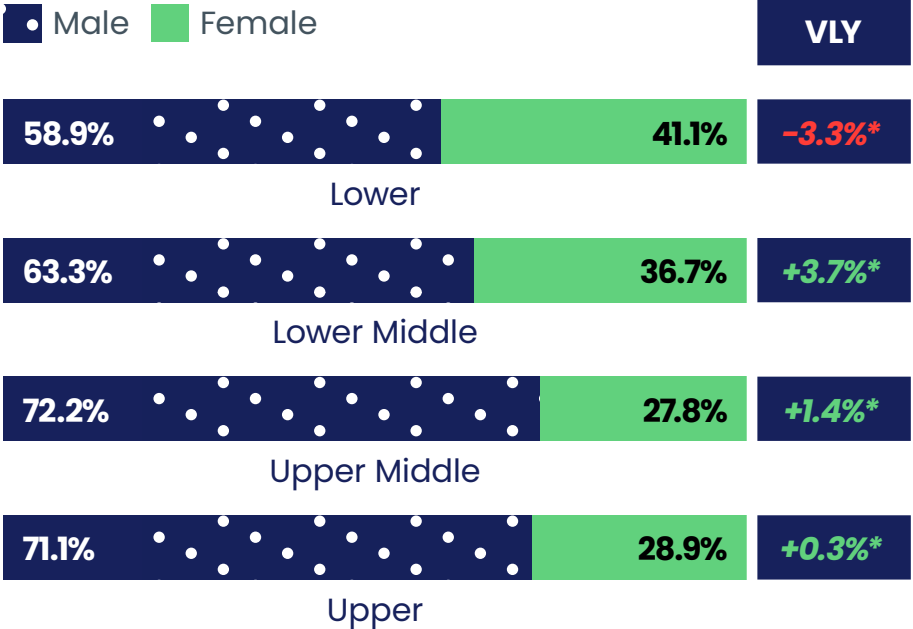
We have not included part-time data due to a small population size and to include them would be a risk to their anonymity. However, they are included in the data for the overall Flutter results.

Mean temporary pay 8.0%

Median temporary pay -18.5%

QUARTILES 2025

Proportion of men and women by pay quartile



* Percentage change YoY for females

DATA INSIGHTS



PAY GAP

We are pleased to see that the Mean hourly pay gap for TSG this year has decreased by 10.3%, as compared to the 0.3% increase witnessed in 2024.

During the recent organisational restructure, we were able to retain and grow the representation of women in our highest quartiles.

We also experienced a continued reduction in our Median hourly pay gap, year-on-year, dropping a further 0.5% for 2025. This continued improvement indicates the overall pay disparity is narrowing and, as with the Mean hourly pay, positively driven by the increase in the representation of women in our higher pay quartiles.

Despite the positive movement on our Hourly pay gap, continuing to encourage the growth and retention of women remains key to bringing us to an equitable pay position for the entity.

BONUS

There was a significant reduction in the Mean Bonus pay gap for TSG in 2025 because of the ongoing structural evolution of the organisation.

As part of this evolution, we saw an increase in the representation of women eligible for the highest bonuses as well as a reduction in the range of the Bonus pay. This has meant the Mean Bonus pay is closer to an equitable position.

However, we saw an increase in the Median Bonus pay because, although the representation of women has increased in the Upper and Upper Middle quartiles, the highest growth came in the Lower Middle quartile. This paired with the representation percentage remaining higher in the lower two quartiles means the Median didn't grow as the Mean Bonus figure did.

This shows that, despite the overall positive changes, we still have work to do but are committed to reducing the Median Bonus pay gap. By increasing the representation of women in the upper quartiles, we aim for a closer match to the overall representation across the entity.

QUARTILES

As mentioned already, we have seen growth in the top three quartiles in our Dublin office for TSG, with increases of 3.7% for Lower Middle, 1.4% for Upper Middle and 0.3% for the Upper quartile.

However, our Upper and Upper Middle quartiles are still below the overall representation percentage for women in the entity. This shows that, continuing to improve on the representation of women in the higher quartiles will actively help us reach a more equitable pay position.



OUR PROGRESS & COMMITMENT

Flutter | PADDYPOWER. | betfair

PP. RETAIL | betfair INTERNATIONAL

POKERSTARS

EMBEDDING INCLUSIVE CULTURE

OVERVIEW

We pride ourselves on fostering a culture where everyone feels supported, valued and heard, because we believe every voice matters. By interweaving inclusion and belonging into our culture, we aspire to cultivate an environment where everyone has equal opportunities to contribute and grow.

Through our commitment to inclusion across our Irish operations, we are optimistic that we can make significant steps towards our aspiration of being one of the leading inclusive employers in the markets we operate in by 2030.

WOMEN'S EXPERIENCES

Using our colleague engagement survey tool, Peakon, we have gained valuable insights into employee sentiment across our teams in Ireland. Combined with feedback from our People networks, this data provides us with a comprehensive understanding of women's experiences within Flutter, allowing us to create effective initiatives for a more inclusive environment.

Sentiment scores around Engagement, Inclusion and Health and Wellbeing trend lower for women compared to men but we have seen year-on-year improvements in these areas. The largest of these improvements have come from Growth, Recognition and Organisational Support, with Meaningful Work sentiment scoring above our Ireland office average.

Flutter's advocacy for initiatives such as *Career Week* and the *Lean In Together* network continues to stimulate positive, sustainable change. We are committed to equipping all our leaders with the tools and information they need to listen, learn, advocate, and act for everyone at Flutter.

LEADERSHIP READINESS AND BUSINESS OWNERSHIP

Here at Flutter, although around 40% of our senior leaders are women, we remain committed to investing in our leadership development propositions for all. Through various resources and initiatives, we continue to offer support to all colleagues across Ireland, from entry-level to our most senior leaders.

We have driven meaningful local change and increased engagement by organising Inclusion workshops and empowering key stakeholders. By co-ordinating with leaders and teams across multiple business units, we create opportunities for reflection and dialogue on Inclusion. Then, by leveraging both personal stories and meaningful data, we develop action plans with clear accountability frameworks.

Across six business areas, we have launched the '*Free To Be Me Expedition*'. Throughout several phases, the aim of this journey of cultural growth and discovery is to build an environment where our colleagues feel safe to speak up and make space for others to grow. Reaching 600 participants, the expedition is led by more than 40 trained *Free To Be Me* Champions. These Champions facilitate inclusive conversations and pilot new practises, with the intention for these to become rituals that reinforce the *Free To Be Me* Value in their teams. By empowering Champions to drive the expedition in their business areas, the *Free To Be Me* value will feel real and owned by our people.

WELLBEING AND FAMILY SUPPORT

As part of our sustained commitment to our colleagues, we remained focused on supporting them, not just in the work environment but externally as well. To help us achieve this, we have trained additional Mental Health First Aiders who offer confidential and empathetic support to our colleagues, strive to reduce the stigma surrounding mental health, and drive wellbeing initiatives.

Additionally, we continually look to develop further support networks, and, under our *Fair Game* initiative, the *Families* network has offered resources and support to parents and carers through their parenting journeys, providing a regular space to meet, share experiences and navigate challenges together.

We have continued investing in women's health throughout 2025, developing additional support resources. With the maturation of our menopause tools and resources, we can provide access to information to support those transitioning through these life stages. Flutter's impartial financial education platform, *Nudge*, launched in 2024 and continues supporting colleagues in optimising their financial wellbeing. Complemented by tools like our Total Reward Statements and PAVE, which enhances transparency around compensation, we help colleagues stay informed about their personal finances and total rewards package.



CLOSING THE GAP

OVERVIEW

While we are encouraged by our gender pay gap progress, we recognise opportunities remain to close the gap further in Ireland. Through strategic activities and initiatives in the following areas, we aim to create a framework that not only identifies and rectifies existing disparities but also promotes a culture of fairness and inclusivity.

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

CAREER DEVELOPMENT

Throughout 2025, Flutter has created positive progress through a range of impactful initiatives supporting career development and promoting inclusion. Our *Lean In Together* and *RISE* programmes have evolved into global platforms, creating collaborative spaces for all to effect meaningful change, while introducing talent development programmes focused on retaining top talent and accelerating career readiness across our operations in Ireland.

Career Week was one of these programmes and was dedicated to supporting our colleagues' career progression. By delivering a dynamic programme comprising of expert-led talks, interactive workshops, and reflective activities, we strived to foster curiosity, enhance confidence, and encourage collaboration. Our colleagues collectively dedicated over 8,000 business hours to their career development through the week. This highlights the significant commitment and enthusiasm generated by the initiative, with colleagues actively participating in reflective challenges, generating valuable personal insights and inspiring peer-to-peer support.

Following on from the success of the *RISE* Collective, we launched *RISE in Finance* in our Dublin office, evolving the initiative to support all colleagues through mentorship, allyship, and sponsorship. As part of its continued growth, we aim to bring *RISE* to additional local markets throughout 2026.

Furthermore, *Lean In Together* continues to mature as the network creates safe spaces and shared opportunities for women, men, and allies to connect, learn, and grow. This year, we've enhanced the initiative further with clearer senior leader sponsorship, broadened participation to include all colleagues and hosted an end-of-year skill build event on personal brand. With over 70 members in attendance, the aim of the event was to strengthen career support, foster deeper connections, and build more meaningful allyship across the business.

HIRING PRACTICES AND EMPLOYER BRAND

We have made significant strides in enhancing our hiring practices whilst broadening representation within our candidate pools and progression pipelines. By adopting platforms and guidelines across Flutter, we have promoted more inclusive language in our job descriptions and developed a comprehensive suite of tools and resources, including a revamped hiring hub, to support hiring managers in their recruitment efforts.

To attract a more inclusive cohort of candidates, our Talent and Branding teams launched campaigns, and leveraged strategic partnerships to highlight opportunities across Flutter.

In 2025, we continue to embed our company values, particularly in our hiring, attraction, and onboarding processes. These values, which emphasise mutual respect and appreciation, are integral to our business strategy. We are also developing a Tone of Voice aligned with our values to elevate both internal and external communication. Our content creation platform, launched in 2024 to showcase authentic employee stories, remains active in 2025, fostering belonging and supporting retention.

DATA AND MEASUREMENT

Our Inclusion reporting system continues to mature in 2025. While no new self-identification campaigns were rolled out this year, we reinforced key messages from our 2024 initiative at strategic intervals, maintaining momentum and encouraging colleagues to share their personal data. This sustained focus maintains transparency for stakeholders and further strengthens our overall reporting capabilities.

As part of our continually evolving commitment to Inclusion, we are launching our Global Inclusion Strategy. Aimed at maintaining what is core to Flutter, which is to have a positive impact and be an employer where our colleagues can come to work as their true selves, the strategy looks to keep our local delivery that sets us apart, whilst maintaining a global ambition, united across our business. Whether promoting a culture grounded in respect or fostering psychologically safe environments, we ensure inclusion remains central to Flutter and embedded in everything we do.

Further reading in our
Sustainability Report.

OUR ACTIONS

WELLBEING

In Ireland, we are enhancing our menopause support through additional resources while reviewing and expanding our wellbeing support frameworks. This includes continuing to partner with external experts to enhance our network of Mental Health First Aiders across our Dublin office, whilst continuing to feature tools and resources that are specifically focused on our colleagues' physical and mental health.

NETWORKS

At Flutter, we are committed to driving cultural change through the continued development of our Employee Networks. These networks create opportunities for women and allies to connect, develop essential skills and behaviours, and address challenges that impact gender parity. These networks facilitate women's health discussions, improving our understanding of experiences with conditions like menopause and endometriosis.

Acknowledging the disproportionate impact of caregiving responsibilities on women, we have enhanced our *Families* Network through the appointment of three co-chairs who will advance the network's visibility and improve support for working parents and carers. This expansion complements our comprehensive six-part caregiving programme delivered throughout 2024 and 2025, addressing member-identified priorities including childhood neurodiversity and communication with colleagues at work.

BENEFITS

Goal-setting, Support and Accomplishment are important areas for women across Flutter in Ireland, and by continuing to measure and focus on these areas, we can promote and direct our colleagues to the benefits and resources that can help and support in these pillars.

PROFESSIONAL DEVELOPMENT

At Flutter, we believe every voice matters, so we continue to focus on supporting women's growth and providing development opportunities. This approach maintains our talent pipeline focus while ensuring our systems and processes remain equitable and bias-free.

We have seen great traction in Ireland on programmes we have been delivering that aim to provide opportunities for women who aspire to grow their careers. These include programmes that provide support, guidance and a roadmap to advance their careers as well as building readiness for their next role.

We facilitate mentoring, allyship, and sponsorship opportunities for women at all levels in Ireland. By connecting colleagues with senior leaders, we enable them to leverage expertise and achieve both professional and personal goals.

Our dedicated *Career Week* offered colleagues a development programme featuring expert-led talks, practical workshops, and reflective challenges designed to spark curiosity, boost confidence, and encourage peer support. Session recordings and follow-up resources remain accessible, ensuring sustained momentum and maximum participation in ongoing development journeys.

We will continue our annual calendar of events, offering colleagues at all levels the awareness and knowledge in key areas of Inclusion, driving collective responsibility and meaningful change across Flutter.

HIRING PRACTICES

Throughout the year, our attraction strategy remains focused on building partnerships with universities based on specific skillsets that are priorities to Flutter. As well as being present at key career fairs to support diverse talent joining, embedding inclusion into our hiring practises and processes is a high priority for Flutter.

We will continuously review our hiring processes to ensure we identify, evaluate, and secure top talent through inclusive, consistent, and fair practices. This review will inform the development of enhanced hiring manager training, expanding our current toolkit and resources. Whilst conducting the review into our hiring process, we will also focus on the new joiner experience so we can retain the talent that we worked to attract to Flutter in Ireland.

Using our colleague engagement tool, Peakon, we will continue to collect and collate the experiences of our people to provide authentic insights into working in our operations in Ireland. This data will help identify areas requiring improvement in the colleague experience.

All of this will allow us to scale our advocacy across Flutter, ensuring that a wide variety of diverse voices are heard and their stories shared. By staying attuned to workplace perceptions, particularly how they vary across different groups, we can be more intentional in bringing our Values to life through both internal communications and external storytelling.





CLOSING STATEMENT

Kevin Harrington CEO, Flutter UK & Ireland

At Flutter, we firmly believe that every voice matters, and as CEO of Flutter UK & Ireland, I am proud to witness the meaningful progress we have made in narrowing our Gender Pay Gap, now reflected in the fourth edition of our Irish report.

In 2025, we deepened our commitment to people development by investing in our Inclusion and Wellbeing initiatives and resources. These efforts provide comprehensive support to colleagues at every stage of their journey with us – from those just starting to our most senior leaders across Flutter.

Our now award-winning *Lean In Together* network has been a great source of pride for us, with the initiative leading the way as Ireland's largest Lean In network and now evolving to further promote allyship and advocacy for women across Flutter.

Furthermore, our *RISE* collective continued to grow with the *RISE in Finance* event, hosted in our Dublin office, bringing colleagues together for mentorship and sponsorship opportunities with the view for even more local activations across our other locations.

Under the Work Better pillar of our Positive Impact Plan, we hope that the continued success of these programmes help us to reach our ambition to be one of the leading inclusive employers in the markets in which we operate by the end of 2030.

While our results are encouraging to see, we must continue to push towards our goal of equitable pay, and we remain dedicated to taking a leading role both locally and globally.

Kevin Harrington
CEO, Flutter UK & Ireland

REPORTING STATEMENT

I can confirm that our 2025 Irish Gender Pay Gap figures have been checked to ensure complete accuracy and have been formulated using the mechanics set out in the Irish Gender Pay Gap reporting legislation.

Emer Burke

Learning & Development, Inclusion Director

