

Flutter™

UK GENDER PAY GAP

Reporting Year 2025

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FOREWORD

Lisa Sewell, Group Chief People and Administrative Officer

At Flutter we believe that Every Voice Matters. This is the underpinning philosophy behind our commitment to building a truly inclusive workplace. Once again, I'm encouraged by the positive strides we have made to reduce our Gender Pay Gap in the UK.

In 2025, our UK mean hourly gender pay gap reduced from 14.1% to 10.0%. This continued progress is thanks to the sustained effort across the business in driving for a more equitable workplace.

Flutter's Positive Impact Plan, and particularly its Work Better pillar, guides our focus on inclusiveness, progression, and opportunity across the UK. Through this framework, we have continued to strengthen the foundations we need to support long-term, structural change.

Looking ahead to 2026, our priority is to continue the momentum we have seen over the past couple of years. One way we will do that is by continuing to bring our UK colleagues together at regular events so they can get the opportunities to learn, connect, and cultivate an inclusive environment.

Our ambition is to be one of the leading inclusive employers in the markets in which we operate by 2030. Whilst this year's results show we are moving in the right direction; we remain committed to continuing the work required to close the gap further so Flutter can take a leading role both locally and globally.

Lisa Sewell
Group Chief People
and Administrative Officer




WHAT IS THE GENDER PAY GAP?


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

The Equality Act 2010 requires organisations with over 250 employees to report hourly gender pay gaps across metrics on a 'snapshot' date. The UK Government's selected snapshot date is 5th April 2025, meaning we have to report on the pay period that includes this date, which is usually a week, fortnight or a month.


In this report, pay gap changes favouring women are represented in Green, and pay gap changes favouring men are represented in Red. Our aspiration is achieving pay equity as close to 0% as possible across all metrics.



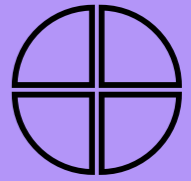
MEAN GENDER PAY GAP
The Mean figure represents the difference in the average hourly pay for women compared to men within a company, for the snapshot date in the reporting year.



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
This represents the percentage of men and women who received bonus pay in the 12 months leading up to 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; Upper, Upper Middle, Lower Middle and Lower.

OUR REPORTING

Flutter

betfair FANDUEL PADDYPOWER. POKERSTARS

PP.RETAIL skybet sky gaming tombola

MEAN GENDER PAY GAP

In the UK, Flutter is comprised of several employing entities. We report and analyse the data from each of these entities separately whilst combining the data for our online businesses, to give us an accurate picture of our Gender Pay Gap across these organisations. This analysis is used to understand what is driving those gaps and helping inform our actions in addressing them. The data and associated commentary can be found in the pages that follow in this document.

ONLINE EMPLOYEES

HESTVIEW LTD:
UK Sky Bet and Sky Gaming employees

BETFAIR LTD:
UK online employees including Flutter Functions, Paddy Power & Betfair

TOMBOLA LTD:
UK tombola employees

HALFORDS MEDIA UK LTD:
UK PokerStars employees

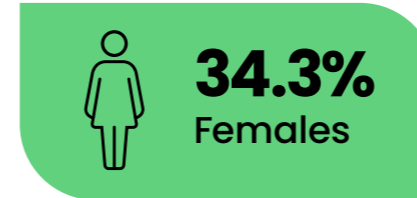
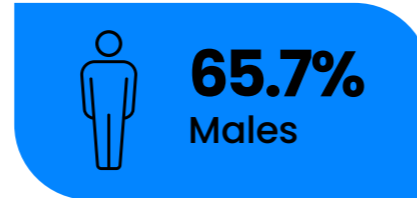
FANDUEL LTD:
UK FanDuel Technology Hub employees

RETAIL EMPLOYEES

POWER LEISURE BOOKMAKERS LTD:
UK Paddy Power Retail employees ('PLBL')



DATA



PAY GAP DATA 2025 – ALL EMPLOYEES

VLY = Variance on 2024



Mean Hourly Pay



Median Hourly Pay



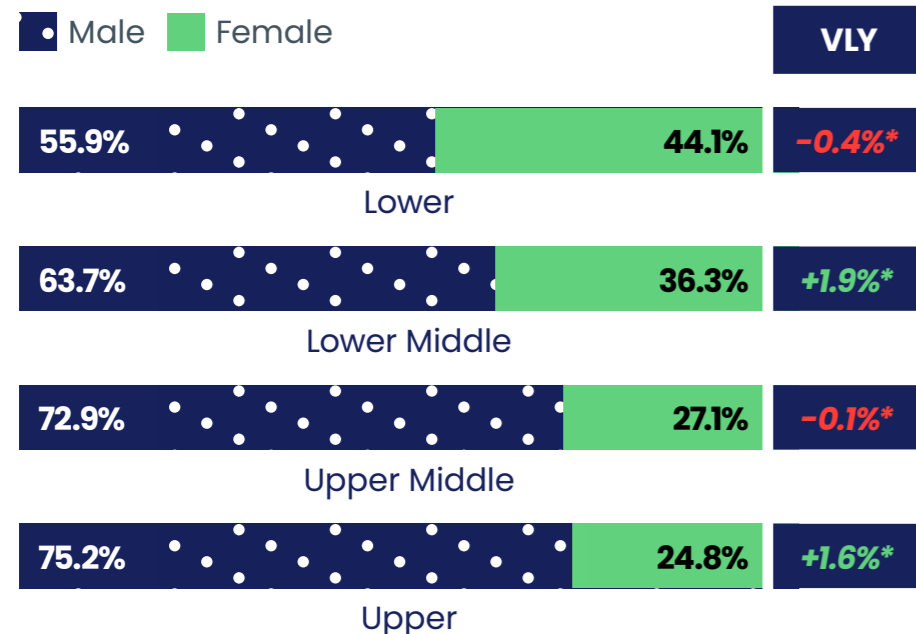
Mean Bonus Pay



Median Bonus Pay

QUARTILES 2025

Proportion of men and women by pay quartile



* Percentage change YoY for females

BONUS PROPORTION

Proportion of men and women receiving a bonus



FLUTTER OVERALL DATA INSIGHTS

Pay Gap – Head Office & Online

This year, we saw decreases of 4.1% and 2.0% across all our UK based entities, excluding Retail, for our Mean and Median Hourly pay gaps, respectively. This demonstrates our continued progress and commitment to bringing Flutter to a more equitable pay gap.

Bonus

As well as the decreases in our Hourly pay gap, there were reductions for our Mean and Median Bonus pay gaps.

Our Mean Bonus Gap has decreased by 35.3%, whereas our Median Bonus Gap decreased by 1.0%. The difference in trend indicates the Mean Bonus Gap is being impacted by outliers.

As the Bonus Pay Gap includes share exercises, the figure is often subject to fluctuation, year-on-year. To reduce the Mean Bonus Gap, we will continue to focus on the representation of women in our most senior roles in the UK.

Quartiles

We can attribute the above changes to the increase in the representation of women in our Upper quartile, an increase of 1.6%.

Whilst we are encouraged by the progress seen this year, we are aware that there is still work to be done in this area to continue to positively impact our Gender pay gap.



DATA BY ENTITY



Employee Headcount
Mean Hourly Pay
Median Hourly Pay
Mean Bonus Pay
Median Bonus Pay

HESTVIEW LTD		
UK Sky Bet and Sky Gaming Employees		
Total	VLY	
1,558	-27	
7.3%	-0.5%	
10.5%	+1.7%	
12.7%	-7.4%	
12.5%	+1.0%	

BETFAIR LTD		
UK Online Employees including Flutter Functions, Paddy Power & Betfair		
Total	VLY	
845	+139	
-8.0%	-7.5%	
-0.3%	-3.2%	
-37.2%	-87.8%	
15.5%	=0.0%	

TOMBOLA LTD		
UK tombola Employees		
Total	VLY	
602	+13	
27.7%	+2.1%	
33.3%	+6.5%	
45.2%	-0.9%	
34.4%	-0.1%	

PROPORTION OF BONUS PAID

Bonus Proportion

Male	Female	Female VLY
95.0%	89.4%	-4.9%

Male	Female	Female VLY
92.6%	88.1%	+3.3%

Male	Female	Female VLY
96.6%	93.2%	+5.5%

GENDER SPLIT BY QUARTILE

Total Employee Split
Lower Pay Quartile
Lower Middle Pay Quartile
Upper Middle Pay Quartile
Upper Pay Quartile

Male	Female	Female VLY
67.4%	32.6%	+1.5%
66.7%	33.3%	-0.8%
61.5%	38.5%	+3.5%
67.7%	32.3%	+3.9%
76.2%	23.8%	=0.0%

Male	Female	Female VLY
65.3%	34.7%	+0.1%
66.2%	33.8%	-1.1%
67.1%	32.9%	-2.2%
67.1%	32.9%	-2.0%
65.5%	34.5%	+3.5%

Male	Female	Female VLY
48.5%	51.5%	-2.2%
28.1%	71.9%	=0.0%
34.8%	65.2%	+2.5%
69.6%	30.4%	-12.9%
76.1%	23.9%	-0.7%



DATA INSIGHTS

HESTVIEW LTD (SKY BET AND SKY GAMING)

Pay Gap

We continued to see a decrease in our Mean Hourly pay gap for 2025, dropping a further 0.5% to 7.3%. This can be attributed to an increase in the representation of women in our Hestview entity.

However, we did see an increase in our Median Hourly pay gap, rising 1.7%. This could be influenced by the higher representation of women in our lower pay quartiles, with both populations showing a higher percentage of women when compared to Hestview's overall gender split.

Bonus

Similarly to the Hourly pay gap, our Mean Bonus pay gap saw a decrease of 7.4% year-on-year but an increase for the Median Bonus pay gap of 1%.

A driver for the change could be the recent structural evolution causing a redistribution in the representation of women in our highest earners, despite little change showing for the overall quartile. We saw the eligibility for bonus for both women and men in 2025 drop, 4.9% for women specifically. However, due to the various factors required for eligibility, we expect yearly fluctuations.

Quartiles

The overall gender split for our Hestview entity moved 1.5% in favour of women for 2025, with the majority of these increases found in the Upper Middle and Lower Middle quartiles, increasing 3.9% and 3.5% respectively. However, our Upper quartile saw no movement year-on-year and remains an area we are looking to increase to improve pay equity in Hestview.



BETFAIR LTD (PADDY POWER AND BETFAIR)

Pay Gap

The Mean Hourly Pay Gap in our Betfair entity decreased by 7.5% compared to 2024.

This change was driven by the ongoing structural evolution of the enterprise, which saw the representation of women in our Upper Pay quartile rise.

Consequently, these restructures have also caused our Median Hourly Pay Gap to drop by 3.2%.

Bonus

Not only did the structural evolution affect the Pay Gap but we found that our Mean Bonus Gap changed by 87.8 percentage points, in favour of women. These changes didn't have any effect on the Median Bonus Gap though, which saw no change year-on-year.

Quartiles

As mentioned earlier, we were pleased to see the representation of women in our Upper quartile rise by 3.5%, bringing the population inline with the overall population for Betfair Ltd. However, we did see slight declines in the women's representation in the other 3 quartiles.



TOMBOLA LTD (TOMBOLA)

Pay Gap

In tombola, we had year-on-year increases in both our Mean and Median Hourly pay gaps of 2.1% and 6.5%, respectively. These increases were caused by the continued lower representation of women in our Upper pay quartiles.

Bonus

Despite the increases we had in the Hourly pay gaps, our Median Bonus gap remains at 34.4%, with our Mean Bonus gap dropping 0.9% points to 45.2%.

The primary influence on the gap continues to be the greater representation of men in the Upper pay quartiles. However, the bonus outcomes for women improved year-on-year, rising 5.5% on the last reporting period.

Quartiles

There is an uneven gender distribution across our tombola entity, with women being mostly underrepresented in the upper quartiles.

The gender distribution for tombola remained in favour of women in 2025, although there was a drop of 2.2% year-on-year. Despite the higher representation across the entity, the Upper and Upper Middle quartiles continue to favour men, with women's representation falling 0.7 and 12.9 percentage points respectively, contributing to the increase in our Hourly pay gaps.



DATA BY ENTITY



HALFORDS MEDIA UK LTD

FANDUEL LTD

POWER LEISURE BOOKMAKERS LTD

PokerStars Employees

UK FanDuel Technology Hub Employees

Paddy Power Retail Employees

Employee Headcount

Mean Hourly Pay

Median Hourly Pay

Mean Bonus Pay

Median Bonus Pay

Total	VLV
613	-21
11.3%	-1.1%
10.2%	-3.0%
23.2%	-37.4%
14.2%	-3.4%

Total	VLV
495	+22
3.1%	-5.7%
9.7%	-3.3%
17.6%	-9.2%
33.7%	+22.4%

Total	VLV
1648	+8
3.5%	-3.5%
0.0%	-1.4%
60.7%	-2.2%
12.5%	+0.5%

PROPORTION OF BONUS PAID

Bonus Proportion

Male	Female	Female VLV
97.3%	96.1%	+5.3%

Male	Female	Female VLV
92.4%	86.7%	-1.1%

Male	Female	Female VLV
79.7%	81.7%	-7.8%

GENDER SPLIT BY QUARTILE

Total Employee Split

Lower Pay Quartile

Lower Middle Pay Quartile

Upper Middle Pay Quartile

Upper Pay Quartile

Male	Female	Female VLV
66.4%	33.6%	+2.8%
59.2%	40.8%	+4.3%
66.4%	33.6%	+0.1%
69.1%	30.9%	+3.3%
71.7%	28.3%	+6.4%

Male	Female	Female VLV
80.2%	19.8%	+0.8%
70.7%	29.3%	-1.2%
82.0%	18.0%	+1.1%
88.6%	11.4%	-0.5%
82.0%	18.0%	+1.1%

Male	Female	Female VLV
62.6%	37.4%	-3.1%
65.7%	34.3%	-6.0%
62.8%	37.2%	-0.2%
62.8%	37.2%	+6.0%
65.4%	34.6%	-0.8%



DATA INSIGHTS

HALFORDS MEDIA UK LTD (POKERSTARS)

Pay Gap

In 2025, Halfords Media's Mean and Median Hourly pay gaps dropped 1.1% and 3.0% respectively.

These drops can be attributed to the ongoing structural evolution throughout our enterprise which has seen, for this entity, women's representation grow in our Upper and Upper Middle quartiles.

Bonus

As well as the declines in our Hourly pay gaps, our Mean and Median Bonus pay gap also dropped, with a reduction of 37.4% and 3.4% respectively, compared to 2024.

These changes, alongside our increase in the representation of women in our uppermost quartiles, can be linked to the volatile nature of our share-based compensation which can fluctuate year-on-year.

Quartiles

Over the past year, we are pleased to see that the representation of women across Halfords Media has grown for each pay quartile. The largest increase came in our Upper quartile. Representation here rose to 28.3%, an increase of 6.4% year-on-year.



FANDUEL LTD (FANDUEL)

Pay Gap

Fanduel has continued to make progress with the Mean and Median Hourly pay gap now sitting at 3.1% and 9.7% respectively, reflecting a reduction year-on-year.

Utilising the 'Pave' platform throughout the year has contributed to this. By enhancing the visibility into pay decisions in the UK, we have seen greater consistency in compensation outcomes.

Bonus

We have worked on aligning our bonus and LTI targets which has brought our Mean Bonus pay gap down to 17.6%. However, our Median Bonus pay gap continues to be influenced by a small number of legacy awards, resulting in a 22.4% increase.

All our permanent employees are eligible to receive an annual bonus, provided they are hired by the applicable cut-off date. Combined with the roll off of legacy awards, we expect there to be a positive impact on the bonus pay gap over time.

Quartiles

While quartile representation remains relatively consistent year over year, female representation in our Upper quartile rose by 1.1% year-on-year. Representation at Director level and above specifically rose from 23% to 32%.



POWER LEISURE BOOKMAKERS LTD (PP RETAIL)

Pay Gap

Our Mean and Median Hourly Pay Gaps decreased for our Power Leisure Bookmakers entity this year. Reductions of 3.5% and 1.4% respectively were driven by increases in the representation of women for our Upper Middle quartile being matched by a reduction in our Lower quartile. These changes have meant that our Median Hourly pay gap is now at an equitable 0.0%.

Bonus

The decreases continued into our Mean Bonus pay gap, with it dropping 2.2 percentage points to 60.7%.

However, recent shop closures outside of our London districts have caused a slight rise in our Median Bonus gap of 0.5%, up to 12.5% for 2025.

Quartiles

Shop closures reduced representation of women in the upper pay quartile, however at the same time, increases in the upper middle quartile and reduction in the lower quartile improved the overall distribution of women across the pay bands, contributing to the reduction in our Mean Hourly pay gap.



OVERALL PROGRESS

Our results continue to be encouraging but we remain committed to tackling the main cause of our Gender Pay Gap – the underrepresentation of women in our higher pay quartiles.

To address this, we are dedicated to building an environment where every person feels valued, supported, and empowered to share their unique perspectives.

By expanding our commitment to inclusion, we are fostering a workplace where everyone has equal opportunities to contribute, develop, and succeed, ensuring all contributions are recognised and respected.

We are integrating inclusion leadership throughout the organisation to cultivate a culture that reflects our evolving values. Our comprehensive approach aims to create lasting change by embedding these principles at every level, reinforcing our commitment to a truly equitable workplace.

Whilst we are proud of the progress, we've made in reducing the Gender Pay Gap, we recognise that we have more to do.

To reach our Work Better goals requires collective effort, and with our leaders collaborating across the business, we can keep driving momentum and progress on our Global Inclusion Strategy principles in 2026.



ACTION PLAN

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, but we are also driven to attract new expertise so that we're able to maintain our Flutter Edge in the global market.

Through this year, we have been working hard on making our environment even more inclusive. By leveraging award-winning initiatives like **Lean In Together** and FanDuel's **Menopause Café**, we look to drive active allyship amongst our colleagues to support women in the workplace.

To help maintain the progress we make in cultivating our inclusive environment, we have had a particular focus on empowering our employee networks. Enabling them to help create safe, supportive spaces for our colleague communities to thrive.

As well as maintaining and expanding our inclusive and supportive environment, with programmes like **Career Week**, we look to encourage, engage and endorse our colleagues' career progression. This way, we can look to address the lower representation of women in our higher pay quartiles.



CLOSING THE GAP

OVERVIEW

While we are encouraged by our gender pay gap progress, we recognise opportunities remain to close the gap further in the UK. 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.

CAREER WEEK

Career Week was one of these initiatives, 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.

LEAN IN TOGETHER

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 and broadened participation to include all colleagues.

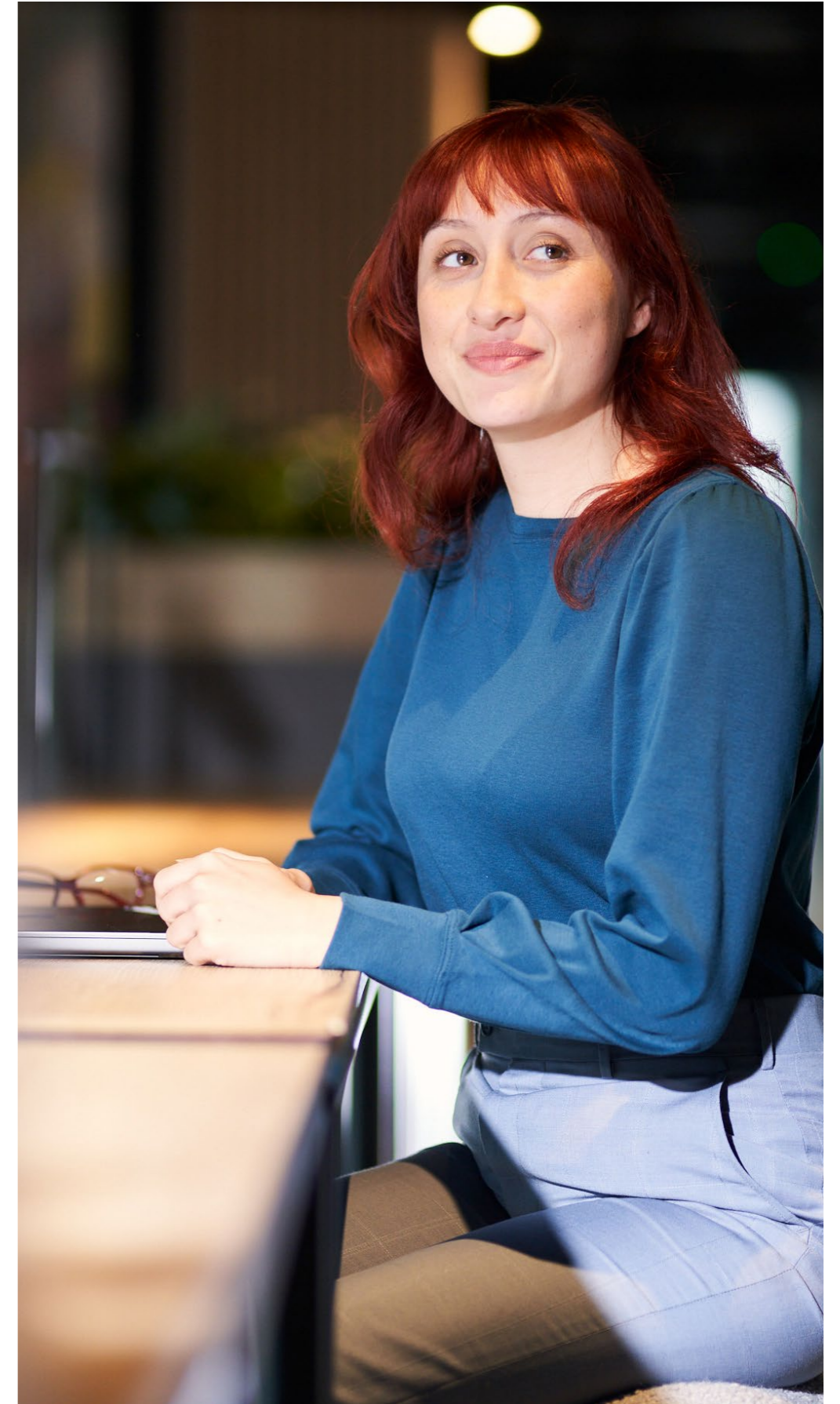
We saw over 100 men complete our newly launched Allyship programme with every participant that completed it increasing their allyship readiness by at least one level, reaching Active, Ally or Agent of Change status.

MENOPAUSE CAFÉ

Menopause Cafés have been running in our FanDuel office in the UK, creating supportive, inclusive spaces for employees experiencing menopause and menstrual health challenges.

These facilitated sessions, as well as dedicated communication channels, provide a confidential forum for open discussion, shared experiences, and peer support. Enabling our colleagues to help each other navigate deeply personal health topics with understanding and respect.

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



OUR ACTIONS

DATA AND MEASUREMENT

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

Our Inclusion reporting system continued 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.

EMPLOYEE NETWORKS

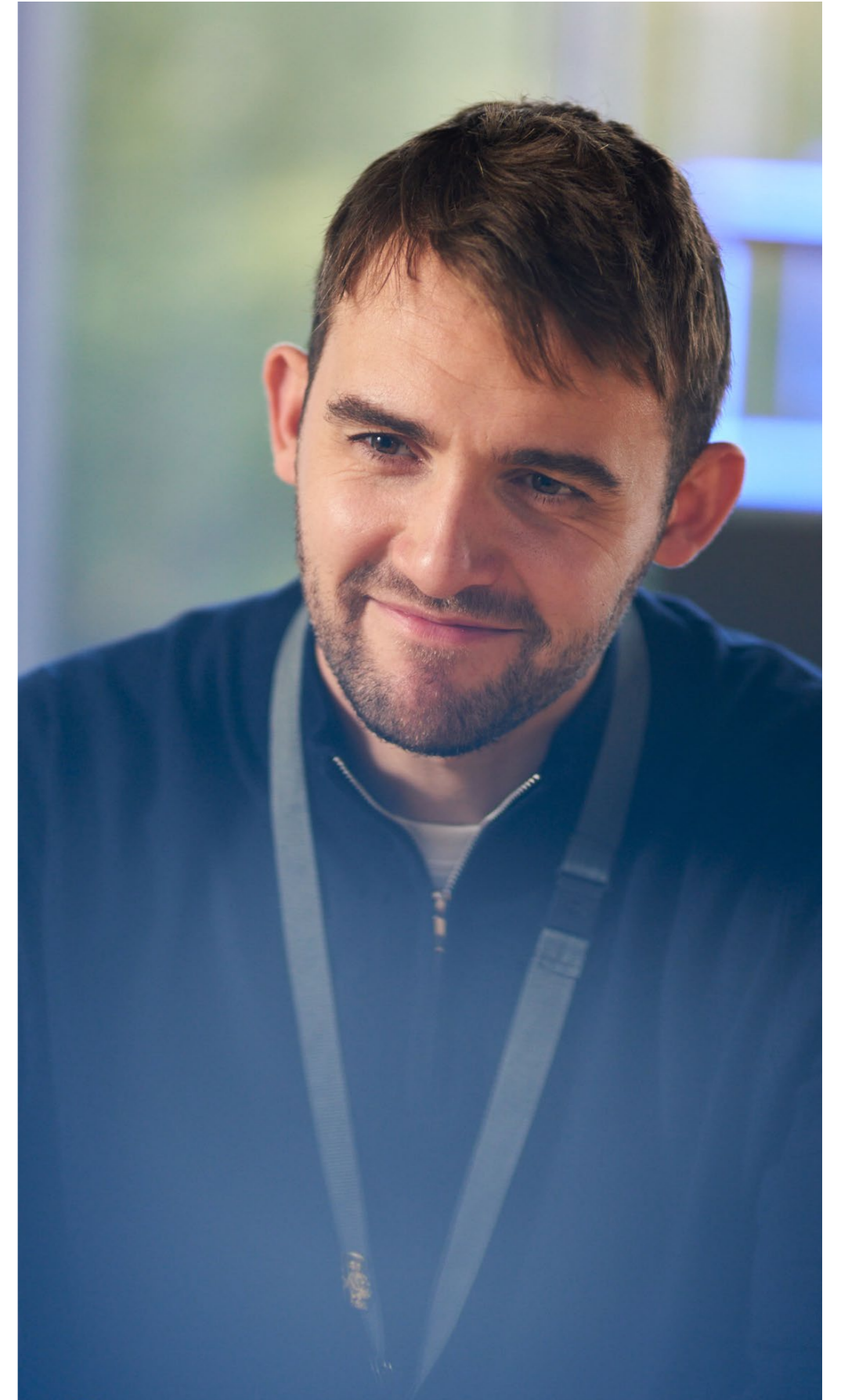
At Flutter, we are committed to driving cultural change through the continued development of our Employee Networks. These networks create opportunities for women and allies to connect, develop essential skills and behaviours, and address challenges that impact gender parity. They facilitate women's health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

Our Women's Inclusion Network (WIN) remained active throughout 2025, delivering meaningful initiatives that supported colleagues across a wide range of experiences. Key highlights included the ongoing Menopause Café series, which continued to provide an open and supportive space for discussion, and a collaboration with Scotland Women in Technology in which FanDuel sponsored their Unsung Hero award at the annual network event.

WELLBEING SUPPORT

Throughout 2025, we audited our processes around family leave by speaking with our colleagues who have utilised the leave for the positive aspects and what opportunities there were to improve the experience.

Using these insights, we created accessible guidance for those preparing to go on leave as well as developing new resources for managers to assist in the re-integration of parents and carers back into the workplace, helping to strengthen the sense of belonging our colleagues.



STATISTICAL SUMMARY & REPORTING STATEMENT

PAY GAP DATA	FLUTTER		HESTVIEW		BETFAIR		TOMBOLA		HALFORDS		FANDUEL		RETAIL	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Mean Hourly Pay	14.1%	10.0%	7.8%	7.3%	-0.5%	-8.0%	25.6%	27.7%	12.4%	11.3%	8.8%	3.1%	7.0%	3.5%
Median Hourly Pay	18.0%	16.0%	8.8%	10.5%	2.9%	-0.3%	26.8%	33.3%	13.2%	10.2%	13.0%	9.7%	1.4%	0.0%
Mean Bonus Pay	51.8%	16.5%	20.1%	12.7%	50.6%	-37.2%	46.1%	45.2%	60.6%	23.2%	26.8%	17.6%	62.9%	60.7%
Median Bonus Pay	36.3%	35.3%	11.5%	12.5%	15.5%	15.5%	34.5%	34.4%	17.6%	14.2%	11.3%	33.7%	12.0%	12.5%

QUARTILE SPLIT	GENDER	FLUTTER		HESTVIEW		BETFAIR		TOMBOLA		HALFORDS		FANDUEL		RETAIL	
		2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Total Entity Employee Split	Male	66.4%	65.7%	68.9%	67.4%	65.4%	65.3%	46.3%	48.5%	69.2%	66.4%	81.0%	80.2%	59.4%*	62.6%
	Female	33.6%	34.3%	31.1%	32.6%	34.6%	34.7%	53.7%	51.5%	30.8%	33.6%	19.0%	19.8%	40.5%*	37.4%
Lower Pay Quartile	Male	55.5%	55.9%	65.9%	66.7%	65.1%	66.2%	28.1%	28.1%	63.5%	59.2%	69.5%	70.7%	59.7%	65.7%
	Female	44.5%	44.1%	34.1%	33.3%	34.9%	33.8%	71.9%	71.9%	36.5%	40.8%	30.5%	29.3%	40.3%	34.3%
Lower Middle Pay Quartile	Male	65.6%	63.7%	65.0%	61.5%	64.9%	67.1%	37.3%	34.8%	66.5%	66.4%	83.1%	82.0%	62.6%	62.8%
	Female	34.4%	36.3%	35.0%	38.5%	35.1%	32.9%	62.7%	65.2%	33.5%	33.6%	16.9%	18.0%	37.4%	37.2%
Upper Middle Pay Quartile	Male	72.8%	72.9%	71.6%	67.7%	65.1%	67.1%	56.7%	69.6%	72.4%	69.1%	88.1%	88.6%	68.8%	62.8%
	Female	27.2%	27.1%	28.4%	32.3%	34.9%	32.9%	43.3%	30.4%	27.6%	30.9%	11.9%	11.4%	31.2%	37.2%
Upper Pay Quartile	Male	76.8%	75.2%	76.2%	76.2%	69.0%	65.5%	75.4%	76.1%	78.1%	71.7%	83.1%	82.0%	64.6%	65.4%
	Female	23.2%	24.8%	23.8%	23.8%	31.0%	34.5%	24.6%	23.9%	21.9%	28.3%	16.9%	18.0%	35.4%	34.6%

* 0.1% did not declare gender



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

Emer Burke
Learning & Development, Inclusion Director

